



**PROJECT MANAGEMENT COMPETENCIES AND PERFORMANCE OF  
BUILDING CONSTRUCTION PROJECTS IN MOMBASA COUNTY**

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**ABSTRACT**

**Purpose:** The main objective of this study was to examine the influence of project management competencies on the performance of building construction projects in Mombasa County. Specifically, the study sought to examine the influence of technical competence and to assess the influence of leadership competence on the performance of building construction projects in Mombasa County.

**Methodology:** A descriptive research design was used because it sought to determine and report on the current status of the research subjects. The target population of the study included 301 actively enrolled projects works in Mombasa County, Kenya. A sample of 129 respondents was used. Simple random technique was used since the respondents had equal chances in the study.

**Findings:** The study found Technical Competence to have a positive ( $\beta_1=0.510$ ) significant ( $p$  value= 0.000) influence on performance of building construction projects in, Mombasa County. The study found that Leadership Competence had a positive ( $\beta_1=0.141$ ) and significant ( $p$  value = .000) influence on the performance of building Construction Projects in Mombasa County

**Recommendations:** The study recommends that during recruitment of project managers, technical capabilities shouldn't be the only focus but rather consider formal, human and contextual skills which will entail training or competence in leadership and project management. The study recommends that project managers to focus on training and personal development of team members in order help them cope with the unique project environment. Project managers should also share the vision and knowledge among team members to transform the idea into reality through projects.

**Keywords:** Project Management Competencies, Technical Competencies, Leadership Competencies, Performance of building construction projects

## **Background of the study**

Recognizing inadequate project management practices as a significant challenge in the global construction industry, various negative consequences such as compromised project quality, cost overruns, and missed deadlines have been observed (Chan & Kumaraswamy, 2020). Consequently, the significance of project management competencies has gained prominence as they are considered essential for successful project delivery. Project management competencies encompass the knowledge, skills, and managerial qualities of project managers, enabling them to effectively plan, execute, and control construction projects (Smith, 2018; Johnson et al., 2019). Successful project management plays a crucial role in promoting sustainable development and economic growth, particularly in developing countries where construction projects are pivotal in transforming the built environment (Amusan, 2012).

Project management skills are important in enhancing project success and is well-established in the global construction context. Studies consistently showed that effective project management practices led to improved project outcomes, including on-time completion, adherence to budget, and stakeholder satisfaction (Jaselskis & Ashley, 2020). In the Kenyan context, the construction industry played a crucial role in the country's economic development. Kenya's growing population and increasing infrastructure demands created a pressing need for efficient and successful construction project delivery. Previous research in Kenya had highlighted the significance of project management skills in accomplishment of a project, especially when dealing with challenges like delays and cost overruns (Chan & Kumaraswamy, 2020). Mombasa County, situated on the Kenyan coast, is a critical economic hub, serving as the gateway to East Africa. Thus, county has experienced a surge in construction projects to meet the demands of its growing population and economic activities. However, construction projects in Mombasa County faced significant challenges, including time and cost overruns, inadequate communication, and suboptimal decision-making (Navon, 2022). These issues had implications for the quality of constructed structures and overall project success.

## **Statement of the Problem**

The real estate sector contributed to almost 7% of the country's GDP in 2019. Currently, construction industry in Kenya is facing a number of challenges resulting from lack of risk management. Construction projects have stalled and other delayed resulting to economic losses to major stakeholders in the construction sector. The losses have consequently affected the GDP due to loss of revenues. Mombasa County is a critical economic hub, serving as the gateway to East Africa. As such, the county experienced a surge in construction projects to meet the demands of its growing population and economic activities. However, construction projects in Mombasa County faced significant challenges, including time and cost overruns, inadequate communication, and suboptimal decision-making (Navon, 2022a). These issues had implications for the quality of constructed structures and overall project performance. Quality control is new to some of the local authorities and so they are not able to facilitate the implementation of quality control, hence quality assurance is left to public health technicians. However, majority of professionals are competent enough to offer good quality advice and service, but some give poor service through poor documentation, poor decision making and extension of time variation.

Construction projects in Mombasa County, Kenya, continued to encounter critical challenges in achieving successful completion, including time and cost overruns, inadequate communication, coordination issues, and suboptimal decision-making (Navon, 2022b; Pheng & Chuan, 2021). Despite recognizing the significance of project management competencies, there was a notable gap in specific research within the unique context of Mombasa County. This gap hampered the development of targeted interventions and strategies to improve project performance, leading to substantial economic losses, financial wastage, and reduced government revenue. According to Kerzner (2017), about 46% of construction project delays can be attributable to inadequate project planning.

**Objectives of the study**

The main objective of this study was to ‘examine the influence of project management competencies on the performance of building construction projects in Mombasa County’.

**Specific Objectives**

- i. ‘To examine the influence of technical competence on the performance of building construction projects in Mombasa County’.
- ii. ‘To assess the influence of leadership competence on the performance of building construction projects in Mombasa County’.

**Research Hypotheses**

**H<sub>01</sub>:** Technical Competence has no significant influence on the performance of building construction projects in Mombasa County.

**H<sub>02</sub>:** Leadership Competence has no significant influence on the performance of building construction projects in Mombasa County.

**THEORETICAL REVIEW**

Contingency theory, pioneered by Fred Fielder in 1958, emphasizes the crucial role of leadership in an organization's effectiveness (Fiedler, 1958). According to this theory, successful leadership requires the ability to adapt and adjust to various situations. Unlike one-size-fits-all approaches, contingency theory recognizes that there is no singular best leadership technique; instead, effective leadership depends on a multitude of factors and constraints (Fiedler, 1958). Leaders must be agile, adapting their tactics to changing circumstances, especially during times of crisis. (Certo, 2000).

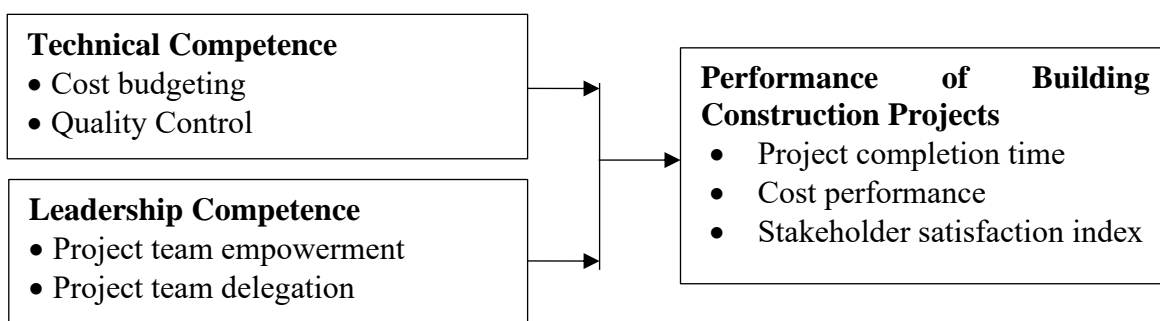
Fielder's theory asserted t that there is a significant influence on the project manager's leadership style on the performance of the team (Fiedler, 1958). Project managers must recognize the unique characteristics of each project, understanding that different projects require different leadership skills and styles (Fiedler, 1958). A strong relationship between project leadership and team members is essential; a lack thereof can lead to poor project performance. However, despite the importance attributed to leadership styles, there is a lack of consensus among scholars regarding which styles ensure optimal project success. While leadership skills are deemed critical, there is ambiguity in validating the foundation of contingency theory (Naylor, 1999). Some studies have found inconclusive evidence regarding the relationship between leadership skills and overall project performance (Johnson et al., 2010). This uncertainty emphasizes the need for further research on the significance of project leadership as a crucial independent variable (NawoseIng’ollan & Roussel, 2019)

**LITERATURE REVIEW**

The Independent variables (technical competence, leadership competence) are conceptualized as variables that can affect construction project performance. Figure 1 shows the conceptual framework.

**Independent Variables**

**Dependent Variable**



**Figure 1: Conceptual Framework**

### **Technical Competence**

Technical Competence is the use of knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues (PMO Advisory, 2024). Technical competence helps understand and integrates the appropriate project management tools as well as the processes. Technical competences are related to working tools and processes. Thus, they refer to the use of specialized experience and knowledge related to project management for implementing of project activities. The skills are necessary for assessment of risks; balancing between the constraints of cost, schedule, and quality; and effective communication to the project team, (PM4Dev, 2018b). A major mistake most organizations do is appointment of the project manager based on the depth of his technical skills. For example, it is normal in most projects finding a good engineer promoted to a project manager due to the technical competence. Though it is important for the project manager to have a good understanding of the technical aspects of the project, a high level of coaching competence, Planning, leadership, and communication (PM4dev, 2018a).

In most projects, risk management has been an important concern for the management and expert involved with projects. The main purpose of project risk management is to develop an effective risk response plan. These plans vary depending on the likelihood of a risk's occurrence and impact. Consequently, the response plan should be added to the initial project management plan (Kwon & Kang, 2018). Project managers are responsible for selecting the organizational strategy that will ensure cost reduction and long-term benefit, this has a direct impact on the organizational strategic decision-making process, project costs and activities. (Yang, Ishtiaq, & Anwar, 2018). Depending with the risk level of a specific project risk, the risk management team can implement the following risk response strategies: Avoidance; reducing project by making it difficult for risk to occur, or by implementing the project in a different way which will attain the same objectives. Transference, project manager can either transfer a portion or entire project risk to a third party, by finding another stakeholder to manage the project risk events with low probability of recurrence, but with a large financial impact on project, Mitigation; reduction of the risk levels to be acceptable to the project team, through reduction of its impact and acceptance (PMI, 2017).

### **Leadership Competence**

Leadership is the ability to influence the project team in order to achieve the project goals. It is a critical skill that must be possessed by the project manager and must always be earned (PM4dev, 2019). Leadership competencies are attributes and skills possessed by a leader that help increase the commitment and trust the project team has on the leader. Effective leaders inspire, encourage and facilitate to improve the productivity of their team and a successful team often under the guidance of a strong leader (Indeed Editorial Team, 2024). A good leader takes initiatives, mentors the team members and also effects the needed changes needed after monitoring the project's progress. The leader also has to be political in nature in the manner in which he responds to stakeholders in the projects. Leadership allows individuals in a social relationship to influence others towards the organization change (Ahmed & Anantatmula, 2017). There are 3 main leadership competencies which include: intellectual, managerial, and emotional competencies (Turner, 2016). Project managers should be simultaneously the leader, the facilitator, the mentor, and the manager (PM4dev, 2019). In this study, project leadership was measured by team empowerment, team delegation, project communication, and decision making.

Clear definition of project and effective communication are important factors in stakeholder management in construction projects. A two-way communication helps to minimize the dissatisfaction and ensure active participation of stakeholders and this comprise of effective communication. Two-way communication entails sharing of information with stakeholders,

building of trust with the project stakeholders, and also offering of opportunities to appeal (Park et al, 2018). Lack of effective communication also implies that there is poor understanding of the needs of stakeholders, requirements, and specifications. Thus, a project needs effective communication channels to enhance performance of the projects (Bunyaminu & Mahama, 2018). Project managers should be able to effectively communicate to ensure the project team receives clear and consistent information

## EMPIRICAL REVIEW

### Technical Competence and Performance of Projects

A study by Amollo and Omwenga (2017) evaluated the 'impact of the technical skills of the project manager on the results of research and development projects'. With an exploratory, descriptive, and explanatory approach, a quantitative and qualitative study design was used. Utilizing a stratified random sampling technique, a sample size of 105 was obtained from the target population of 133. Data was gathered via in-person interviews and the distribution of structured questionnaires. The regression analysis revealed that a one-unit improvement in technical skills led to a 1.122 increase in project output in R&D institutions, with a p value of less than 0.05. The study advises organizations to consider the significance of the three facets of leadership when assessing or developing the skills of their employees. R&D institutions should take into account formal, human, and contextual capabilities, such as project management and/or leadership training, in addition to fundamental technical ability, when hiring R&D project managers.

Mutheu and Perris's (2021) examined the 'impact of technical knowledge engagement on the performance of residential construction projects in Kajiado County'. Descriptive research methodology was used in the study. The focus was on Kajiado County residential development projects that were finished in 2020. As a performance indicator, the target population comprised 124 building works in Kajiado County that are registered and 95% completed. Thirty percent of the overall population, or a sample of 37 projects, were taken into consideration. Surveys were used to collect information. After delivering them, the researcher gathered. The study's findings demonstrated there is a significant relationship between the performance of residential construction projects and the involvement of technical skills. To guarantee that the project is completed on schedule and with the highest possible quality, experienced and capable project managers should be employed.

### Leadership Competence and Performance of Projects

Kahaso (2022) investigated the 'influence of project manager's soft skills on project performance in NGOs within Nairobi City County, Kenya'. The purpose of this study is to determine the impact of project leadership, project communication, team building, and conflict management in NGOs in Nairobi City County, Kenya. This research uses a descriptive and descriptive research design, with the use of stratified sampling to identify the projects that will be used in this research. A sample size of 160 respondents was selected, 4 of which were used in the pilot study. The study finding showed that even though project leadership had a positive relationship with project performance, it was not statistically significant. Project communication, team building and conflict management had a positive relationship which was statistically significant with project performance. The study came to the conclusion that effective conflict resolution, team development, and project communication were important indicators of project success. According to the analysis, there was no meaningful correlation between project leadership and project performance.

Mbulamaye (2022) examined 'the mediating effect of teamwork on the relationship between leadership competencies and project performance among the Discretionary Development Equalization Grant Projects in Budaka district, Uganda'. Since the study intended to test rather than generate a theory, it adopted a cross sectional research design along with a quantitative

approach targeting a population of 120 DDEG projects and a sample of 92 was used. The correlation results showed that project performance, teamwork, and leadership qualities are significantly correlated. The results of the regression analysis showed a substantial positive link between collaboration and project performance, teamwork and leadership competencies, and project performance and leadership competences. The study's further findings showed that, in the DDEG projects, teamwork increased the correlation between leadership qualities and project performance by 18.7%. Therefore, the results imply that in order to improve the effectiveness of DDEG initiatives in Uganda's local government sector, leadership competencies need the backing of teamwork.

### **RESEARCH METHODOLOGY**

A descriptive research design was used because it sought to determine and report on the current status of the research subjects. The target population of the study included 301 actively enrolled projects works in Mombasa County, Kenya, specifically under the physical planning department. For the purpose of the study, each construction site was treated as a unit, and one questionnaire was administered for each site. The questionnaire was answered by one individual among the three key roles mentioned earlier: the Site Manager, the Project Engineer, or the Foreman. A sample 129 respondents was used. The respondents were randomly selected since all had equal chances in the study. These individuals were considered as representatives with valuable insights into the technical aspects and project execution processes, making them suitable respondents for the research.

### **RESEARCH FINDINGS**

The study distributed 129, 124 questionnaires were returned, 5 were not returned, there was no errors on all returned questionnaires, and all were used in the analysis, resulting in a 96.12% response rate and usage rate. This indicates a high level of participation and data quality in the survey or data collection process.

#### **Descriptive Statistics**

Respondents were requested to give their opinion on how they agreed with statements that measure the study variables. A 5-point Likert scale was used where 1= Strongly Disagreed, 2 =Disagreed, 3 =Neutral, 4= Agreed, 5= Strongly agreed. The study used measure of central tendency i.e. frequency, mean and standard deviation to describe the patterns of responses. The descriptives are as follows based on the study variables.

#### **Technical Competence and Performance of Construction Projects**

The first objective of the study was to 'examine the influence of technical competence on the success of building construction projects in Mombasa County'. The study was measured by cost budgeting, material procurement, quality control and risk management. According to PMOAdvisory (2024), Technical Competence is the use of knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues. It helps in understanding and integrating the appropriate project management tools as well as the processes. Technical competences are related to working tools and processes. Table 1 shows the descriptive statistics for the variable Technical Competence.

**Table 1: Technical Competence**

Technical Competence	SD %	D %	N %	A %	SA %	Mean	STD
The project manager has the knowledge required to integrate the project management tools as well as the process for the building construction projects.	15.3	10.5	6.5	50	17.7	3.641	0.322
The project manager understands how to perform proper cost estimation, budget determination and cost controlling and is able to analyze the project baseline data for the building construction projects.	5.2	8.3	18.6	40.3	27.6	3.758	0.113
The project manager possesses the skills for the development of the procurement strategy, preparation of contracts, selection and acquisition of suppliers, and management of the contracts for the building construction projects.	3.2	25.3	9.7	41.1	20.7	3.517	0.161
The project manager for the building construction projects ensures that all project activities necessary to design, plan and implement a project are effective and efficient with respect to the purpose of the objective and its performance.	8.3	13.8	13.1	44.1	20.7	3.551	0.201
The project manager in the building construction projects has the skills needed for identifying risks, development of risk plan and mitigation strategies.	8.3	7.6	17.9	33.1	33.1	3.751	0.227

According to the findings, respondents (67.7%) generally felt that construction project managers had the knowledge required to integrate the project management tools as well as the process for the building construction projects ( $M = 3.641$ ,  $Std = 0.322$ ). Furthermore, the respondents indicated an agreement (67.9%) that construction project managers understood how to perform proper cost estimation, budget determination and cost controlling and is able to analyze the project baseline data for the building construction projects ( $M = 3.758$ ,  $Std = 0.113$ ). The respondents (61.8%) agreed that construction project managers possessed the skills for the development of the procurement strategy, preparation of contracts, selection and acquisition of suppliers, and management of the contracts for the building construction projects ( $M = 3.517$ ,  $Std = 0.161$ ). The statement indicating that Construction Project Managers ensured that all project activities necessary to design, plan and implement a project are effective and efficient with respect to the purpose of the objective and its performance was accepted by 64.8% respondents ( $M = 3.551$ ,  $Std = 0.201$ ). The participants also concurred (66.2%) that construction project managers possessed the skills needed for identifying risks, development of risk plan and mitigation strategies. ( $M = 3.751$ ,  $Std = 0.227$ ).

### Leadership Competence and Performance of Construction Projects

The second objective was to assess the influence of leadership competence on the success of building construction projects in Mombasa County. The study was measured by Team empowerment, team delegation, communication, and decision making. Leadership competencies are attributes and skills possessed by a leader that help increase the commitment and trust the project team has on the leader. Effective leaders inspire, encourage and facilitate to improve the productivity of their team and a successful team often under the guidance of a strong leader (Indeed Editorial Team, 2024). A good leader takes initiatives, mentors the team members and also effects the needed changes needed after monitoring the project's progress. The leader also has to be political in nature in the manner in which he responds to stakeholders in the projects (Ahmed & Anantamula, 2017). Table 2 shows the descriptive statistics for the variable Leadership Competence.

**Table II: Leadership Competence**

Leadership Competence	SD %	D %	N %	A %	SA %	Mean	STD
Construction Project Manager directs as well as guides his team in designing appropriate standards during the constructions project design phase	12.4	12.8	8.2	51.7	19.9	3.841	0.222
Construction Project Manager leadership assists in planning, organizing, delegating and task allocation within the project team	6.7	9.7	19.8	41.2	28.8	4.958	0.213
Construction Project Managers ensures that there is a contingency plan for managing risks that may occur during the project life cycle	4.8	27.5	11.7	42.4	5.7	3.517	0.161
Construction Project Manager monitors the entire project cycle as well as putting in place an action plan to the project team which leads to better project performance.	5.3	18.6	13.9	40.2	24.6	3.650	0.201
Construction Project Manager builds and sustain effective communication among different stakeholders	7.3	8.6	15.9	35.1	30.1	3.751	0.227

From the results, the respondents agreed (71.6%) that Construction Project Managers directed as well as guided the project team in designing appropriate standards during the constructions project design phase ( $M = 3.841$ ,  $Std = 0.222$ ). The participants (70%) also concurred that the leadership of the construction project manager helped with task distribution, organization, delegation, and planning within the project team ( $M = 4.958$ ,  $Std = 0.213$ ). The respondents agreed (48.1%) that construction project managers made sure there is a contingency plan for controlling risks that may arise during the project life cycle ( $M = 3.517$ ,  $Std = 0.161$ ). According to the responses (64.8%), construction project managers oversaw the whole project cycle and provide the project team with an action plan that improves project performance ( $M = 3.650$ ,  $Std = 0.201$ ). The respondents (65.2%) agreed that construction project managers established and maintained efficient communication among various stakeholders ( $M = 3.751$ ,  $Std = 0.227$ ).



### Performance of Construction Projects

The main objective of the study was to examine the ‘influence of project management competencies on the success of building construction projects in Mombasa County’. Construction Project performance was measured by project completion time, cost performance, stakeholder satisfaction, and quality assessment indicators. The findings are as shown in Table 3.

**Table III: Performance of Construction Projects**

Technical Competence	SD %	D %	N %	A %	SA %	Mean	STD
The construction project was completed on the set time schedule	8.3	13.8	13.1	44.1	20.7	3.551	0.301
The construction project was completed on the set budget	9.7	12.4	7.6	37.2	33.1	3.717	0.325
The construction project was completed as per the customer’s satisfaction	3.2	25.3	9.7	41.1	20.7	3.517	0.161
The construction project was completed as per the regulatory and licensing bodies requirements	15.2	11.0	6.2	49.7	17.9	3.641	0.300
The construction project has been appointing of referrals to other customers	8.3	7.6	9.9	41.1	33.1	3.751	0.105

The construction project was completed on the set time schedule as acknowledged by the respondents (64.8%) as illustrated by a mean of 3.551 (Std = 0.301). The participants (70.3%) also concurred that the construction project was completed on the set budget (M = 3.717, Std = 0.325). As shown by a mean of 3.517 (Std = 0.161), the respondents (61.8%) agreed that the construction project was completed as per the customer’s satisfaction. The respondents (67.6%) agreed that the construction project was completed as per the regulatory and licensing bodies requirements (M = 3.641, Std = 0.300). As shown by a mean of 3.751 (Std = 0.105) the respondents (74.2%) agreed the construction project has been appoint of referrals to other customers.

### Correlation Analysis

The findings showed a very substantial correlation ( $r = 0.901$ ,  $p$  value = 0.000) between technical competence and the performance of building construction projects. Given that the  $p$  value 0.000 was below the significance level of 0.05, the association was considered significant. The results support the findings of Jones et al. (2018), who found a substantial correlation between technical competence and building project success. Kanduywo and Kirui (2019) also found a strong positive correlation between technical capacity and implementation of construction projects in Kajiado County. Furthermore, the findings demonstrated a highly significant correlation between Leadership Competence and Performance of building construction projects ( $r = 0.865$ ,  $p$  value = 0.000). Given that the  $p$  value 0.000 was below the significance level of 0.05, the association was considered significant. The results corroborate those of Omony (2019) who found a positive significant correlation between project leadership and performance of public infrastructural mega projects in Kenya. Mbulamye (2022) also found a positive significant correlation between project leadership and project performance among the Discretionary Development Equalization Grant Projects in Budaka district, Uganda.

**Table IV: Correlation Coefficients**

		Technical Competencies	Leadership Competencies
Performance of construction projects	Pearson Correlation	.901**	.865**
	Sig. (2-tailed)	.000	.000
	N	124	124

**Regression Analysis**

The association between the independent variables (technical competence, leadership competence) and the dependent variable (the performance of building construction projects) was examined using multivariate regression analysis. From the results, Technical Competence has a significant influence on the performance of building construction projects in Mombasa County ( $\beta_1=0.535$ , 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 results are consistent with those of Amollo and Omwenga (2017), who found technical skills of the project manager significantly influenced project output in research and development. The findings additionally demonstrated that in Mombasa County, leadership competence significantly influences the performance of building construction projects ( $\beta_1=0.127$ , p value = 0.042). Because the p value of 0.042 was lower than the significant level of 0.05, the connection was deemed significant. The results confirm the findings of Omonyo (2019) who found a positive significant relationship between project leadership and performance of public infrastructural mega projects in Kenya.

**Table V: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.886	.052		-17.011	.000
1 Technical Competence	.510	.043	.411	11.832	.000
Leadership Competence	.141	.013	.147	11.133	.000

The regression model was as follows:

$$Y = -0.886 + 0.510X_1 + 0.141X_2 \dots\dots\dots(i)$$

**Hypothesis Testing**

**Technical Competence and Performance of Construction Projects**

From table V, the t-calculated (8.892) > t-critical (1.979) and Sig (.000) < .05. Thus, we reject the  $H_0$  that Project Technical Competence has no significance influence on performance of building construction projects in Mombasa County and accept the  $H_a$  that Project Technical Competence has significance influence on performance of building construction projects in Mombasa County. Project Technical Competence significantly influence performance of building construction projects in Mombasa County. The findings are also supported by Amollo and Omwenga (2017) who found technical skills significantly influenced project output in R&D institutions in Kenya. The findings are also supported by Mutheu and Perris (2021) that the technical knowledge engagement significantly influence performance of residential construction projects in Kajiado County.

### **Leadership Competence and Performance of Construction Projects**

From table V, the  $t$ -calculated (2.044) >  $t$ -critical (1.979) and Sig (.042) < .05. Thus, we reject the  $H_0$  that Project Leadership Competence has no significance influence on performance of building construction projects in Mombasa County and accept the  $H_a$  that Leadership Competence has significance influence on performance of building construction projects in Mombasa County. Leadership Competence significantly influence performance of building construction projects in Mombasa County. The findings are supported by Omony (2019) who found a positive significant influence between 'project leadership and performance of public infrastructural mega projects in Kenya'. Chikamai and Makhamara (2021) also found 'leadership competencies significantly and positively influenced performance of Tea factories in Nandi County'. Further, Kimani and Mose (2022) found a significant influence on 'leadership competence on the performance of KeNHA development projects.'

### **CONCLUSION OF THE STUDY**

The study found a significant relationship between Technical Competence and Performance of building construction projects in Mombasa County. The study rejected the null hypothesis and accepted the alternative hypothesis. This study therefore concludes that Technical Competence as Project management competence has a significant influence on performance of projects. The study found a significant relationship between Leadership Competence and Performance of building construction projects in Mombasa County. The study rejected the null hypothesis and accepted the alternative hypothesis. This study therefore concludes that Leadership Competence as Project management competence has a significant influence on performance of projects.

### **RECOMMENDATION**

The study found that Technical Competence and Leadership Competence to significantly contribute to the performance of building construction projects in Mombasa County. The study recommends that during recruitment of project managers, technical capabilities shouldn't be the only focus but rather consider formal, human and contextual skills which will entail training or competence in leadership and project management. The project manager should possess knowledge oriented and goal-oriented competencies to ensure successful implementation of projects. The study also recommends that project managers to focus on training and personal development of team members in order help them cope with the unique project environment. Project managers should also share the vision and knowledge among team members to transform the idea into reality through projects. The project manager should be able to clearly identify roles of team members and also encourage teamwork. The project manager must also build commitment to the project vision through communication, motivation, and participation in decision making.

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