PROJECT HUMAN RESOURCE MANAGEMENT PRACTICES AND PERFORMANCE OF PUBLIC HEALTH PROJECTS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

Project human resource management includes elements like hiring and vetting, training and development, performance evaluation, and pay structure. All other preparation will quickly be rendered useless in the absence of good people who have the necessary skills, motivation, and knowledge. The general objective of this study was to find out the relationship between project human resource management practices and performance of public health projects in Nairobi County, Kenya. The specific objectives were to examine effect of project team development, and project team management project on performance of public health projects in Nairobi County, Kenya. The study adopted a descriptive research design. The study targeted 42 public health projects in Nairobi City County. The unit of observation was the 327 project professionals. Taro Yamane's 1967 formula was used to sample 180 project staff. The researcher used questionnaire as the data collection tool. A pilot test comprised of 18 participants representing 10% of the sample size. This study employed construct and content validity. The study used Cronbach's alpha to measure reliability. The descriptive analysis included the frequency, percentage, and means. The inferential statistics included correlation and regression. Findings show that; project team development has a strong positive significant correlation with performance of public health projects in Nairobi City County, Kenya ($r=0.707$, $p=0.000$), and project team management has a strong positive significant correlation with performance of public health projects in Nairobi City County, Kenya ($r=0.787$, $p=0.000$). The study recommendations are; There should be a reward and recognition system, this will motivate the project team to work hard to achieve a milestone. There should be frequent monitoring of the project team and the project leaders should as well come up with suitable conflict resolution styles.

Key Words: project human resource management practices, project team development, project team management, performance, public health projects

Background of the Study

Various researchers have noted that HRM strategies have an important role to play in guaranteeing organizational success. An organization's overall structure includes elements like recruiting and selection, training and development, performance evaluation, and pay system. According to Khan and Rasheed (2015), Project Team Development, and Project Team Management are the four fundamental HRM tasks that have the greatest potential to influence employees' performance at all organizational levels. Nothing is more crucial to a project's success, according to Newton (2015), than the individuals that make up the project team. All other preparation will be swiftly rendered useless without good people who have the skills, motivation, and ability to get the work done. Recruiting a project team is a key phase in project management. A project manager won't be able to advance the job that has to be done without people to make up a quality team.

PMBOK 6th Edition Chapter 9 focuses on project human resource management which includes; Plan Human Resource Management (9.1), Acquire Project Team (9.3), Develop Project Team (9.4), and Manage Project Team (9.5). The Human Resource Management Plan are guidelines and procedures for project human resource management. The process of acquiring project team is an activity that allows selecting and approving human resource availability according to the list of required skills and criteria for choosing human resource for the purpose of obtaining the team necessary to accomplish project work. The project manager gathers all information about current experience level of team member to compare it with the required experience level. The process of developing project team is an activity that allows improving internal and external interactions of team members, developing their competencies and skills, and optimizing the overall team environment for the purpose of enhancing project performance. The process of developing project team is associated with teamwork management considering all team building factors such as cultural diversity, team climate, and global environment. Developing project team included project team building, team training, team co-location, and team members rewards and recognition. The process of managing project team is an activity that allows tracking performance of team members, using feedback, resolving strategic and operational issues, and managing changes for the purpose of optimizing project performance. The process of managing project team addresses specific team management challenges associated with communication, recognition and assessment of team objectives. The project manager takes responsibility of managing project team and ensuring success of team management activities (Castro et al., 2022).

Musafiri and Dushimimana (2024) studied project team management practices which included team acquisition, training & development and motivation. Uwase and Irechukwu (2023) also studied three project human resource practices which included

developing team, and managing team.

Statement of the Problem

In Kenya, over 5,000 healthcare establishments are connected to provide national health services and 5.1% of the nation's GDP is allocated to the health sector. Over the past few years, the nation has improved the public health sector. Although public health is essential to national wellness, only roughly 30% of public health funding is provided by the national government, with 17% coming from donations. This donor money is provided as a grant, a donation, or in-kind services. With resources limited, Human Resource Management has been stretched, the result being a delay in the completion of donor-funded projects.

Despite marked progress in health care through implementation of health programs such as construction of hospitals, dispensaries, incinerators and health insurance programs, the country is still grappling with challenges in the healthcare sector. This is particularly true for the counties with a high population like Nairobi City County (Okoth, 2016). KPMG (2022) report shows lack of adequate training and project team skills contribute to 70% of project failures and project team absenteeism contribute to 50% of project failure. In Nairobi County, there have been various stalled health projects despite the financial allocation. In the F/Y 2023/2024, the county government allocated Kshs 8.2 billion to health, wellness and nutrition, to fund, among others, the UHC program, which is yet to be implemented in majority of the health centres in the County whereby the cost of health care is still footed 100% by the patients (Nairobi County Health Policy Project Report, 2020, 2021, 2022).

Some of the complete projects have not achieved the intended purposes. This is supported by Mbau et al., (2020) who asserted that 15No. newly built hospitals in Nairobi County are not fully equipped with poor service delivery, mainly due to staff shortage. There is also embezzlement of public health projects funds whereby Ksh 22 million allocated for health projects in Embakasi East were unaccounted for (EACC, 2020). Orangi et al., (2021) added that *Linda Mama* beneficiaries have not enjoyed the full benefits that were envisioned. The users faced challenges accessing newborn care, outpatient treatment for complications, ultrasounds, medical abortions, and transport for emergency referrals.

In Kenya's Nairobi City County, a research by Mugambi (2017) on the impact of human resource elements on project performance identified the effects of management staff welfare concerns, technical expertise, and planning on project success. Bassioni (2022) discovered that project performance is influenced by human resources management. Mohamud (2019) indicated that a selective hiring, training, compensation system, and performance appraisal was statistically associated with project success. There is however study limitation on human resources management and performance of public health projects in Nairobi. This study hence sought to study the relationship between project human resource management practices and performance of public health projects in Nairobi City County, Kenya.

Research Objectives of the Study

The general objective of the study was to determine the relationship between project human resource management practices and performance of public health projects in Nairobi City County, Kenya.

Specific Objectives

i.   To examine effect of project team development on performance of public health projects in Nairobi City County.

ii. To establish effect of project team management on performance of public health projects in Nairobi City County.

LITERATURE REVIEW

Theoretical Framework

Management Competency Theory

Mclelland and McBer (1980) developed this theory. The authors define competency as a person's underlying characteristics that allow them to perform tasks or situations more effectively. A competency, as defined by the project management competence development framework, is a collection of related skills, knowledge, attitudes, and other traits that influence

how a person handles a certain task. The ability to implement projects successfully is connected with competency, which may be raised through training and staff development (PMI, 2011). The theory explains how project management skills are used, how development projects are manageed and evaluated, and how changes in a team affect the execution of projects. According to Gladder (2010), technical project managers must be able to successfully utilize knowledge, skills, tools, and procedures in order to deliver as promised, be able to achieve the project's goals, and optimize the combined expenses, delivery time, and effort. The PMBOK and Australian National Competency Standards, both of which only focus on the knowledge component of competence, are two of the most important standards, according to the report.

According to this theory, it is useless to manage projects using traditional methods. According to Ryssel (2013), rigid frameworks, long-term planning, and exact work breakdown structures are the main objectives of traditional management, which can lead to projects failing. According to Soderland (2012), the theory also concentrates on the instruments given for completing the project, the contracting model utilized, the criteria for choosing the project manager, project contractor, and project team, and the strategic strategy used to deliver the projects. According to Hilson and Murray (2012), one must be knowledgeable, have the ability to apply knowledge successfully to attain a goal, and be willing to take action in order to be competent in any area of life. A paradigm created by Ruth and David (2011) also defined the five crucial components that go into competency. Personal traits, experience, attitude, knowledge, and talents are some of them. They also made the point that managers are more likely to function more effectively if their personal traits align with the demands of the job. They further emphasized that in order to achieve effective execution that results in a successful project, project managers need to possess the necessary competencies. The idea also clarifies the significance of supervising and boosting teamwork and productivity during construction. The theory supports the variable on project team development. The project managers need to have skills that will enable them to manage the project team effectively.

Management Theory

Taylor (1909) established the management theory. According to Koontz and Weihrich (2010), management is the process of creating and preserving an environment in which people can successfully complete predetermined tasks when working in groups. The managerial duties of staffing, leading, managing, and coordinating are performed by team leaders. Managing is an art that demands understanding. It entails responding in a way that is appropriate for the current situation. However, the science of management is fairly shaky and ill-defined. This is true because managers must manage a wide range of complex variables. However, such management experience can unquestionably improve managerial practice. Managers are compelled to rely on their own judgment, gut feeling, and prior acts without the benefit of management science (Gardiner, 2000). In management, like in any other profession, practitioners can only turn to the accumulated information that underpins their work for meaningful advice unless they want to learn by trial and error; this accumulated knowledge is theory. All team leaders need to develop three kinds of talents, namely conceptual, technical, and human, for practical objectives (Peterson, 2004). Quality projects could be finished within the allotted budget and time if project team leaders have these abilities. The theory supports the variable on project team management which requires leadership skills, communication, supervision and appraisal of team performance.

Conceptual Framework

Independent Variables   **Dependent Variables**
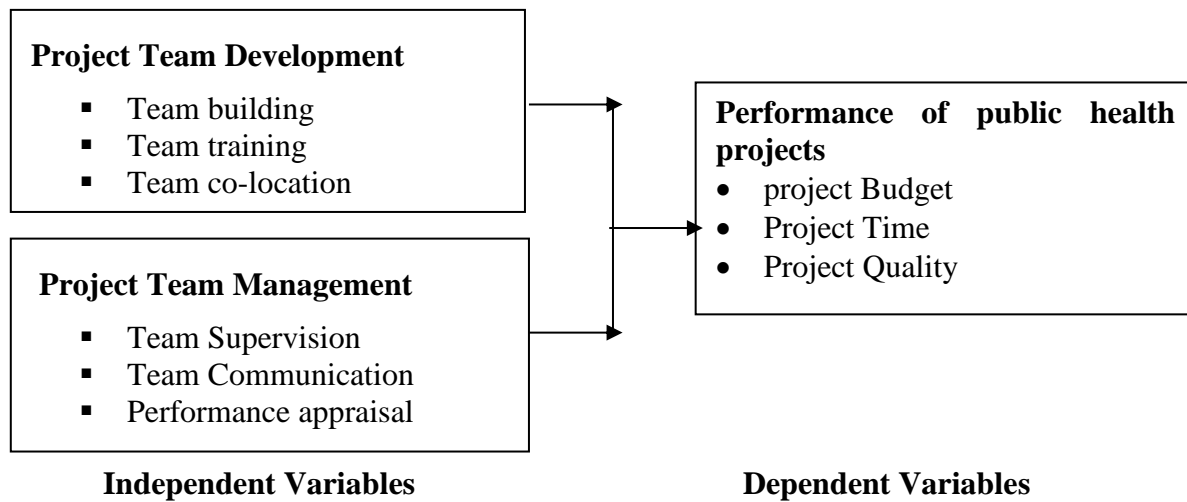
Figure 2. 1: Conceptual Framework

Project Team Development

Developing a project team involves improving skills of the project team and motivating team members to improve their productivity. The main advantages of this method include greater teamwork, improved abilities and competences, motivated employees, reduce the number of staff leaving the team, and enhanced project performance overall (Rumane, 2017). Project teams should also be considered when using human resources development tools and approaches to improve project participants. The development of human resource competencies can assist project team members in understanding how HRM tools and procedures can support the project team over the course of a project (Nguyen & Hadikusumo, 2017). Kamath (2018) established that skilled project staffs are important to direct project success. A skilled project team comprises of a project manager and project team members, who are trained and possess the needed skills, knowledge and know-how to deal with the demands of the project. Staff take part in all processes and human dimensions are present in almost all important factors linked to project success. This includes the responsibility to assess the satisfactoriness of all processes that are conducted. The commitment issue is particularly important in matrix organizations, because project team members are actually part of functional groups. Team members are frequently chosen for projects merely because they are the finest candidates, not because they are the most qualified individuals. When this occurs, they might not be dedicated to the group (de Graaf & Loonen, 2018).

When creating the project, interpersonal skills, referred to as "soft skills," are crucial advantages. Team building is an ongoing activity that is essential to a project's success. Even though it is crucial in the beginning of a project, team development is an ongoing effort. In order to manage changes in a project environment effectively, team building efforts should be maintained or increased (Guchait et al., 2016). Fortune (2016) revealed that adequate training was conducted in successful project, while in unsuccessful projects training was not adequate and the assistance guidebooks were also not complete. Training must be carried out for managers, staff and end-users for the success of project. Training staff in the initial phases of project can likewise help with organizing a superior framework

Project Team Management

Project team is a group of people who execute project tasks to deliver project results with the

guidance of a project manager. Team management is a project managers' capability to lead a group of people in accomplishing tasks (Prince, 2017). With a focus on leadership, negotiation, conflict management, and communication, team management calls on a range of skills. To encourage team members to work well, project managers should provide them demanding assignments (San Crist'obal et al., 2018). The project manager and the project team can see areas of strength and weakness thanks to personnel assessment tools. These instruments assist project managers in evaluating the team's preferences, aspirations, information processing and organization style, decision-making tendencies, and preferred methods of interpersonal interaction (Gao et al., 2018). The expense of third-party assessments may persuade businesses to use fewer assessors, which could have an impact on the methods used to control project costs and schedules. However, project managers must be aware that complex restrictions put on assessors, whether they are internal or external, can lead to schedule issues for the project, which is a catalyst for higher project costs (Rihm et al., 2018).

Clear expectations are set forth in the ground rules for what constitutes appropriate project team member behavior. Team members can learn about shared values by discussing ground rules in areas like communication, cooperation, working together, and meeting etiquette. Once the rules have been defined, everyone on the project team is accountable for upholding them (PMBOK, 2013). Norms are accepted guidelines for conduct that members of a group adhere to. In accordance with the situation, they advise members on what to do or not do. The most significant norms in the workplace relate to processes that are related to performance. These standards should be understood by all members, and they are expected to be upheld (Lee et al., 2020).

Empirical Review

Project Team Development and Project Performance

Fortune, (2016) revealed that adequate training was conducted in successful project, while in unsuccessful projects training was not adequate and the assistance guidebooks were also not complete. Training must be carried out for managers, staff and end-users for the success of project. Training staff in the initial phases of project can likewise help with organizing a superior framework. In the writing, different variables associated with the abilities of venture administrators and colleagues have been proposed for the fruitful fulfillment of undertakings.

Abirami, Jigish, and Dessa (2020) examined the impact of project team characteristics' on project agility and success. The study used a cross-sectional survey data from 292 agile projects. Findings showed that project team autonomy, team diversity, and client collaboration have significant positive relationships with project agility. Project agility, in turn, has a significant positive relationship to project success.

Theresia and Antonio (2022) sought to establish the effectiveness of team building used in manufacturing companies in Asia. The results showed that successful team building leads to a more united workforce, improved communication among teams, and better collaboration across management levels, which are key aspects of effective project team management. Additionally, it fosters a cohesive team with reduced conflicts and more efficient task completion. The research concluded that effective team building promotes trust and dependability between employees and management, which can be particularly beneficial in the context of project teams striving for high performance.

Karanam (2018) examined the primary determinants of team members' motivation levels in information technology project teams. The research dentified relevant trends in motivational patterns among members of the project team that may be helpful to project managers through

a thorough examination of the literature. Results showed that a project team manager can increase staff motivation through professional development, frequent supervision, and clarity of objectives and targets to be met. Additionally, the staff were more productive when their efforts were recognized and rewarded. Salary rise also enhanced staff productivity.

Aronson and Lechler's (2021) research looked at how the morale of the project team affected project success. The findings indicate that a significant portion of the variable in project success can be attributed to project team morale. Project success is more likely for project managers who have a method to increase employee motivation. Alharbi (2022) looked into the variables that affect team productivity and quality in the KSA construction sector. The study discovered that top management commitment to quality was closely related to the availability of contextual assistance (such as training) and a culture of quality. When project teams received contextual support, quality culture was improved. Collectively, organizational-level team productivity. Top management commitment to quality was associated with client satisfaction with project quality, cost, and time. On the other hand, a good culture and the availability of contextual support were associated to team satisfaction. Team stability was found to have a significant impact on team composition at the project level. There was evidence of an association between team makeup, methodology, and structure. Customer contentment with the results of the project was correlated with team productivity.

Mumbua (2019) looked on how project management techniques affected the effectiveness of virtual project teams in Kenya. Target was 574 virtual freelancers. The researcher collected a sample of 172 people using a basic random sampling method. The results showed that experience of the project leader was positively correlated with team and project success. Mathenge, (2020) conducted a study on the effect of project team competence on performance of public housing construction projects in Kenya. The study adopted a descriptive survey research design. Fisher formula was used to select the study sample size of 116 from a target population of 164. The primary data for this study was collected using closed structured questionnaires. The study established that, experience, leadership style of the project manager and team work determine level of success of the project. The study also concluded that the level of experience of the project team is paramount to the project performance.

Kemuma and Lango (2023) examined the influence of project teams on performance of Nairobi County Government healthcentre projects in Kenya. The study adopted a descriptive research design. The study targeted 15 completed healthcare projects by NMS. The target population for the study was 399 project management employees. Yamane's sample size determination formula was used to sample 200. The study's primary data was obtained using semi-structured questionnaires. Results showed that there is a policy framework that guides the formation of project team in the county and the project team has a clear vision. It was also showed that project team has a clear mission and the project team has a clear definition of the task to be performed. It was also showed that project team development contributes to the productivity of the employees and training contributes to the development of project teams. It was also concluded that project team development contributes to the productivity of the employees and training contributes to the development of project teams

Project Team Management and Project Performance

Sadi and Hafiz (2015) sought to ascertain the type and strength of the association between the various components of successful cooperation and overall project success in Saudi Arabia. 13 various project teams' responses to questionnaires were used to gather data. The study found a strong and positive association between project success and team performance. Three cooperation aspects are closely connected with the success of a project; team leadership, shared

goals and objectives, roles and tasks assigned. Baldwin (2018) examined influence of network relationships on collective implementation of road projects. The study discovered that effective teamwork in building projects was greatly facilitated by effective communication. This knowledge and skill were essential for improving project implementation since they accelerated project completion and helped achieve the target quality. Negative social interactions frequently occur with individuals who lack valuable information and insights and may be characterized by coworkers as irresponsible, unmotivated, or apathetic.

Al Maalouf and Achi (2023) examined the influence of transformational leadership on project and team performance specifically employee empowerment, employee stimulation, and project efficiency and effectiveness. The study employed a quantitative methodology and deductive reasoning. A questionnaire was used to collect data. Purposive sampling was used and a sample of 288 individuals was obtained. Results showed that elevations in leadership style are associated with higher levels of employee empowerment and stimulation, and also project efficiency and effectiveness. When a leader fosters the autonomy of their employees, they concurrently acknowledge their sense of ownership, creativity, and significance within the organization.

Neves and Khan (2021) tried to comprehend the relationship between team diversity (knowledge, value) and project performance. In the realm of project management, the concept of team diversity has become crucial. Team members' unique thinking styles, backgrounds, viewpoints, and coping mechanisms contribute to the generation of fresh concepts in a multicultural environment. But occasionally, this diversity leads to disagreements amongst the team members, which ultimately breeds unrest, resentment, and hostile behavior at work. The results showed that a diverse project team improves project performance through fostering trust and absorptive power.

Prackel (2010) aimed at determining how project team management affected execution of electricity projects in South Africa. Researchers found that people frequently play specific roles when working on a particular project. Group dynamics refers to how these positions affect individuals within a group and the group as a whole. A positive dynamic group, according to the study, builds confidence among members, makes choices together, and is responsible for carrying out the current implementation project. When a team lacked a strong leader, one member would take charge, which had an adverse effect on how project activities were carried out, led to internal conflict, or caused the team to concentrate in the wrong place. Poor group dynamics resulted from this.

Adriano (2018) aimed at identifying how project managers motivate project team. Conflicts inevitably arise when humans are involved, and these conflicts must be handled. Due to the nature of project management, WBSs are headed by professionals who make up the project team as a whole. This team is made up of individuals who were seconded to the project but whose loyalty was to their departments and who are members of the matrix system. As a result, these teams may include members with different work ethics, cultural backgrounds, and methods of tackling their tasks. Therefore, it falls on the project manager to provide these "secondments" with the satisfaction they need in their new roles in order for them to be effective.

Kara and Kester (2020) assessed the impact of effective project team management on project team productivity by considering a case study of Ghana. A descriptive survey design was used to gather data. from 90 members including every project coordinator assigned to each district in which the project was conducted. Results showed that project activities and their management are crucial in execution of tasks due to the inter-related activities existing at the different phases of projects. Productivity and achievement of project aims are critical things considered in evaluation of project success and effectiveness. Most project fail because project team management is not well focused on during project execution phases. Project team management has a direct impact on productivity since this is the core unit of activity execution

Manata et al. (2022) concentrated on documenting the interactive effects of project manager and team level communication behaviors in integrated project delivery teams. The researchers used descriptive research design. The results indicate that team information sharing was perceived as beneficial, but the effects of project manager communication behaviors were inconsistent. Project managers' communication behaviors hindered team functioning if teams were already engaging in adequate levels of information sharing . Njue and Chandi (2019) aimed to investigate how team management techniques affect project success. Target was 34 community-based projects in Embu County. A proportionate stratified random sampling technique was utilized. The right information was collected using structured questionnaires. The findings suggested that team management techniques were responsible for a significant variation in community-based project performance.

RESEARCH METHODOLOGY

A descriptive research design was used. The study targeted public health projects in Nairobi County. According to Nairobi County Ministry of Health, wellness and Nutrition (2024), there are 42 public health projects that have been completed in the last five years (2019-2023) as shown in Appendix III. The projects were the unit of analysis. The unit of observation was the key personnel involved in management of health projects as shown in Table 3.1.

Table 3. 1: Target Population

Target group	Target population
Nairobi County health project Steering Committee members	243
Project coordinators	42
Project supervisors	42
Total	**327**

Taro Yamane's 1967 formula was used to arrive at a sample of 180 respondents. Stratified random sampling was used in sampling. The researcher used a questionnaire as the data gathering technique. A pilot test comprised of 18 participants representing 10% of the sample size. After data cleaning, the data was coded, and statistics generated using SPSS Version 29. The descriptive analysis included the frequency, percentage, and means. The inferential statistics included correlation and regression. The 0.05 (5%) significance level was used.

RESEARCH FINDINGS AND DISCUSIONS

The study sample was 180 respondents and 18 were used for pilot testing. Questionnaires were administered to 162 respondents and 140 were answered successfully. The response rate was 86.4% which good for analysis as recommended by Kothari (2014) that the response rate of 60% is acceptable for further analysis and 70% is good.

Descriptive Analysis

In this section the study presents findings on the study objectives where Likert scale questions were used. They used a 5-point Likert scale where 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree. The means and standard deviations were used to interpret the findings where a mean value of 1.00-1.80 was strongly disagree, 1.81-2.60 disagree, 2.61-3.20 neutral, 3.21-4.20 agree and 4.20-5.00strongly agree. Standard deviations greater than 2 implied great deviation in data points from the mean.

Project Team Development

The first objective aimed at examining effect of project team development on performance of public health projects in Nairobi City County. Respondents were asked to tick on the extent to

which they agree/disagree with statements related to project team development. Findings are presented in Table 1.

Table 1: Project Team Development

Key: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA= Strongly agree, M=Mean, Std dev.*=Standard Deviation*

Statements	SD %	D %	N %	A %	SA %	M	Std dev
Team members frequently gather and learn about interests and concerns of each other	10.0	15.0	2.1	12.9	60.0	3.98	1.462
There is a reliable, friendly, and long-term interpersonal relationships between project team members	9.3	7.1	4.3	17.9	61.4	4.15	1.330
There is frequent team building activities that prevents conflicts and solving team problems	35.7	42.9	2.1	10.0	9.3	1.88	1.476
Formal and informal training sessions are frequently conducted to improve staff competencies	57.9	17.9	2.1	12.1	10.0	1.86	1.267
Schedules of training sessions are specified in project human resource plan	13.6	10.0	3.6	20.7	52.1	4.01	1.414
Co-location strategies are created to organize team meetings	7.9	10.0	2.1	8.6	71.4	4.26	1.338
For the purpose of motivating team members, they are rewarded and recognized by means of financial and non-financial incentives	61.4	9.3	4.3	13.6	11.4	1.95	1.471
Average						**3.16**	**1.394**

N=140

Findings show that 60% strongly agreed that team members frequently gather and learn about interests and concerns of each other. This was supported by the mean (M = 3.98, Std dev = 1.462) which indicates that there is team work in the project which enables sharing of ideas and interest of every project team member. There are a reliable, friendly, and long-term interpersonal relationships between project team members as strongly agreed by 61.4%. This was supported by the mean (M = 4.15, Std dev = 1.330) which implies that the project team members have a good relationship with each other. They are also friendly with each other which promotes team work. The team building activities are rarely conducted which challenges conflict management and solving team problems as disagreed by 42.9%. This was supported by the mean (M = 1.88, Std dev = 1.476). Formal and informal training sessions are rarely conducted as strongly disagreed by 57.9%. This was supported by the mean (M = 1.86, Std dev = 1.267) which indicates that the staff rarely improve their competencies on management of health projects. Schedules of training sessions are specified in project human resource plan as strongly agreed by 52.1%. This was supported by the mean (M = 4.01, Std dev = 1.414) which implies that the training schedules are specified in the project human resources plan although they are rarely utilized. Co-location strategies are created to organize team meetings as strongly agreed by 71.4%. This was supported by the mean (M = 4.26, Std dev = 1.338) which implies the project team are able to think together and use visualizations to align on the same

goal. They project team members are rarely rewarded and recognized by means of financial and non-financial incentives as strongly disagreed by 61.4%. This was supported by the mean (M = 1.95, Std dev = 1.471) which indicates that project team motivation practices are very low. The average mean of 3.16 and standard deviation of 1.394 imply that majority of the respondents were neutral with regards to project team development. The results are in agreement with Karanam (2018) that a project team manager can increase staff motivation through professional development, frequent supervision, and clarity of objectives and targets to be met. Additionally, project team is more productive when their efforts are recognized and rewarded.

Project Team Management

The second objective sought to determine effect of project team management on performance of public health projects in Nairobi City County. Respondents were asked to tick on the extent to which they agree/disagree with statements related to project team management. Findings are presented in Table 2.

Table 2: Project Team Management

Key: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA= Strongly agree, M=Mean, Std dev.=*Standard Deviation*

Statements	SD %	D %	N %	A %	SA %	M	Std dev
By means of live conversation and observation, the project manager communicates with team members and reviews their achievements	12.9	10.7	2.1	16.4	57.9	3.96	1.483
The project manager periodically provides performance comments to the project staff	10.0	11.4	8.6	39.3	30.7	3.69	1.291
Suitable conflict resolutions styles that promotes positive working relationships among team members are used	50.0	24.3	5.7	5.0	15.0	1.89	1.453
Project managers clarify the revised role and responsibility for project team	11.4	7.9	6.4	24.3	50.0	3.96	1.384
Performance of project team members is managed through performance appraisals	23.6	7.9	4.3	4.3	60.0	3.73	1.734
There is constructive feedback to discover unresolved issues in project management	17.9	42.9	8.6	30.7	0	2.58	1.185
The projects teams are managed effectively	33.6	15.0	8.6	42.9	0	2.42	1.334
Average						**3.20**	**1.409**

N=140

Findings show that by means of live conversation and observation, the project manager communicates with team members and reviews their achievements as strongly agreed by 57.9%. This was supported by the mean (M = 3.96, Std dev = 1.483) which indicates that there is effective communication within the project team. The project manager periodically provides performance comments to the project staff as agreed by 39.3%. This was supported by the mean (M = 3.69, Std dev = 1.291) which shows that the performance records of the project team are reviewed often to identify the projects teams commitment to the project. Suitable conflict

resolutions styles are not employed in project team management as strongly disagreed by 50%. This was supported by the mean (M = 1.89, Std dev = 1.453) which indicates that project team conflicts are not resolved effectively which hinders positive working relationships among team members.

Project managers clarify the revised role and responsibility for project team as strongly agreed by 50%. This was supported by the mean (M = 3.96, Std dev = 1.384) implying that project changes are cleared communicated to the project team. The roles are also clear which enhances project team understanding of their roles and responsibilities in the project. Performance of project team members is managed through performance appraisals as strongly agreed by 60%. This was supported by the mean (M = 3.73, Std dev = 1.325) which implies that the performance of project team members if frequently reviewed to identify the beat and the worst performing project team members. There is lack of constructive feedback to discover unresolved issues in project management as disagreed by 42.9%. This was supported by the mean (M = 2.58, Std dev = 1.185) which indicates that some issues raised by project members are not adequately addressed by the project leaders. The projects teams are fairly managed agreed by 42.9%. This was supported by the mean (M = 2.60, Std dev = 1.334) which indicates that the project team leadership make efforts to manage project teams though not very satisfactory. The average mean of 3.20 and standard deviation of 1.409 show that majority of respondents agreed with statements on project team management. The findings concur with Kara and Kester (2020) that project activities and their management are crucial in execution of tasks due to the inter-related activities existing at the different phases of projects. Productivity and achievement of project aims are critical things considered in evaluation of project success and effectiveness

Project Performance

Respondents were asked to tick on the extent to which they agree/disagree with statements related to performance of health projects in Nairobi City County, Kenya. Findings are presented in Table 3.

Table 4.8: Project Performance

Key: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA= Strongly agree, M=Mean, Std dev.=*Standard Deviation*

Statements	SD %	D %	N %	A %	SA %	M	Std. dev
Health Projects have been effectively completed over the last 5 years	2.1	20.7	4.3	6.4	66.4	3.96	1.635
Health Project have effectively adhered to time schedule	67.1	2.1	6.4	14.3	10.0	1.98	1.491
The project quality meets beneficiary expectations	12.1	8.6	28.6	30.0	20.7	3.52	1.327
Health Project have effectively complied with the budget/cost	65.7	6.4	4.3	10.0	13.6	1.97	1.367
Average						**2.60**	**1.455**

N=140

Findings show that health projects have been effectively completed over the last 5 years. This was supported by the mean (M = 3.96, Std dev = 1.635) which shows that the county government have been able to effectively delivery health projects. Health projects have not effectively adhered to time schedule as strongly disagreed by 67.1%. This was supported by the mean (M = 1.98, Std dev = 1.491) which indicates that the projects experience time overruns. The project quality meets beneficiary expectations as agreed by 30%. This was supported by the mean (M = 3.52, Std dev = 1.327) which implies that the projects meet desired quality. Health projects have not effectively complied with the budget/cost as 65.7% strongly disagreed. This was supported by the mean (M = 1.97, Std dev = 1.367) which implies that the health projects take up more funds that initially planned.

Correlation Analysis

The study computed Correlation analysis to determine the strength and the direction of the relationship between the variables being studied. If the correlation values are $r = \pm 0.1$ to ± 0.29 then the relationship between the two variables is small, if it is $r = \pm 0.3$ to ± 0.49 the relationship is medium, and when $r = \pm 0.5$ and above there is a strong relationship between the two variables under consideration. The significance of the relationship was tested at 5% level of significance with p-values less than 0.05 suggesting there exist a significant correlation between the variables. Table 4 presents the findings obtained.

Table 4: Correlation

		Project Performance	Project team development	Project team management
Project Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	140		
Project team development	Pearson Correlation	.707[**]	1	
	Sig. (2-tailed)	.000		
	N	140	140	
Project team management	Pearson Correlation	.787[**]	.957	1
	Sig. (2-tailed)	.000	.000	
	N	140	140	140

Project team development has a strong positive significant correlation with performance of public health projects in Nairobi City County, Kenya (r=0.707, p=0.000). This implies that change in project team development would predict great changes in performance of health projects in Nairobi City County, Kenya. Results are in support of Aronson and Lechler's (2021) that a significant portion of the variable in project success can be attributed to project team morale.

Project team management has a strong positive significant correlation with performance of public health projects in Nairobi City County, Kenya (r=0.787, p=0.000). This implies that change in Project team management would predict great changes in performance of health projects in Nairobi City County, Kenya. Findings support Njue and Chandi (2019) that team management techniques have a significant variation in community-based project performance.

Regression Analysis

The coefficients were used to fit regression model. From the findings in Table 4.12, the regression model was fitted.

Table 5: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.425	.382		14.193	.000
Project team development	.496	.166	.477	2.990	.003
Project team management	1.139	.168	.872	7.981	.000
a. Dependent Variable: Performance					

The coefficients were used to fit regression model. From the findings in Table 5, the following regression model was fitted.

$$Y = 5.425 + 0.496 X_1 + 1.139 X_2$$

Project team development show a statistically significant positive coefficient (β = .496, sig = .003), indicating that improvements in project team development result to greter changes in performance of public health projects in Nairobi County. Project team development team has the second highest effect on project performance at 47.7% (std Beta = .477). Findings concur with Mumbua (2019) that experience of the project leader was positively correlated with team and project success.

Project team management show a statistically significant positive coefficient (β = 1.139, sig = .000), indicating that improvements in project team management result to greater changes in performance of public health projects in Nairobi County. Project team management has the greatest effect on project performance at 87.2% (std Beta = .872). Results are in agreement with Neves and Khan (2021) that communication strategies improves project performance through fostering trust and absorptive power.

Conclusion

Project team development has a strong positive strong significant correlation with performance of performance of health projects. Project team development also has the second highest effect on project performance. development. The study project team members undergo training to improve their skills although there is limited resource allocation or project staff training. The motivation for project staff is also low since only a few are either rewarded or recognized when they meet their targets. Project team building is also low which limits project team interactions and sharing ideas on how to improve on project management.

Project team management has a strong positive strong significant correlation with performance of performance of health projects. Project team management has the highest effect on project performance. It is crucial for a project team manager to communicate project activities well to members. Clear communication of project team task enables them to work knowing exactly what was expected from them and to work with more confidence. Though performance appraisal, the team leader is able to understand the strengths and weakness of the project team members. Conflict management is also essential as it reduces tension among the project team and promotes collaboration as well knowledge sharing.

Recommendations

The study recommends that there should be a reward and recognition system, this will motivate the project team to achieve various milestones. There should be adequate resources allocated for project team training and development programs, thus equipping the project team with the skills needed to effectively implement public health projects. There should be also efforts to

organize team building activities for the project team to promote cohesion and collaboration in the project team.

There should be frequent monitoring of the project team. This will enable the project managers to identify the challenges experienced by the project team members at an individual level, as well as team level, and strategize on how to cope with the challenges that may delay project implementation. The project leaders should as well come up with suitable conflict resolutions styles that will enable them to effectively solve conflicts among the project members which will promote cohesiveness and team work.

Areas for Further Study

A study should be conducted in other counties since this study was limited to Nairobi County only. Similarly, a study should be conducted on other projects funded by the Nairobi City County such as roads or water projects. The project human resources management practices studied contribute to 71.4% on performance of health projects in Nairobi City County, Kenya. A further study is recommended on project human resources management practices that may predict 28.6% of changes in performance of health projects.

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