



EFFECT OF PROJECT TEAM MANAGEMENT ON IMPLEMENTATION OF COUNTY GOVERNMENT HEALTH FUNDED PROJECTS IN MOMBASA COUNTY

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ABSTRACT

The purpose of the research was to determine the effect of project team management on implementation of county government health funded projects in Mombasa County. The study was guided by the following objectives: to determine the effect of project team training on project implementation, project team communication on implementation of county government health funded projects, project team composition on implementation of county government health funded projects and project team motivation on implementation of county government health funded projects in Mombasa County. The research was guided by the following theories; competency theory, communication theory and recruitment theory. Project team management empirical and literature findings suggested a significant relationship among the study variables. The research adopted descriptive research design where closed ended questionnaires were presented to respondents working in ongoing county government health funded projects in public health facilities within Mombasa County. The research questionnaire adopted the form of a Likert scale. The sample size of the study was 165 team players in the county government health funded projects; however, only 140 successfully contribute to the research. The research used both primary data (questionnaires) and secondary data which included information gathered from project management books, past studies, journals, newspapers etc. A pilot study was conducted to ascertain the validity and reliability of the questionnaires. Reliability was tested using Cronbach alpha. Data collected was analyzed using statistical package for social sciences (SPSS version 24) and multi-linear regression analysis to test the relationship between study variables. Hypothesis testing of the study variables project team training, communication, composition, motivation in relation to project implementation was conducted using the Pearson's correlation coefficient method. Data analysis yielded a positive correlation between the study variables. Conclusions derived from this research study highlighted that there exists a strong correlation between project team management and implementation of county government health funded projects. The researcher recommends adoption of project team management practices in execution of health projects in Mombasa County.

Key words: Project, Management, Team, Training, Communication

1. INTRODUCTION

The emergence of the team idea can be traced back to the late 1920s and early 1930s with the neo-classic Hawthorne studies. According to Moger (2015), these involved a series of research activities designed to examine in-depth what happened to a group of workers under various

conditions. After much analysis, the researchers agreed that the most significant factor was the building of a sense of group identity, a feeling of social support and cohesion that came within increased worker interaction. According to Manser (2014), the term 'team' groups two or more people who interact and influence each other, are mutually accountable for achieving common goals associated with organizational objectives, and perceived themselves as a social entity within an organization. This creates a dynamic work environment, where additional pressures can be imposed on the employee from fluctuating work-loads, uncertain requirements, and multiple role demands (Gasik, 2016).

As project teams are a unique type of teams, Buble *et al.*, (2015) suggested the conditions under which Human Resource Management emerges in the project-oriented organization may differ from those associated with mainstream HRM. A project is defined as any series of activities and tasks that have a specific objective to be completed within certain specifications, have defined start and end dates, and have funding limits. Members of project teams tend to come from different departments or units within the organization, as is apparent in project and new product development teams in many instances, project teams are comprised of white-collar professionals who collaborate on an assigned or original project (Elgelal, 2015). Project team management is the process of improving the competencies, team interaction, and the overall team environment to enhance project performance (PMI, 2014). However, it should be noted that the fact project teams operate in various contexts and industries and within different organizational structures (Akbar *et al.*, 2016) also affects the way these projects should be managed. The World Health Organization (WHO) defines health as a state of complete physical, mental and social wellbeing and not merely the absence of disease and infirmity (World Health Organization, 2016). The enjoyment of the highest attainable standards of health is one of the fundamental rights of every human being. In Kenya, healthcare is provided by the national government, county governments, church missions, industrial health units, private institutions and individuals.

2. RESEARCH PROBLEM

World Health Organization (2016), alerted the world of a shortfall of 4.3 million trained health workers, with the worst shortages being experienced in the poorest countries in Africa including Kenya. There are myriad of challenges facing the Kenya's human resources for health which included severe shortage of essential cadres, persistent inability to attract and retain health workers, poor and uneven remuneration among cadres, poor working conditions, inadequate lack of essential tools and medical and non-medical supplies, the unequal distribution of staff and diminishing productivity among health workforce etc. (Kaniaru, 2014). Project managers rated 76%, lack of training for project team members 67%, failure to properly plan for quality delivery of services 58.7% are detrimental to projects in Mombasa County (Nyambura, 2015). It has also been found that most projects experience a breakdown in communications. It has been said that 90% of a project manager's time is spent communicating what is going to be done.

According to Mombasa county health strategy (2019), Mombasa County boasts of 16 hospitals (private, public and FBO), but not all meet the required minimum standards for provision of services especially clinics, emergencies, life support, operative surgical cases and other critical services. Primary care facilities include the private, public and FBO facilities. Of the 276 primary care facilities in Mombasa County, only 195 report to the sub-counties. Of these 195, not all provide all services due to lack of adequate staff, equipment and infrastructure. There are only 40 Community Units (20 in each of the sub-county) established, yet the required number for

the county is 210, therefore a deficit of 170. Project failure is defined as failing to meet the project objectives in terms of project scope, schedule, or cost. According to Standish Chaos summary report (2017), only 32% of healthcare IT projects meet their objectives, while 24% of healthcare IT projects totally fail and 44% have difficulties in meeting their goals this has majorly been attributed to project team players under management which is often ignored as an aspect of quality healthcare delivery. According to Technicon Healthcare Report (2016), healthcare personnel and professionals for health are one of the core building blocks of a health system. Global evidence points to a direct correlation between the size of a country's health workforce and its health outcomes.

According to the Ministry of Health report (2015) on Most Counties, Health at a Glance, the situation is made worse by the alarming doctor/patient and nurses/patient ratios which are currently estimated at 1:5,882 and 1:1,515 respectively. This leads to overworking of these sensitive healthcare professionals for consequently leading to poor quality health care services delivery especially in subsectors such as maternal and child health (MCH), cancer and oral health (Changalwa, 2016). An estimated \$500 million is spent annually on medical education of workers from Africa who will eventually immigrate to the developed world and serve the populations in these countries (Zairi, 2014). The main task of this research was to fill the gaps and provide a reason as to why most health funded projects have portrayed stunted growth. The study focused on providing suggestions for ways to overcome these problems through proper implementation of project team management practices. Comparing and contrasting selected projects within Mombasa County allowed a deeper understanding of the practical and crucial role of project team management in health funded projects. It also placed an emphasis on health funded projects and programs on the fact that project team players' growth plays an integral role in influencing effective and efficient running of project tasks and achievement of project deliverables at the County level.

3. GENERAL OBJECTIVE

To determine effect of project team management on implementation of County Government health funded projects in Mombasa County.

3.1 Specific Objectives

1. To evaluate the effect of project team training on implementation of County Government health funded projects in Mombasa County.
2. To establish the effect of project team communication on implementation of County Government health funded projects in Mombasa County.
3. To investigate the effect of project team composition on implementation of County Government health funded projects in Mombasa County.
4. To determine the effect of project team motivation on implementation of County Government health funded projects in Mombasa County.

3.2 Research Hypothesis

The study was guided by null hypothesis:

- 1) **H₀₁**: There is no significant effect of project team training on implementation of County Government health funded projects in Mombasa County.
- 2) **H₀₂**: There is no significant effect of project team communication on implementation of County Government health funded projects in Mombasa County.

- 3) **H₀₃**: There is no significant effect of project team composition on implementation of County Government health funded projects in Mombasa County.
- 4) **H₀₄**: There is no significant effect of project team motivation on implementation of County Government health funded projects in Mombasa County.

4. REVIEW OF LITERATURE

4.1 Theoretical Framework

This study was anchored on the following theories; competency theory, communication theory and recruitment theory.

4.1.1 Competency Theory

The work of McClelland & McBer in the 1980s established the competence theory. The authors defined competency as the underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation. Since then a number of competency frameworks have been developed by different project management institutes. The Project Management Body of Knowledge (PMI, 2014) also mentions that one of the major roles any project manager has is to manage his project team, and the “team management” process is part of the team management project knowledge area. Crawford (2016), puts a model of competence that integrates knowledge, skills, demonstrable performance, and core personality characteristics, noting the last, personality characteristics, as challenging to develop and assess through training. Crawford further postulates that there are two factors which significantly describe the standards managing a project i.e. knowledge and competence. Additionally, Australia National Competency Standards proposes knowledge and most importantly it emphasizes on demonstrable performance as prerequisites for effective implementation of project goals. In his study, Crawford (2016), found out that healthcare project managers do not necessarily have the required competence or perform the full activities required to promote and implement a learning environment on the project team as part of their leadership responsibility crucial to effective and efficient health service delivery.

The project management competency theory promotes the vitality of enhancing competence of project implementers advancing the fact that ‘a competent team easily articulates the objectives of any project’ (Eliufoo, 2017). This is applicable to implementation of health funded projects as competency, retention of the team with the best relevant functional skills in proper diagnosis, handling emerging issues within the sector and effective service delivery should be the focus of the health funded projects at the national and county level (Galletta, 2014). Further, the theory recognizes that in order to achieve healthcare team competency, a plan of extensively imparting commitment, equipping project team with appropriate and emerging information especially with dynamic nature of the health sector, capacity building and empowerment is a strategic way of ensuring success of county health funded projects in an effective and efficient way (Jafeth, 2017).

4.1.2 Communication Theory

Development communication theory was coined in the year 1972 by Quebral Nora. Quebral defined the idea of development communication to imply the art and science of communication between human beings that is vital in enabling quick transformation of nations and its citizens from issues of poverty to an ideal state of economic growth, social equality and enhanced

potentials. The theory further emphasized the need to unpackage and remove the causes of social inequality and disempowerment which was the reason behind underdevelopment of individuals and their societies.

Currently, the World Bank refers development communication as the integration of effective communication measures in development of projects. Providing individuals with relevant information improves their power and ability to deal with issues pertaining development through sustainable management of public programmes and projects (Thusong Service center, 2017). Bassette (2016), postulated that effective communication is systematic strategy that involves communication channels, methodologies, approaches and systems to enhance achievement of economic, social, and political growth. Further, communication is participatory and integrative in nature relevant in articulation of development projects and processes.

According to Melkotea and Steeves (2015), while communication has been referred to as shared meaning, development is considered as empowerment in the development communication, where it seeks to understand the social issues at all levels. According to Uprety (2016) Strategic Communication is essential in encouraging public participation and achieving effective policy making. It affects goal setting, decision making, development and implementation, and impact assessment. However, communication as a strategic tool remains deficient in development programs creating the need to establish an Interest Group on Strategic Communication for Sustainable Development (Cairney & Weible, 2017). For every country that engages in development planning that touches different sectors of a society like "agriculture, manufacturing, commerce, education, health, transport and communication, social and community services." At the heart of these plans for development is communication. The delivery of the right kind of message to the intended audience in the right manner is required" (Uprety, 2016).

4.1.3 Recruitment Theory

The recruitment theory was coined by Ashe- Edmunds in early 1980's. Recruiting, hiring and retaining employees require tried-and-true human resources techniques to prevent bad hires and high turnover. Basik (2016), postulates that, project leaders and managers need to have proper understanding of HR management and overall best practices that will help them to put together best and qualified project team members in relation to the project objectives. Effective planning of the recruitment and selection process will help ensure satisfaction and retention of the project team. To effectively recruit, interview and retain employees, project leaders need to organize clear job descriptions for each team members that will be involved in the health project. This will help ensure the project activities are assigned to the right employees based on the skills, qualification and competency package required to get the work done. To retain team members throughout the life of the project, project managers need to ensure motivation, fair treatment and job satisfaction hence it requires constant job description reviews this guarantees consistency and commitment (Steeves, 2015).

According to Rasool (2015), when selecting the project team members, the project managers should be cognizant that its motivational factors that attract the best team in terms of skills, competency, commitment and overall job satisfaction, hence beforehand they should plan for the same. Part of managing this health projects is ensuring minimized team turnover rates and demotivation as it directly translates to poor performance in delivery of quality health services. The project managers can also measure the cost-effectiveness of team benefit or incentive

successful job performance. The goal of training is for employees to master the knowledge, skill, and behaviors emphasized in training programs and to apply them to their day-to-day activities (McDonald, 2017). For a company to gain a stand in competitiveness, its training has to involve more than just basic skill development but needs to advance to specialized kind of training in specific areas of operation. That is, to use training to gain a competitive advantage, a company should view training broadly as a way to enhance intellectual growth and abilities of individuals and teams. Intellectual capital includes basic skills (skills needed to perform one's job), advanced skills (such as how to use technology to share information with other employees), an understanding of the customer or manufacturing system, and self-motivated creativity (Banford *et al.*, 2014).

According to Making Healthcare Safer Report (2016), "Simulation and classroom-based team-training interventions can improve teamwork processes (e.g., communication, coordination and cooperation), and implementation has been associated with improvements in patient safety outcomes." In 13 research papers published in 2011-2012, it was concluded that improving team workability and teamwork strategies was significantly associated to quality delivery of clinical care procedures hence leading to reduced number of medical outcomes i.e. deaths and rates of new infections in the area under study. Patients are safer and receive higher quality care when health service providers work as a highly effective team. Investment in optimizing healthcare teamwork has increased since the last decade period. According to Jafeth (2017), consequently, evidence regarding the effectiveness for these interventions has also grown rapidly. Larger effect sizes were reported for bundled team-training interventions that included tools and organizational changes to support sustainment and transfer of teamwork competencies into daily practice.

4.3.2 Project Team Communication

According to Humphrey (2018), the importance of communication in the success of a project is immense. Careful communication planning and setting the right expectations with all the project stakeholders is extremely important. Face to face initial communication within the project team to establish the team dynamics and learning the customer's expectations are the keys to success when starting a project. Some simple things a project manager needs to keep in mind regarding how to communicate are thinking about what is to be accomplished via the communication, determining how to communicate, appealing to those being affected and giving and getting feedback (Gido, 2015). According to Murphy (2014), an effective channel of communication will allow messages to be transferred accurately without delay to the intended recipient, this will speed up decision making processes and the operations of the team. Furthermore, effective communication will increase the flexibility of an organization and cause it to be less susceptible to changes in the external environment; as a faster decision making process will allow organizations a longer time period to adapt to the changes and execute contingency plans. However, ineffective coordination arises from arrogance, disorganization, stubbornness, negativism and distrust. Ferris (2018), states that poor people and interpersonal skills as reasons why leaders fail.

Communication determines and influences the relationship between the project manager and project members and how the members work to attain the set project goals. When transparency and openness is overlooked in project management, misunderstanding may result among the members, a factor that may lead to project failure (Carroll, 2012). Communication also enhances

contribution and sharing of ideas from all the project members. Nevertheless, communication in project management ought to be conducted in all levels i.e. horizontal and vertical. This is the only way that the members will feel accountable of their roles and duties for the attainment of project goals and objectives (Summers, 2018). Forman (2015), states that communication or social skills entail individuals having the ability to interact effectively with customers or beneficiaries of a service and other stakeholders involved in the exercise. The project leaders and managers need to establish cooperative relationships with the project team members ensure a good climate for communication, identify participants for the project to ensure commitment and adopt an appropriate leadership style (Muturi, 2014). The success of any activities articulated by people requires that a team is equipped with communication capability and enhance a loop of communication and coordination with other project implementers. Mikan (2015), postulates it is practically impossible to think about an organizational setting where the workers function as an individual entity rather than the team idea that can easily be achieved through coordinated structure of communication. It is important to determine the skills needed to communicate effectively for the benefit of the project.

4.3.3 Project Team Composition

According to Mitchell (2017), Selective, or targeted, recruitment involves developing recruitment strategies that are more proactive in their approach to attract well-qualified candidates with specific skill sets. Recruiting selectively requires more work to be done up front before meeting with any potential candidates. Organizations should start by conducting a thorough job analysis of the positions they are trying to fill. The recruiter should always involve the hiring manager in this process to fully understand the job and any specific knowledge, skills or abilities that are required (Snow, 2014). Organizations that utilize selective recruitment will see a significant cost savings over time. Less time and money will be wasted recruiting and interviewing candidates who ultimately aren't the right fit for the position. Seidel (2019), state that turnover rate will delve as well, since so much time and money was spent in the initiation and recruitment stage hence having the right people for the match. Therefore, excellent strategies applied in the recruitment of individuals to work in a certain project or organization should be seen as mutual plus for both the individuals and candidate.

In a study to determine policies to improve nurse recruitment and retention in rural Kenya, (Mudhune, 2014), has identified a number of job attributes that can be directly influenced by health policy in order to increase attraction to rural postings. These include permanent contracts linked to rural posts, allowances, opportunities for training and reduce years of experience before being promoted (Tulloch, 2015). These results show that nurses place the highest value on attributes that would be expected to have immediate monetary advantages such as salary enhancement or long term factors (promotion, training and permanent contract).

A study conducted in rural Ghana (Snow *et al.*, 2014), has investigated the factors related to low retention of health workers. For doctors, although salary is important, it is more the career development concerns which keep them in urban areas. The study also shows that short-term service in rural areas would be preferable if it was linked to coaching and mentoring, as well as career growth. In investigating reasons for poor recruitment and retention of nurses in rural Kenya, Mullei *et al.*, (2014) make a number of recommendations; these comprise additional rural allowances, and allowing choice of rural location. Greater investment is needed on information to assess the impact of such policies. In other studies (Fronteira, 2015), shows that to adequately

staff remote areas, planning and decision-making on retention require multi-sectoral collaboration. Findings from investigations on workforce stability (Buchan, 2015), concludes that for policy and advocacy purposes, it is important to examine the interactions between staff turnover and organizational performance.

The question of retention of health workers has also been addressed in a study in Malawi (Tulloch, 2015). Results from the investigation show that continuous education and progressive career growth are inadequate. Standard performing team practices such as performance appraisal and job descriptions were not present. Health workers felt that they were inadequately supervised, with no feedback on performance. However, managers did not perceive these deficiencies as having an impact on motivation (William, 2015). The study concludes that a strong team unit operating at the district level in Malawi is likely to improve worker motivation and performance. Team members should be selected based on the skills and expertise relevant to scope of work. According to Ruth (2015), the skills and expertise of key team members like client representative, leader of the designing team and the construction team leader are needed to be emphasized as to enhance team effectiveness.

4.3.4 Project Team Motivation

Barrow (2015), refer motivation in a job setting as defined by modern researchers as the continuous ability of an organization or project to establish and further sustain the commitment and energy of individuals towards achieving set goals. According to Virani (2016), in order to support good performance, health care workers need to understand the job expectations, up-to-date knowledge and skills, adequate equipment and supplies, constructive feedback and a caring supervisor. Applicable to the above statement, healthcare workers also need motivation, especially when some of the other factors that support good performance in delivery of quality healthcare services are not present. Indeed, highly motivated individuals have the required abilities to deal with job-based challenges that included but not limited to bad working environments, individual safety concerns and insufficient equipment required to deliver a task. Given the current challenges related to human resources for health (HRH) in most developing countries (Joint Learning Initiative, 2014), helping workers to be as productive as possible in the face of such obstacles can be an important outcome of increased motivation.

According to William (2015), Motivation is an internal state, consisting of three components: perceived task importance, self-efficacy and expectancy of personal reward. Enhanced motivation leads to improved performance, while increased job satisfaction leads to reduced turnover (greater retention). While motivation is an internal state, it is possible to influence it with external changes in the workplace. Where health professionals work in multidisciplinary teams it is not always clear where team boundaries should be drawn. Tazim (2016), refers to “pseudo teams” - groups who may have some interdependence of tasks, but are managed by different leaders and may have different professional goals. According to Farhad (2017), the notion of core and non-core teams can help clarify team boundaries. The core team is the group of staff led directly by the manager, while the non-core or wider multidisciplinary team includes other groups or professions responsible for the same patients.

A prerequisite for a well-functioning health system is a well-motivated staff. Low level of health worker motivation has often been identified as a central problem in health service delivery among existing human resources. Motivation and retention are major concerns in human

resources for health (Jayaweera, 2015). Health workers are susceptible to push factors such as pay and working conditions and pull factors such as job satisfaction and economic prospects. Ensuring staff receive adequate pay for their work is instrumental to retaining the workers (Mudhune, 2014). However, it is not just salary that is important. In many contexts, the low numbers of trained health staff in remote areas is due to the lack of supporting infrastructure and opportunities for staff and their families. In fragile contexts, these factors include poor living conditions, the lack of safety and security in the workplace, and the absence of continuous professional development (Global Health Magazine, 2018).

4.3.5 Implementation of County Government Health Funded Projects

Management of health facilities at county level is another big challenge. The county government, facing serious capacity challenges, has left the management of facilities in the hands of health personnel. While they have a lot of technical and professional expertise, the majorities lack adequate strategic management skills to access and make proper use of resources and mitigate against new devolution challenges (Mwamuye, 2014). Ways should be worked out to allow the County government especially, as part of delivery of quality healthcare oversight, to also be responsible for continuous training of the workforce. In order for healthcare teams at ground level to implement the plans put in place to achieve project objectives, it is essential to equip them with the knowledge to understand how to articulate healthcare projects and turning around issues that may arise. Only by continuing to invest in the healthcare workforce will make it possible to tackle the difficult challenges in delivering health funded projects in the present and ensure the long-term stability and sustainability of health services (Briddock, 2017). Training all healthcare project teams in the basics of their operations, the current trends and the job in hand will help contribute to a better understanding of how this impacts their daily roles and patient care. It means the teams will have the background and skills to implement their part of the plans relating to sustainability and transformation at ground level (NHS Report, 2017).

Salas (2014), advises that healthcare implementation teams should be equipped with relevant technical training in order to perform their task better, improve their work related skill set, increase knowledge about their work, become aware of their future roles and responsibilities related to their task, etc. The project managers and the leadership committees should be tasked with the responsibility to oversee proper training and empowerment of the health funded teams beforehand and during project execution in order to improve the delivery performance in terms of quality, efficiency and accuracy. For instance, well trained healthcare project professionals will not only provide quality patient care but also handle critical situations in a better manner, report least number of failures, abide by the project implementation protocol and minimizing project related risk factors in general (Turner, 2015). Apart from this skill set, it is very important that county health funded projects also empower and develop operational skills like communication skills, decision making and management skills, interpersonal skills, etc. This will aid in overall management and development of the healthcare project implementers (Buchan, 2015). Many healthcare institutions undermine this fact hence quite often patients and primary beneficiaries of this county health funded projects complain about poor quality health services and management of arising health concerns in the areas of implementation. In such situations, the personnel could be very good in their technical or clinical work, but at the end of the day, it holds little value. Hence, it of utmost importance that health institutions and organizations to focus on this additional skill set, motivation along with job related training (Bana, 2016).

5. RESEARCH METHODOLOGY

The research adopted descriptive research design where closed ended questionnaires were presented to respondents working in ongoing county government health funded projects in public health facilities within Mombasa County. The research questionnaire adopted the form of a Likert scale. The sample size of the study was 165 team players in the county government health funded projects; however, only 140 successfully contributed to the research.

The research used both primary data (questionnaires) and secondary data which included information gathered from project management books, past studies, journals, newspapers etc. A pilot study was conducted to ascertain the validity and reliability of the questionnaires. Reliability was tested using Cronbach alpha. Data collected was analyzed using statistical package for social sciences (SPSS version 24) and multi-linear regression analysis to test the relationship between study variables.

6. DATA ANALYSIS AND RESULTS

6.1 Correlation Analysis

To establish the relationship between the dependent and independent variables, the study conducted a correlation analysis which involved coefficients of correlation and determination. Pearson Bivariate correlation coefficient was used to determine the correlation between the dependent variable, implementation of county government health funded projects and the independent variables; project team training, Project team communication, Project team composition, and project team motivation.

As stated by Sekaran (2015), the correlation is assumed to be linear with correlation coefficient ranging from -1.0 (perfect negative correlation) to +1.0 (perfect positive relationship). The correlation coefficient was computed to establish the strength of the relationship between dependent and independent variables (Kothari and Gang, 2014).

In trying to establish the relationship between the study variables, the study used the Karl Pearson's coefficient of correlation (r) as indicated in Table 1. The study findings show that there was a positive correlation between the independent variables; project team training, Project team communication, Project team composition, and project team motivation and the dependent variable, implementation of county government health funded projects. The analysis indicates that Pearson (r) data analysis yielded a positive correlation coefficient r equal to 0.771, 0.863, 0.788 and 0.902.

As illustrated below, it shows that there is a positive and significant relationship between the independent variables, namely; project team training, Project team communication, Project team composition, and project team motivation and the dependent variable, implementation of county government health funded projects.

Table 1 Pearson Correlation

		PTT	PTC	PTCN	PTM	ICGHFP
PTT	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	140				
PTC	Pearson Correlation	.771**	1			
	Sig. (2-tailed)	.000				
	N	140	140			
PTCN	Pearson Correlation	.863**	.843**	1		
	Sig. (2-tailed)	.000	.000			
	N	140	140	140		
PTM	Pearson Correlation	.788**	.947**	.931**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	140	140	140	140	
ICGHFP	Pearson Correlation	.902**	.898**	.954**	.924**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	140	140	140	140	140

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

Key: PTT=Project Team Training, PTC=Project Team Communication, PTCN=Project Team Composition, PTM=Project Team Motivation, ICGHFP=implementation of county government health funded projects

6.2 Coefficient of Determination (R²)

To ascertain the research model, a confirmatory factors analysis was conducted. The independent variables were subjected to linear regression analysis in order to measure the success of the model and predict causal relationship between the independent variables; project team training, Project team communication, Project team composition, and project team motivation and the dependent variable, implementation of county government health funded projects. The model, shown in table 2 below, explains 95.8% of the variance (Adjusted R Square = 0.957) on implementation of county government health funded projects. Clearly, there are factors other than the four proposed in this model which can be used to predict implementation of county government health funded projects. However, this is still a good model as pointed out by Cooper and Schinder (2013) the model is acceptable in social science if adjusted R square value is not lower than 0.10. This implies that 95.8% of the relationship is explained by the identified four factors namely; project team training, Project team communication, project team composition, and project team motivation. The rest 5.2% is explained by other factors in project management not studied in this research.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.979 ^a	.958	.957	.06602

a. Predictors: (Constant), project team motivation, project team training, project team communication, project team composition

6.3 Analysis of Variance

The ANOVA result displays the sum of squares due to regression and due to residuals. It also displays the F ratio value and its significance. The F depicts the significance or the fitness of the regression model. It indicates how significant the predictors can predict the dependent variable. The ANOVA are shown in table 3.

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.574	4	3.394	778.512	.000 ^b
	Residual	.588	135	.004		
	Total	14.163	139			

- a. Dependent Variable: Implementation of county government health funded projects
- b. Predictors: (Constant), project team motivation, project team training, project team communication, project team composition

The results findings show that the Regression Model is significant ($F = 778.512$, $p = 0.000$). The significance of a regression model is considered significant if its p-value is less or equal to 0.05. In table 3, is a regression model established with its p-value of 0.000 significance which is less than 0.05. This indicates that the regression model was statistically significant in predicting the effect of project team management on implementation of County Government health funded projects in Mombasa County. Since F is greater than the F critical value, it shows that the overall model was significant and that project team motivation, project team training, project team communication, project team composition has an effect on implementation of county government health funded projects.

6.4 Multiple Regression

Table 4 presents the Regression Coefficients and the Significance of the Regressions (p-value). From the regression result, the coefficient of project team training is 0.224. This implies that one unit change in project team training, increases implementation of county government health funded projects by 0.224 units holding other factors constant. This explains McDonald (2017), findings that there is a strong correlation between health's project team training and implementation of county government health funded projects. Healthcare Safer Report (2016), concluded; project team training forms an integral part of project management practices and implementation, and that, many projects in Kenya are not implemented on schedule while only a few achieve project goals and objectives.

The coefficient of project team communication is 0.437, thus a one-unit increase in project team communication would result to an increase in implementation of county government health funded projects by 0.437 units holding other factors constant. The coefficient of project team composition is 0.595. The result implies that a unit increase in project team composition increases implementation of county government health funded projects by 0.595 units. The coefficient for project team motivation is 0.215. This implies that a unit increase in project team motivation increases implementation of county government health funded projects by 0.215 units.

Table 4: Multiple Regression (Coefficients)

Model		Unstandardized Coefficients		Standardized coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.196	.086		2.286	.024
	project team training	.224	.038	.227	5.918	.000
	project team communication	.437	.070	.399	6.253	.000
	project team composition	.595	.067	.603	8.856	.000
	project team motivation	.215	.103	.194	2.085	.039

a. Dependent Variable: implementation of county government health funded projects

The results findings for the hypothesis regression model and the interpretation of the results findings are as indicated below.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Therefore, from the regression findings, the research model becomes;

$$Y = 0.196 + 0.224X_1 + 0.437X_2 + 0.595X_3 + 0.215X_4$$

Whereby Y = Implementation of county government health funded projects

X₁= Project Team Training X₂= Project Team Communication, X₃= Project Team Composition, X₄= and Project Team Motivation.

6.5 Test of Hypotheses

Table 5: Summary of Regression Coefficient and Test of Hypothesis

Model		Standardized Coefficients		Sig.	Deductions
		Beta	t		
1	(Constant)		2.286	.024	
	project team training	.227	5.918	.000	Reject H ₀₁
	Project team communication	.399	6.253	.000	Reject H ₀₂
	Project team composition	.603	8.856	.000	Reject H ₀₃
	Project team motivation	.194	2.085	.039	Reject H ₀₄

a. Dependent Variable: implementation of county government health funded projects

7. CONCLUSIONS AND RECOMMENDATIONS

7.1 Conclusions

From the findings the following are the conclusions:

Based on the study, project team training has a great impact on the project implementation. The study concluded that projects managers, members and the implementers in general need to have appropriate skills, experience and knowledge to articulate project objectives in an expertise manner and in overall be able to achieve the project goals in an effective and efficient way.

According to the research study there is a clear link between project team communication and implementation of projects. It is seen that communication brings about good coordination, information sharing, and networkability and promotes constructive feedback. It can be concluded

that communication is an essential part in delivery of healthcare services as most of the time requires oral communication and healthcare delivery is dialogue-oriented.

It is found that team composition which essential entails excellent sourcing strategies, selection and retention of the team are instrumental tools that increase team performance hence project effectiveness and efficiency. There are emerging issues that need to be addressed to make the project managers and human resource managers place some importance on recruitment of the best team in clear consideration of competency, experience and knowledge base of the team and thereafter ensuring individual development. It is clear that by designing motivation packages, managing team culture, creating a working conducive environment through job satisfaction leads to retention of a team and commitment hence team performance.

Project leadership is one of the important factors influencing effective implementation of projects. In the context of development projects, this study confirms that contingent reward, team building, ensuring individual advancement and growth significantly influences project implementation. More importantly, the study indicates that project goal clarity moderates the relation between contingent reward and effective project implementation. The study also pointed out that it's not necessarily monetary incentives that ensure a team is motivated rather it is job satisfaction, personal advancement, and but not limited to job security.

7.2 Recommendation

Based on the finding of the study and from the data analysis, it has been clearly put that project team management has a positive influence on the implementation of county government health funded projects in Mombasa County. Hence the researcher has the following recommendations that county government health projects in Mombasa County and other areas may adopt in order for the projects to be effectively implemented:

- 1) Project team members and leaders should always ensure they have a team that is well equipped with the relevant skills, knowledge and competence to deal with the tasks and activities they are entrusted with. This will enable delivery of quality services
- 2) Project managers, stakeholders and implementers should consider communication as a very crucial tool to their day to day activities. Health service delivery involves a number of individuals who each hold a very essential role, hence proper coordination and constructive feedback is very important. This enables proper diagnosis and delivery of quality and effective services.
- 3) The researcher also recommends that the project leaders and managers to be very careful when it comes to recruitment and selection of the best team to work with in the delivery of healthcare services. This is because the health sector requires utmost professionalism and expertise in delivery of the services. Project managers should avoid ill behaviors such as favoritism, nepotism and tribalism in the recruitment rather a competence-based recruitment process.
- 4) Project managers and leaders should ensure they come up with motivational strategies that appropriate and that match the expectations of the team they are working with. The leaders should design tailor made motivational packages that will ensure a committed, satisfied and workable team. This could be either monetary or good working environment it depends with the team and individual preference and what keeps them going.

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