PROJECT TEAM MANAGEMENT AND IMPLEMENTATION OF COUNTY FUNDED ROAD PROJECTS IN UASIN GISHU COUNTY, KENYA

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ABSTRACT

Government projects are vital to the citizens, who are the beneficiaries. Funded programs seek to address socio-economic development challenges facing the marginalized population. Therefore, such projects' failure bring with it a profound negative socio-economic impact to the project beneficiaries. Results show current state of project outcomes as projects completed within original budget constitute 55%, projects completed on time 51%, failed project's budget lost 32%. The objectives of the study are to assess the relationship between project team management and the successful implementation of county funded road projects in Uasin Gishu County, Kenya and to determine the moderating effect of government regulation on the relationship between project team management and successful implementation of county funded road projects in Uasin Gishu County, Kenya. The study was guided by Goal Setting Theory and Institutional Theory. The positivist philosophy was used to drive the study. The research used a descriptive survey to establish conclusions about how project management practices influence the delivery of county-funded road improvements in Uasin Gishu County. The target population was taken from the Uasin-Gishu County Government's ministry of roads and public works, which employs 250 people at different levels of management. The research employed Taro Yamane's (1967) sample size calculation, assuming a 5% error term. The research picked 153 people from a target sample of 250 employees. Employees that work on road construction in Uasin-Gishu County make up the majority of this group. Thematic analysis was used to analyze qualitative data whereas descriptive and inferential statistics (Pearson correlation coefficient, multiple regression analysis, and stepwise regression analysis) were used in analyzing quantitative data with the help of the SPSS statistical software. The study used a 95% confidence level. Based on the findings, the study concluded that project team management positively and significantly influences successful implementation of county funded road projects in Uasin Gishu County, Kenya. The study also concludes that Government regulation has a significant moderating effect on the relationship between project team management and successful implementation of county funded road projects in Uasin Gishu County, Kenya.

Key Words: Project Team Management, County Funded Road Projects and Government Regulation, Goal Setting Theory and Institutional Theory

Background of the Study

Köhler *et al.* (2019) define project management techniques as the science of planning, developing, and managing activities to assist the project team in overcoming problems across the project lifecycle processes. According to Barriere (2003), project management methods have evolved into a management tool for achieving optimum project implementation performance. Organizations have adopted it to overcome a variety of difficulties posed by globalization and developments in business operations (Fewings & Henjewele, 2019).

Designing process, purchasing, planning and monitoring, corporate governance, people engagement, budget management, delivery processes and certification, the new verification, user training, and post-project monitoring are all examples of project management methods (Abuya, 2015; Carvalho, 2015; and Zhang & Fan, 2014). Organizations that use optimal project management methods reap several benefits, including knowledge transfer, good communication, cost and time, improved process quality, improved market position, an international perspective to labor, and better project monitoring and control (Ilies, Crisan & Muresan, 2019).

Projects provide a significant contribution to economic and social development (Bond-Barnard, Fletcher, & Steyn, 2018). The major objective of project management is to effectively complete a project on schedule, on budget, and on quality while managing the unique project environment (Floricel, Michela, & Piperca, 2016). Project management methods, according to Kebeya (2015), have become a universal instrument for maximum performance for every firm seeking professionalism. Project management techniques, according to Tinoco, Sato, and Hasan (2016), are the skills and science of planning, creating, and managing activities across the project lifecycle processes.

Abuya (2020) indicated that projects in Kenya face challenges during the implementation phase, specifically in meeting the expected project objectives. The indicators of project failure are a lack of meeting the project's time, cost, and quality, caused by an inefficient implementation process (Aarseth, Ahola, Aaltonen, Økland, & Andersen, 2017; Nyakundi, 2015). Project initiated, implemented, and closed on time, within budget, at specified quality standards, and without unprecedented procurement meets the major criterion for measuring project performance (Alzaabi, Khatibi, Azam, & Tham, 2020).

Ihuah, Kakulu, and Eaton (2019) suggest understanding the rework procedures, effectiveness, and productivity in construction industry within schedule, cost, and quality criteria. The success of every project is greatly reliant on the time it takes to complete it from start to finish. This has a direct influence on management choices including budgets, goals, and standards (Kamunya & Chege, 2021). Factors such as wrong priority influence implementation of development projects being the most crucial stage within project management; shortfalls in resource availability, inadequate assessment of targets, wrong scheduling of time for project completion, inadequate project identification, formulation, and design, and faulty conceptualization of policy (World Bank, 2020).

According to Kamunya and Chege (2021), project performance can be estimated and assessed through the use of various indicators of performance applicable to many aspects. This includes cost, time, quality, customer satisfaction and changes, business execution, well-being, and security. Cost, time, and quality were recommended by Williamson, Fearon, and Kelly (2014) as parameters against which venture execution may be judged. According to Cserhati and Szabo (2014), the primary indices of project performance are cost, time, user happiness, and quality.

According to Carvalho (2015), project success should be measured not only by the attainment of quantitative benefits, but also by the project managers' capacity to maintain performance gains such as profitability, labor productivity, and lessons learned.

Project management, according to the Project Management Institute (2017), is the application of knowledge, skills, tools, and methods to project operations in order to satisfy the expectations of project stakeholders. To do this, project management employees must have a thorough awareness of the dynamics of project management processes (Floricel et al., 2016). Project management methods have evolved into a management tool used to achieve optimum performance in every business that strives for excellence and professionalism (Barriere, 2003).

Project scope, purchasing, project monitoring, risk management, people engagement, budget management, outcome of the project and certification, technology employed, User Training, and post-project monitoring are some of the project management methods. Project planning comprises identifying activities, scheduling, task sequencing, quantity and quality analysis, and mobilizing all resources that must be used in a time-phased manner. A complete analysis of exercises, undertaking, procedure and method, installation or fulfillment of procedures, timetables and budget plan, and a sign of the appropriate approach for each procedure need may be found in the project plan (Malala, 2011).

PMI (2017) emphasizes the necessity of the project manager monitoring and directing the project throughout the whole project cycle. Cukwuemeka (2011) further emphasizes the importance of the project manager in ensuring that all project operations are carried out in accordance with the project's cost, schedule, and scope. The degree to which planned objectives are met, as well as whether the project fulfills the purpose intended to satisfy within the specified time, cost, and quality requirements, determines the project's success (Zhang & Fan, 2014). Effective project planning control will be required by applying project management systems (Carvalho & Rabechini Junior, 2015).

Project management is not given significant attention in developing countries, as shown by the presence of three Project Management Institutes on the continent (PMI, 2019). Due to technological advancements, rising project complexity, and a paucity of human resources, the present situation of project management methods in emerging African nations remains crucial (Aarseth, Ahola, Aaltonen, kland, & Andersen, 2017). In developing countries in regions such as Africa, project management practices in the public sector are being employed in the initial stages (Ihuah, Kakulu, & Eaton, 2014). The practices are new and aim at attaining project objectives within specific periods and cost parameters through the effective use of resources and the implementation of planning and control systems. Idoro and Patunola-Ajayi (2009) study on current project management approaches and techniques showed that they are not well-recognized in the public sector, leading to failure to meet budget, schedules, and project specifications.

Successful project implementation entails quickly switching over a key arrangement and doing what needs to be done to keep the emphasis on critical objectives and aims. According to Brown and Hyer (2010), compelling project execution and projects may be handled depending on time planning, cost and financial plans, and the nature of the task performed. These three factors are also project implementation's Key Performance Indicators (KPIs). It's crucial to remember that, regardless of the project's concept, implementation requires some investment, usually more than

anticipated, and that a variety of external imperatives may arise, all of which should be addressed before beginning the implementation phase (Aarseth et al., 2017).

The work design must be developed before the implementation process can begin, and the arrangement must be understood by all project collaborators (Bond-Barnard et al., 2018). All of the specialized and non-specialized requirements should be clearly defined. The project's financial, specialized, and institutional frameworks should be prepared, taking into account both internal and external factors (Floricel et al., 2016). The working group should identify their strengths and weaknesses (inward powers), opportunities, and threats (outer powers). The traits and opportunities should be exploited and used to ensure the project's successful completion (Kamunya & Chege, 2021). The flaws and risks are project risks that might stymie project execution; as a result, all steps should be put in place to mitigate them (Köhler et al., 2012).

In Kenya, the national government has decentralized funds and some functions to the county governments, implementing various projects, including road construction (Kinyua, Ogollah, & Mburu, 2015). Decentralization of funds and functions to the county government aims to alleviate poverty and decrease imbalances in regional development. According to a government of Kenya report (2014), the country has made improvements since the promulgation of the new constitution in 2010 because county governments own and plan their projects (Briceno-Garmendia & Shkaratan, 2011). The County government partially funds the projects, while the rest of the funds are sourced from the national governments. Nyakundi (2015) stated that county governments' project implementation performance is below par. Some of these reasons cited include lack of sufficient human resources, lack of clear internal coordination frameworks, regulations in public institutions, and low motivation caused by low or no pay.

Projects contribute significantly to development of the nation and requires enormous capital outlays. County governments' participation in projects has broadly been embraced (Kebeya, 2015). Nonetheless, the failure to apply project management methodologies is the main reason for project failure at the county government level. This problem has been exacerbated by the lack of studies on this area that could recommend how practices could be introduced (Briceno-Garmendia & Shkaratan, 2011).

The County Government Act assigns important tasks to County Authorities and establishes decentralized legal, administrative, and regulatory authorities. Since Kenya's devolution, there has been a massive rise in building projects around the nation. Gwayo (2014) saw an increasing worry over why the required goals are not being met in accordance with the project's client's expectations. Many projects were not finished owing to customer difficulties, non-availability of supplies, bad infrastructure, lack of funding, and project management competence, according to Kenya Urban Road Authority (2013). Most of the projects carried out in most counties were not finished on schedule owing to contractors' poor pace. The contractors were accused by the majority of counties of breaking the tender's terms and conditions. The cost of the project rises as a result of the contractors' failure to fulfill the deadline.

Under the statute, Uasin Gishu County government authorities are responsible for land use planning, infrastructure delivery, and social services, among other things. The county is also in charge of monitoring urban development, which is controlled by a variety of laws. Uasin Gishu County, like every other county, has had difficulties finishing its projects. The county government's initiatives have been delayed or halted, harming development and the agricultural sector, which is the principal source of revenue. Infrastructure, according to the Government of Kenya (2014), is critical to the country's economic growth since it boosts productivity and

competitiveness. Under the Kenya Vision 2030 development goal, the second Medium Term Plan (2013-2017) highlighted infrastructure as a crucial facilitator for sustainable growth and development.

Statement of the Problem

Government projects are vital to the citizens, who are the beneficiaries. Funded programs seek to address socio-economic development challenges facing the marginalized population. Therefore, such projects' failure bring with it a profound negative socio-economic impact to the project beneficiaries (World Bank, 2021). Pretorius, Steyn, and Jordaan (2012) state that fewer projects globally are being completed within budget or meeting original goals and business. Results show current state of project outcomes as projects completed within original budget constitute 55%, projects completed on time 51%, failed project's budget lost 32% (PMI, 2019). According to a report by the Kenya Institute for Public Policy Research and Analysis (KIPPRA), approximately 60% of county-funded road projects in Kenya experience significant delays, with many extending beyond the projected completion timelines.

Through a five-year strategic plan cycle, the County Government of Uasin Gishu has been executing projects centered on capital project execution. According to the World Bank's (2020) research, Uasin Gishu County has failed to implement significant development projects in 47 percent of cases. Wrong project priority, a lack of financial resources, political influence, corruption, low levels of technology, inadequate infrastructure, a lack of community engagement, and insufficient managerial support were all mentioned. Furthermore, according to a report by the Auditor General (ROK, 2021), a considerable number of public projects funded at high prices by the county administration of Uasin Gishu County did not achieve the planned aims (Kebeya, 2019). A study by the National Construction Authority (NCA) indicates that around 45% of road projects in Uasin Gishu County exceed their initial budgets by at least 20%. This is attributed to poor planning, resource mismanagement, and unforeseen issues during project execution. The Kenya Roads Board (KRB) has highlighted that about 30% of the roads constructed under county-funded projects in Uasin Gishu County have quality concerns, including premature deterioration and structural failures. This is often due to inadequate supervision and substandard materials (Aduma, & Kimutai, 2019).

According to the Uasin Gishu County Road Office (2022), seventeen road improvements were conducted in the County between 2010 and 2018, although none of them met expectations. The significant frequency of failed road projects shows that there are unidentified underlying project management practices that are likely to impact project execution. It was discovered that many initiatives failed despite meeting the triple criterion, prompting scholars to delve further into the subject of success (Velayudhan & Thomas, 2016). This gap creates the need to undertake a study to examine the role of project team management on implementing county-funded road projects in Uasin Gishu County in Kenya.

Objectives of the Study

i.   To assess the relationship between project team management and successful implementation of county funded road projects in Uasin Gishu County.

ii. Determine the moderating effect of government regulation on the relationship between project team management and successful implementation of county funded road projects in Uasin Gishu County.

Theoretical Framework
Goal Setting Theory
Edwin Locke created the goal-setting hypothesis in 1979. The theory argues that companies create objectives to guarantee that initiatives inside the organization function effectively and efficiently (Swann et al., 2021). The approach highlights the critical link between aims and outcomes (Fortes Tondello, Premsukh, & Nacke, 2018). All businesses that want to achieve effective results via efficient goal setting should use goal setting theory (Latham & Locke, 2013). Goal setting is commonly accepted by managers as a technique of improving and maintaining performance (DuBrin, 2012). The fundamental finding of goal setting, based on hundreds of researches, is that persons who are given precise, demanding but reachable objectives do better than those who are given easy, vague, or no goals at all. Individuals must, however, have adequate ability, accept the objectives, and get performance feedback at the same time (Latham, 2003).

The goal-setting hypothesis has a significant relationship with project performance. A variety of ideas have been proposed to explain the link between goal setting and project success. There is evidence of a large beneficial link (Neubert & Dyck, 2016). This implies that businesses adapt their degree of commitment to a certain project objective that they want to attain (Tubbs & Ekeberg, 1991). The goal-setting theory argues that organizations have adequate commitment to fulfill project objectives and that such organizations are unwilling to decrease or abandon those goals (Jeong, Healy, & McEwan, 2021).

Goal setting theory, according to Koppes (2014), encompasses all elements of project performance in organizations. For every project to be successful, there are three basic concepts for creating objectives (Latham & Locke, 2018). The first principle is clarity, in which project objectives are defined in terms that are both explicit and quantifiable and are met within certain time frames. The second concept is challenge, in which the management sets objectives that are high and hard enough to allow the project to function well. The third concept is feedback, in which information about project progress is provided (Latham & Locke, 2018).

In terms of project success, the implementation of a sustainable infrastructure provides economic, social, environmental, and organizational advantages (Carvalho and Rabechini, 2017; Meng et al., 2015). In the context of infrastructure sustainability management, achieving such sustainable infrastructures via PMPs may therefore be regarded a goal setting and goal-achieving process (Swann et al., 2021). The key to accomplishing organizational objectives or commercial success in terms of PMPs is to design and modify PMPs using the plan-do-check-act (PDCA) philosophy (Srivannaboon, 2009).

Goal setting theory, on the other hand, is criticized for taking a long time and being costly to implement since it is necessary to address a variety of issues in order to fulfill the project's objectives, such as project stakeholder selection and capacity development (Sorrentino, 2006). The theory applies to this study since it emphasizes the need of setting objectives to guarantee the County Government's effective execution of initiatives.
Institutional Theory
North (1990) and Williamson (1985), who looked at institutions via an economics lens, and DiMaggio and Powell (1993) and Scott (1995), who examined institutions in terms of social facilitators and constraints, are the forerunners of institutional theory. Institutions are defined in a variety of ways; Hoffman (1999) describes institution in the context of enterprises as social and cultural constraints that define and decide what is acceptable and what is not acceptable, what is

implementable and what is not implementable. Institutions, according to Scott (2001), are factors that exert social pressure and impose limits on people and organizations. They decide what is and is not acceptable (Suddaby, 2015).
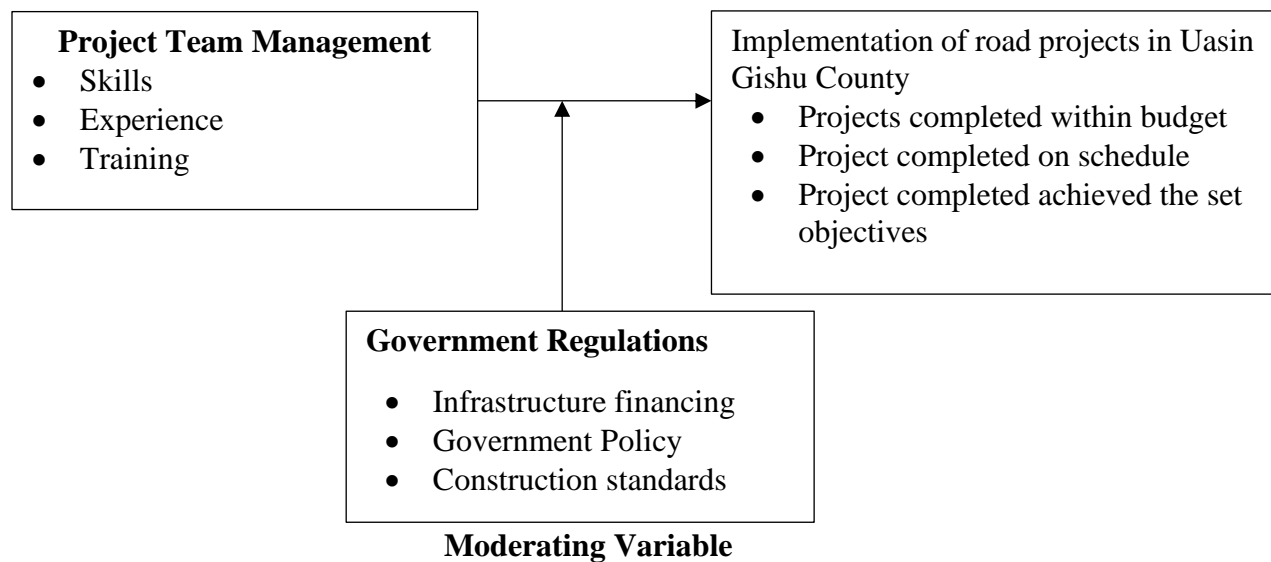
The influence of circumstances outside an organization's control on its behavior is the subject of institutional theory (Hoffman, 1999). It presents institutional factors as a tool for behavioural analysis, allowing one to look beyond market forces when examining the behavior of an organization or people within it (Krell, Matook, & Rohde, 2016). The goal of institutional theory is to understand organizations and management behavior as a result of social and institutional constraints rather than economic and market factors (Qiu & Chen, 2022).

Institutions, according to Scott (2004), are made up of cultural-cognitive and regulative factors that, when combined with linked activities and resources, give life purpose. He goes on to say that institutions are made up of three pillars: regulatory, normative, and cultural cognition. The regulatory pillar stresses the use of rules, regulations, and punishments as enforcement tools, with expediency serving as the foundation for compliance (Badewi & Shehab, 2016). When it comes to implementing sustainable initiatives in public-service organizations, this notion is crucial. This theory may be used to comprehend the rules and regulations that govern project management techniques in order to effectively execute projects, which is significant to this research.

Conceptual Framework

Independent Variable   **Dependent Variable**

Project Team Management	**Implementation of road projects in Uasin Gishu County**
• Skills • Experience • Training	• Projects completed within budget • Project completed on schedule • Project completed achieved the set objectives

Government Regulations

- Infrastructure financing
- Government Policy
- Construction standards

Moderating Variable

Figure 2. 1: Conceptual Framework

Project Team Management
Project team management is crucial for ensuring successful project outcomes, encompassing a combination of skills, experience, and ongoing training to effectively tackle project challenges and deliver results. The proficiency of a project team lies in a diverse array of skills that collectively support project execution. Technical skills are fundamental, encompassing expertise in areas such as software development, engineering, design, or specific industry knowledge. Soft skills,

including communication, teamwork, problem-solving, and leadership, are equally essential. These skills enable effective collaboration, clear communication with stakeholders, and the ability to navigate complexities within the project environment. Analytical skills are critical for assessing data, identifying trends, and making informed decisions, while time management and organizational skills ensure efficient use of resources and adherence to project timelines (Mclees & Matthews, 2019).

Experience provides invaluable insights and a track record of navigating challenges similar to those encountered in the project. Industry experience brings understanding of sector-specific nuances, regulations, and best practices, facilitating smoother project execution and stakeholder engagement. Project-specific experience is also vital, as team members familiar with similar projects can anticipate potential pitfalls and leverage successful strategies. Leadership experience within the team ensures effective delegation, conflict resolution, and decision-making, fostering a cohesive and high-performing project team (Kavishe & Chileshe, 2019). Experience not only enhances confidence and efficiency but also contributes to innovation and adaptation in dynamic project environments. Continuous training and development are integral to enhancing team management throughout the project lifecycle. Technical training keeps team members abreast of advancements in their fields, ensuring they apply the latest tools and methodologies effectively. Soft skills training, including workshops on communication, negotiation, and emotional intelligence, strengthens interpersonal dynamics and collaboration within the team. Project management training equips team leaders and members with frameworks such as Agile or Six Sigma, enhancing their ability to plan, execute, and monitor projects efficiently. Cross-functional training encourages versatility among team members, enabling them to fill multiple roles and respond adeptly to evolving project demands (Radujkovi & Sjekavica, 2019).

Moreover, leadership development programs cultivate future project leaders within the team, nurturing skills in strategic thinking, decision-making, and team management. Mentorship and coaching programs provide guidance and support from experienced professionals, fostering continuous learning and personal growth. By investing in training and development initiatives, organizations not only enhance team management but also foster a culture of innovation, adaptability, and long-term success in project execution (Kamunya & Chege, 2021).

Government Regulations
Government regulations are legally binding rules and directives established by government authorities to control, manage, and guide various activities within a society. These regulations are designed to protect public health and safety, ensure fair practices, promote economic stability, and safeguard the environment. They cover a broad spectrum of areas, including business operations, environmental protection, healthcare, consumer rights, labor laws, and public infrastructure (Musomba, 2021).

Infrastructure financing is a critical aspect of government regulation, encompassing the funding mechanisms used to develop and maintain essential public services and facilities, such as transportation networks, water supply systems, and energy grids. Governments often utilize a combination of public funds, private investments, and public-private partnerships (PPPs) to finance these projects. Public funds can come from tax revenues, government bonds, and international loans or grants. PPPs allow for sharing risks and rewards between the public and private sectors, leveraging private capital and expertise while maintaining public control over essential services. Effective regulation in infrastructure financing ensures transparency,

accountability, and efficient allocation of resources, ultimately contributing to sustainable development and economic growth (Ika, 2021).

Government policy plays a pivotal role in shaping the direction and effectiveness of infrastructure projects. Policies related to land use, environmental protection, economic development, and social equity directly influence how infrastructure projects are planned, executed, and managed. For instance, policies promoting sustainable development can lead to the adoption of green building practices and the integration of renewable energy sources into infrastructure projects. Furthermore, government policies can set priorities for infrastructure investments, such as focusing on underserved or economically disadvantaged areas to promote equitable growth. Regulatory frameworks established by government policies help standardize procedures, ensure compliance with legal requirements, and align infrastructure projects with broader national or regional goals (Pernille, Martin & Claudia, 2019).

Construction standards are a crucial component of government regulations, providing the technical specifications and guidelines necessary to ensure the safety, quality, and sustainability of infrastructure projects. These standards encompass a wide range of aspects, including materials, design, engineering practices, and safety protocols. Governments establish construction standards through building codes, zoning laws, and environmental regulations, which must be adhered to by all construction projects (Nyandika & Ngugi, 2019). Adherence to these standards helps prevent structural failures, protect public health and safety, and mitigate environmental impacts. Regular updates to construction standards reflect advancements in technology, changes in environmental conditions, and lessons learned from past projects. Effective enforcement of construction standards is essential for maintaining the integrity of infrastructure and fostering public trust in its reliability and safety (Nyandika & Ngugi, 2019).

Empirical Review
Project Team Management
Project team competence, according to PMI (2018), refers to the needed skills and competencies to accomplish project tasks within acceptable design constraints (Kebeya, 2015). Therefore, effective teams will implement projects successfully if team members have the necessary skills and abilities to perform project activities. Project management, conflict resolution, and collaboration skills and expertise are required by the project team (Lee & Yu, 2012). The project leadership should conduct team building activities to ensure a cohesive and integrated project team.

Mclees and Matthews (2019) agree with this viewpoint. They believe that a project leader must grasp the components of team leadership as well as the critical talents of team members in order to construct successful project teams and sustain the essential collaboration. Because they rely on one other, project collaboration and leadership are inextricably linked (Ocharo & Kimutai, 2018). One of the issues a project manager confronts is putting together an effective team. Putting up an efficient project team is tough due to increased workforce diversity, information technology issues, and complicated projects (Ihuah et al., 2014).

By bringing a varied collection of individuals together to discuss, cooperate, and solve tactical challenges, effective teams provide chances for businesses to identify distinctive, creative, and efficient methods to undertake initiatives (Nyakundi, 2015). During team problem-solving efforts, using people' different abilities, prior experiences, and interests typically leads to more innovative solutions (Mclees & Matthews, 2015). A strong leader is needed to guide project teams through

the project life cycle, generate credibility and influence among team members, and define vision and objectives (Tinoco et al., 2016).

Professional competencies, according to Kavishe and Chileshe (2018), are the axle around which performance revolves. Even if organizational strategies and plans are well-designed, they are doomed to fail if the team is under-motivated or the staff is under-trained (Ubani, Amade, Okorocha, Agwu, & Okogbuo, 2015). A motivated team may outperform a competent but unmotivated team (Pimchangthong & Boonjing, 2017). It is critical to understand the duties that must be done, the criteria that must be met, and how projects are assessed to enhance project performance and execution (Radujkovi & Sjekavica, 2019).

The success of a project is dependent not only on the project manager, but also on the entire team, including the team's composition, professional competence, level of responsibility of team members, challenges faced by the team, factors that account for the project's success or failure, team members' inclusion in project planning and design, and project monitoring (Kamunya & Chege, 2021). There is enough evidence (Ssegawa & Ngowi, 2009) to demonstrate that most project managers in Africa are hired by chance. In both the public and commercial sectors, the normal road to becoming a project manager is via technical knowledge (e.g., marketing, finance, education, economics, engineering, IT, construction, etc.). Eight out of ten project managers are expected to oversee projects while merely having technical expertise (Ihuah et al., 2014).

The technical portion of a project, according to Graham and Englund (2014), is generally the smallest and simplest part. They go on to say that technical achievement isn't always a prerequisite for project success; it's important but not sufficient. According to Benson and Lawler (2007), pressures arise from the need to generate new ideas in a complicated and unpredictable world. The storming stage is characterized by interpersonal concerns such as polarization and confrontations. Team members are prone to challenging one another at this point. In this stage, team members are also questioning what they're doing and how they're doing it. For the project manager, this is the most difficult period to lead the team. Some teams are unable to achieve the high levels of performance necessary at this level. It's critical to understand that this kind of dispute is common across all teams at this time. This information will assist a project manager in completing this level effectively.

At this stage, there are some talents that will aid in the formation of the squad. Relationship building, participatory listening, and conflict resolution are the three. At this time, the leader must be confident, upbeat, and aggressive, especially if the team members are questioning his or her leadership (Sims & Burke, 2005). Good teams, according to Gido and Clements (2011), are defined by trust, ethical conduct, effective communication, and unity among team members. They make certain that the project is a success.

Other research has shown that good communication, agreement on objectives, building trustful relationships among team members, and effectively resolving team issues are all critical to a project's success (Kerzner & Saladis, 2019). Inadequate communication, according to Kerzner (2013), is the greatest hindrance to the creation and development of excellent teams, as it leads to low team spirit, low motivation, poor work flow and coordination, and poor project management. Honesty, respect, team initiative, excellent interpersonal skills, team member attitudes, cooperation, and good interpersonal interactions, according to Stevens and Campion (1994), are especially appealing and distinctive elements connected to effective team performance. A successful project performance is based on a solid team performance.

RESEARCH METHODOLOGY

Research Philosophy

A research philosophy is a set of beliefs about how to collect, interpret, and apply evidence on a phenomenon. The positivist philosophy was used to drive the study. Positivism holds that only factual information gathered via observation, including measurement, is reliable. Positivism, the heart of social science doctrines, is characterized by a belief in theory prior to investigation and statistical support of results from experimentally tested hypotheses (Cooper & Schindler, 2011). As a result, the research is able to generate a variety of hypotheses.

Research Design

The research used a descriptive survey to establish conclusions about how project management practices influence the delivery of county-funded road improvements in Uasin Gishu County. The qualitative descriptive study attempted to address "what if" questions in project management techniques and government project execution in Uasin-Gishu County government.

Target Population

Target Population refers to the entire group of individuals or entities that a researcher is interested in studying and drawing conclusions from (Mugenda & Mugenda, 2019). The study was conducted in Uasin Gishu County. According to Uasin Gishu County report (2023) there is a total of 250 employees in the management levels under the ministry of roads and public works. The unit of analysis was therefore be County Funded Road Projects in Uasin Gishu County while the unit of observation was 250 management employees

Sample Size and Sampling Technique

To establish the representativeness of the sample for generalization, sampling methodologies and sample size are critical (Kombo & Tromp, 2019). The respondents were selected using a basic random sample approach and a stratified selection strategy to ensure that all situations are properly represented. The research employed Taro Yamane's (1967) sample size calculation, assuming a 5% error term.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{250}{1 + 250(0.05)^2}$$

$$n = \frac{250}{1 + 0.625}$$

$$n = 153$$

The sample size is 153 respondents, representing 61.2% of the target population. The sample was chosen using stratified random sampling. Any features that a study wants to be evenly distributed throughout the sample are specified using stratified sampling (Greener, 2018).

Data Collection Instruments

Data was collected via questionnaires. It was created using pieces that are geared toward meeting the study's goals. The questionnaire included both closed and open-ended questions, making it appropriate for gathering responses in qualitative research. The closed questions were a series of preset questions that the respondents must answer in a certain order using a predetermined set of solutions. Respondents were not restricted by open-ended questions. There were four parts to the questionnaire. The first portion asks respondents to provide background information about themselves and their companies, while the next three sections detail the study's variables.

Pilot Study
According to Tayie (2019), pretesting measuring devices is generally done with samples of 25-50. For this study, pilot study was done using 20% of the population, giving a total of 30 employees of Uasin Gishu County.

Data Analysis and Presentation
The information acquired was gathered and organized to make manipulation and analysis easier. With the help of the Statistical Package of Social Sciences version 21, the data was modified, tagged, and categorised (SPSS). A descriptive statistics approach was used to summarize the data, allowing the research to explain the distribution using index values. The data evaluated was presented using frequency distribution styles of presentation and percentages. To determine the influence of the independent factors on the dependent variable, data was evaluated using multiple linear regression models. At the Uasin-Gishu County Government, a regression model was used to assess the impact of project management techniques and execution of county government-funded road improvements. The following is the general form of multiple regression:

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

Where;

$Y =$ is the dependent variable which is the implementation of road projects in Uasin Gishu County

β_0 is the regression coefficient/constant/Y-intercept,

$\beta_1, \beta_2, \beta_3 and \beta_4$ are the regression coefficients to be estimated,

X_1 is the project planning

X_2 is the project team management

X_3 is the project monitoring and evaluation

X_4 is the project stakeholder involvement

ε is an error term generally distributed about a mean of 0 and for purpose of computation, the α is assumed to be 0.

RESEARCH FINDINGS AND DISCUSSION

Descriptive Analysis
Project Team Management and Implementation of Road Projects
The first objective of the study was to assess the relationship between project team management and successful implementation of county funded road projects in Uasin Gishu County. This section therefore presents descriptive findings on the relationship between project team management and successful implementation of county funded road projects in Uasin Gishu County. On Liker scale questions, respondents were asked to indicate how far they agree or disagree with the statement by ranking their answer in the scale of 1-5. Table 1 presents summary of the findings.

The respondents agreed that project team members take ownership of project goal (M= 3.915, SD= 0.365). In addition, the respondents agreed that involving the project team in planning and designing of a project ensures that project tasks are performed within the stipulated time, quality and within the budget (M= 3.961, SD= 0.406). Further, the respondents agreed that rewarding of individual or team accomplishments improves project performance (M= 3.856, SD= 0.421). The respondents agreed that the project team identifies the problems that may hinder the

implementation and find solutions (M= 3.994, SD= 0.407). The results are in line with those of Mclees and Matthews (2019) who believe that a project leader must grasp the components of team leadership as well as the critical talents of team members in order to construct successful project teams and sustain the essential collaboration. Because they rely on one other, project collaboration and leadership are inextricably linked (Ocharo & Kimutai, 2018).

From the results, the respondents agreed that the project clarifies individual responsibility and performance standards (M= 3.955, SD= 0.429). In addition, the respondents agreed that there are clear channels of passing information to project team members (M= 3.836, SD= 0.391). The respondents also agreed that there is free information sharing within project team members (M= 3.994, SD= 0.366).

The respondents agreed that individual talents, experience and skills of team members are used for the benefit of the project (M= 3.831, SD= 0.397). In addition, the respondents agreed that team members are assigned tasks in areas where they have best knowledge (M= 3.811, SD= 0.871). Further, the respondents agreed that there is free exchange of ideas within the project team (M= 3.786, SD= 0.943). The respondents agreed that project managers know the application of tools and techniques in performing project activities (M= 3.754, SD= 0.876). The results are supported by the findings of Kamunya and Chege, (2021) who revealed that the success of a project is dependent not only on the project manager, but also on the entire team, including the team's composition, professional competence, level of responsibility of team members, challenges faced by the team, factors that account for the project's success or failure, team members' inclusion in project planning and design, and project monitoring

Table 1: Descriptive Statistics on Project Team Management

Statements	Mean	Std. Dev.
Project team members take ownership of project goal	3.915	0.365
Involving the project team in planning and designing of a project ensures that project tasks are performed within the stipulated time, quality and within the budget.	3.961	0.406
Rewarding of individual or team accomplishments improves project performance	3.856	0.421
The project team identifies the problems that may hinder the implementation and find solutions	3.994	0.407
The project clarifies individual responsibility and performance standards	3.955	0.429
There are clear channels of passing information to project team members	3.836	0.391
There is free information sharing within project team members	3.994	0.366
Individual talents, experience and skills of team members are used for the benefit of the project	3.831	0.397
Team members are assigned tasks in areas where they have best knowledge	3.811	0.871
There is free exchange of ideas within the project team	3.786	0.943
Project managers know the application of tools and techniques in performing project activities	3.754	0.876
Aggregate Score	**3.918**	**0.398**

Government Regulation and Implementation of Road Projects

The second objective of the study was to determine the moderating effect of government regulation on successful implementation of county funded road projects in Uasin Gishu County. This section therefore presents descriptive findings on influence of government regulation and implementation

of road projects. On Liker scale questions, respondents were asked to indicate how far they agree or disagree with the statement by ranking the answer in the scale of 1-5. Table 2 presents summary of the findings.

The respondents agreed that government policies and regulations play a pivotal role in facilitating the planning and execution of county-funded road projects (M= 3.921, SD= 0.342). In addition, the respondents agreed that timely completion of road projects significantly relies on the availability of sufficient funding (M= 3.919, SD= 0.303). Further, the respondents agreed that positive impacts on road project implementation can be attributed to well-aligned government policies (M= 3.902, SD= 0.332). The respondents agreed that bureaucratic hurdles and regulatory complexities can impede the smooth progress of road projects (M= 3.888, SD= 0.315).

From the results, the respondents agreed that quality assurance measures are in place to monitor materials and workmanship in road project (M= 3.868, SD= 0.316). In addition, the respondents agreed that addressing deviations from construction standards promptly ensures the quality and integrity of road projects (M= 3.802, SD= 0.332). The respondents also agreed that stricter adherence to construction standards positively impacts the longevity and performance of road infrastructure (M= 3.786, SD= 0.356). The respondents further agreed that contractors and project teams are expected to maintain a thorough understanding of relevant construction standards (M= 3.751, SD= 0.339).

Table 2: Descriptive Statistics on Government Regulation

Statements	Statements	Mean
Government policies and regulations play a pivotal role in facilitating the planning and execution of county-funded road projects	3.921	0.342
Timely completion of road projects significantly relies on the availability of sufficient funding.	3.919	0.303
Positive impacts on road project implementation can be attributed to well-aligned government policies.	3.902	0.332
Bureaucratic hurdles and regulatory complexities can impede the smooth progress of road projects.	3.888	0.315
Quality assurance measures are in place to monitor materials and workmanship in road project	3.868	0.316
Addressing deviations from construction standards promptly ensures the quality and integrity of road projects.	3.802	0.332
Stricter adherence to construction standards positively impacts the longevity and performance of road infrastructure	3.786	0.356
Contractors and project teams are expected to maintain a thorough understanding of relevant construction standards	3.751	0.339
Aggregate Score	**3.881**	**0.328**

Successful Implementation of County Funded Road Projects

This section presents descriptive findings on successful implementation of county funded road projects in Uasin Gishu County. On Liker scale questions, respondents were asked to indicate how far they agree or disagree with the statement by ranking the answer in the scale of 1-5. Table 3 presents summary of the findings.

The respondents agreed that project has achieved its purpose (M= 3.996, SD= 0.365). In addition, the respondents agreed that money set aside at the start of our project was used as proposed (M= 3.819, SD= 0.345). Further, the respondents agreed that there is improved economic status of the

local community (M= 3.798, SD= 0.311). The respondents agreed that projects comply with safety and environmental regulations (M= 3.731, SD= 0.308).

From the results, the respondents agreed that projects focus on satisfaction of the general public (M= 3.711, SD= 0.376). In addition, the respondents agreed that projects are finished within time, cost and quality constraint (M= 3.675, SD= 0.397). The respondents also agreed that concluded projects meet the required scope and quality (M= 3.613, SD= 0.386). The respondents further agreed that seeking projects feedbacks from stakeholders improves performance (M= 3.556, SD= 0.365).

Table 3: Descriptive Statistics on Implementation of Road Projects

Statements	Statements	Mean
Our project has achieved its purpose	3.996	0.365
Money set aside at the start of our project was used as proposed	3.819	0.345
There is improved economic status of the local community	3.798	0.311
Projects comply with safety and environmental regulations	3.731	0.308
Projects focus on satisfaction of the general public	3.711	0.376
Projects are finished within time, cost and quality constraint	3.675	0.397
Concluded projects meet the required scope and quality	3.613	0.386
Seeking projects feedbacks from stakeholders improves performance	3.556	0.365
Aggregate Score	**3.711**	**0.328**

Correlation Analysis

The study computed Correlation analysis to determine the strength and the direction of the relationship between the variables being studied. If the correlation values are $r = \pm0.1$ to ±0.29 then the relationship between the two variables is small, if it is $r = \pm0.3$ to ±0.49 the relationship is medium, and when $r = \pm0.5$ and above there is a strong relationship between the two variables under consideration. Table 4 presents the findings obtained.

Project team management is also seen to have a negative significant relationship with successful implementation of county funded road projects in Uasin Gishu County (r= -.845, p<0.05). Since the p-value (.001) was less than the selected level of significance (0.05), the relationship was considered significant. This therefore suggests that project team management affects successful implementation of county funded road projects in Uasin Gishu County. The results conform with the findings of Mclees and Matthews (2019) who established that the success of a project is dependent not only on the project manager, but also on the entire team, including the team's composition, professional competence, level of responsibility of team members, challenges faced by the team, factors that account for the project's success or failure, team members' inclusion in project planning and design, and project monitoring.

Table 4: Correlation Analysis

		Project Implementation	Project Team Management
Project Implementation	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	146	
Project Team Management	Pearson Correlation	.845**	1
	Sig. (2-tailed)	.001	
	N	146	146

Test for Hypothesis One

The first objective of the study was to assess the relationship between project team management and successful implementation of county funded road projects in Uasin Gishu County. The corresponding hypothesis was:

Ho_1: Project team management has no significant role on successful implementation of county funded road projects in Uasin Gishu County.

A univariate analysis was therefore conducted to test the null hypothesis. From the model summary findings in Table 5, the r-squared for the relationship between project team management and successful implementation of county funded road projects in Uasin Gishu County was 0.269; this is an indication that at 95% confidence interval, 26.9% variation in successful implementation of county funded road projects in Uasin Gishu County can be attributed to changes in project team management. Therefore, project team management can be used to explain 26.9% change in successful implementation of county funded road projects in Uasin Gishu County. However, the remaining 73.1% variation in successful implementation of county funded road projects in Uasin Gishu County suggests that there are other factors other than project team management that explain successful implementation of county funded road projects in Uasin Gishu County.

Table 5: Model Summary for Project Team Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.519[a]	.269	.267	.68365

a. Predictors: (Constant), Project team management

The analysis of variance was used to determine whether the regression model is a good fit for the data. From the analysis of variance (ANOVA) findings in Table 4.6, the study found out that that Prob>$F_{1,144}$= 0.000 was less than the selected 0.05 level of significance. This suggests that the model as constituted was fit to predict successful implementation of county funded road projects in Uasin Gishu County. Further, the F-calculated, from the table (310.05) was greater than the F-critical, from f-distribution tables (3.907) supporting the findings that project team management can be used to predict to predict successful implementation of county funded road projects in Uasin Gishu County.

Table 6: ANOVA for Project team management

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.159	1	51.159	310.05	.000[b]
	Residual	23.817	144	0.165		
	Total	74.976	145			

a. Dependent Variable: Project implementation
b. Predictors: (Constant), Project team management

From the results in table 7, the following regression model was fitted.

$$Y = 1.792 + 0.497 X_2$$

(X_2 is Project team management)

The coefficient results showed that the constant had a coefficient of 1.792 suggesting that if project team management was held constant at zero, successful implementation of county funded road projects in Uasin Gishu County would be at 1.792 units. In addition, results showed that project team management coefficient was 0.497 indicating that a unit increase in project team management would result in a 0.497 increase in successful implementation of county funded road projects in Uasin Gishu County. It was also noted that the P-value for information flow coefficient was 0.000 which is less than the set 0.05 significance level indicating that project team management was significant. Based on these results, the study rejected the null hypothesis and accepted the alternative that project team management has a positive significant influence on successful implementation of county funded road projects in Uasin Gishu County.

Table 7: Beta Coefficients for Project Team Management

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.792	.188		9.523	.000
	project team management	-.479	.046	-.519	-10.462	.000
a. Dependent Variable: Project Implementation						

Test for Hypothesis Two
The second objective of the study was to determine the moderating effect of government regulation on the relationship between project team management and successful implementation of county funded road projects in Uasin Gishu County. Moderation happens when the relationship between the dependent variable and the independent variables is dependent on a third variable (moderating variable). The effect that this variable has is termed as interaction as it affects the direction or strength of the relationship between the dependent and independent variable. To achieve the fifth research objective, the study computed moderating effect regression analysis. This (moderating effect regression analysis) also guided the study in testing the fifth research hypothesis. government regulation (M) was introduced as the moderating variable.

Ho[2]: Government regulation has no significant moderating effect on the relationship between project team management and successful implementation of county funded road projects in Uasin Gishu County, Kenya.

The study then used stepwise regression to establish the moderating effect of government regulation (M) on the relationship between independent variable (X) and successful implementation of county funded road projects in Uasin Gishu County (Y).

From the model summary findings in Table 4.8, the first model for which is the regression between successful implementation of county funded road projects in Uasin Gishu County (X) without moderator, government regulation (M) and interaction, the value of R-squared was 0.336 which suggests that 33.6% change in successful implementation of county funded road projects in Uasin Gishu County can be explained by changes in project team management. The p-value for the first model (0.000) was less than the selected level of significance (0.05) suggesting that the model was significant. The findings in the second model which constituted project team management, government regulation and successful implementation of county funded road projects in Uasin Gishu County (X*M) as predictors, the r-squared was 0.568. This implies that the introduction of government regulation in the second model led to a 0.232 increase in r-squared, showing that government regulation positively moderates successful implementation of county funded road projects in Uasin Gishu County.

Table 1: Model Summary for Moderation Effect

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.580[a]	.336	.334	.65170	.336	150.295	1	144	.000
2	.754[b]	.568	.564	.52727	.232	79.360	3	142	.000

a. Predictors: (Constant), Project team management
b. Predictors: (Constant), Project team management, government regulation, Interaction (X*M)

From the model summary findings in Table 9, the F-calculated for the first model, was 422.73 and for the second model was 378.80. Since the F-calculated for the two models were more than the F-critical, 3.907 (first model) and 2.668 (second model), the two models were good fit for the data and hence they could be used in predicting the moderating effect of government regulation on the successful implementation of county funded road projects in Uasin Gishu County.

Table 2: ANOVA for Moderation Effect

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	63.832	1	63.832	422.73	.000[b]
1	Residual	21.675	144	0.151		
	Total	85.507	145			
	Regression	107.958	3	35.986	378.80	.000[c]
2	Residual	13.622	142	0.095		
	Total	121.58	145			

a. Dependent Variable: Project Implementation
b. Predictors: (Constant), project team management
c. Predictors: (Constant), project team management, government regulation, Interaction

Further, by substituting the beta values as well as the constant term from the coefficient's findings for the first step regression modelling, the following regression model will be fitted:

Y = 1.387 + 0.608 X

Where X is Project team management

The findings show that when project team management are held to a constant zero, successful implementation of county funded road projects in Uasin Gishu County will be at a constant value of 1.387. The findings also show that project team management has a statistically significant effect on successful implementation of county funded road projects in Uasin Gishu County as shown by a regression coefficient of 0.608 (p-value= .000).

By substituting the beta values as well as the constant term from model 2 emanating from the second step in regression modeling the following regression model was fitted:

Y= 3.876 + 0.220 X + 0.325 M + 0.283 X*M

Where X is project team management; M is government regulation and X*M is the interaction term between project team management and government regulation.

The findings show that when project team management, government regulation, interaction (X*M) are held to a constant zero, successful implementation of county funded road projects in Uasin Gishu County will be at a constant value of 3.876. The model also indicated that project team management had a positive and statistically significant effect on successful implementation of county funded road projects in Uasin Gishu County as shown by a regression coefficient of 0.220 (p-value= 0.002). It is also seen that government regulation had a positive and significant effect on successful implementation of county funded road projects in Uasin Gishu County as shown by a regression coefficient 0.325. On the other hand, interaction of project team management and government regulation (X*M) also had a positive and significant effect on successful implementation of county funded road projects in Uasin Gishu County as shown by a regression coefficient of 0.283 (p-value= 0.000).

It is therefore seen that project team management on its own has 22% effect on successful implementation of county funded road projects in Uasin Gishu County. However, when interacted with government regulation, it has an effect of 28.3%. This is a clear indication that introduction of government regulation as moderating variable has positive influence on successful implementation of county funded road projects in Uasin Gishu County. The study therefore rejects the null hypothesis and accepts the alternative that government regulation has significant moderating effect on the relationship between project team management and implementing county-funded road projects in Uasin Gishu County in Kenya.

Table 3: Beta Coefficients for Moderation Effect

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.387	.194		7.163	.000
	Project team management	.608	.050	.580	12.260	.000
2	(Constant)	3.876	1.009		3.841	.000
	Project team management	.220	.067	.782	3.284	.002
	government regulation	.325	.048	.310	6.748	.000
	Interaction (X*M)	.283	.065	1.661	4.357	.000

a. Dependent Variable: Project Implementation

CONCLUSION AND RECOMMENDATIONS

Conclusions

The study conclusions were guided by the findings of the study and were presented in line with objectives of the study

Project Team Management

The first null hypothesis test was 'project team management has no significant role on successful implementation of county funded road projects in Uasin Gishu County. The study found that project team management is statistically significant in explaining successful implementation of county funded road projects in Uasin Gishu County'. The influence was found to be positive. This means that unit improvement in project team management would lead to an increase in successful implementation of county funded road projects in Uasin Gishu County. Based on the findings, the study concluded that project team management positively and significantly influences successful implementation of county funded road projects in Uasin Gishu County.

Government Regulation

The second research hypothesis tested was that 'Government regulation has no significant moderating effect on the role of successful implementation of county funded road projects in Uasin Gishu County, Kenya. The study revealed that government regulation is statistically significant in explaining successful implementation of county funded road projects in Uasin Gishu County'. It was also found that the interaction between Government regulation and project management practices had positive, statistically significant effect on successful implementation of county funded road projects in Uasin Gishu County'. Based on the findings, the study concludes that Government regulation has a significant moderating effect on the relationship between project team management and successful implementation of county funded road projects in Uasin Gishu County, Kenya

Recommendations

Uasin Gishu County should prioritize initiatives aimed at upskilling project team members, focusing on areas crucial for effective project management and implementation. This could include specialized training in project planning, risk management, communication, and the utilization of modern project management tools and methodologies. Additionally, fostering a collaborative and interdisciplinary approach within project teams can enhance their collective management.

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