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TEAM MANAGEMENT PRACTICES AND PERFORMANCE OF ROADS PROJECTS IN MOMBASA COUNTY, KENYA

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ABSTRACT

This study sought to find out the role of team management practices and performance of road projects in Mombasa County, Kenya. The study was guided by the following objectives, to evaluate the effect of team maintenance on performance of road projects in Mombasa County, Kenya, to determine the effect of team leadership on performance of road projects in Mombasa County, Kenya. The main theories of the study were Likert's theory of team management system, and team role theory. The research adopted a descriptive research approach, combining qualitative and quantitative data collection methods. Primary data was gathered through structured questionnaires with project managers as respondents in County Road projects in Mombasa. The population of the study was 15 road projects in Mombasa County. A census was adopted where the 150 respondents were administered with questionnaires. The study found team management practices significantly influence performance of road construction project in Mombasa County. Specifically, the study found that team leadership and team maintenance to be positively related to performance of road construction projects in Mombasa County. All the null hypotheses were rejected and alternative hypotheses accepted. The study concluded that team management practices significantly influence performance of project. The study recommended enhancement of team management practices to ensure improved project performance. This should be done through composition of a diversified project team in terms of knowledge, culture, and experience. Proper recruitment strategies should also be put in place to ensure a cohesive project team is recruited. The project team should also be maintained through trainings, team building and motivation. Lastly team leadership is crucial for the success of the project. Thus, project team to ensure they have a qualified project leader who helps transforms the team and gets the best out of them. The outcomes of this study will be useful to inform policymakers, project managers, and practitioners in Mombasa County and other regions in Kenya, enabling them to make informed decisions regarding the implementation and management of team management practices in government projects.

Key Words: Team Management Practices, Team Maintenance, Team Leadership, Performance, Road Projects

Background of the study

Any organization's overall growth is greatly dependent on its team management. It forms the cornerstone of successful company creation. To guarantee personal growth, proficient communication, leadership skills, and the ability to operate as efficiently as possible, it aims to bring out the best in team members. In any firm, team management is the most crucial position. A robust team management system is essential for businesses looking to boost output, profitability, and service quality (Mehek, 2020). The communication medium generally has an impact on team engagement, and working creates more opportunities for connection and interaction, which are tied to and influenced by the team members' locations (Greimela, Kanbach, & Chelaru, 2023).

The means of communication among team members are therefore influenced by their physical location. For instance, a team that is geographically separated for a variety of reasons reduces opportunities for in-person interaction and promotes computer-mediated communication. The inability to have in-person meetings and interactions with coworkers forces the team to rely on technology-based communication tools. Government projects often involve multiple stakeholders, complex regulatory frameworks, and political considerations, which can significantly impact project outcomes (Bakker et al., 2016). Additionally, factors such as cultural diversity, language barriers, and technological infrastructure may further influence the effectiveness of project teams in the context of government projects (Hoegl et al., 2018).

Government projects in Kenya have exhibited a mixed performance record. While some projects have been successful in achieving their objectives, others have faced challenges such as cost overruns, delays, and inadequate quality. Factors influencing project performance include inadequate planning, weak project governance, project management practices, corruption, and limited stakeholder engagement (Ondieki et al., 2017). These issues have often resulted in suboptimal project outcomes, including ineffective service delivery and wastage of public resources. Effective project management practices are important for the successful implementation of government projects in Kenya.

Key management practices include project planning, stakeholder engagement, risk management, monitoring and evaluation, and transparent procurement processes. Adequate planning encompassing project scoping, resource allocation, and realistic timelines is essential to set a strong foundation for project success. Stakeholders' engagement at various stages of the project promotes accountability, and transparency, and ensures that projects align with the community needs (Kithinji et al., 2016). Furthermore, effective risk management helps identify and mitigate potential challenges, reducing the likelihood of cost overruns and delays. Regular monitoring and evaluation enable project managers to track progress, identify bottlenecks, and take corrective measures in a timely manner. Transparent procurement processes, adhering to established regulations and promoting fair competition, are vital to ensure efficient resource allocation and prevent corruption (Kwamboka & Ondieki, 2020).

Statement of the problem

Kenyan road development projects have been consistently rated poorly in terms of completion by the World Bank's Operations Evaluation Department (OED). Between 2008 and 2011, Kenya received an overall project completion rating of 49% for publicly funded projects, significantly lower than Tanzania's 59.5% and Uganda's 70.1% (Githinji, Ogolla, & Kitheka, 2020). The persistent challenge of cost and schedule overruns has been well-documented across most counties, with over 70% of projects experiencing time overruns exceeding 50% and more than 50% of projects incurring cost overruns greater than 20% (Mwangi & Ngugi, 2020).

In Mombasa County, several road construction projects have been completed, while others remain ongoing under various agencies such as the County Government of Mombasa, KeNHA,

KeRRA, and KURA (Beldinne & Gachengo, 2022). However, project delays and underperformance remain widespread. Karanja and Ruguru (2023) highlight that most road construction projects in Mombasa have encountered significant cost and time overruns, with some failing to achieve their intended benefits, while others have been abandoned or terminated prematurely. Furthermore, Kenya's construction sector lags behind other sectors domestically and trails significantly compared to developed nations. Desford et al. (2018) attribute these challenges to poor planning, inadequate scheduling, inefficient decision-making, and lack of stakeholder involvement, all of which contribute to significant project delays.

A World Bank (2016) study further revealed that Mombasa County has consistently struggled with the effective delivery of public projects, with only 43% of projects reaching completion as required. Alarmingly, just 21% of these projects were completed efficiently and effectively. The study also found that 45% of public projects in the county were struggling, while 55% were either entirely abandoned or failed. Poor project team management practices have been a major contributor to budget and time overruns, resulting in significant delays in improving road infrastructure and connectivity in the county.

Previous studies have examined the influence of team management practices on project performance across different sectors. Gicovi (2018) studied community-based projects in Embu County, while Njoroge and Muchelule (2024) analyzed water projects in Kiambu County. Similarly, Musili and Nyang'au (2022) focused on rural electrification projects in North Eastern Kenya, and Njue and Chandi (2019) explored community-based projects in Embu. Additionally, Makau and Moronge (2018) investigated factors affecting project team performance in Nairobi's building construction sector. While these studies provide valuable insights, they lack a comprehensive analysis of how team management practices—specifically team leadership, and team maintenance—affect road construction project performance in Mombasa County. To address this gap, this study seeks to examine the influence of team management practices on the performance of road construction projects in Mombasa County. By doing so, it aims to provide a more holistic understanding of how effective team management can enhance project outcomes in the region.

General Objective

The main objective of the study was to investigate the influence of team management practices on the performance of road projects in Mombasa County, Kenya.

Specific Objectives.

i. To evaluate the influence of team maintenance on performance of road projects in Mombasa County, Kenya.
ii. To determine the influence of team leadership on performance of road projects in Mombasa County, Kenya.

LITERATURE REVIEW

Theoretical Literature Review

Likert's Theory of Team Management

The theory was established by Rensis Likert in 1960s. According to the theory the effectiveness of organizations is dependent on successful leadership. Through the involvement of team members in structuring the work and the working environment, the team leadership can effectively lead the team members in achieving the team goals. A competent leader may foster an environment where workers feel valued by allowing them to participate in decision-making, establishing a strong communication system, and offering chances for them to meet their individual and collective needs (Chand, 2020). Likert identified four primary leadership

philosophies: exploitative, benevolent authoritative, consultative, and participative/democratic. An exploratory leadership style places a strong emphasis on output. These leaders never consult their subordinates while making decisions. They coerce the subordinates into complying by threatening them, using fear, and offering prizes or punishments.

The Benevolent Authoritative Leadership Style is incredibly patronising. They see a master-servant dynamic in the interaction between a leader and their subordinates. This kind of boss believes the team members are capable of enough. Consultative leadership style the team leaders that have such a high level of trust in their team members that they confer with them before making decisions pertaining to the implementation of the project. Participative Leadership Style leaders encourage open communication within the team and help employees participate in decision-making processes. They put a strong emphasis on team objectives and work together to accomplish shared organisational goals. These democratic participatory leaders foster a culture of mutual trust and support among team members, fostering a strong sense of team spirit. When it comes to inspiring subordinates to reach high performance standards, this style of leadership works best (Chand, 2020). Likert found that when managers use general supervision rather than close supervision, employee productivity increases. Applying general supervision as a management style emphasizes developing connections with staff members rather than concentrating solely on work duties (Stevens, 2012).The theory was useful in linking the variable of team leadership and how it influences performance of road projects in Mombasa County.

Team Role Theory

Belbin's Theory of Team Roles was suggested by Belbin in 1981. The theory has nine different roles that every member of a team should possess. These roles are plant-innovator, specialist, completer-finisher, resource investigator, shaper, coordinator, motion evaluator, team worker, and implementer. The theory stipulates that each team member possesses a specific pattern of behavior that is different from the other team members and thus contributes to the general progress of the team (Belbin, 1981). The ideology behind this theory is that; different people have different skills and attributes and therefore, for employers to come up with effective teams, the managers need to make sure that the team members possess different skills. The team has a mixture of skills that enables it to come up with solutions when grouped together.

A team is likely to be successful if its members have the right roles. And every team role has strengths and weaknesses which managers must understand clearly (Belbin, 1981). A leader has to know every role a team member can play. A good leader should encourage the team members by assigning roles that are well known to them instead of trying to work on the weaknesses. By giving a team member the least favorite role, performance will diminish since the focus will be on the least liked role, and as such, the general performance of the team and the organization will be affected (Kriek, 2018). Belbin's role theory proposes that for a balanced teams there is better performance that those that are unbalanced since there is duplication of roles. An example is given where all the team members are coordinators perform worse than teams with different roles (Smith, Polglase, & Parry, 2012). The theory also measures team behaviors rather than personalities of the team (Garcia-Ramirez, 2021). Critics argue that there is no empirical evidence to show the relationship between the team performance and team role (Van de Water, Ahaus, & Rozier, 2008; Blenkinsop & Maddison, 2007).

This theory is significant in this study because it provides a clear path on the manner in which team leaders should handle other team members for the success of the organization. It gives the team leaders the opportunity to choose the right people to do the right tasks with the aim of

enhancing performance. The team roles allow people to have a full comprehension of the skills possessed which in turn prompts correspondence among staff members and administrators.

It also gives an opportunity to assemble extraordinary teams, while existing teams can be enhanced so that every staff member can feel the effect on the work environment, and this in turn will boost productivity. The theory was useful in linking team maintenance and how they influence performance of road construction projects in Mombasa County.

Conceptual framework

A theoretical structure known as a conceptual framework offers an ordered and methodical depiction of important ideas, factors, connections, and theories to direct research in a particular subject or area of study. It provides a framework for comprehending and examining a certain issue or phenomenon, assisting researchers in formulating research questions, creating strategies for gathering data, and interpreting results within a logical theoretical framework. (Grove, Burns, & Gray, 2013). The conceptual framework provided a visual representation of the key variables, relationships, and factors influencing the performance of County funded roads projects in Mombasa, Kenya concerning team management practices.

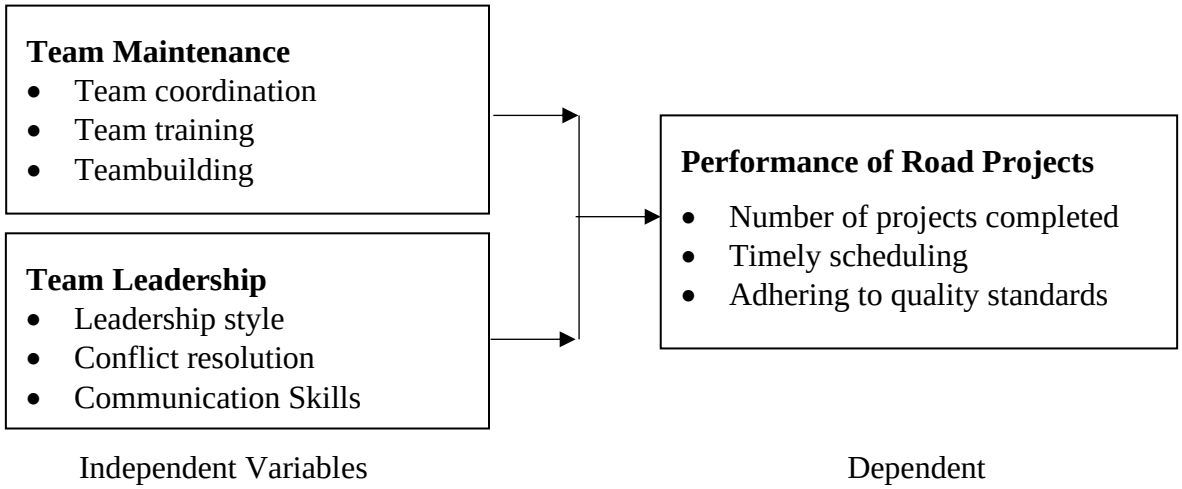

Figure 2.1: Conceptual Framework

Team Maintenance

Effective project management research provides little guidance about how project team factors influence three crucial capital project outcomes: cost, schedule, and operability. Nevertheless, efficient project execution is a key business objective in many domains, and this is especially true for capital projects in the process industries (Scott-Young & Samson, 2008). Maintenance has always been vital to manufacturing companies because of its diverse range of tasks, resources, measurement, and administration. However, as operating technologies have changed and the function of maintenance within organizations has changed, there has been a growing demand in recent years to handle the many aspects of maintenance more effectively. Diverse client needs impact markets, requiring better quality, faster delivery, better customer service, and cheaper prices. Product life cycles are also getting shorter and shorter at the same time. Having a cost advantage, a value edge, or, ideally, both is necessary for success in any competitive environment, and any company's capacity to compete successfully is essential to its existence (Ekanem, Usoro, & Baridam, 2022).

In team management practices, coordinating activities and managing tasks across different locations can be complex. Team members may have varying work schedules, priorities, and dependencies, making it challenging to synchronize efforts and ensure timely completion of tasks. Proper project management tools and techniques are essential to overcome these

challenges. (Wang et al., 2020). Tteam coordination is the process of gathering, integrating, and synchronizing group members' actions to create unity of action in the pursuit of shared objectives. When everyone is working toward the same objective and there is efficient coordination, the concept of collaboration as a whole works well. To accomplish goals more quickly and effectively, coordination is essential. Collaboration is considered to be lifeblood of the project team. Thus, an environment where the team members feel comfortable sharing of ideas and also working together ensure the team is cohesive and can come up with more innovative solutions (Mbacke, 2024). Project team design is the ability of doing project activities efficiently by considering team skills, leadership, competence, and diversity. Team project management can be interpreted in the context of virtual space, classical structure of the organization, project agility, interorganizational networks and others.

Organization boundaries define the internal environment and in this case an organization becomes an environment of the project implementation and this is the essence of the classical approach where the project team location is described in the organizational structure (Pachura, 2018). Virtualization has been adopted by many organizations in in this evolving global world in order to reduce cost, maximize funds, and also recruit field experts beyond location barriers. The virtual teams are made of people of cross-cultures but have the ability to do the job efficiently (Imakwuchu & Billy, 2018). In collaborative projects where team members are from functional department such as finance, marketing, customer service and others, mean that the project members operate under dual authority system i.e. reporting to a line manager as well as the project manager. In this instance the project manager needs to ensure there are effective communication channels that are well addressed in the communication management plan. Successful project team require careful consideration and designing and these issues are best addressed in the Human resources management plan, communication plans, and stakeholder management plan. It is a greater challenge for an organization to effectively implement inter departmental project teams if they have traditional hierarchical structure (PM4dev, 2019).

Since a team involves a group of individual working towards a common goal, team building entails the process of enabling the team members reach their goals through facing challenges, achievement of goals and also enabling goal achievement. Building trust among team members is crucial for successful collaboration (Ozigbo, Maryam, & Ngige, 2020). However, in project teams, trust building can be more difficult as members have limited opportunities for informal interactions and personal connections. Establishing trust requires intentional efforts and clear communication channels. (Wang et al., 2020). Team-building activities, regular meetings, and cultivating a positive team culture are essential to keep team members connected and motivated. (Powell et al., 2020). Team skills building can be conducted by the project manager throughout the entire project life cycle in order to enhance project success. Since teams provide a unique opportunity for individuals who work together and shar knowledge, it is important for the team leadership to identify training opportunities that align with the project needs and also contribute the development of the project team members (Mbacke, 2024).

Team Leadership

Leadership is the process through which a person influences and guides group members towards ensuring better performance. Leadership activities entail sound decision making, establishing a clear vision, coming up with organization goals, as well as provision of knowledge tool to team member with an aim of achieving project goals. Project leadership style provides a complete pattern of a leader’s behavior as seen by the leader’s personnel. It is the distinct way in which a leader interacts with team members and the way he handles the duties (Smith, Busi, Ball, & Van Der Meer, 2019). Managing people in a project environment is different from managing in departments. Thus, the project manager’s job is more complex as compared to those managing departments though they may have similar responsibilities or people (Newton, 2015). The promotion and development of high performance among team

members is further enhanced by a project manager possessing transformational leadership skills. The project manager can identify anomalous situations, act decisively, and work with his team to find unique solutions by putting transformational leadership concepts into effect. (Amin, Kamal , & Sohai, 2016).

The project leadership need to be able to identify problems and make subsequent solutions through sound decision making and sound judgement (Ozigbo, Maryam, & Ngige, 2020). The success of project teams is highly dependent on the team leader or the project manager's ability to effectively manage and influence the diverse pool of individuals. Since project teams are diverse, interdependent and multidisciplinary in nature, it is essential for the project managers to integrate the efforts of the project participants through team building. The project manager needs to understand the dynamics and team development process in order to create an environment that is satisfactory and the members feel personally and professionally satisfied, involving, and cultivates mutual respect. The project team leader needs also to create a clear and compelling vision that forms the unity of purpose for the project team to work towards. Building of commitment to the vision is key through motivation, effective communication and also participation in the decision-making process. (PM4dev, 2019).

Effective communication is vital for project teams, but it can be challenging due to limited face-to-face interaction. Team members may have different time zones, language barriers, and technological issues, which can hinder real-time communication and collaboration. (Laureani, 2020). Team members need information to accomplish the desired goals. For teams to be effective the project leadership needs to ensure disclosure of relevant and crucial information needed for the completion of the project. There is always that fear by the project leadership on loss of decision-making power due to the nature of sensitive information shared to the project team. Team efforts often fail due to unwillingness of the team leadership in sharing needed information with the project team. The project leadership needs to balance the information shared to the project team not much and not too little information (Ozigbo, Maryam, & Ngige, 2020). A project manager's role in team management is to create the lines of communication which includes creating channels for real-time updates and setting up meetings. The project leadership should have a communication plan describing how communication with the project team. Feedback is a powerful tool for team's growth. The team leadership should ensure there an open culture of feedback about the leadership and the also the project processes. Two-way feedback is helpful in improving project management practices (Mbacke, 2024).

Performance of County Roads Projects

Road construction project performance can be determined by evaluating the project deliverables vis these construction industry key performance indicators (Rauzana & Dharma, 2022). According to Mellado et al. (2019), the key performance indicators (KPIs) of the construction industry show that the projects have been delivered within the set budgets, on time, efficiently, defect-free, profitable, safe and correct the first time. Construction projects are graded as being well-performed if they are completed within the set budget planned timeframe and in conformity with the technical and functional specifications (Kabirifar & Mojtahedi, 2019).

The organizational environment of a project includes a variety of factors that are connected to project performance. Research and development initiatives as well as building projects can shorten their cycle times by having management support in helping the project team identify clear goals (Scott-Young & Samson, 2008). The individual skills, abilities, and experiences of team members are taken into consideration while determining the composition of the team, as is the possibility that the sum of these contributions will determine the team's overall performance results. The way a team is set up has a big impact on how the team functions and what kind of results it produces. Performance outcomes (overall quality/precision of work

performed, etc.) can be used to classify most of the primary outcomes connected with team performance. internal results for members.

Road project need highly skilled staff during the initial phases of the projects and especially during project definition and planning. Lower skilled staff are then assigned work by following established plans. If the road project teams are composed of individuals with the required skills, then the there is a likelihood of the project teams being completed within their scope, time, budget, and of high quality (Mukhongo, Waiganjo, & Njeru, 2018). Matu et al (2020) agrees that acquiring a competent and skilled team plays a significant role in project planning.

Teams have to be manageable in size and the team members must show commitment towards reaching team goals. The team members are jointly accountable for the outcomes based on the actions they take. Though team members are mutually responsible for the project outcomes, the share the team performance goals. The talents and complementary skills are blended resulting to a product that is more valuable than the individual team contributions and thus, motivates and energize the individuals to consistently perform at high levels. Team contributes to the success of the project and organization due to outstanding teamwork and cooperation of team members that are unselfish. Project team work for a specific project that has a definite beginning and end. The performance of the project team is judged on meeting the deadlines or completion of important milestones (Ozigbo, Maryam, & Ngige, 2020).

Empirical Literature Review

Team Maintenance and Performance of Projects

In a study by Njue and Chandi (2019) on the influence of team management practices on performance of community-based projects in Embu County, a descriptive correlation survey design was adopted and 34 community projects were targeted. 32 project leaders were selected as sample. The study found team communication to have significant correlation ($r = .623$, sig = .000) with performance of community-based projects. The study also found a positive significant relationship ($\beta = .424$, sig = .009) between team communication practices and performance of community-based projects. In their study, Smith and Johnson (2020) investigated the effectiveness of project team management in the context of government projects. They surveyed project managers working in government agencies and analyzed the data using statistical techniques. The results indicated that project teams, when properly managed and supported, can significantly enhance the performance of government projects (Smith & Johnson, 2020).

In a longitudinal by study Lee and Park (2021) to explore the relationship between team characteristics and the performance of government projects over time data was collected from multiple government departments to analyzed the trends and patterns in project performance. Their findings suggested that project teams, with effective communication and collaboration mechanisms, can consistently deliver successful outcomes in government projects. In another by Musili and Nyang'au (2022) on the influence of project team management practices and performance of rural electrification projects in North Eastern Kenya found that found significant correlation ($r = .719$, sig = .000) between team building practice and project performance. The study also found a direct relationship ($\beta = .801$, sig = .000) between team identification practice and performance of rural electrification projects.

In exploring of team building and performance in organization, Ozigbo et al (2020) opined that teams are susceptible to challenges that occur during organizational changes. Team members may resist working with other project team members due to cultural diversity, knowledge or even power. Thus, there is a break up in establishing social relationships and this affects the team in terms of sharing goals or purposes. The team also may have a challenge on group thinking as well as the pressure to conform to the group dynamics and the increased conflicts

related to decision making. Without adequate training there a likelihood that the team may not effectively work in developing the shared vison, communication challenge, and personal conflict. Thus, team building helps improve the group performance through improvement in communication, increase cohesion, reduce conflicts and increase the team commitment (Ozigbo, Maryam, & Ngige, 2020).

In another study by Musili and Nyang'au (2022) on the influence of project team management practices and performance of rural electrification projects in North Eastern Kenya found a strong significant correlation (r = .719, sig = .002) between team building and rural electrification projects performance. The study also found a direct relationship (β = .801, sig = .000) between team building practice and performance of rural electrification projects. Similarly, Theresia and Antonio (2022) examined the effectiveness of team building in manufacturing companies in Asia. The findings revealed that effective team building practice result in to a more cohesive workforce and also helps in improving communication between team leadership and the team members.

Team building also cultivates unity in the team and thus, reduced conflicts and also ensures timely completion of tasks. The study concluded that through effective team building, trust and dependability is yielded between team members and management (Theresia & Antonio, 2022).

Team Leadership and Performance of Projects

Yuan, Zhang, and Xu (2019) conducted a study to examine "the impact of project team management practices on the performance of government projects". They collected data from various government agencies and analyzed the relationship between team characteristics and project performance. Their findings highlighted the positive association between team collaboration and project success. The effect of leadership on the organisational performance of the Coca-Cola Company in Abuja, Nigeria, was investigated by Ibrahim and Daniel (2019). The results of the study showed that an organization's performance is directly impacted by the management style that they choose. The study also found that employee performance and the achievement of company goals and objectives were improved by participative leadership and task delegation. Thus, the study came to the conclusion that an organization's leadership style affected its ability to fulfil its goals and objectives. Therefore, it was advised that every organisation make sure the correct person is in control of the organisation in order to achieve the established goals, as leadership is one of the fundamental tools used to accomplish organisational goals (Ibrahim & Daniel, 2019).

Klaic et al (2020) in their study of "fostering team innovation and learning by means of team-centric transformational leadership" targeted 79 scientific teams. The study specifically focused on the effects of team centric leadership, and the role of teamwork as the mediator between leadership and innovation learning. The study found that team-centric leadership has a significant positive relationship with individual members learning and team innovation. The study also found teamwork quality has a mediating effect on the relationship between team-centric leadership and learning. The study concludes that leaders in scientific teams ought to be aware of the negative effects of high team cohesion on the team innovation since it undermines critical discussions and divergent thinking. Engagement in team-centric transformational leadership such as emphasis on group identity, group vision communication, and team building activities help improve learning and innovation in teams (Klaic, Burtscher, & Jonas, 2020).

Mathenge (2020) in a study of "project management practices on performance of public construction projects in Mombasa County, Kenya" established that, the project manager's experience, leadership style, and team work determined the level of project success. It was also

concluded that the experience of the project team is crucial for improved project performance. The level of education of the project team greatly impacted the project implementation process. It was also noted that the lesson learned from previous or ongoing projects by the project team has a great impact to the project implementation. Nada and Soha (2023) examined the "influence of transformational leadership on project management and team performance". The study adopted quantitative methodology and also deductive reasoning where 288 individuals who were purposively sampled. The study found that transformational leadership significantly influenced team performance and project management. There is a reasonable association between leadership and stimulation of employees, employee's empowerment and projects effectiveness and efficiency (Maalouf & Achi, 2023).

Munezero (2022) studied the "effect of employee teamwork practices on organizational productivity among private universities in Kenya". Specifically, the study determined the effect of team communication, team motivation, team leadership, on organizational productivity among private universities in Kenya. The study was underpinned by Tuckman's theory and Belbin's theory of team roles. A case study design was adopted where it targeted 173 employees of Africa Nazarene university. A sample of 121 was determined using Yamane formula. The study found team leadership has a positive strong significant ($r = .591$, $sig = .000$) correlation with organizational productivity. Team leadership also explained 34.9% of variation in organizational productivity. The study focused on teamwork practices on organizational productivity while the current study is on team management practices and performance of road construction projects in Mombasa County.

RESEARCH METHODOLOGY

The researcher used descriptive research design in collecting data from respondents because it discovers answers to questions, and how the variables produce changes to one another (Sekaran, 2018). According to Kumar (2019), a descriptive research design ensures a complete description of the situation making sure that there is minimum bias in the collection of data and reducing error in interpreting the data collected. The target population of the study was 15 Road Projects in Mombasa County, with an accessible population of 10 experts per project, comprising of project managers (15), project supervisors (30), project engineers (15), and project representatives (90) leading to a population of 150, where the sample was drawn. According to Mugenda and Mugenda (2018) using the census survey, the results of the study can be generalized to the entire population since the study uses a 100% total population, and thus, accurate conclusions can be deduced. The study examined the 150 respondents

Stratified sampling was used since the target population is made up of different cohorts of top project managers, project engineers, project supervisors, and project employees from road construction projects in Mombasa County who do not have similar characteristics (Bryman, 2016). The researcher used purposive sampling, to select the project managers and project engineers from each road project in Mombasa, Kenya. Mugenda and Mugenda (2018) explained that the purposive sampling technique is used where the sample selected has characteristics that are needed in the sample. Random sampling was used in selecting the respondents from the cohorts of project supervisors and other project workers.

The researcher used questionnaires as a tool for data collection. The collected data was cleaned and coded before being analyzed quantitatively using SPSS version 28. Quantitative analysis was done from the numerical data obtained from the field. A multiple regression analysis was also applied to establish independent variables influence dependent variable. The regression model was evaluated based on how well it fits the data. The significance of each independent variable was also tested using the t- test. distribution, The F test was used to determine the overall model's significance at a 95% confidence level.

FINDINGS, ANALYSIS AND DISCUSSIONS

The study population was 150 and a census was employed. Thus, a total of 150 questionnaires were distributed to road construction projects in Mombasa County. A total of 121 questionnaires were dully filled and returned with a response rate of 80.7% which is recommended to be excellent for giving general conclusions in a study as suggested by Mugenda and Mugenda (2018).

Descriptive Statistics

The respondents were requested to indicate their level of agreement with the statements that measured the various study objectives. The responses were described using a five-point Likert scale. Response patterns were described using the mean, standard deviation, and percentages. In this study, 1–2.6 denoted disagreement, 2.7–3.4 represented neutral, and 3.5–5 showed agreement. A standard deviation of two or higher indicated significant diversity in replies. In this study, the mean and standard deviation were used to indicate how the replies differed from the variable's average, and percentages were used to explain the level of agreement. A mean greater than the overall average indicates that the statement has a positive influence on the variable, and the opposite is true.

Team Maintenance

The first objective was to 'evaluate the influence of team maintenance on performance of road projects in Mombasa County, Kenya'. The indicators for the team maintenance practices included team coordination, team training, and team building. The average mean for team maintenance practices was 3.52 (Std dev = 0.895). The average corresponds to agreement from the Likert scale range indicating agreement of the respondents with the statement on team maintenance practices for the road projects in Mombasa County. As for the specific statements, Table 1 shows the statistics.

Table 1 Team Maintenance Practices

Team Maintenance	SD %	D %	N %	A %	SA %	MN	STD
Collaboration among team members during projects has improved the team's problem-solving skills on-site	14.8	11.3	9.9	28.2	35.9	3.59	1.445
Team members work together more effectively to overcome construction challenges	9.9	8.5	19	26.1	36.6	3.71	1.308
The project team undergoes regular training to ensure it has the needed skills for the road construction projects	7	14.1	16.9	29.6	32.4	3.66	1.260
Training programs are tailored to address specific challenges in road construction.	7	19.7	21.8	26.8	24.6	3.42	1.251
Team-building exercises have improved collaboration among team members	5	18.3	26.1	26.1	26.1	3.55	1.165
Team-building activities have improved open communication among team members.	12	17.6	23.2	23.2	23.2	3.30	1.330
Average Team Maintenance Practices						**3.52**	**.894**

Respondents (64.1%) agreed that collaboration among team members during projects has improved the team's problem-solving skills on-site. The mean (3.59) and standard deviation (1.445) indicated the respondents agreed with the statement. The statement also positively influences the variable since its mean (3.59)> the average for team maintenance practices (3.52). The study also found that Team members work together more effectively to overcome

construction challenges. About 62.7% of the respondents agreed while 18.4% disagreed. The mean (3.71) further supports the agreement and it positively influences team maintenance practices. On training, the project team undergoes regular training to ensure it has the needed skills for the road construction projects as agreed by 62% of the respondents against 21.1% who disagreed. The mean (3.66) further indicates the respondents agreed and it also positively influences team maintenance practices. It was also agreed by 51.4% that the training programs are tailored to address specific challenges in road construction. However, the mean (3.42) slightly supported the statement though the statement doesn't positively influence risk management practices since it is less than the average mean of 3.52.

Concerning tram building, 52.2% of respondents agreed that Team-building exercises have improved collaboration among team members. The mean (3.55) provided support for the assertion, which has a beneficial impact on team maintenance procedures. Finally, 46.4% of the respondents concurred that team-building activities have improved open communication among team members. The statement is not supported by the mean (3.30), though, as it has no positive effect on team maintenance procedures. From the statistics, there was a positive indication of team maintenance practices for the road construction projects in Mombasa County. Only the statement on team building helping improve open communication couldn't be agreed upon. The other statements or indicators recorded slightly or clear agreement indicating team maintenance practices are implemented in the road construction projects. Thus, team maintenance practices may positively influence project performance of road construction projects in Mombasa County. Effective team coordination, provision of training to the project team as well organizing regular team building activities will help maintain the project team and thus improve the overall performance of the road construction projects.

How is the project team in the road construction projects in Mombasa County maintained?

The respondents unanimously agreed that maintaining a strong project team is critical to the success of road development projects in Mombasa County. This process includes tactics for ensuring team stability, productivity, motivation, and ongoing alignment with project objectives throughout the project's lifecycle. Respondents mentioned various strategies for team maintenance. Team development and capacity building are key practices in construction projects. These include ongoing technical training, such as workshops on new technologies and safety protocols, and soft skills training, such as leadership and conflict resolution skills. Knowledge-sharing sessions are also conducted to review lessons learned and discuss challenges. Respondents also mentioned effective leadership and team cohesion as crucial in project management. They argued that transformational leadership inspires and motivates teams to achieve goals beyond technical execution. Team-building activities like retreats and workshops strengthen interpersonal relationships, while clear communication channels like progress meetings and open-door policies maintain transparency and trust within the team.

Other respondents also opined that the use of conflict management mechanisms such as mediation, negotiation, grievance handling, and proactive problem-solving, involving regular risk assessment meetings to identify and address potential project risks collaboratively can help maintain a project team. Respondents also argued that workforce stability which includes clear employment contracts, flexible work schedules, and a local content policy, promoting community ownership and reducing employee turnover, and implementing long-term project extensions to retain skilled workers can help maintain the project team. Health, safety, and well-being programs include Occupational Health and Safety (OHS) programs, such as regular drills and PPE provision, and mental health support programs, such as counselling services were also mentioned. However, respondents observed that challenges in team maintenance include high staff turnover, political interference, and cultural and language barriers, which can affect team dynamics and productivity, especially in high-stress environments.

In conclusion, project teams in Mombasa's road construction projects are maintained through a combination of capacity building, effective leadership, performance management, dispute resolution, and worker well-being activities. While staff turnover and political interference are issues, projects that invest in team development, recognition, and open communication tend to outperform in terms of project execution and employee satisfaction.

How has the composition of the project team influenced the performance of the road construction projects in Mombasa County?

The respondents agreed that the composition of project teams is critical in influencing the success of road development projects in Mombasa County. The diversity of talents, knowledge, leadership structure, cultural background, and team size all have a substantial impact on project efficiency, quality, cost-effectiveness, and timeliness. Respondents mentioned that the multidisciplinary teams, consisting of professionals from various disciplines, enhance project efficiency by ensuring comprehensive planning and execution. This approach, like the Dongo Kundu Bypass Project, improves risk assessment and minimizes construction errors. However, some respondents also argued that if poorly managed, skill gaps can lead to project delays and quality issues, as seen in the Mombasa-Nairobi Highway Expansion, where insufficient expertise in handling complex drainage systems contributed to delays.

Team size and structure can positively impact productivity by promoting a well-balanced team, reducing communication bottlenecks, and promoting efficient decision-making. Clear hierarchical structures, like the Port Reitz Road Expansion Project, enhance accountability and reduce role conflicts. Conversely, overstaffing can lead to redundancy, increased labour costs, and burnout, as projects with insufficient human resources face productivity challenges, missed deadlines, and compromised work quality. On gender and cultural diversity, respondents opine that in multinational projects can promote innovation, enhance team dynamics, and improve project outcomes. However, communication barriers and resistance to diversity can hinder progress. For instance, the LAPSSET Corridor Projects integrated foreign expertise, leading to advanced technologies and improved project standards. Additionally, incorporating women in technical roles can improve team morale.

Team Leadership

The second objective was ‘to determine the influence of team leadership on performance of road projects in Mombasa County, Kenya.’ The indicators for the team leadership practices were leadership style, conflict resolution, and communication skills. The average mean for team leadership practices was 3.39 (Std dev = .919). The average corresponds to neutral from the Likert scale range indicating the respondents were not convinced with a statement on team leadership practices for the road construction in Mombasa County. As for the specific statements, Table 2 shows the statistics.

Table 2: Team Leadership Practices

Team Leadership Practices	SD %	D %	N %	A %	SA %	MN	STD
The project manager, with years of experience, effectively manages team members in road construction projects.	9.2	19.7	16.2	30.3	24.6	3.42	1.301
The project leadership employs various management styles to ensure the team achieves its objectives.	4.2	16.9	23.9	28.2	26.8	3.56	1.176
The team members in road construction projects are passionate and open to discussing project-related issues with the project manager to resolve conflicts.	11.3	17.6	24.6	21.8	24.6	3.31	1.322
The project manager has implemented a mechanism to resolve conflicts within the project team.	24.6	10.6	18.3	26.8	19.7	3.06	1.469
The project manager possesses the necessary communication skills for effectively managing road construction projects.	8.5	12	19	33.1	27.5	3.59	1.244
The project leader effectively communicates with the project team to efficiently complete the work and achieve the desired outcomes.	9.9	19	16.2	34.5	20.4	3.37	1.274
Average Team Leadership						**3.39**	**0.919**

Concerning leadership style, the study found that 54.9% agreed that the project manager, with years of experience, effectively manages team members in road construction projects. The mean (3.42) indicates slight agreement and supports the statement. It was also found that the project leadership employs various management styles to ensure the team achieves its objectives as agreed by 55% of the respondents. It was also supported by the mean (3.56) which indicates agreement from the Likert scale range.

On conflict resolution, the team members in road construction projects are passionate and open to discussing project-related issues with the project manager to resolve conflicts. This was agreed by 46.4% of the respondents against 28.9% who disagreed. The mean (3.31) indicates neutral agreement with the statement. The statement doesn't positively influence team leadership practices. The study also found that the project manager has implemented a mechanism to resolve conflicts within the project team. This statement was agreed by 46.5% against 35.2% who disagreed. However, the statement doesn't positively influence team leadership practices since its mean is below the average of 3.39.

About communication skills, the project manager possesses the necessary communication skills for effectively managing road construction projects. This was agreed by 60.6% of the respondents and further supported by the mean (3.59). The study also established that the project leader effectively communicates with the project team to efficiently complete the work and achieve the desired outcomes. The findings are supported by a majority of 54.9% of the respondents against 28.9% who disagreed. However, the mean (3.37) doesn't support the statistics and further doesn't positively influence team leadership practices.

From the statistics, there was evidence of adherence to team leadership practices though in some instances, the statistics could support that. There is a need for improvement in team leadership practices for road construction projects in Mombasa County. Having a proper leadership style, applying conflict resolution strategies, and having good communication skills in road projects will ensure improved performance.

How is the leadership of the project team in the road construction projects in Mombasa County?

Respondents agreed that the success of road development projects in Mombasa County is heavily influenced by project team leadership. Effective leadership promotes smooth coordination, efficient resource utilization, prompt decision-making, and stakeholder engagement. Leadership structures in these initiatives frequently combine technical knowledge, strategic management, and stakeholder-focused methods. The respondents mention that Mombasa's Road Projects employ three common leadership styles: transformational, transactional, and situational. Transformational leadership inspired teams with a clear vision, boosting morale and productivity. Transactional leadership focused on clear structures, defined roles, and performance-based rewards, effective in strict timelines. Situational leadership adapted to project needs, team dynamics, or emerging challenges, ensuring flexibility and adaptability, especially in dealing with unexpected issues like resource shortages or technical complications.

Respondents also agreed that the road construction projects in Mombasa County followed a hierarchical structure, with a project director/manager overseeing the entire project, site engineers/construction managers handling day-to-day operations, seam leaders/supervisors managing specific teams, and specialized technical leads providing expertise in areas like geotechnical engineering, environmental management, or safety compliance. This structure ensured clear lines of authority and accountability, ensuring smooth project execution. An example was mentioned of the Dongo Kundu Bypass Project.

In conclusion, the success of road development projects in Mombasa County is heavily reliant on project team leadership. Strong, adaptive, and strategic leaders help to ensure that projects are completed on time, within budget, and of high quality. However, obstacles such as political intervention, talent deficiencies, and coordination concerns might jeopardize leadership effectiveness. Improving project performance requires investing in leadership development, encouraging inclusive practices, and cultivating an accountability culture. Political influence, frequent staff turnover, bureaucratic red tape, and cultural diversity are among the problems that project leaders in Mombasa County encounter. Political interests can affect leadership appointments, resulting in competency difficulties. Skilled leaders may quit in the middle of a project to pursue better possibilities.

In your opinion how has the team leadership practice influenced the performance of the road construction projects in Mombasa County?

Respondents opined that effective leadership leads to timely project delivery, quality assurance, efficient resource utilization, and conflict resolution. However, poor leadership can cause project delays, cost overruns, and low team morale. For instance, in the Mombasa-Nairobi Highway Expansion, leadership struggles related to coordination between contractors and government bodies led to delays and budget escalations. Effective leaders ensure adherence to project schedules, enforce quality standards, optimize resource utilization, and manage conflicts effectively.

The respondents also mentioned that the project success in Mombasa is driven by decisive, adaptive leadership, inclusive and participatory leadership, continuous improvement, and ethical leadership. Leaders invest in training, learning from past projects, and adopting new technologies, ensuring smooth project implementation and reducing corruption risks. Respondents also posited that effective leadership practices can significantly improve project efficiency, team cohesion, risk and conflict management, and quality control. They ensure projects stay on schedule through effective planning, resource allocation, and decision-making. The Dongo Kundu Bypass was mentioned as a project that had minimal delays due to decisive

leadership that ensured quick decision-making when facing challenges. Transformational leadership creates a positive work environment, leading to higher productivity and lower staff turnover. Proactive risk and conflict management helped prevent delays and ensure disputes do not escalate. Respondents mentioned the Port-Reitz Road Expansion where the leadership was able to manage the disputes between the local communities and the contractor hence avoiding project delays. Respondents also mentioned continuous improvement and strict adherence to construction standards ensured high-quality work, resulting in fewer structural defects, reduced rework, and long-term durability of road infrastructure.

In conclusion, excellent leadership methods have greatly aided the success of numerous road development projects in Mombasa County. Strong leaders encourage efficiency, quality, and team cohesion, but weak leadership frequently leads to delays, cost overruns, and subpar infrastructure quality. To further increase project performance, it is necessary to invest in leadership development programs, promote accountable management, and foster inclusive leadership practices. Experienced and adaptive leadership styles can positively influence project delivery, as seasoned managers often meet deadlines, budget control, and quality assurance. Balancing autocratic and democratic approaches can enhance team performance. Conversely, ineffective leadership can lead to project failures due to unclear goals, weak motivation, and conflicts, resulting in poor project outcomes.

Performance of Road Construction Projects in Mombasa County

The main purpose of the study was to investigate the influence of team management practices on the performance of road projects in Mombasa County, Kenya. The study measured the performance of road construction projects based on the number of projects completed, timely scheduling, and adherence to quality standards. Table 4.13, which was below the average of 3.30, did not give clear evidence of how project team management approaches affected the performance of road construction projects in Mombasa County.

Table 3: Performance of Road Construction Projects

Performance of Road Projects	**SD %**	**D %**	**N %**	**A %**	**SA %**	**MN**	**STD**
Team management practices in road projects have ensured positive performance of the projects	14.1	17.6	19	31.7	17.6	3.21	1.315
Team management practices have ensured that road projects are implemented as per schedule.	14.8	11.3	19	31	23.9	3.38	1.357
The road projects are completed on time due to good team management practices	9.2	16.9	21.8	26.8	25.4	3.42	1.285
Project team management practices have ensured compliance with the project budget in the road construction projects	11.3	21.1	17.6	26.8	23.2	3.30	1.336
Team management practices have ensured stakeholders are satisfied with the quality and standards of the road projects	10.6	18.3	21.8	25.4	23.9	3.34	1.309
There is good coordination between the project stakeholders and the project team on the project status and performance	10.6	20.4	26.8	24.6	17.6	3.18	1.247
Average Performance of Road Projects						**3.30**	**1.003**

The study found that 49.3% of respondents felt that team management practices in road projects have ensured positive performance of the projects. The mean (3.21), however, reveals that the statement has no positive impact on project performance. The study also established that team

management practices have ensured that road projects are implemented as per schedule as 54.9% agreed, while 40.2% disagreed. The mean (3.38) implies that the statement has a modestly favourable influence on project performance. According to the study, 52.2% of the road projects are completed on time due to good team management practices. The mean (3.42) also indicates slight agreement and the statement positively influences project performance.

It was also agreed by 50% of the respondents that project team management practices have ensured compliance with the project budget in the road construction projects. However, the mean (3.30) does not corroborate the findings. It was also determined that the team management practices have ensured stakeholders are satisfied with the quality and standards of the road projects, as agreed upon by 49.3%.

The mean (3.34) implies that the statement has a positive influence on project performance. Finally, 42.2% believed that there is good coordination between the project stakeholders and the project team on the project status and performance. However, 31% disagreed and the mean (3.18) further doesn't support the statement. The findings show that the team management approaches have a mixed effect on the performance of road construction projects in Mombasa County. Though several statements indicated a positive influence on project performance, they did not fully agree or disagree with the various performance measures. Based on the mean (3.31), there was no statistical evidence to imply that team management practices had a substantial impact on the performance of road construction projects in Mombasa County.

Correlation Analysis

Correlation analysis is a technique for determining the presence and strength of a linear relationship between two variables. The correlation coefficient, denoted by the symbol (r), is a measurement used to determine the strength of the linear relationship between variables in a correlation analysis. It is typically a number without units ranging from 1 to -1. A low correlation indicates a weak association, whereas a high correlation suggests a strong relationship (Bhandari, 2021). Table 4.16 shows the correlation matrix. `

Table 4: Correlation Coefficients

		Project performance	Team Maintain	Team Leadership
Performance of road construction projects	Pearson (r)	1		
	Sig			
	N	121		
Team Maintenance	Pearson (r)	.711**	1	
	Sig.	.000		
	N	121	121	
Team Leadership	Pearson (r)	.742**	.626**	1
	Sig.	.000	.000	
	N	121	121	121

Team maintenance practices have a positive and significant association with the performance of road construction projects in Mombasa County (r =.711, sig =.000). This shows that a unit improvement in team maintenance is likely to result in a 0.711 improvement in project performance. Team maintenance strategies are also strongly associated with the performance of road construction projects in Mombasa County. The findings are in line with Njue and Chandi (2019) who found team communication to be significantly correlated with the performance of community-based projects in Embu County (r =0.623, sig = 0.000).

The study also discovered a positive and significant association between team leadership procedures and with performance of road construction projects in Mombasa County (r =.742, sig =.000). This suggests that a unit improvement in team leadership may result in an improvement in project performance of 0.742. Team leadership procedures are also closely associated with the performance of road construction projects in Mombasa County. Munezero (2022) found team leadership has a positive strong significant (r = .591, sig = .000) correlation with the organizational productivity of public universities in Kenya.

Linear Regression for Team Maintenance and Road Projects Performance

The study sought to establish the relationship between the performance of road construction projects and team maintenance. The findings are shown in Table 5 below.

Table 5: Model Summary for Team Maintenance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.711[a]	.506	.502	.70797

a. Dependent Variable: Performance of Road Construction Projects
b. Predictors: (Constant), Team Maintenance

The correlation coefficient in Table 5 above indicates a strong relationship between Team Maintenance and performance of road construction projects in Mombasa County (r =.711). The coefficient of determination (R^2) indicates that Team Maintenance Practices account for 50.6% of the variation in the performance of road construction projects in Mombasa County. Previous research on project management methods and project performance yielded comparable findings, albeit in various sectors, project kinds, and countries.

The ANOVA was performed to see if the model was a good fit for the data. The F-calculated was 121.965, which is larger than F-Critical (1,119) = 3.920, with a P-value of 0.000 < 0.05. Thus, Team Maintenance Practices is good and fit to explain the variation in the performance of road construction projects in Mombasa County, Kenya. Table 4.24 below shows the results.

Table 6: Analysis of Variance for Team Maintenance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	61.132	1	61.132	121.965	.000[b]
	Residual	59.646	119	.501		
	Total	120.778	120			

a. Dependent Variable: Performance of Road Construction Projects
b. Predictors: (Constant), Team Maintenance.

A regression model is a statistical model that assesses the connection between one dependent variable and one or more independent variables with a line. The study looked at how project Team maintainance affects the performance of road construction projects in Mombasa County. The findings are displayed in Table 7.

Table 7: Regression Coefficients for Team Maintenance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.497	.262		1.897	.060
	Team Maintenance (TM)	.798	.072	.711	11.044	.000

The first objective was to evaluate the influence of team maintenance on the performance of road projects in Mombasa County, Kenya. The study observed a direct and significant

association between Team Maintenance (β_3 = 0.798, sig =.000). It was also discovered that t-calculated (11.044) exceeded t-critical (+/-1.980). The 0.711 correlation suggests that Team Maintenance Practices have a 71.1% effect on performance of road construction projects. For one unit of performance, 0.798 units of Team Maintenance are required. In achieving the third objective, the study established a direct and substantial relationship between Team Maintenance practice and the performance of road construction projects in Mombasa County.

The model can be fitted as follows:

$$Y = 0.497 + 0.798\,TM \text{.....(i)}$$

Linear Regression for Team Leadership and Road Projects Performance

The study sought to establish the relationship between a dependent variable and team leadership. The findings are shown in Table 8 below.

Table 8: Model Summary for Team Leadership

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742[a]	.551	.547	.67511

a. Dependent Variable: Performance of Road Construction Projects
b. Predictors: (Constant), Team Leadership

The correlation coefficient in Table 8 above indicates a strong relationship between Team Leadership and performance of road construction projects success in Mombasa County (r =.742). The coefficient of determination (R^2) indicates that Team Leadership Practices account for 55.1% of the variation in the performance of road construction projects in Mombasa County. Previous research on project management methods and project performance yielded comparable findings, albeit in various sectors, project kinds, and countries.

The ANOVA was performed to see if the model was a good fit for the data. The F-calculated was 145.995, which is larger than F-Critical (1,119) = 3.920, with a P-value of 0.000 < 0.05. Thus, Team Leadership Practices is good and fit to explain the variation in the performance of road construction projects in Mombasa County, Kenya. Table 9 below shows the results.

Table 4.27: Analysis of Variance for Team Leadership

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	66.541	1	66.541	145.995	.000[b]
	Residual	54.237	119	.456		
	Total	120.778	120			

a. Dependent Variable: Performance of Road Construction Projects
b. Predictors: (Constant), Team leadership.

A regression model is a statistical model that assesses the connection between one dependent variable and one or more independent variables with a line. The study looked at how project Team Leadership affects the performance of road construction projects in Mombasa County. The findings are displayed in Table 10.

Table 10: Regression Coefficients for Team Leadership

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.555	.236		2.354	.020
	Team Leadership (TL)	.810	.067	.742	12.083	.000

a. Dependent Variable: Performance of Road Construction Projects

The second objective was to determine the influence of Team Leadership on the performance of road projects in Mombasa County, Kenya. The study demonstrated a direct and significant association between Team Leadership (β_4 = 0.810, sig =.000). It was also discovered that t-calculated (12.083) exceeded t-critical (+/-1.980). The 0.742 correlation suggests that Team Leadership Practices have a 74.2% effect on performance of road construction projects. For one unit of performance, 0.810 units of Team Leadership are required. In achieving the fourth objective, the study found a direct and substantial relationship between Team Leadership practice and the performance of road construction projects in Mombasa County. Munezero (2022) also found team leadership to significantly influence the organizational productivity of public universities in Kenya. Similarly, Klaic et al (2020) found team-centric leadership has a significant positive relationship with individual members learning and team innovation.

The model can be fitted as follows:

$$Y = 0.555 + 0.810\,TL \text{.....(iv)}$$

Hypothesis Testing

The study was guided by four research hypotheses. These hypotheses were tested using regression models where the goodness of fit of the models fitted was checked as well as the levels of significance. The F-statistic and P-value as well as the t-statistics and p-value were checked. If the p-value < 0.05 the null hypothesis is rejected and the alternative is accepted. The findings from the regression analysis were as follows:

Team Maintenance

H_{o3}: Team maintenance has no significant influence on the performance of road projects in Mombasa County, Kenya.

From the ANOVA statistics, Team Maintenance the F-calculated (1, 119) = 121.965 > F-critical (1, 119) = 3.920 and the p-value 0.000<0.05. The regression coefficients also established that the t-calculated (11.044)> t-critical (± 1.658) and the P-value (0.000) <0.05. Thus, the null hypothesis is rejected and the alternative is accepted. We can therefore infer that Team maintenance as Team management practice has a significant influence on the performance of road construction projects in Mombasa County, Kenya.

Team Leadership

H_{o4}: Team Leadership has no significant influence on the performance of road projects in Mombasa County, Kenya.

From the ANOVA statistics, Team Leadership the F-calculated (1, 119) = 145.995 > F-critical (1, 119) = 3.920 and the p-value 0.000<0.05. The regression coefficients also established that the t-calculated (12.083)> t-critical (± 1.980) and the P-value (0.000) <0.05. Thus, the null hypothesis is rejected and the alternative is accepted. We can therefore infer that Team leadership as Team management practice has a significant influence on the performance of road construction projects in Mombasa County, Kenya.

Conclusions

The study concludes that team maintenance practices have a significant effect on the performance of road construction projects in Mombasa County. Proper team coordination, regular team training, and team-building activities will ensure an effective team maintenance process. Project teams in Mombasa's road construction projects are maintained through a combination of capacity building, effective leadership, performance management, dispute resolution, and worker well-being activities. While staff turnover and political interference are issues, projects that invest in team development, recognition, and open communication tend to

outperform in terms of project execution and employee satisfaction. The findings are consistent with prior research, by Musili and Nyang'au (2022) that team-building practices have a positive significant influence on the performance of rural electrification projects in North Eastern Kenya.

The final objective was to determine the influence of team leadership on the performance of road projects in Mombasa County, Kenya. The study found that project team leadership had a significant impact on the performance of road construction projects in Mombasa County. The study concludes that team leadership practices significantly influence the performance of road projects in Mombasa County. Practicing good leadership styles, conflict resolution mechanisms, and good communication skills will all contribute to good team leadership.

Recommendations

The first objective was to evaluate the influence of team maintenance on the performance of road projects in Mombasa County, Kenya. The study found that team maintenance practices had a significant influence on the performance of road construction projects in Mombasa County. Team maintenance is crucial for high performance in road construction projects. It involves fostering cohesion, promoting open communication, providing training, rewarding outstanding performance, implementing conflict resolution, managing workload, and providing leadership support. Regular training, employee motivation, and effective conflict resolution prevent burnout, ensuring timely completion, cost efficiency, and quality work.

The second objective was to determine the influence of Team Leadership on the performance of road projects in Mombasa County, Kenya. The study found that team leadership practices had a significant influence on the performance of road construction projects in Mombasa County. Effective team leadership is important to the success of road construction projects. Strong leadership ensures that teams are motivated, tasks are well coordinated, and project objectives are met efficiently. This has a direct impact on key performance indicators such as project completion time, cost management, quality control, and stakeholder satisfaction.

Recommendation for Further Studies

The study sought to investigate the influence of team management practices on the performance of road projects in Mombasa County, Kenya. The study targeted road construction in Mombasa County, Kenya. The research also focused on team management practices such as team maintenance, and team leadership team. Thus, a similar study should be done in other areas with different project management practices. The study also found that the joint team management practices only explained 70.4% of the variation in the performance of road construction projects in Mombasa County, Kenya. Thus, in this research, the 29.6% variability in the performance of road construction projects in Mombasa team County, Kenya is attributed to project management practices that are outside the scope of this study. As a result, comparable research is strongly advised for identifying them.

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