PROJECT TEAM MANAGEMENT AND PERFORMANCE OF REHABILITATING STREET FAMILIES IN NAIROBI COUNTY, KENYA

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ABSTRACT

The main objective of the study was to examine the influence of project team management on performance of rehabilitating street families in Nairobi County, Kenya. Specifically, the study sought to assess the influence of team diversity on the performance of rehabilitating street families in Nairobi County, Kenya and to examine the influence of team structure on the performance of rehabilitating street families in Nairobi County, Kenya. This study used of a descriptive research design. The target population for this study was 76 rehabilitation centres within Nairobi county (Nairobi Metropolitan Services, 2021). The unit of observation was 456 respondents comprising of the 2 care takers, 2 people under rehab sessions and 2 managers in every rehabilitation centre. The target population for the study was therefore 456. The sample size was derived from the target population using Yamane's sample size determination formula. The 213 respondents were chosen with the help of stratified random sampling technique. The study used primary data. The study's primary data was obtained using semi-structured questionnaires. Inferential and descriptive statistics was employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 25). Data analysis with be done through use of descriptive statistics and inferential statistics. Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. The study results were presented through use of tables and figures. The study concludes that project team diversity has a positive and significant effect on the performance of rehabilitating street families in Nairobi County, Kenya. The study also concludes that project team development has a positive and significant effect on the performance of rehabilitating street families in Nairobi County, Kenya. Based on the findings, this study recommends that the management should provide training to team members on effective communication skills. This may include conflict resolution, active listening, and cultural sensitivity training, given the diverse backgrounds of street families.

Key Words: Project Team Management, Rehabilitating, Street Families, Team Diversity, Team Structure

Background of the Study

The phenomenon of families living on the streets is an alarming and escalating worldwide problem. The phenomenon that is an offspring of the modern urban environment represents one of the most complex and serious challenges facing humanity (Kaime 2019). Nyamai and Maina (2018) noted that no country and virtually no city anywhere in the world is without the presence of children living on the streets. Both developing and developed countries face a broad spectrum of problems posed by the conditions of these children, yet few steps have been taken to address the issue. These are children in need of special protection (CNSP) whose rights to survival, development, protection and participation have been violated (UNICEF, 2015). This results in situations where the children may live in extremely difficult circumstances. Some of the children under difficult circumstances include orphans, neglected and children living on the streets. Children living on the streets are vulnerable to various forms of exploitation and abuse. They are deprived not only of their rights as children, but also of their childhood. They live without guidance, concern, love, education and security. Many end up dying on the pavements, victims of drugs, rape, gang rivalry and diseases. Without some form of basic education, and economic training, the future is bleak for these children and their life expectancy is terrifyingly low. These children face an obscure future (UNICEF, 2016).

Children living on the streets have various definitions. One of the definitions is that they are all the young boys and girls who have adopted the streets as their abode or source of livelihood or both. Whether they maintain ties with their families or not, these children are inadequately protected, supervised and directed by responsible adults. When left on their own they keep to themselves or help their families to survive by engaging in odd jobs such as scavenging, begging, vending and even prostitution (Drane, 2019)

It is estimated that there are over 400 million children living on the street in the world today (International Street Kids ISK, 2016). The number has increased in recent decades because of political turmoil, civil unrest, family breakdowns and death of parents, war, poverty, natural disasters, HIV/AIDs, rapid industrialization or simply social economic collapse. Many destitute children are forced to eke out a living on the streets scavenging, begging and hawking in the slums of polluted cities of the developing world (Mohamed, 2017). United Nations (UN) estimates that, only 20 % of children who call streets their homes live without their families (UN, 2018).

Project manager roles falls into three separate areas of responsibilities: responsibility to project team, responsibility to project and client and responsibility to the organisation. In our case, responsibility to the project team depends on the team consisting of outsourced consultants or organisation's personnel. If the team constitute outsourced consultants, the outsourced firm appoints the project team leader, while, if the project team consists of internal staffs, project manager takes role of the team leader (Meredith & Mantel, 2016). Project team normally consists of members with diverse areas of specialization and in some instances different cultures and organisations. Better development of personal relationships and learning each team member strengths, has been identified to play a significant role to project success (Smith & Wilkins, 2016).

Teamwork is a characteristic of project management and implementation, where projects are delivered by various professionals. These professionals include specialists, material suppliers, quantity surveyors, contractors, architects and others like government planners and engineers (Winch, 2019; Chow, *et al.,* 2015). Clear goals are major elements of project success The scope of the project work is brought off in a much better way when goals are apparently defined and substantially understood and thus prospects of project and team success is increased (Rad & Levin, 2016; Parker, 2018). Project team efficacy may have important effects on project performance. Hence, performance of each activity, is a central task for members of the project team, especially empowered and self-managing teams (Gibson, 2019).

Statement of the Problem

The number of families living on the streets has been increasing despite the interventions. According to estimates, 100 million people worldwide are literally homeless (Leach, 2019). They have no shelter, they sleep on pavements, in doorways, in parks or under bridges. Or they sleep in public buildings like railway or bus stations, while others sleep in night shelters set up to provide homeless people with a bed (Olsson, 2016; UNICEF, 2018). InAfrica, some countries have estimated the number of street children; for instance, in Egypt it is estimated at 1 million children, while in Ethiopia, it is projected that 600,000 children live in the streets (Consortium for Street Children, 2019).

Currently Kenya is estimated to have 250,000 to 300,000 children living on the streets, with 40% estimated to be living on the streets of Nairobi (Nation Digital News, 2019). Efforts have been made by the government through children departments and various NGOs, to eradicate these children's menace from various towns by taking these children to rehabilitation schools and charitable homes to undergo rehabilitation programs in order to achieve the rights to survival, development and protection. However, despite the government, churches, NGOs and private sectors interventions towards alleviating the problem of children living on streets, there is lack of a comprehensive approach that yields significant impact in addressing specific challenges of rehabilitation programs for children living on the streets. For instance, Free Primary Education provided children living on the streets access to public primary school, (UNICEF, 2019). In addition, the Street Families Rehabilitation Trust Fund was formed in 2003 to address the concerns of all homeless, destitute, and vulnerable people in urban areas, whose numbers have continuously and alarmingly been on the rise. The Trust Fund is tasked with the responsibility of coordinating all activities related to the rehabilitation and empowerment of people living on the streets and those at risk of resorting to the streets. It envisions a country free of Street Families; this is indeed an ambitious vision that requires concerted and dedicated efforts in order to be realized (KNBS, 2020). Despite all these interventions, the number continues to increases day in day out. It is therefore essential to establish how project team management influence performance of rehabilitating street families

Despite problems facing performance of rehabilitation projects, few studies have been directed on the topic. For instance, Assaf, *et al.,* (2019), studied impact of project teams on the performance of Projects where it was showed there exists a positive and high correlation between team effectiveness and project success. Munyaburanga (2017), conducted a case study of Ibyiringiro project, where teamwork and project implementation in non-profit projects in Rwanda, was studied. Locally in Kenya, Waweru (2018) conducted a case study of road construction in Kericho County, where the influence of teamwork approach on project performance was examined. Nevertheless, none of these studies focused on the influence of project team management on performance of rehabilitating street families in Nairobi County, Kenya. To fill the highlighted gaps, the current study sought to examine the influence of project team management on performance of rehabilitating street families in Nairobi County, Kenya.

Specific Objectives

   i.   To assess the influence of team diversity on the performance of rehabilitating street families in Nairobi County, Kenya.
   ii. To examine the influence of team structure on the performance of rehabilitating street families in Nairobi County, Kenya.

LITERATURE REVIEW

Theoretical Literature

The Contingency Theory

The theory of constraints is a set of management tools created by Eliyahu Goldratt in 1984. The theory is applicable in many areas including project management and performance measurement among many others (Blackstone, 2010). The theory helps organizations to identify the most important constraints or bottlenecks in their processes and systems, and dealing with them in order to improve performance. According to Goldratt (2017), organizational performance is dictated by constraints present in processes and systems. Constraints are restrictions that hinder an organization from maximizing its performance and achieving its goals and objectives (Goldratt, 2018). He states that constraints can involve policies, equipment, information, supplies or even people, and can be either internal or external to an organization.

Theory of constraints can be applied in conjunction with other management techniques such as total quality management and risk management to ensure a comprehensive set of techniques that ensure continuous improvement in all areas of operation in an organization (Goldratt, 2018). Organizations use this for control and assessment based on their configuration. Managers can track and respond using both feedback mechanisms that is the bottomup and top-down in many ways. In some organizations, monitoring and evaluation may be automated. In the various stages of the project life cycle, companies also use various tracking and assessment methods (Otley, 2016)

Programs depend on the settings of the stakeholders and their actions. The key to the success of a program creativities is depended on how well it manages relationships with key stakeholders, which includes clients, staff, vendors, families, contributors and others, who which influence the goals achievement (Joslin, 2019)

This theory will therefore be used to establish the influence of team diversity on the performance of rehabilitating street families in Nairobi County, Kenya. The theory helps organizations to identify the most important constraints or bottlenecks in their processes and systems, and dealing with them in order to improve performance. Contingency theory and team diversity are interconnected through the recognition that the effectiveness of a team is contingent upon various factors, and the impact of team diversity depends on how well it aligns with the contextual demands and challenges faced by the team. Effectively managing diverse teams requires a flexible and adaptive approach, consistent with the principles of contingency theory.

Resource Based View Theory

Resource Based view (RBV) is a way to deal with accomplishing upper hand that rose in 1990s, after the significant works distributed by Wernerfelt (1984), "The Resource Based View of the Firm", Prahalad and Hamel "The Core Competence of the Corporation", Barney, "Firm resources and sustained competitive advantage" and others. The supporters of this view contend that firms ought to glimpse inside the organization to discover the wellsprings of upper hand as opposed to taking a gander at focused environment for it.

The Resource-based View (RBV) is a strategic management theory that is broadly used in project management, it examines how assets can power competitive advantage. Competitive benefit is the capacity to make more noteworthy esteem than opponents, and in this way produce higher rates of profitability. Reasonable focused pick up requires persisting points of interest through skills that can't be effortlessly imitated (Killen *et al.,*2016). The RBV is constructed on the notion that assets and abilities are not heterogeneous throughout different organizations, and through this thinking the success rate variations between corporations can be explained. Kraaijenbrink *et al* (2016) stated
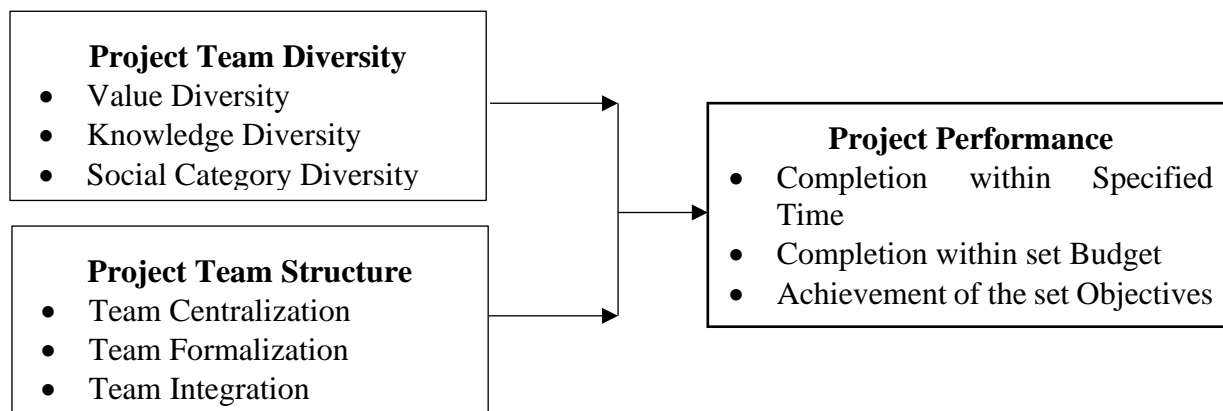
that if an organization is to get a condition of supported upper hand, it have to secure and control significant, uncommon, incomparable, and non-substitutable assets and capacities. According to this theory, all resources are equally necessary to decide the project success and overall performance. Findings exhibit that intangible assets are necessary determinants for project successes such resources are rare, particular and hard to exchange or mimic (Beam et.al, 2004). Assets can be depicted as the beneficial property of the organizations the capacity through which errands are achieves (Mathews 2016). RBT hypothetically predicts elusive assets as crucial variables for accomplishment of a project. Elusive assets are money related, physical, human, scholarly, hierarchical reputational and innovative assets. For the achievement of a project, every one of the advantages should be fused together. Resource based view theory will be used in this study to assess the influence of team structure on the performance of rehabilitating street families in Nairobi County, Kenya. The Resource-Based View theory and team structure are linked through the understanding that a team's internal resources, capabilities, and the way they are structured contribute to its competitive advantage within an organization. The effective management and organization of team resources are critical considerations in achieving and sustaining a competitive edge.

Conceptual Framework

Conceptual framework is defined as a visual presentation of key variables, factors or concepts and their relationship among each other which have been or have to be studied in the research either graphically or in some other narrative form (Miles, Huberman, & Saldana, 2013). The model depicted below shows the relationship between the dependent and independent variables. In this study the dependent variable is performance of rehabilitating street families in Nairobi County, Kenya while the independent variables include; team diversity, and team structure

Independent Variables   **Dependent Variable**

Project Team Diversity
- Value Diversity
- Knowledge Diversity
- Social Category Diversity

Project Team Structure
- Team Centralization
- Team Formalization
- Team Integration

Project Performance
- Completion within Specified Time
- Completion within set Budget
- Achievement of the set Objectives

Figure 1: Conceptual Framework

Project Team Diversity

Diversity in people reflects the difference in values, personality, communication, and demographic variables (Ancona & Caldwell, 2018). It is essential for gaining a competitive edge in the marketplace (Zhang & Fan, 2019). Team diversity explains that resources organized for the execution of the desired project and should be reconfigured for other project teams. It is a compound concept which has various dimensions possessed among project teams. It impacts project performance and often causes unpredictable outcomes (Miller, Burke & Glick, 2018).

Projects are composed of different project teams (e.g., owners, contractors, designers and consultants) where members belong to diverse backgrounds. Team diversity is split into various dimensions. Some of them are knowledge diversity and value diversity. Project performance has divided into three dimensions on which the performance of the project depends (time, cost, and quality). Every project has various goals to achieve, like managing risks, claims for compensation, reparation and stakeholder's satisfaction like a client, project manager, sponsor (Lichtenthaler & Lichtenthaler 2019). Every team has different tasks and objectives to achieve a common goal. In every team, the members are from diverse backgrounds, and all have unique and different skills that can improve performance.

Project Team Structure

As an essential element in project management, the project team structure plays a key role in leading your projects to success. The project organizational structure is an essential configuration for determining the hierarchy of people, their function, workflow and reporting system. It is a factor in business that plays a fundamental role in guiding and defining the way in which the organization carries out its operations. There are different project organizational structures defined according to the area in which the organization operates and activities related to the core business (Fung & Cheng, 2015).

The way a project team is structured can play a major role in how it functions. Different styles of team will have different characteristics. If an organization is dealing with temporary jobs for example, the structure will probably better manage the recruitment and dismissal of employees as needed. On the other hand, if the organization is involved in a production chain that requires continuous operation, it will have a different structure. In this case, the task assigned, will be in order to support employees for a longer time to achieve the goals of the organization (Shair, 2016).

Empirical Review

Project Team Diversity and Project Performance

Guangdong *et al* (2019) conducted a study on the effects of team diversity on project performance in construction projects. A theoretical model was developed and a questionnaire survey was conducted with 246 professionals. The structural equation modeling technique was applied to analyze the data. The results showed that: team diversity was positively associated with project performance; the introduction of conflicts significantly weakened the effect of diversity on performance; conflicts have both constructive and destructive effects on project performance; and team diversity affected project performance through the mediating effects of task conflict and relationship conflict, thus adding both positive and negative effects on performance. There are other factors which may affect conflicts and project performance such as communication, trust and contract.

Mata *et al* (2021) conducted a study on team diversity and project performance: Role of trust and absorptive capacity in it industry. The current study attempts to understand the relationship between team diversity (knowledge, value) and project performance through trust and absorptive capacity. Data were collected from team members involved in IT (Information Technology) projects. Findings reveal that team diversity enhances project performance through trust and absorptive capacity. But the relationship is partially mediated in the case of value diversity and fully mediated with knowledge diversity. This study contributes to the IT sector, where dynamic team members utilize their innovative capabilities and problem-solving skills for achieving project success.

Hartono, Dzulfikar and Damayanti (2020) conducted a study on the impact of team diversity and conflict on project performance in Indonesian start-ups. A survey was performed, and 68

Indonesian start-ups provided positive responses accounting for a 57.6% response rate. In total, 102 Indonesian project teams participated, and since multiple team members were inquired for respective teams, 395 individual respondents were involved. An aggregation protocol was utilized to compute team-level datasets. The partial least square (PLS) method was utilized for the main analysis. The findings suggest a detrimental effect of heightened ideology polarization towards team performance as mediated by emotional conflict. Moreover, work diversity positively affects task conflict, but it does not positively affect team performance. Possible moderating variables such as cultural aspects may lessen the impact.

Liang and Chih-Chung (2017) conducted a study on the effect of team diversity on software project performance. This research seeks to investigate the relationship between knowledge diversity (KD) in software teams and project performance. Previous research has shown that member diversity affects team performance; most of that work, however, has focused on diversity in personal or social attributes, such as gender or social category. Current research targets at the knowledge level aim to facilitate the implementation of knowledge management in organizations. A research framework was developed based on conflict theory and empirically tested on software teams in Taiwan. It was found that KD increases task conflict, which in turn has significant positive effects on team performance and that value diversity (VD) increases relationship conflict, which in turn negatively affects team performance.

Project Team Structure and Project Performance

Hao and Yan (2020) conducted a study on the influence of team structure on organization performance. Teams are more or less structured in function. Whether team structure is beneficial or harmful for the teams entail debates in current literature. Past studies mainly investigate the effects of team structure through learning or creativity. This study tends to examine the effect of team structure on team performance through team coordination. The study conducted two independent field studies with samples of 56 and 67 work teams to test our hypotheses. In both two sub studies, the study found team structure positively affects team performance by improving team coordination. Moreover, the study found team longevity was able to moderate the relationship between team structure and team performance through team coordination, such that the positive relationship between team structure and team coordination were more significant when team longevity was high rather than low.

Nukić *et al* (2015) conducted a study on the impact of changes in a project team structure on the team performance. Structuring a project team is highly sensitive task, so numerous methods which address the problem have emerged. One of the most effective methods is structuring teams by the team members' affinities and talents presented as team roles. In this paper, the study applied Belbin's Self-Perception Inventory in order to investigate the following research questions. The results show that, even in small project teams, changes in team structure will surely have a negative effect on the team's organizational culture in a short run, and even more importantly they decrease the team's overall productivity. Also, the changes had a negative effect at the individual level; teams had trouble integrating new members, and individuals had trouble integrating themselves in new teams.

Stare (2016) conducted a study on the impact of the organisational structure and project organisational culture on project performance in slovenian enterprises. The goal of the research presented in this article was to identify the level of project organisational culture in Slovenian enterprises. The study also analysed the strength of the impact of the culture on project execution. The research was focused on the top and line management's attitudes and some other factors connected with managers' attitudes (following the internal regulations, respecting the project manager's formal authority). The study also investigated the most common project organisation

types and the correlations among the organisation, culture and project performance. The research showed a high level of project organisational culture and a high impact level of measured culture factors on project performance. An increasing level of project manager authority in different organisation types positively impacts on several cultural dimensions and also has a direct impact on the project's performance.

Alqahtani, Chinyio (2015) conducted a study factors affecting Performance of Projects. Literature suggests that there are three main factors that affect project performance and outcome, namely organizational culture, project management culture, and the project manager. Some elements of organizational culture are values, norms, artifacts, and leadership. Some elements of project management culture are strategic emphasis, top management support, PM methodology, stakeholder's commitment, communication system, and project review and learning. Some influencing aspects of the project manager identified are competencies and skills, capability, self-sufficiency, and leadership style. In order to highlight and show the connection between these three factors as well as prepare ground for a future investigation of how these factors affect project output, it was important to develop a conceptual framework that brings together these three factors in a logical manner. This paper focuses on the development of the conceptual framework and proposes lines of inquiry which can be researched further.

Mwakajo and Kidombo (2017) conducted a study on the factors influencing project performance: a case of county road infrastructural projects in Manyatta constituency, Embu County, Kenya. This research used a descriptive survey design and targets a population 153 which include Active road contractors, contracted staff, directors, Engineers, Technical staff and clerical and support staff. The researcher only sampled Active road contractors using simple random sampling method. The sample size was determined by using Yamane formula. The study used 126 respondents as a total sample size including active road contractors. Data was collected using semi structured questionnaire. Frequency and percentages was used for the descriptive data. The study established that project team structure influence project performance.

RESEARCH METHODOLOGY

This study used of a descriptive research design. The target population for this study was 76 rehabilitation centres within Nairobi county (Nairobi Metropolitan Services, 2021).The unit of observation was 456 respondents comprising of the 2 care takers, 2 people under rehab sessions and 2 managers in every rehabilitation centre. The target population for the study was therefore 456. The sample size was derived from the target population using Yamane's sample size determination formula. Therefore, the sample size for the study was 213 respondents. The 213 respondents were chosen with the help of stratified random sampling technique. Primary data was used in this study using questionnaire. Quantitative and qualitative data was generated from the closed-ended and open-ended questions, respectively. Qualitative data was analysed on thematic basis and the findings provided in a narrative form. Inferential and descriptive statistics was employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 25). Descriptive statistics such as frequency distribution, mean (measure of dispersion), standard deviation, and percentages were used.Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. Inferential

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

From the 213 questionnaires 201 were completely filled and returned hence a response rate of 94.4%. The response rate was considered as suitable for making inferences from the data collected. As indicated by Metsamuuronen (2017), a response rate that is above fifty percent is considered adequate for data analysis and reporting while a response rate that is above 70% is classified as

excellent. Hence, the response rate of this study was within the acceptable limits for drawing conclusions and making recommendations.

Descriptive Statistics Analysis

Team Diversity and the Performance of Rehabilitating Street Families

The first specific objective of the study was to assess the influence of team diversity on the performance of rehabilitating street families in Nairobi County, Kenya. The respondents were requested to indicate their level of agreement on the statements relating to team diversity and the performance of rehabilitating street families in Nairobi County, Kenya. The results were as shown in Table 1

From the results, the respondents agreed that their team includes members from diverse age groups, genders, and cultural backgrounds. This is supported by a mean of 4.084 (std. dv = 0.997). In addition, as shown by a mean of 3.917 (std. dv = 0.831), the respondents agreed that the team comprises individuals with a range of skills, expertise, and professional backgrounds. Further, the respondents agreed that decision-making processes actively incorporate input from diverse team members. This is shown by a mean of 3.858 (std. dv = 0.563). The respondents also agreed that a culture of open communication encourages diverse perspectives and ideas. This is shown by a mean of 3.831 (std. dv = 0.851). With a mean of 3.751 (std. dv = 0.935), the respondents agreed that diverse viewpoints contribute to creative and effective problem-solving within the team. From the results, the respondents agreed that leadership positions reflect a commitment to diversity and inclusivity. This is supported by a mean of 3.741 (std. dv = 0.876). In addition, as shown by a mean of 3.715 (std. dv = 0.872), the respondents agreed that the team actively engages in initiatives to enhance understanding and awareness of diversity issues.

Table 1: Team Diversity

	Mean	Std. Deviation
Our team includes members from diverse age groups, genders, and cultural backgrounds.	4.084	0.997
The team comprises individuals with a range of skills, expertise, and professional backgrounds.	3.917	0.831
Decision-making processes actively incorporate input from diverse team members.	3.858	0.563
A culture of open communication encourages diverse perspectives and ideas.	3.831	0.851
Diverse viewpoints contribute to creative and effective problem-solving within the team.	3.751	0.935
Leadership positions reflect a commitment to diversity and inclusivity.	3.741	0.876
The team actively engages in initiatives to enhance understanding and awareness of diversity issues.	3.715	0.872
Aggregate	**3.828**	**0.834**

Team Structure

The second specific objective of the study was to team structure on the performance of rehabilitating street families in Nairobi County, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to team structure and the performance of rehabilitating street families in Nairobi County, Kenya. A 5 point Likert scale was used where 1

symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.5.

From the results, the respondents agreed that each team member has clearly defined roles and responsibilities within the team. This is supported by a mean of 3.943 (std. dv = 0.981). In addition, as shown by a mean of 3.866 (std. dv = 0.850), the respondents agreed that the team structure is designed to align with and support the achievement of organizational goals. Further, the respondents agreed that the team structure outlines a clear hierarchy and reporting lines for effective communication. This is shown by a mean of 3.731 (std. dv = 0.914).

The respondents also agreed that cross-functional collaboration is facilitated by the team structure to enhance diverse perspectives. This is shown by a mean of 3.696 (std. dv = 0.947). With a mean of 3.689 (std. dv = 0.856), the respondents agreed that the team structure allows for flexibility to adapt to changing project requirements or organizational needs. From the results, the respondents agreed that periodic reviews of the team structure ensure ongoing relevance and efficiency. This is supported by a mean of 3.654 (std. dv = 0.786). In addition, as shown by a mean of 3.564 (std. dv = 0.897), the respondents agreed that communication channels are established within the team structure to promote efficient information flow

Table 1: Team Structure

	Mean	Std. Deviation
Each team member has clearly defined roles and responsibilities within the team.	3.943	0.981
The team structure is designed to align with and support the achievement of organizational goals.	3.866	0.850
The team structure outlines a clear hierarchy and reporting lines for effective communication.	3.731	0.914
Cross-functional collaboration is facilitated by the team structure to enhance diverse perspectives.	3.696	0.947
The team structure allows for flexibility to adapt to changing project requirements or organizational needs.	3.689	0.856
Periodic reviews of the team structure ensure ongoing relevance and efficiency.	3.654	0.786
Communication channels are established within the team structure to promote efficient information flow.	3.564	0.897
Aggregate	**3.758**	**0.873**

Performance of Rehabilitating Street Families

The respondents were requested to indicate their level of agreement on various statements relating to the performance of rehabilitating street families in Nairobi County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 3.

From the results, the respondents agreed that the rehabilitation programs effectively achieve their stated objectives in supporting street families. This is supported by a mean of 3.896 (std. dv = 0.865). In addition, the respondents agreed that the organization actively measures and tracks the positive impact of rehabilitation efforts on the lives of street families. This is shown by a mean of 3.879 (std. dv = 0.945). The respondents also agreed that rehabilitation initiatives provide holistic

support, addressing both immediate needs and long-term sustainability for street families. This is shown by a mean of 3.858 (std. dv = 0.611).

With a mean of 3.831 (std. dv = 0.908), the respondents agreed that collaborations with external organizations, local authorities, and community leaders contribute significantly to the success of rehabilitation programs. The respondents also agreed that the team demonstrates adaptability in addressing emerging challenges, ensuring the continued success of rehabilitation efforts. This is supported by a mean of 3.789 (std. dv = 0.897). In addition, the respondents agreed that rehabilitation programs actively involve and empower street families, recognizing their agency in the process. This is shown by a mean of 3.687 (std. dv = 0.874). With a mean of 3.831 (std. dv = 0.908), the respondents agreed that the organization engages with the local community to build support and awareness for rehabilitation initiatives.

Table 2: Performance of Rehabilitating Street Families

	Mean	Std. Deviation
The rehabilitation programs effectively achieve their stated objectives in supporting street families.	3.896	0.865
The organization actively measures and tracks the positive impact of rehabilitation efforts on the lives of street families.	3.879	0.945
Rehabilitation initiatives provide holistic support, addressing both immediate needs and long-term sustainability for street families.	3.858	0.611
Collaborations with external organizations, local authorities, and community leaders contribute significantly to the success of rehabilitation programs.	3.831	0.908
The team demonstrates adaptability in addressing emerging challenges, ensuring the continued success of rehabilitation efforts.	3.789	0.897
Rehabilitation programs actively involve and empower street families, recognizing their agency in the process.	3.758	0.982
The organization engages with the local community to build support and awareness for rehabilitation initiatives.	3.687	0.874
Aggregate	**3.772**	**0.841**

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (team diversity, and team structure) and the dependent variable (the performance of rehabilitating street families in Nairobi County, Kenya) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 4: Correlation Coefficients

		Organization Performance	Team Diversity	Team Structure
Organization Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	201		
Team Diversity	Pearson Correlation	.842**	1	
	Sig. (2-tailed)	.002		
	N	201	201	
Team Structure	Pearson Correlation	.910**	.179	1
	Sig. (2-tailed)	.000	.081	
	N	201	201	201

The results revealed that there is a very strong relationship between team diversity and the performance of rehabilitating street families in Nairobi County, Kenya (r = 0.842, p value =0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings conform to the findings of Medlin and Green Jr. (2019) that there is a very strong relationship between team diversity and organization performance.

The results also revealed that there was a very strong relationship between team structure and the performance of rehabilitating street families in Nairobi County, Kenya (r = 0.910, p value =0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the results of Stare (2016) who revealed that there is a very strong relationship between team structure and organization performance

Regression Analysis

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934	.872	.873	.10120

a. Predictors: (Constant), team diversity, and team structure

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.872. This implied that 87.2% of the variation in the dependent variable (the performance of rehabilitating street families in Nairobi County, Kenya) could be explained by independent variables (team diversity, and team structure).

Table 6: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.027	4	2.007	59.029	.000^b
	Residual	6.568	196	.034		
	Total	14.595	200			

a. Dependent Variable: the performance of rehabilitating street families

b. Predictors: (Constant), team diversity, and team structure

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 59.029 while the F critical was 2.420. The p value was 0.000. Since the F-calculated was

greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of team diversity, and team structure on the performance of rehabilitating street families in Nairobi County, Kenya.

Table 7: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	**(Constant)**	0.205	0.038		5.395	0.000
	Team Diversity	0.486	0.107	0.487	4.542	0.001
	Team Structure	0.430	0.091	0.431	4.725	0.000

a Dependent Variable: Performance of rehabilitating street families

The regression model was as follows:

$Y = 0.205 + 0.486X_1 + 0.430X_2 + \varepsilon$

The results also revealed that team diversity has significant effect on the performance of rehabilitating street families in Nairobi County, Kenya, $\beta1=0.486$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings conform to the findings of Guangdong *et al* (2019) that there is a very strong relationship between team diversity and organization performance

In addition, the results revealed that team structure has significant effect on the performance of rehabilitating street families in Nairobi County, Kenya $\beta1=0.430$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the results of Stare (2016) who revealed that there is a very strong relationship between team structure and organization performance.

Conclusions

In addition, the study concludes that project team diversity has a positive and significant effect on the performance of rehabilitating street families in Nairobi County, Kenya. Findings revealed that value Diversity, knowledge Diversity and social Category Diversity influence performance of rehabilitating street families in Nairobi County, Kenya

The study also concludes that project team development has a positive and significant effect on the performance of rehabilitating street families in Nairobi County, Kenya. Findings revealed that team Interactions, competencies development and team environment optimization influence performance of rehabilitating street families in Nairobi County, Kenya.

Recommendations

In addition, the management should foster a culture that values and celebrates diversity within the project team. Encourage team members to share their unique perspectives, experiences, and skills, creating an inclusive environment. Further, provide cross-cultural training for team members to enhance their understanding of different cultures and backgrounds. This will help mitigate potential misunderstandings and promote effective collaboration.

The management should design the project team with a multi-disciplinary approach, incorporating individuals with diverse skills and expertise relevant to the rehabilitation context. This can include social workers, healthcare professionals, educators, and community organizers, among others.

Suggestions for Further Studies

This study focused on establishing the influence of project team management on performance of rehabilitating street families in Nairobi County, Kenya. Having been limited to performance of rehabilitating street families in Nairobi County, Kenya, the findings of this study cannot be generalized to performance of private organizations. The study therefore suggests further studies on the relationship between project team management and performance private firms in Kenya.

Further, the study found that the independent variables team diversity and team structure) could only explain 87.2% of the performance of rehabilitating street families in Nairobi County, Kenya. This study therefore suggests research on other factors affecting the performance of rehabilitating street families in Nairobi County, Kenya

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