



## PROJECT TEAM RESOURCING AND PERFORMANCE OF FASHION ARTISAN RELATED NON-GOVERNMENTAL ORGANISATIONS PROJECTS IN NAIROBI CITY COUNTY

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### ABSTRACT

The study focused on project team resourcing and its influence on the overall project performance of fashion artisan-related Non-Governmental Organizations (NGOs) in Nairobi City County, Kenya. The study was guided by resource-based view theory. A cross-sectional study design was adopted, combining both qualitative and quantitative approaches. The data collection procedure involved administering structured questionnaires to a sample of 171 individuals from a target population of 300 drawn using stratified random sampling and included project teams, project team leaders, human resource managers, and project managers in selected artisan-related NGOs. The study found a positive and significant correlation between project team resourcing ( $r = 0.733$ ,  $sig = 0.000$ ) and the performance of artisan-related NGO projects. According to the study findings, team resourcing was found to enhance task efficiency and project continuity when supported by transparent recruitment and fair selection criteria. The descriptive analysis indicated improved client satisfaction, increased project efficiency, and reduced turnover in recent years, reflecting positive impacts of effective management strategies, particularly effective project team resourcing practices. The study concludes that artisan related NGOs can achieve higher project performance by strengthening human resource practices through structured recruitment, continuous capacity building, fair appraisal systems, and improved employee welfare programs. It recommends that fashion related NGOs adopt participatory management approaches, integrate technology in project tracking, and prioritize retention strategies that promote job satisfaction and career growth.

**Keywords:** Project Team Resourcing, Performance, Fashion Artisan-Related NGOs

## INTRODUCTION

According to Jörg and Ehsan (2019), project team management is the strategic and systematic management of people that are involved in a particular project. Project team management is a crucial element in project management and its main focus is to manage and utilize personnel involved in a project. This is done through planning, acquiring, developing and managing the project personnel throughout the project lifecycle to ensure its success (Jörg & Ehsan, 2019). Planning human resource is the initial step in project management and it involves the identification and documentation of projects responsibilities, roles and reporting structure.

The second step in project team management is acquiring the project team through recruitment, selection and negotiation. The third phase is developing the project team. This is through motivation and lifelong learning. Continuous mentoring, workshops, training programs and performance feedback is vital to help team members acquire new skills, refine existing ones and foster a high performing and collaborative work environment. Managing the project team is the next phase that involves coordinating and overseeing the team activities, ensuring they have necessary tools, resources and supporting them accordingly.

Non-governmental organizations (NGOs) have been recognized globally as crucial actors in promoting sustainable development, social equity, and economic empowerment, particularly in marginalized communities. In Kenya, NGOs are vital players in sectors such as health, education, and sustainable development, particularly in projects focused on improving livelihoods for rural and marginalized communities (Qatar Charity, 2024). Artisan-related projects represent a significant subset of NGO initiatives, especially in the context of sustainable and ethical fashion.

In Kenya, fashion artisan-related projects have grown in prominence over the past decade, thanks in part to the intersection of ethical fashion with NGO efforts to uplift marginalized communities (Ethical Fashion Institute, 2024). However, the success of these artisan projects heavily relies on effective project team management practices, including recruitment, training, performance evaluation, and team retention. Project team management in fashion artisan-related NGO projects involves careful coordination between artisans, project managers, and external stakeholders. The impact of management practices on performance is evident in the quality of products, adherence to project timelines, and the overall satisfaction of both stakeholders and artisans (Project Management Institute, 2021).

### Study Objective

The study sought to determine the influence of project team resourcing on the performance of artisan related NGO projects in Nairobi City County, Kenya.

### Statement of the Problem

The increasing integration of fashion artisan-related Non-Governmental Organization (NGO) projects into the global sustainable fashion value chain is gaining prominence as it empowers marginalized communities and promotes ethical production standards (Ethical Fashion Institute, 2024). However, despite these efforts, significant gaps exist in the performance outcomes of many such projects in Kenya. Artisan projects, especially those focusing on beadwork, crochet, and basketry, are faced with challenges related to project team management practices, specifically in the areas of resourcing, training, performance evaluation, and retention of skilled artisans.

In Kenya, many artisan-related projects—run by NGOs—aim to elevate the skills of marginalized artisans to compete in global markets. However, existing studies highlight the persistent misalignment between management practices and expected outcomes, especially in the fast-evolving sustainable fashion industry. For example, Artisan Fashion, a renowned

player in the sustainable fashion industry, has worked with artisans in marginalized areas, producing components for global brands like Versace, Max Mara, Vivienne Westwood, and Giorgio Armani. Yet, the lack of well-structured project team management limits the effectiveness of these artisans to meet international standards consistently.

The resourcing methods used to identify and engage skilled artisans significantly affect the quality of products and the overall performance of NGO projects. Often, traditional recruitment practices fail to ensure a sufficient pool of skilled artisans, leading to suboptimal team resourcing. Studies by (Jörg and Ehsan, 2019) show that ineffective selection criteria can exclude highly talented artisans from marginalized communities, causing bottlenecks in production quality and stakeholder satisfaction. Similarly, training programs and methods employed by NGOs in these projects are often under-resourced and inadequately tailored to the specific needs of artisans. For instance, research by Kuria (2019) on artisan development in Kenya revealed that only 35% of artisans reported receiving formal skills training beyond the initial onboarding phase. This failure to adequately train the workforce hampers productivity and delays project completion, affecting the long-term success of these initiatives.

The performance evaluation methods and feedback mechanisms are crucial in aligning artisans' efforts with project goals. However, outdated evaluation systems—which rarely incorporate artisan input or feedback—are commonly used, resulting in low levels of accountability and dissatisfaction among stakeholders (Helana, Stuart, & Ravinda, 2022). Team retention and turnover rates are additional concerns that contribute to the inefficiency of NGO artisan projects. High turnover rates—estimated at 30% annually in artisan projects in Kenya—are detrimental to project performance (Mollyne, 2024). Artisans frequently leave projects due to inconsistent compensation, limited growth opportunities, and the absence of adequate performance recognition systems. If these project team management practices remain unaddressed, the performance of artisan-related NGO projects will continue to be compromised. Projects will fail to meet stakeholder expectations and will not realize their full potential in improving the livelihoods of artisans.

The existing literature lacks comprehensive studies that specifically focus on the unique context of artisan-related NGOs in Nairobi, Kenya. This study aims to explore the specific challenges, constraints, and opportunities faced by artisan-related NGOs operating in Nairobi, Kenya, considering the socio-cultural, economic, and political factors that shape their project team resourcing. Understanding the local context will enable researchers to develop context-specific team resourcing strategies that address the needs and enhance the performance of artisan-related NGOs in Nairobi City County and beyond.

## LITERATURE REVIEW

### Theoretical Review

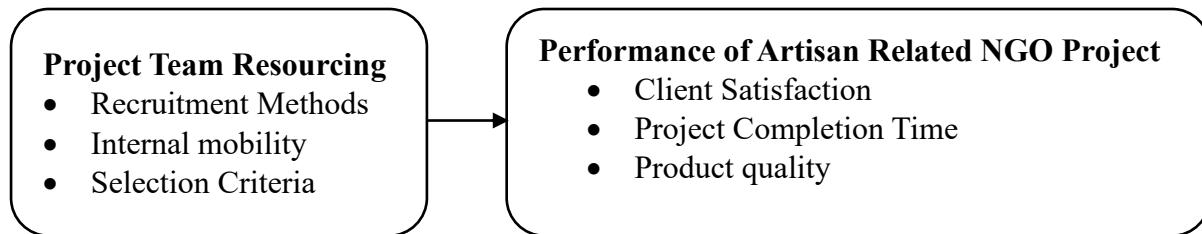
The study considered Resource-Based View (RBV) theory which is related to project team resourcing and performance of NGOs.

The RBV theory, conceptualized by Jay Barney in 1991, emphasizes that an organization's ability to maintain a competitive edge is contingent on its unique internal resources, particularly those that are valuable, rare, inimitable, and non-substitutable. This theory provides a strong foundation for understanding the critical role of team resourcing in fashion artisan-related NGOs. In these projects, the artisans' skills represent the unique resources that set these organizations apart in the global sustainable fashion market. From the RBV perspective, the processes involved in team resourcing, such as recruitment and selection, are instrumental in acquiring artisans with rare and specialized skills. The success of fashion artisan-related NGO projects depends significantly on recruiting individuals whose expertise in traditional crafts can be leveraged to create high-quality, ethical products that appeal to international brands. NGOs

that excel in resourcing, such as talent, differentiate themselves from competitors as these human resources are not easily replicated by other organizations. This theory underscores that effective resourcing practices are not merely operational concerns but strategic imperatives that directly impact the NGO's performance in delivering high-value, artisan-related projects.

### **Conceptual Framework**

Dickson and Emad (2018) defined conceptual framework as a structure that outlines the key variables, assumptions, relationships and concepts that underpin a research study. A conceptual framework provides a roadmap for understanding the research topic that lay a foundation for empirical review and formulation of questionnaires. The conceptual framework in this study illustrates the relationship between team resourcing and the performance of artisan related NGO projects.



### **Project Team Resourcing**

Project team resourcing involves the process of identifying, recruiting, and selecting individuals with the necessary skills and qualifications to contribute effectively to project goals (Shouvik & Mohammed, 2018). In fashion artisan-related NGOs, resourcing is essential to ensure the right mix of technical expertise and alignment with the organization's mission. Effective resourcing focuses on two key elements: recruitment methods and selection criteria.

Recruitment methods refer to the strategies used by NGOs to attract qualified artisans. These methods may include community outreach programs, local artisan networks, and targeted recruitment campaigns. Using diverse recruitment channels ensures that the organization reaches skilled artisans from marginalized communities who possess culturally significant craft skills, such as beadwork and basketry, vital for the project's success.

Selection criteria, on the other hand, go beyond technical abilities and focus on aspects like cultural fit, commitment to ethical production, and alignment with sustainability goals (Doreen, Babra, & Jemima, 2018). NGOs must carefully evaluate potential team members not only for their craftsmanship but also for their capacity to contribute to the organization's long-term objectives. By selecting artisans with a shared commitment to sustainability and ethical practices, NGOs ensure both the quality and the integrity of the work produced.

Overall, effective project team resourcing—through appropriate recruitment methods and strategic selection criteria—is fundamental to forming a capable and cohesive team, directly influencing the performance and success of fashion artisan-related NGO projects.

### **Performance of Artisan Related NGO Projects**

The performance of artisan-related NGO projects is often assessed through key indicators such as stakeholder satisfaction and project completion time. These sub variables provide valuable insights into the effectiveness of project execution and the impact of the NGO's activities. Stakeholder satisfaction refers to how well the project meets the expectations of its key

stakeholders, including artisans, funders, and end consumers (Doreen, Babra, & Jemima, 2018). In artisan-related NGO projects, stakeholders expect high-quality, ethically produced goods and measurable social impact. When artisans are empowered through fair wages and skills development, and when products meet the quality standards of international markets, stakeholders are more likely to express satisfaction. Regular feedback from stakeholders—whether through surveys or performance reviews—helps gauge the success of the project in meeting its social and economic goals.

Project completion time is another critical factor in evaluating project performance. Timely delivery of products or project outcomes ensures that the NGO meets contractual obligations and maintains its reputation with global partners and funders. Delays can disrupt partnerships, diminish stakeholder confidence, and negatively impact the NGO's ability to scale its operations. Efficient project management, which includes proper team resourcing and training, is key to ensuring that deadlines are met without compromising quality. Stakeholder satisfaction and project completion time are essential metrics for determining the overall success of fashion artisan-related NGO projects, directly influencing their sustainability and long-term impact.

## **Empirical Review of the Study Variables**

### **Team Resourcing and Performance of Projects**

Doreen, Babra, and Jemima (2018) investigated the influence of recruitment practices on the performance of NGOs. The study employed the descriptive survey design and its target population was senior and middle level management employees in selected NGOs. The study worked with a sample size of 86 respondents selected using stratified random sampling. Data was collected by the use of questionnaires and analysed using inferential and descriptive statistics as well as. The study established that a significant number of NGOs recruited by referral and that translated to 27.4% of organizational performance. Other means of recruitment that worked well for these NGOs included mass media announcement through different platforms online such as LinkedIn, official website among others (Doreen, Babra, & Jemima, 2018).

Fawad and Nigel (2017) conducted a study to assess the influence of project team effectiveness on the overall project performance in NGOs. The study worked with 157 respondents who were both team leaders and team members and questionnaires were used to collect data. Data analysis was done using exploratory factor followed by confirmatory factor analysis. The study results indicated that team recruitment played a significant role in the effectiveness of a team in a project and this contributed to the performance of projects implemented by NGOs. The study established that factors such as knowledge, skills and attitude were essential among candidates to be recruited and part of the project team. The study also pointed out that other factors such as effective leadership, communication and information sharing were vital to work as a catalyst toward successful projects (Fawad & Nigel, 2017).

Yogarajah (2022) conducted a study to assess the influence of project management resources on NGO success in Sri Lanka. The study employed an explanatory research design with structural equation modelling. The researcher worked with a sample size of 150 employees of NGOs from various sectors. The study findings established that effective recruitment channels

and a well-structured project management office contributed significantly to project success by ensuring skilled individuals were hired, improving both team productivity and stakeholder satisfaction (Yogarajah, 2022).

The study conducted by Ayangeadoo (2021) sought to examine the influence of recruitment and selection process on the performance of employees in the Nigerian Railway Corporation. The study worked with a sample size of 248 employees and employed interview and survey research design and data collection methods. The study findings established that there is positive correlation between effective recruitment and selection strategies and performance of this corporation. The study also established that effective selection and recruitment process contributes to employees' innovativeness and overall performance at work. The study concluded that hiring process is critical in onboarding talented employees in the workplace (Ayangeadoo, 2021).

## **METHODOLOGY**

The research adopted a cross-sectional study design to determine the influence of project team resourcing on the performance of artisan-related NGOs operating in Nairobi City County, Kenya. The study covered 10 fashion artisan NGOs with an approximate employee size of 300 individuals. The sampling frame for this study consisted of 300 individuals involved in fashion artisan-related NGO projects in Nairobi City County. This included project managers, project human resource managers, project team leaders, and project team members, who play critical roles in the execution and management of these projects. From this population, a representative sample of 171 individuals was drawn. This consisted of 17 project managers, 17 project human resource managers, 29 project team leaders, and 108 project team members, providing a comprehensive dataset for analysis. The primary data collection instrument that was used in this study was a questionnaire. The questionnaire consisted of a systematically prepared document with a set of questions designed to elicit responses from the research respondents.

## **FINDINGS**

### **Response Rate**

The study administered 171 questionnaires for the study. A total of 142 questionnaires were duly filled and returned, representing a response rate of 83%. Mugenda and Mugenda (2008) suggested that a response rate of 30-50% is adequate while 80% and above is excellent in a study to give reliable results. Thus, the response rate was appropriate for the data analysis in this study.

### **Research Finding of Project Team Resourcing and Performance**

#### **Descriptive Statistics Findings of Project Team Resourcing**

Respondents were requested to provide their opinion on project team resourcing and performance based on the following scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The findings in Table 1 reveal that there is an agreement supporting project team resourcing practices in fashion artisan-focused NGO projects, with average mean scores (MN) 3.49 and noticeable variation in staff perceptions (STD). The summary statistics presented indicate an agreement in the general perceptions of project team resourcing practices in artisan-focused NGO projects among participants (51.6%), with

average scores predominantly between 3.3 and 3.8 on a 5-point scale, and standard deviations falling between about 0.98 and 1.37. This implies a general agreement on these practices, although there is notable variability in the perceptions across different practices.

Employee referrals (TR1) with the mean of 3.37 and standard deviation of 1.371 indicating that on average, respondents were neutral, however only 52.2% of respondents agreed that the organization attracts suitable candidates through referrals. While referrals are a recognized strategy, their effectiveness is not universally acknowledged (Olweny *et al*, 2025). Community outreach (TR2) with the mean (3.36) and standard deviation (1.307) again indicate agreement, with 52.1% support for outreach as a resourcing mechanism. Outreach programs are considered essential for attracting skilled artisans, reinforcing contemporary studies that emphasize the need for innovative talent attraction in NGOs (Jayaram & Bhatta, 2022).

Internal job postings (TR3) with the average score of (3.28, SD=1.301) which indicate respondents were neutral with 42.9% of the respondents in agreement, which is slightly lower, suggesting that while internal recruitment is somewhat prevalent, nearly 30% of respondents remain neutral about its effectiveness. This trend aligns with strategic HRM perspectives advocating both internal and external recruitment methods. Promotion opportunities (TR4) with an agreement (49.3%) and a mean of 3.38 signal neutral perceptions about promotional pathways for project roles, which strengthens both motivation and retention according to empirical studies on NGO HRM practices (Olweny *et al*, 2025).

Reassignment of staff (TR5) showing a mean of 3.28 and standard deviation of 1.285 and 50% agreement, receptiveness is neutral, suggesting organizations utilize reassignment of qualified staff but with varied effectiveness. According to Olweny *et al* (2025), strategic reassignment helps optimize available talent without increasing costs. Skill prioritization (TR6) with a mean of 3.33 reflects agreement (49.4%), with higher proportions favouring prioritization of artisan skills. This is consistent with studies that insist on competency-based selection as a best practice for successful project delivery (Jayaram & Bhatta, 2022).

On selection criteria (TR7, TR8) the items differed. Notably, TR7 ("understanding project requirements") shows an agreement (3.82, SD=0.977), indicating strong consensus (66.9%) that project-specific expertise is valued during selection. TR8 ("teamwork skills") has a mean of 3.07, SD of 1.208 and 38.7% agreement, suggesting an agreement that teamwork is not prioritized as much, despite frequent recommendations (Chayomchai, 2023). Inclusive selection (TR9) the mean of 3.61 and notable proportions of 62.7% for signify strong support for gender balance and diversity in selection, in line with advocacy for inclusivity in NGO team formation (Jayaram & Bhatta, 2022).

Recent studies highlight that diverse and targeted resourcing practices positively influence team composition and project outcomes in NGOs, especially those working in artisanal and development sectors. Effective talent acquisition through referrals, outreach, promotion, skill-based selection, and inclusive practices significantly boost project success and staff retention, although literature advises against relying solely on any single approach (Menezes *et al*, 2025; Ambarwati *et al*, 2025). Research recommends combining internal mobility with external outreach to ensure skill suitability and team diversity, fostering more sustainable and high-performing project teams. In summary, the study indicates that while most team resourcing practices in fashion artisan-related NGOs are generally well-regarded, there are notable

differences in how specific strategies are valued, emphasizing the importance of a comprehensive and adaptable approach to forming project teams.

**Table 1: Descriptive Analysis for Project Team Resourcing**

Team Resourcing	SD %	D %	N %	A %	SA %	MN	STD
TR1 My organization receives a significant number of suitable candidates through employee referrals.	12.7	16.9	18.3	25.4	26.8	3.37	1.371
TR2 My organization engages in community outreach programs to attract skilled artisans for project teams.	9.9	19.7	18.3	28.2	23.9	3.36	1.307
TR3 My organization utilizes internal job postings to fill project team roles.	9.9	19.7	27.5	18.3	24.6	3.28	1.301
TR4 Opportunities for promotion are available for existing team members to take up project roles.	10.6	19.7	20.4	21.1	28.2	3.38	1.355
TR5 My organization considers reassignment of qualified internal staff to fill artisan project positions.	10.6	20.4	19	30.3	19.7	3.28	1.285
TR6 My organization prioritizes relevant artisan skills when selecting project team members.	12.7	19	19	21.1	28.2	3.33	1.293
TR7 Selection decisions consider candidates' understanding of project requirement.	0.7	10.6	21.8	39.4	27.5	3.82	.977
TR8 Teamwork skills are important criteria in selecting artisan project staff.	10.6	30.3	20.4	19	19.7	3.07	1.208
TR9 My organization ensures inclusive selection practices that promote gender balance and diversity.	7	16.9	13.4	33.1	29.6	3.61	1.265
<b>Average Team Resourcing</b>	<b>9.4</b>	<b>19.2</b>	<b>19.8</b>	<b>26.2</b>	<b>25.4</b>	<b>3.49</b>	<b>0.873</b>

Respondents were asked to provide their suggestions on how recruitment methods can be improved to enhance project team resourcing effectiveness. The findings were organised in the following key themes: 71% of the respondents emphasized the need for a more transparent and merit-based recruitment process. They noted that current recruitment practices often lack clear selection criteria, leading to perceptions of favouritism or misalignment between skills and project needs. Strengthening objectivity through standardized evaluation tools and

competency-based interviews was recommended to ensure that the most qualified candidates are selected. Another recurring theme was the integration of technology and data-driven recruitment systems. Respondents highlighted that digital recruitment platforms, online skills testing, and talent databases could help identify suitable candidates more efficiently, especially for time-sensitive projects. The use of automation in shortlisting and background verification was also viewed as a way to reduce delays and human bias.

Participants further suggested the need for proactive talent planning and internal capacity development. Instead of relying solely on external recruitment, many felt that building internal talent pools, conducting regular staff training, and maintaining a skills inventory would enhance project continuity and reduce dependency on ad hoc hiring. Lastly, respondents called for greater inclusivity and stakeholder participation in the recruitment process. Involving project managers and technical leads in candidate selection was viewed as a practical way to ensure alignment between project requirements and personnel competencies.

Respondents were asked to provide their suggestions on how selection criteria can be improved to enhance project team resourcing effectiveness and performance of artisan related projects. The qualitative findings revealed several strategies that could enhance the effectiveness of selection criteria for artisan project teams. Respondents consistently emphasized the importance of aligning selection criteria with job-specific skills and performance requirements. Many noted that current selection methods focus too heavily on basic qualifications or prior experience without adequately testing practical competencies. To address this, participants recommended the inclusion of hands-on trade tests, skill demonstrations, and performance-based assessments to ensure artisans possess the technical proficiency required for project success. Another common theme was the need to incorporate behavioural and soft-skill evaluation in the selection process. Artisans often work in collaborative, time-sensitive environments, so assessing attributes such as teamwork, reliability, adaptability, and communication skills was seen as vital for ensuring a good team fit and minimizing on-site conflicts.

Respondents also highlighted the importance of objective and transparent evaluation frameworks. They suggested adopting standardized scoring systems and competency matrices to reduce bias and improve fairness during candidate assessment. This would enhance credibility and promote the recruitment of artisans based on merit rather than personal connections or subjective opinions. Moreover, several participants advocated for periodic review and updating of selection criteria to reflect evolving project needs, industry standards, and technological advancements. Incorporating feedback from project supervisors and performance appraisals could help refine the criteria over time. Finally, the study noted that integrating psychometric or aptitude testing could help identify artisans with strong problem-solving skills and attention to detail qualities essential for high-quality workmanship.

### **Correlation Analysis Findings of Project Team Resourcing**

Correlation analysis was conducted to examine the nature and strength of the relationships between the independent variable (project team resourcing) and the dependent variable, performance of artisan-related NGO projects. The study employed the Pearson Product-Moment Correlation Coefficient ( $r$ ), which measures the strength and direction of linear relationships between variables. The correlation coefficient ranges from  $-1$  to  $+1$ , where values

close to +1 indicate a strong positive relationship, values near -1 indicate a strong negative relationship, and values around 0 suggest no linear relationship (Field, 2018). A positive correlation implies that as one variable increases, the other tends to increase as well, while a negative correlation indicates that as one variable increases, the other decreases. In this study, the analysis was performed at a 95% confidence level ( $p \leq 0.05$ ), meaning that relationships with significance values less than or equal to 0.05 were considered statistically significant.

The study sought to determine the relationship between project team resourcing and the performance of artisan-related NGO projects. The results in Table 2 reveal a strong positive and statistically significant correlation between project team resourcing and the performance of artisan-related NGO projects ( $r = 0.733$ ,  $p = 0.000 < 0.01$ ). This implies that improvements in project team resourcing, such as recruitment methods and selection criteria, are associated with higher levels of project performance. The strong positive correlation suggests that effective resource allocation and equitable distribution among project teams enhance operational efficiency, task completion rates, and overall project outcomes. In other words, when project teams are adequately resourced, they are more likely to meet project objectives, adhere to timelines, and achieve sustainable results. These findings are consistent with the argument by Kerzner (2022), who notes that optimal team resourcing is a critical determinant of project success, as it enables effective task execution and reduces project delays caused by resource inadequacies. Similarly, Wanjau *et al* (2024) found a strong correlation between team planning (team skills, experience, communication plan, and team efficacy) and performance of housing projects in Kenya.

**Table 2: Correlation Coefficient for Project Team Resourcing**

		Performance of Artisan NGO Projects		Project Team Resourcing
Performance of Artisan NGO Projects	Pearson correlation	1		.733**
	Sig. (2-tailed)			.000
	N	142		142
Project Team Resourcing	Pearson correlation	.733**		1
	Sig. (2-tailed)	.000		
	N	142		142

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

### Regression Analysis Findings of Project Team Resourcing

Simple Linear regression analysis was done to determine the effect of project team resourcing on performance of artisan NGO projects. Simple linear regression was deemed appropriate as it helps establish both the direction and magnitude of the relationship between each predictor and project performance. The study examined the influence of project team resourcing on the performance of artisan-related NGO projects in Nairobi City County using simple linear regression analysis. The results in Table 3 indicate that the  $R^2$  of 0.537 confirms the model's robustness indicating that project team resourcing explains 53.7% of project performance.

The significant and statistically relevant impact of team resourcing highlights the essential importance of having adequate resources, such as appropriate staffing, technical skills, sufficient financial support, and access to necessary project materials, in achieving project success. Adequate team resourcing boosts operational efficiency, minimizes project delays, and

encourages team motivation all critical factors for the successful execution of NGO projects. These findings are consistent with contemporary studies emphasizing the centrality of team resourcing in project success. Yogarajah (2022) found that effective recruitment channels and a well-structured project management office contributed significantly to project success by ensuring skilled individuals were hired, improving both team productivity and stakeholder satisfaction.

**Table 3: Linear Regression: Project Team Resourcing and Performance**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733 <sup>a</sup>	.537	.534	.47628

**ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	36.821	1	36.821	162.315	.000 <sup>b</sup>
1 Residual	31.759	140	.227		
<b>Total</b>	<b>68.579</b>	<b>141</b>			

**Coefficient (Performance)**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	B		
1 (Constant)	1.452	.166		8.736	.000
Project team resourcing	.590	.046	.733	12.740	.000

The results in Table 3 show that the F-statistic is 162.315 with a significance level ( $p = .000 < 0.05$ ), indicating that the simple linear regression model is statistically significant. This means that project team resourcing significantly predicts the performance of artisan-related NGO projects in Nairobi City County. The high F-value demonstrates that the regression model explains a substantial proportion of the variability in project performance, confirming that variations in the dependent variable (project performance) are not due to random chance but are strongly associated with differences in project team resourcing levels. The findings suggest that project team resourcing is a key determinant of NGO project performance, implying that improvements in resourcing practices such as adequate staffing, proper skill matching, and timely provision of materials lead to higher levels of project success.

The regression results in Table 3 indicate that project team resourcing has a positive and statistically significant influence on the performance of artisan-related NGO projects in Nairobi City County ( $\beta = 0.590$ ,  $t = 12.740$ ,  $p = .000 < 0.05$ ). The unstandardized coefficient ( $B = 0.590$ ) implies that holding other factors constant, a one-unit increase in project team resourcing leads to a 0.590 unit increase in project performance. This means that better staffing, adequate resource availability, and effective allocation mechanisms substantially enhance the overall efficiency and success of artisan-related NGO projects. The standardized coefficient ( $\beta = 0.733$ ) further reveals that project team resourcing has a strong positive predictive power, confirming it as a key determinant of project performance. The associated t-value of 12.740

exceeds the critical value ( $\approx 1.96$  at  $\alpha = 0.05$ ), signifying that the relationship is statistically robust and unlikely to have occurred by chance. The model was fitted as follows:

$$Y = 1.452 + .590X_1$$

Where:

$Y$  = Performance of artisan-related NGO projects

$X_1$  = Project team resourcing

1.452 = Constant (intercept)

0.590 = Regression coefficient for project team resourcing

$\varepsilon$  = Error term

These findings affirm that well-resourced project teams perform better due to improved capability, motivation, and responsiveness to project demands. Adequate resourcing ensures that teams have the right mix of human skills, tools, materials, and logistical support, factors that enhance both productivity and project sustainability. The findings align with Ayangeadoo (2021) who established that effective selection and recruitment process contributes to employees' innovativeness and overall performance at work. Hiring process is critical in on boarding talented employees in the workplace.

## Performance

The descriptive results in Table 4 provide an overview of respondents' perceptions of the performance of Artisan NGO projects. The overall mean score of 3.40 ( $SD = 0.854$ ) indicates a moderately positive perception of project performance, suggesting that while most projects meet expectations and deliver satisfactory results, there remains substantial room for improvement, particularly in timeliness, consistency, and quality assurance as agreed by 55.1% of the respondents. The findings imply that a significant proportion of projects achieve their intended objectives and client satisfaction, though performance outcomes vary across specific dimensions. While most respondents recognize project success in reliability, professionalism, and timely delivery, satisfaction with product quality and how well client needs are met is less pronounced. Recent literature highlights that successful NGO projects rely heavily on client satisfaction, reliable delivery, capacity building, and meeting quality standards. Factors such as timely delivery, use of skilled labour, and consistent communication influence how clients perceive project value and effectiveness (Cheruiyot & Sigei, 2025; Owino & Omwenga, 2022).

On client satisfaction with quality (PP1), there was moderate satisfaction where about 41% agreed ( $M = 3.08$ ,  $SD = 1.278$ ). Literature suggests client satisfaction hinges on adherence to quality standards, specifications, and design (Afdei, 2020). Regarding output meeting expectations (PP2), 56.4% agreed indicating improvement in meeting client expectations, linked in research to effective management and skilled team ( $M = 3.48$ ,  $SD = 1.309$ ). Addressing client needs (PP3), 43.7% agreed that feedback from clients indicates satisfaction with how well the project addresses their needs ( $M = 3.06$ ,  $SD = 1.300$ ). Literature suggests that success often correlates with clear communication and responsiveness to client input (Abilla & Wanyonyi, 2024; Owino & Omwenga, 2022).

On professionalism with clients (PP4), 59.2% agreed that project team demonstrates professionalism when engaging with clients. This indicates consistent perception of professionalism ( $M = 3.69$ ,  $SD = 1.093$ ). Studies show that positive client interaction and ethical engagement elevate project satisfaction (Alshihre *et al*, 2020). On reliability in delivery (PP5), there is a strongest agreement (67.6%) that clients find the project team reliable in delivering agreed outputs ( $M = 3.85$ ,  $SD = 1.358$ ) indicating that reliability is a top performer. Literature associate reliability with strong resource management and committed teams (Cheruiyot & Sigei, 2025; Owino & Omwenga, 2022).

On time completion (PP6), 71.9% agreed that projects are completed within the originally agreed timelines ( $M = 3.91$ ,  $SD = 1.277$ ). Studies have always linked timeliness to successful planning and execution, a primary factor for client satisfaction (Fauzan *et al*, 2025; Afdei, 2020). Achievement of milestones (PP7), 59.1% agreed that project milestones are consistently met as per the project plan ( $M = 3.37$ ,  $1.340$ ). Studies have also shown that milestone achievement correlates to proper monitoring and evaluation practices (Abilla & Wanyonyi, 2024; Owino & Omwenga, 2022).

Managing time challenges (PP8), 49.3% agreed that time-related challenges are managed efficiently without derailing overall project timelines ( $M = 3.25$ ,  $SD = 1.260$ ). According to Fauzan *et al* (2025), efficient time management, helps avoid delays, a key expectation for NGO projects. Lastly on timely handover of deliverables (PP9), 47.8% agreed that project deliverables are handed over on time to clients as agreed ( $M = 3.30$ ,  $SD = 1.209$ ) suggesting gaps in final delivery processes. According to Afdei (2020), Proper handover protocols and client involvement recommended.

**Table 4: Descriptive Statistics of Performance**

Performance of Fashion Artisan NGO Projects	SD	D %	N %	A %	SA %	MN	STD
PP1 Clients are satisfied with the quality of artisan products delivered by the project team.	10.6	28.9	19.7	23.9	16.9	3.08	1.278
PP2 Clients report that the project outputs consistently meet their expectations.	7.7	21.1	14.8	28.2	28.2	3.48	1.309
PP3 Feedback from clients indicates satisfaction with how well the project addresses their needs.	14.1	23.9	18.3	28.9	14.8	3.06	1.300
PP4 The project team demonstrates professionalism when engaging with clients.	2.1	14.1	24.6	31	28.2	3.69	1.093
PP5 Clients finds the project team reliable in delivering agreed outputs.	9.9	9.2	13.4	21.1	46.5	3.85	1.358
PP6 Projects are completed within the originally agreed timelines.	9.9	4.2	14.1	28.9	43	3.91	1.277
PP7 Project milestones are consistently met as per the project plan.	14.8	12.7	13.4	38.7	20.4	3.37	1.340
PP8 Time-related challenges are managed efficiently without derailing overall project timelines.	16.2	12.7	21.8	28.2	21.1	3.25	1.260
PP9 Project deliverables are handed over on time to clients as agreed.	8.5	25.4	18.3	23.9	23.9	3.30	1.209
<b>Average Performance of Projects</b>	<b>10.4</b>	<b>16.9</b>	<b>17.6</b>	<b>28.1</b>	<b>27.0</b>	<b>3.40</b>	<b>0.854</b>

The respondents were asked to provide suggestions on what can be improved to enhance client satisfaction in artisan-related NGO projects. The qualitative analysis revealed that enhancing client satisfaction in artisan-related NGO projects requires strengthening project delivery, communication, and stakeholder engagement practices. Respondents emphasized that quality workmanship is the cornerstone of client satisfaction. This can be achieved by providing adequate training and capacity building for artisans to ensure they possess the right technical skills and adhere to project standards. Continuous professional development and performance monitoring were also highlighted as crucial for maintaining consistency and excellence in service delivery.

Another key theme that emerged was the need for effective communication and feedback mechanisms between project teams, clients, and community beneficiaries. Respondents noted that many client concerns arise from limited consultation and poor information flow. Regular progress updates, participatory decision-making, and feedback sessions can strengthen trust and transparency, ensuring that client expectations are well understood and met. The analysis further pointed to the importance of timely project completion and proper resource management. Delays and resource shortages often lead to client dissatisfaction; hence, improving project planning, supervision, and logistics was suggested to enhance efficiency.

Moreover, participants highlighted the role of quality assurance and monitoring systems in maintaining high standards. Establishing clear performance benchmarks, conducting regular inspections, and addressing issues promptly can improve the overall quality of project outputs. Finally, respondents recommended strengthening client relationship management through empathy, responsiveness, and post-project support. Demonstrating accountability and a willingness to address client concerns even after project completion helps build long-term trust and positive reputation for the organization.

The respondents were asked to provide suggestions on strategies that can be adopted to ensure timely completion of artisan-related NGO projects. The qualitative analysis indicated that ensuring timely completion of artisan-related NGO projects requires a combination of effective planning, efficient resource management, strong supervision, and clear communication among all stakeholders. Respondents consistently highlighted that comprehensive project planning is the foundation of timely delivery. This involves developing detailed work schedules, setting realistic timelines, and anticipating potential delays through proper risk assessment and contingency planning.

Another prominent theme was the need for adequate resourcing. Delays often arise from shortages or late delivery of materials and equipment. Ensuring that all necessary tools, materials, and finances are available before the project begins and maintaining proper inventory control, helps avoid unnecessary interruptions. Respondents also noted that timely disbursement of funds from donors and management is critical to prevent stoppages due to financial constraints. Effective supervision and monitoring were also emphasized as key strategies. Regular site visits, progress tracking, and milestone reviews enable early identification of bottlenecks and allow for prompt corrective action. The use of project management tools and digital reporting systems can further enhance real-time tracking and accountability.

The analysis also underscored the importance of clear communication and coordination among project team members, supervisors, and clients. Miscommunication often leads to rework and delays. Regular team meetings, proper documentation, and transparent information sharing ensure everyone remains aligned with project goals and timelines. Respondents additionally suggested investing in training and capacity building for artisans and project managers to improve efficiency and time management skills. Skilled workers who understand project workflows are more likely to deliver tasks within the stipulated period. Lastly, motivating and retaining skilled artisans was identified as an essential factor. Providing fair remuneration, recognition, and a conducive work environment helps maintain morale and reduces absenteeism, which in turn supports timely project completion.

## CONCLUSION

The study concludes that project team resourcing is a significant determinant of project performance. Adequate human, financial, and logistical support enables project teams to function efficiently and meet their objectives within time and budget constraints. The strong positive relationship, implies that when NGOs invest in appropriate resourcing strategies such as timely provision of materials, well-defined roles, and sufficient staffing, they enhance productivity and service delivery. Hence, effective resource planning and allocation are fundamental to the success of artisan-related NGO projects.

## RECOMMENDATIONS

NGOs should implement structured recruitment frameworks that emphasize skills, experience, and cultural fit. This will ensure that artisans selected for project teams possess the technical and interpersonal competencies required to meet project objectives effectively. Regular and hands-on training programs should be introduced to improve artisans' technical skills, safety practices, and innovation. Training should also cover emerging technologies, project management tools, and teamwork dynamics to align with modern project demands.

There should be a coordinated policy framework guiding recruitment practices in NGOs. This will promote fairness, consistency, and accountability in managing artisan project teams. Government agencies such as the National Industrial Training Authority (NITA) should collaborate with NGOs to design and fund capacity-building initiatives tailored for artisans, focusing on sustainability and employability.

## Areas for Further Research

While this study provided valuable insights into the influence of project team resourcing on the performance of fashion artisan-related NGO projects, several areas remain open for further investigation. Further studies should examine how different leadership styles such as transformational, participatory, or transactional affect the motivation, cohesion, and performance of artisan project teams in NGOs. In addition, a comparative study across different counties or countries could help determine how cultural factors, environmental conditions, and organizational structures influence team management and project success since the study was limited to fashion NGO Artisan related projects in Nairobi County.

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