

**ROLE OF STRATEGIC MANAGEMENT PRACTICES IN MITIGATING DELAYS IN
CONSTRUCTION INDUSTRY IN KENYA: CASE STUDY OF MOMBASA COUNTY**

¹DUNCAN MBENGEI KIOKO ¹ BOAZ ONGARI

¹Jomo Kenyatta University of Agriculture and Technology

CITATION: Kioko, D.M. & Ongari, B. Role of Strategic Management Practices in Mitigating Delays in Construction Industry in Kenya: A Case of Mombasa

County. *International Journal of Strategic Management and current business issues*.4 (11), 23-31.

ABSTRACT

Various organizations have used project management techniques as a means of bridging the gap between failure and success in implementation of projects. As projects become increasingly complicated, delays arise in a more unpredictable manner. The initial motivation for this research is to explore a strategic ways to mitigate delays caused by complex changes in industry with ultimate goal of reducing delays and enhancing the overall project performance. Despite this increasing awareness of project management by organizations, projects are not completed in time. There are many factors that impede on successful project implementation in terms of time, cost and quality and unless these factors are properly mitigated, project implementation will continue to be a challenge. The main objective of this study was to investigate the role of strategic management practices in mitigating delays in project implementation in the construction sector and recommend mitigation strategies. Mombasa County was taken as a case study. The survey targeted the major construction projects in the Public sector in Mombasa County that were implemented between 2012 and 2014. This study targeted the 30 developers, 54 architects, 60 project managers, 25 construction contractors

within Mombasa County. Simple random sampling was used for 30 developers, 54 architects and 25 construction contractors and random sampling for project managers. Secondary data was obtained from document analysis in contract agreements, contract management reports and payment documents. Primary data was obtained from questionnaire survey. Primary survey data was analyzed using SPSS-21. The study used multiple regression analysis to test the relationship between the independent and dependent variables. It was found that employee competence affects contract management in the mitigating delays in construction industry. The extent to which employee competence influences contract management in the public procurement sector is high as indicated by 80% of the respondents. Relationship management influences contract management in construction industry. Its rate of the extent to which it influences contract management is high as indicated by 90% of the respondents. From the findings, it can be concluded that management styles influences contract management in mitigating delays in construction industry. The rate of the influence of management styles on contract management in construction industry is very high as indicated by 94% of the respondents. A good management style saves time and ensures working within the budget.

Keywords: *Contract Management, Management Styles, Employee Competence*

[View Full Text PDF Format](#)