



**LEADERSHIP COMPETENCIES, TEAMWORK AND PROJECT PERFORMANCE: A
STUDY OF DISCRETIONARY DEVELOPMENT EQUALISATION GRANT FUNDED
PROJECTS IN BUDAKA DISTRICT**

BY

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PLAN A

DECEMBER, 2022

DECLARATION

I Mbulamaye Henry, declare that this dissertation titled “Leadership Competencies, Teamwork and Performance of DDEG Projects in Budaka District” is my original work, except where due acknowledgement has been made and that this work has never been submitted to this university or to any other institution for consideration of an academic award.

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APPROVAL

This research dissertation titled “Leadership Competencies, Teamwork and Performance of DDEG Projects in Budaka District” has been submitted as a partial fulfilment for the ward of Master of Business Administration in Project Planning Management of Busitema University, with our approval as the academic supervisors.

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DEDICATION

There are those close to my heart who have contributed a lot to the completion of this dissertation by putting the researcher in position to start, sustain and finish this dissertation. I particularly dedicate this work to my lovely parents (Mr. Laurence Sereyi and Ms. Betty Kabejja) for their financial and moral support.

In a special way, I wish to dedicate this work to my wife (Christine Daphine Namajja), children (Newton and Briton), brothers, sisters, relatives and those who have contributed towards my education. May the Almighty God reward you abundantly!

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LIST OF ABBREVIATIONS

DDEG	Discretionary Development Equalization Grant
IG	Inspectorate of Government
LGs	Local Governments
LGPA	Local Government Performance Assessment
MoLG	Ministry of Local Government
NDP	National Develop Plan
NPA	National Planning Authority
PMI	Project Management Institute
RBV	Resource Based View
SPSS	Statistical Package for Social Scientists

OPERATIONAL DEFINITION OF TERMS

A project: is defined as the any temporary activity undertaken to create a unique product or service with in an established time frame, budget and quality specifications (Kalola & Kavale, 2017)

Cognitive intelligence: Refers to the ability of a project manager to think or analyse information and situations which deliver superior performance of the organization (Boyatzis & Ratti, 2009)

Cohesion: Refers to the sense or feeling of personal attraction, commitment, and togetherness between core members as one team to achieve the project objectives (Suprpto, Bakker, & Mooi, 2014)

Collaboration: This is the degree of shared understanding on goals and synchronization of tasks between teams (Hoegl & Gemuenden, 2001).

Communication: Is the process by which information is clearly and accurately exchanged between project team members in a logical manner and with a proper description of terms (Kuthyola, Liu, & Klein, 2017)

Emotional intelligence: This is the ability of a project manager to recognize, understand and use emotional information about one' self that leads to superior results of the organization (Boyatzis & Ratti, 2009)

Leadership competencies: This refers to a set of leadership skills, knowledge and behaviours (personal characteristics) which deliver superior performance (Teh, Mahumot, Cavan, & Ojindras, 2018).

Project performance: Is defined as the completion of project tasks or a project within cost, time and quality specifications that meets client's satisfaction (Leariwala & Kamau, 2021).

Social intelligence: The ability of a project manager to recognize, understand and use emotional information about other project members which leads to superior performance of an organization (Boyatzis & Ratti, 2009)

Teamwork: It is the ability of project members to work together efficiently toward a common goal (Boakye, 2015).

ABSTRACT

This study 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. The study was guided by four specific objectives namely; to establish the relationship between leadership competencies and project performance, to determine the relationship between teamwork and project performance, to establish the relationship between leadership competencies and teamwork, and to examine the mediating role of teamwork in the relationship between leadership competencies and project performance. The study was grounded on Resource based view theory. 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 determined using Krejcie and Morgan (1970) Table for sample size determination and selected probabilistically using simple random sampling technique. The study used a closed-ended questionnaire as a tool of data collection whose validity and reliability were checked by expert judgement and Cronbach's alpha coefficient respectively. The pre coded data were then entered in the Statistical package for social scientists (SPSS) V21 for data analysis using descriptive statistics, correlation and regression. The Med graph application for testing mediation effect was used. The correlation results revealed a significant relationship between leadership competencies, teamwork and project performance. The regression results indicated a positive significant relationship between leadership competencies and project performance, leadership competencies and teamwork, teamwork and project performance. The study findings further revealed that teamwork is a significant partial mediator in the association between leadership competencies and project performance, and heightened the association by 18.7% in the DDEG projects. The findings therefore, suggest that leadership competencies require the support of teamwork to enhance the performance of DDEG projects in Uganda's local government sector. However, the study's cross sectional nature acted as a limitation. Future studies should consider a longitudinal research design to address the limitation. Further research should also consider establishing the moderating effect of teamwork on leadership competencies- project performance relationship in same and other settings to widen the scope of knowledge.

Keywords: Leadership Competencies, Teamwork and Project Performance

CHAPTER ONE

1.0 Introduction

This chapter presents the background of the study, statement of the problem, purpose of the study, specific objectives, research hypothesis, scope, significance of the study, justification and conceptual framework of the study.

1.1 Background of the Study

World over, organizations use projects to operationalize their strategic objectives (Anantatmula, 2015; Eltayeb & Ahmad, 2021; Sudhakar, 2016) . This has led to rapid growth in project management practices with, 93% of organizations using project management practices globally (PMI,2018). Therefore, project performance defined as completion of project tasks or a project within cost, time and quality specifications that meets user's satisfaction (Leariwala & Kamau, 2021) has become more critical since it helps in provision of employment opportunities to the local citizens, minimizes poverty, maximizes utilization of scarce resources, increases organizational productivity, and contributes positively to economic development of the country (Mushato, Mashwama, Thwala, & Aigbavboa, 2020; Ongondi, 2017). Project performance is also described as the process of accomplishing project activities within contract time, budget and quality to the satisfaction of stakeholders (Ingle & Mahesh, 2020). Despite the extensive research, literature, practice and enlarged knowledge in project performance, evidence reveals poor project performance (Ahmed, 2018; Binitah & Otieno,2021; Mckinsey, 2017). For instance, a global survey (over 500) global projects revealed that 95% of the projects are not completed within the estimated costs and time frame resulting into cost and time overruns of 37% and 53% respectively in the completed projects (Mckinsey, 2017). In

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