

**CONTRACT MANAGEMENT, STAFF COMPETENCE AND CONTRACT PERFORMANCE. A
CASE STUDY OF UGANDA NATIONAL ROADS AUTHORITY**

**1 Alex Irumba, 2 Peter Bakaaki, 3 Dr Arinaitwe Julius, 4 Dr Ariyo Gracious
Kazaara**

1, 2, 3, 4 Metropolitan International University

ABSTRACT

The goal of the study was to investigate the connection between Uganda National Roads Authority contract oversight, personnel competency, and the fulfilment of contracts. Its goals included establishing the relationship between contract administration and employee competence, investigating his connection among employee competency and contract accomplishment, and examining the connection between contract oversight, staff ability, and the fulfillment of contracts. It was also guided by the objectives of investigating the connection between contract administration and contract effectiveness. A sample of 109 participants was studied using a cross-sectional methodology. Data were analysed using quantitative techniques, descriptive statistics, and regression, correlation, and inferential analysis. According to descriptive findings, employee competency levels were high and contract achievement and leadership were both good. According to regression analysis, personnel competency and contract management were both very significant and favourable predictors of contract success. Thus, it was determined that staff capabilities are crucial for executing contracts, contract administration is necessary for contract performance, and contract management in organizations depends on staff competences. More specifically, staff knowledge and abilities have an impact on the fulfillment of contracts, and contract management as well as staff competencies when coupled are essential for contract achievement in organizations. As a result, it was advised that directors or managers of organizations should assure effective contract

administration, improve staff competencies, and jointly implement successful contract management and improve employee competencies.

Key words: *contract management, staff competence and contract performance*

Background of the study

The administration of contracts has received a lot of attention on a global scale (Takim & Kelly, 2014). The majority of the time, attention is given to the paperwork, cost, and monitoring of activities as well as planning, controlling, and monitoring (Ngacho, 2013). Construction material and service providers frequently hold monopoly power, which increases inefficiencies and lowers quality, which could have an impact on contract management. Because of this, efficient contract oversight is always preferred (Achola, 2012). For the goal of efficiency and effective implementation of contracts and the roads themselves, managing contracts has become standard practice in most nations (Pacuto, 2017).

More dependable roads are essential and required since the National Development Plan1 (NDP1 of 2010/11-2014/15), published by the Republic of Uganda in 2010, lists road transportation as one of Uganda's fastest-growing industries. As a requirement for structural reform of the economy, the government of Uganda is investing significantly in infrastructure development, particularly the roads sub-sector (UNDP, 2015). As a result, there are 746 local road builders in Uganda overall (UNRA, 2018). Roads provide a significant mode of transportation in Uganda; However, 45% of them are thought to be in poor condition. Since more than 90% of people, freight, and goods are transported by roads, road development projects are crucial (Bogere, 2013). Poor contract administration, including monitoring, handling costs, and the preparation of documents, continues to be linked to subpar execution on road building projects. Due to workers' incompetence, the government loses money and projects aren't finished on time.

The high expense of the monitoring raised questions about the economic viability of the agreed-upon road construction.

Mutabazi (2016) claims that structural deficiencies exist in the performance of road contracts. The cost of building wide roadways is a common justification. Low volume seals are employed in the material requirements and designs for the majority of the roads.

Statement of the Problem

Numerous roads in Uganda have been finished, and many more are slated for renovation. However, there have been reports of instances of persistently poor contract execution, and these have been linked to infrequent payments totalling more than UGX 557.6 million, bad value for money because of subpar work, exaggerated budget expenditures, and time overruns by the contractors (UNRA, 2017). According to Uganda National Roads Authority Abstract (UNRA, 2015), the goal for the percentage of roads in good motorable condition was 70% (50 kph), however only 51% of that goal was met. Only 63% of the target was met for the percentage of roads in fair accessible to vehicles condition (30-50 kph). According to Bogere (2013), Sabiiti, Muhumuza & Tumutegyeize (2013), Uganda recorded high unit costs for periodic and regular maintenance of gravel road improvements of UGX 18 billion and UGX 5,808 million. If the pattern is maintained, there can be poor value for money and low customer satisfaction due to resource constraints. This could be ascribed to the Uganda National Roads Authority's subpar contract oversight processes or to the inept workers who were engaged to do the construction. However, no current research had been conducted with a particular focus on UNRA as an organization.

Specific Objectives

The study was guided by the following objectives:

- 1) *To examine the relationship between contract management and contract performance of Uganda National Roads Authority.*
- 2) *To determine the relationship between staff competence and contract management Uganda National Roads Authority.*
- 3) *To examine the relationship between staff competence and contract performance of Uganda National Roads Authority.*
- 4) *To determine the combined effect of contract management, staff competence and contract performance of Uganda National Roads Authority.*

Research Hypothesis

- 1) *There is a significant relationship between contract management and contract performance.*
- 2) *There is a significant relationship between staff competence and contract management.*
- 3) *There is a significant relationship between staff competence and contract performance.*
- 4) *There is a significant relationship between contract management, staff competence and contract performance.*

Methodology

Research Design

In this study, a cross-sectional research design and a method of quantitative investigation were used. The region of investigation, the time frame in which this study was to be conducted, and the requirement to record what was happening at the moment in regard to the study problem all played a role in the decision to use a cross-sectional methodology (Pacuto, 2018). Given that it helps supply data that is quantitatively evaluated to facilitate critical evaluation and interpretation of findings, the study utilized the method of quantitative analysis. Quantitative data is

very simple to gather, which enables the researcher to maximize the data gathering effort and raise the level of precision.

Study Population

According to Kombo and Tromp (2011), a population is a collection of people, things, or things from whom samples are obtained for assessment. There were 135 responders, making up the study's target population. These top management staff members are: procurement personnel (10), projects administration staff (20), operations staff (30), planning staff (20), finance and administration employees (45). The group in question was selected from all participants in UNRA contracts from 2010 to 2017. Furthermore, the population was wide-ranging to include every aspect of contract administration, employee qualifications, and execution of contracts that was crucial for this study.

Sample Size

Sampling is the procedure a researcher uses to gather people, places or things or respondents for the study. It is the process of selecting potential study participants from the population. A good sample ought to contain elements representative of the characteristics found in the entire group (Mbabazi, 2011). A sample size of 195 respondents was used for this study. This was determined basing on the table for sample size determination Krejcie and Morgan (1970). The unit of inquiry were UNRA staff while UNRA was the Unit of Analysis. The sample included various categories as specified in Table 3.1.

Table 1: Research respondents by category and sample

<i>S/N</i>	<i>Category</i>	<i>Population</i>	<i>Sample Size</i>	<i>Sampling technique</i>
<i>1</i>	<i>Top Management</i>	<i>10</i>	<i>10</i>	<i>Purposive</i>
<i>2</i>	<i>Planning Staff</i>	<i>20</i>	<i>19</i>	<i>Purposive</i>

3	<i>Finance and administration Staff</i>	45	40	<i>Simple random</i>
4	<i>Procurement staff</i>	10	10	<i>Purposive</i>
5	<i>Projects management staff</i>	20	19	<i>Purposive</i>
6	<i>Operations staff</i>	30	28	<i>Purpose</i>
Total		135	126	

Sampling Techniques and procedures

Purposive sampling is a non-probability style of sampling that aims to strategically choose participants in accordance with the study objectives (Bryman, 2008). Simple random sampling will also be employed. When it is necessary to obtain crucial information from participants, the investigator will frequently employ the purposeful sampling strategy (Mbabazi, 2011). It was helpful in identifying important informants with in-depth knowledge and expertise of the study's variables (Briony, 2006). Therefore, members of subcontractors who had previously worked with UNRA as well as UNRA's highest-level executives were chosen specifically.

Data Processing and Analysis

Each data collected were checked for consistency with data obtained from questionnaires in order to eliminate misleading data that can misrepresent questions in questionnaires. The data was analysed with aid of Statistical Package for Social Sciences (SPSS) version 23 to generate descriptive statistics, correlation and regression analyses. The data obtained was analysed at univariate, bivariate and multivariate levels. Correlation and regression outputs were used to describe the relationship and its magnitude between the variables.

RESULTS

Contract Performance Descriptive Results

The dependent variable of the study was contract performance. Data were collected basing on a 5-point likert scale of Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) and Strongly Disagree (SD) with strongly disagrees as the lowest (1) and strongly agree as the highest (5). The results on same include descriptive results on contract performance aspects that are performance efficiency, flexibility and effectiveness.

Contract Performance Efficiency

Contract performance efficiency the first aspect of contract performance the dependent variable was studied using four items. The results on the same were as presented in Table 4.4.

Table 3: Descriptive Statistics for Contract Performance Efficiency

<i>Contract Performance Efficiency</i>	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Std.</i>
<i>Our projects are started and completed on time</i>	109	1.0	5.0	3.58	0.84
<i>There are no financial shortfalls UNRA projects</i>	109	1.0	5.0	3.22	1.09
<i>Work in progress continues without stop until the end of project duration</i>	109	1.0	5.0	3.00	0.95
<i>Our projects are always delivered basing on agreed specifications of the contract</i>	109	1.0	5.0	3.52	0.88

Source: Primary Data (2021)

The results in Table 3 showed that projects started got completed on time (mean = 3.58), and projects were always delivered basing on agreed specifications of the

contract (mean = 3.52). However, there being no financial shortfalls in projects (mean = 3.22) and work in progress continuing without stop until the end of project duration (mean = 3.00) was just fair or moderate. With the standard deviations below one (Std = 0.88- 0.95) except for one (Std = 1.09) the results were normally distributed hence could be subjected to linear correlation and regression and appropriate results obtained.

Contract Performance Flexibility

Contract performance Flexibility the second aspect of contract performance the dependent variable was studied using four items. The results on the same were as presented in Table 4.5.

Table 4: Descriptive Statistics for Contract Performance Flexibility

Contract Performance Flexibility	N	Min	Max	Mean	Std.
The schedule for the project is well designed to accommodate	109	1.0	5.0	3.72	1.02
The project schedule is easier to change with adjustments in the contract	109	1.0	5.0	3.77	0.99
UNRA can increase on the contract terms any time of the contract phases	109	1.0	5.0	3.84	0.91
There are projects whose work scope requires adjustment over time	109	1.0	5.0	3.97	0.82
Means and Std.				3.82	0.94

The results in Table 4 showed that schedules for the projects were well designed to accommodate (mean = 3.72) and project schedules were easier to change with adjustments in the contract (mean = 3.77). The results also revealed that UNRA could

increase contract terms at any time of the contract phases (mean = 3.84) and there were projects whose work scope required adjustment over time (mean = 3.97) was just fair or moderate. The overall mean = 3.82 was high close to code four suggested that staff skills was high while the low standard deviation = 0.94 mean that the results were normally distributed.

Contract Performance Effectiveness

Contract performance effectiveness the third aspect of contract performance the dependent variable was studied using four items. The results on the same were as presented in Table 4.6.

Table 5: Descriptive Statistics for Contract Performance Effectiveness

Contract Performance Effectiveness	N	Min	Max	Mean	Std.
<i>All projects handled by/under UNRA are well accomplished</i>	109	1.0	5.0	3.85	0.95
<i>There is always achievement of targets set by UNRA contracts</i>	109	1.0	5.0	3.84	0.87
<i>The quality standards and material specifications defined in the project scope are met by our contractors</i>	109	1.0	5.0	3.80	0.96
<i>We provide value for money in any of our projects/contracts</i>	109	1.0	5.0	3.98	0.99
Means and Std.				3.87	0.94

The results in Table 5 showed that all projects handled by/under UNRA were well accomplished (mean = 3.85), there was always achievement of targets set by UNRA contracts (mean = 3.84). Further, the quality standards and material specifications defined in the project scope were met by our contractors (mean = 3.80) and provided

value for money in the implementation of projects/contracts (mean = 3.98). With the standard deviations below, one results were normally distributed hence could be subjected to linear correlation and regression and appropriate results obtained. The overall mean = 3.87 was high close to code four suggested that staff skills was high while the low standard deviation = 0.94 mean that the results were normally distributed.

Contract Management and Contract Performance

The first objective of the study was on the relationship between contract management and contract performance of UNRA. Descriptive results on contract documentation, contract monitoring, and contract cost management are explored and inferential results thereafter.

Contract Management Descriptive Results

The descriptive results for contract management are presented subsections that contract documentation, monitoring and cost management. The results follow here under.

Contract Documentation

Contract documentation the first aspect of contract management was studied using five items. The results on the same were as presented in Table 4.7.

Table 6: Descriptive Statistics for Contract Documentation

<i>Contract Documentation Items</i>	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Std.</i>
<i>Understanding contract document ensures all the involved parties understand their role and rights in the contract process</i>	109	1.0	5.0	3.84	0.83
<i>Understanding contract document reduces mistakes in implementation of contract which eliminate unnecessary rework.</i>	109	1.0	5.0	3.76	0.97
<i>The contract process is strictly followed during contracting activities</i>	109	1.0	5.0	3.76	0.98
<i>All documents are formal and signed by parties of UNRA and contracting companies</i>	109	1.0	5.0	3.78	0.84
<i>All other contract documents made are authenticated by UNRA</i>	109	1.0	5.0	3.82	0.92
<i>Means and Std.</i>				3.79	0.91

Source: Primary Data (2021)

The results in Table 6 showed that the respondents understood contract document ensured all the involved parties understand their role and rights in the contract process (mean = 3.84), contract document reduced mistakes in implementation of contract which eliminate unnecessary rework (mean = 3.76), and the contract process was strictly followed during contracting activities (mean = 3.76). The results also showed that all documents were formal and signed by parties of UNRA and contracting companies (mean = 3.78); all other contract documents made were authenticated by UNRA (mean = 3.82). Overall mean = 3.79 was high close to code four suggested that staff skills was high while low standard deviation = 0.91 mean that results were normally distributed.

Contract Monitoring

Contract monitoring the second aspect of contract management was studied using five items. The results on the same were as presented in Table 4.8.

Table 7: Descriptive Statistics for Contract Monitoring

Contract Monitoring	N	Min	Max	Mean	Std.
<i>Contract monitoring has ensured quality of services offered</i>	109	1.0	5.0	3.94	0.82
<i>Contract monitoring has ensured adherence to terms of reference</i>	109	1.0	5.0	3.82	0.99
<i>Contract monitoring guarantee has timely expenditure in contract execution</i>	109	1.0	5.0	3.88	0.95
<i>Contract monitoring has ensured good relationship between the parties</i>	109	1.0	5.0	4.26	0.99
<i>Track work in progress by ensuring better documentation of activities done</i>	109	1.0	5.0	3.72	1.16
Means and Std.				3.92	0.98

Source: Primary Data (2021)

The results in Table 7 showed that contract monitoring ensured quality services were offered (mean = 3.94), adherence to terms of reference (mean = 3.88), and guaranteed timely expenditure in contract execution (mean = 3.95). The results also showed that contract monitoring ensured good relationship between the parties (mean = 4.26) and tracking of work in progress by ensuring better documentation of activities done (mean = 3.72). With the standard deviations below one, results were normally distributed hence could be subjected to linear correlation, regression and appropriate results obtained. Overall mean = 3.88 was high close to code four suggested that staff skills

was high while low standard deviation = 0.97 mean that results were normally distributed.

Contract Cost Management

Contract cost management the third aspect of contract management was studied using six items. The results on the same were as presented in Table 4.9.

Table 8: Descriptive Statistics for Contract Cost Management

Contract Cost Management	N	Min	Max	Mean	Std.
Project requirements and costs are well assessed before the project begins	109	1.0	5.0	3.95	0.85
Cost management system has ensured adherence to budgeted costs during contract implementation	109	1.0	5.0	3.78	0.98
Cost control predicts the future expenses and costs of the work according to expected revenues	109	1.0	5.0	3.74	0.88
Continuous cost checking has enhanced progressive contract implementation	109	1.0	5.0	3.89	0.97
The costs are evaluated by both management of UNRA, and the contracting company	109	1.0	5.0	3.91	1.05
The costs of the contract are well scheduled covering all project works from start to the end.	109	1.0	5.0	3.99	1.07
Means and Std.				3.88	0.97

Source: Primary Data (2021)

The results in Table 8 showed that project requirements and costs were well assessed before the project began (mean = 3.95), cost management system ensured adherence to budgeted costs during contract implementation (mean = 3.78), and cost control predicted the future expenses and costs of the work according to expected revenues (mean = 3.74). The results also showed that continuous cost checking enhanced progressive contract implementation (mean = 3.89), costs were evaluated by both management of UNRA, and the contracting company (mean = 3.91) and the costs of the contracts were well scheduled covering all project works from start to the end (mean = 3.99). The overall mean = 3.88 was high close to code four suggested that staff skills was high while the low standard deviation = 0.97 mean that the results were normally distributed.

Inferential Results on Contract Management and Contract Performance

Inferential results involved carrying out a correlation test at preliminary level and thereafter at confirmatory level carrying a regression analysis. The results follow here under.

Correlation between Contracts Management and Contracts Performance

To establish whether there was a relationship between contracts management and performance correlation analysis was carried. This involved correlating contract management aspects namely contract documentation, contract monitoring, and contract cost management with contracts performance. The results were as presented in Table 9.

Table 9: Correlation between Contracts Management and Contracts Performance

	Contract Performanc e	Contract Documentation	Contract Monitoring	Contract Cost Management
Contract Performance	1			
Contract Documentation	0.196*	1		
Contract Monitoring	0.421**	0.499**	1	
Contract Cost Management	0.575**	0.141	0.289**	1

*. Correlation is significant at the 0.05 level (2-tailed).

Source Primary Data (2021)

The results in Table 9 suggest that all the components of contracts management namely; contract documentation ($r = 0.196$, $p = 0.041 < 0.05$); contract monitoring ($r = 0.421$, $p = 0.000 < 0.05$) and contract cost management ($r = 0.575$, $p = 0.000 < 0.05$) had a positive and significant relationship with contracts performance. However, the correlation coefficients showed that contract cost management was more significant followed by contract monitoring and documentation respectively.

Regression Model for Contracts Management and Contracts Performance

At the confirmatory level, to establish whether contracts management in terms of namely; contract documentation, contract monitoring, and contract cost management

predicted contracts performance, a regression analysis was carried out. The results were as in Table 10.

Table 10: Regression of Contracts Management on Contracts Performance

	Standardized Coefficients	Significance
<i>Contracts Management</i>	<i>Beta (B)</i>	<i>P</i>
<i>Contract</i>	<i>-0.017</i>	<i>0.847</i>
<i>Documentation</i>		
<i>Contract Monitoring</i>	<i>0.286</i>	<i>0.002</i>
<i>Contract Cost</i>	<i>0.495</i>	<i>0.000</i>
<i>Management</i>		

$$R^2 = 0.402$$

$$\text{Adjusted } R^2 = 0.385$$

$$F = 23.549, p = 0.000$$

a. Dependent Variable: Contract Performance

Source: Primary Data (2021)

The results in Table 10 show that the contracts management in terms of namely; contract documentation, contract monitoring, and contract cost management explained 40.2% of the variation in contract performance ($R^2 = 0.402$). This meant that 59.8% of the variation was accounted for by other factors not considered under this model. The two significant factors that are contract monitoring and contract cost management contributed 38.5% (0.385). Components that are contract monitoring ($B = 0.286, p = 0.002 < 0.05$) and contract cost management ($B = 0.495, p = 0.000 < 0.05$)

positively and significantly predicted contract performance while contracts documentation ($\beta = -0.017$, $p = 0.847 > 0.05$) negatively and insignificantly predicted contracts performance. The magnitudes of the respective betas suggested that contracts monitoring was the most significant predictor of contracts performance.

Staff Competence and Contract Management

The second objective of the study sought to establish the relationship between staff competence and contract management in Uganda National Roads Authority. The results on the same include descriptive and inferential statistics.

Staff Competence Descriptive Results

The second independent variable of the study was staff competence. Staff competences were studied in terms of capabilities, knowledge and skills.

Staff Capabilities

Staff capabilities the first aspect of staff competences was studied using four items. The results on the same were as presented in Table 11.

Table 11: Descriptive Statistics for Staff Capabilities

<i>Staff Capabilities</i>	<i>N</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>Std.</i>
<i>UNRA staff is exposed to regular trainings on and off-job every year</i>	109	1.0	5.0	3.74	0.85
<i>The employees involved in contractual works with UNRA have budgeting capabilities</i>	109	1.0	5.0	3.67	0.86
<i>At UNRA, we engage employees/ staff with project management abilities</i>	109	1.0	5.0	3.67	0.89
<i>The project scope define which capabilities should one have to be part of the implementing team</i>	109	1.0	5.0	3.95	0.99
<i>Overall mean and Std.</i>				3.76	0.90

Source: Primary Data (2021)

The results in Table 11 showed that UNRA staff were exposed to regular trainings on and off-job every year (mean = 3.74), and the employees involved in contractual works with UNRA had budgeting capabilities (mean = 3.67). Further, at UNRA, employees were engaged with project management abilities (mean = 3.67) and the project scope defined which capabilities should one have to be part of the implementing team (mean = 3.95). The overall mean = 3.76 was high close to code four suggested that staff capabilities were high while the low standard deviation = 0.90 mean that the results were normally distributed. With the standard deviations below one, the results were normally distributed hence could be subjected to linear correlation and regression and appropriate results obtained.

Staff Knowledge

Staff capabilities the second aspect of staff knowledge was studied using four items. The results on the same were as presented in Table 4.13.

Table 12: Descriptive Statistics for Staff Knowledge

Staff Knowledge	N	Min	Max	Mean	Std.
<i>The staff involved in UNRA's projects are well trained and prepared for their roles</i>	109	1.0	5.0	3.86	0.99
<i>Our staff takes initiative to learn more on job and adjust according to project/contract requirements</i>	109	1.0	5.0	3.82	0.94
<i>Staff involved have wide experience in handling multi-million projects</i>	109	1.0	5.0	3.77	0.99
<i>Employees/staff involved have core knowledge in road works and related structures</i>	109	1.0	5.0	3.99	0.92
Overall mean and Std.				3.86	0.96

Source: Primary Data (2021).

The results in Table 12 showed that the staff involved in UNRA's projects were well trained and prepared for their roles (mean = 3.86), and staff took initiative to learn more on job and adjust according to project/contract requirements (mean = 3.82). Further, staff involved had wide experience in handling multi-million projects (mean = 3.77) and employees/staff involved had core knowledge in road works and related structures (mean = 3.99). The overall mean = 3.86 was high close to code four suggested that staff knowledge was high while the low standard deviation = 0.96 mean that the results were normally distributed. With the standard deviations below one, the results were normally distributed hence could be subjected to linear correlation and regression and appropriate results obtained.

Staff Skills

Staff skills the third aspect of staff knowledge was studied using four items. The results on the same were as presented in Table 13.

Table 13: Descriptive Statistics for Staff Skills

Staff Skills	N	Min	Max	Mean	Std.
<i>Our staff have technical skills in using relevant machinery needed</i>	109	1.0	5.0	3.84	0.96
<i>The staff involved in UNRA projects are computer literate, and have architectural skills</i>	109	1.0	5.0	3.86	0.85
<i>The project management team comprise of different persons with different skills</i>	109	1.0	5.0	3.92	0.94
<i>There is proper criteria is followed to select well-skilled staff for each project handled by UNRA</i>	109	1.0	5.0	3.69	0.93
<i>Overall mean and Std.</i>				3.83	0.92

The results in Table 13 showed that UNRA staff had technical skills in using relevant machinery needed (mean = 3.84), and staff involved in UNRA projects were computer literate and have architectural skills (mean = 3.86). Further, project management team comprised of different persons with different skills (mean = 3.77) and A criteria was followed to select well-skilled staff for each project handled by UNRA (mean = 3.99). The overall mean = 3.83 was high close to code four suggested that staff skills was high while the low standard deviation = 0.92 mean that the results were normally distributed. With the standard deviations below one, the results were normally

distributed hence could be subjected to linear correlation and regression and appropriate results obtained.

Inferential Results on Staff Competences and Contract management

Inferential results involved carrying out a correlation test at preliminary level and thereafter at confirmatory level carrying a regression analysis. The results follow here under.

Correlation between Staff Competences and Contract management

To establish whether there was a relationship between staff competences and contract management correlation analysis was carried. This involved correlating staff competences aspects namely staff capabilities, knowledge and skills with contract management. The results were as presented in Table 14.

Table 14: Correlation between Staff competences and Contract management

	Contract Management	Staff Capabilities	Staff Knowledge	Staff Skills
Contract Management	1			
Staff Capabilities	0.305** 0.001	1		
Staff Knowledge	0.466** 0.000	0.605** 0.000	1	
Staff Skills	0.432** 0.000	0.193* 0.044	0.467** 0.000	1

*. Correlation is significant at the 0.05 level (2-tailed).

Source Primary Data (2021)

The results in Table 14 suggest that all the components of staff competences namely; staff capabilities ($r = 0.305$, $p = 0.001 < 0.05$); staff knowledge ($r = 0.466$, $p = 0.000 < 0.05$) and staff skills ($r = 0.432$, $p = 0.000 < 0.05$) had a positive and significant relationship with Contract management. However, the correlation coefficients showed that staff knowledge was more significant followed by staff skills and capabilities respectively.

Regression Model for Staff competences and Contract management

At the confirmatory level, to establish whether staff competences in terms of namely; staff capabilities, knowledge and skills predicted Contract management, a regression analysis was carried out. The results were as in Table 15.

Table 15: Regression of Staff competences on Contract management

	Standardized Coefficients	Significance
Staff competences	Beta (B)	P
Staff capabilities	0.076	0.473
Staff knowledge	0.288	0.015
Staff skills	0.283	0.003

$R^2 = 0.279$

Adjusted $R^2 = 0.259$

$F = 23.549$, $p = 0.000$

a. Dependent Variable: Contract management

Source: Primary Data (2021)

The results in Table 15 show that the staff competences in terms of namely; staff capabilities, knowledge and skills explained 27.9% of the variation in contract management ($R^2 = 0.279$). This meant that 72.1% of the variation was accounted for by other factors not considered under this model. The two significant factors that are staff knowledge and skills contributed 25.9% (0.259) to contract management. Staff knowledge ($B = 0.288$, $p = 0.015 < 0.05$) and staff skills ($B = 283$, $p = 0.003 < 0.05$) positively and significantly predicted contract management while contracts documentation ($B = 0.076$, $p = 0.473 > 0.05$) negatively and insignificantly predicted contract management. The magnitudes of the respective betas suggested that staff knowledge was the most significant predictor of contract management.

Conclusions

Basing on the discussion above on the relationship between contract management, staff competences and contract management, it was concluded that;

1. *Contracts management is important for contract performance. More especially contract management is influenced by contract monitoring and contract cost management. Putting in place contract monitoring mechanisms and cost management enhance performance of contracts.*
2. *Staff competences are essential for contract management in organisations. Such competences that are essential for contracts management are staff capabilities, knowledge and skills. Organisations that have staff with high capabilities, knowledge and skills easily implement and execute their contracts.*
3. *Staff competences are imperative for contract performance. More especially contract performance is influenced by staff knowledge and skills. Training staff to equip them with necessary knowledge and skills propagates contract performance.*

Recommendations

Drawing from the conclusions above on the relationship between contract management, staff competences and contract management, it was recommended that;

1. *Directors or managers of organisations should ensure effective contracts management to bring about contract performance. Contract management should involve ensuring effective contract monitoring and contract cost management.*
2. *Directors or managers of organisations should enhance staff competences to ensure effective contract management in organisations. The competences which should be promoted are staff capabilities, knowledge and skills.*

References

Amin, M. A. (2005). Social Science Research: Conception, Methodology & Analysis. Kampala: Makerere University Press.

- Andi, G. and Minato, S. (2013). *Design document quality in the Japanese construction industry: factors influencing and impacts on construction process*. *International Journal of Project Management*, 21 (7), 537-46.
- Armstrong, M. (2006). *A Handbook of Human Resource Management Practice* (10th ed.). London/Philadelphia: Kogan Page.
- Cherotich, R. (2012). *Contract Management Practice and Operational Performance of State Corporations in Kenya*. University of Nairobi, 2012.
- Clardy, A. (2008). *Human Resource Development and the Resource-Based Model of Core Competencies: Methods for Diagnosis and Assessment*. *Human Resource Development Review*, 7(4), 387-407.
- Combs, J. Crook, R., and Shook, L. (2005). *The dimensionality of organizational performance and its implications for strategic management research*. In D. J. Ketchen (Ed.), *Research methodology in strategy and management*, 2 (1). 259-286).
- Hammad, A. (2015). *Understanding Applications of Project Planning and Scheduling in Construction Projects*. Faculty of Engineering, Lund University, Sweden.
- Hill, G. (2008). *The complete project management office handbook*. Boca Raton: Auerbach Publications.
- Inayatullah, R, Rakakesh, N and Naran, A. (2012). *The role of Buyer-Supplier relationships and trust in organisational Performance*. *Delhi Business Review*, 13 (2)
- Jackson, B. (2014). *Construction Management: JumpStart*. (2nd Ed.). *The Best First Step toward a Career in Construction Management*. John Wiley & Sons.78-80.
- Mahadeen, B., Al-Dmour, R. H., Obeidat, B. Y. and Tarhini, A. (2016). *Examining the effect of the Organization's Internal Control System on Organizational Effectiveness: A Jordanian empirical study*. *International Journal of Business Administration*, 7(6), 22-41.

Mutabazi, S. (2016). UNRA's Three Year Journey Carrying Uganda's Road. Burden<http://pro-act.orgon>.

Mwesigwa, R. Nasiima, S., and Subbi, S. (2014). Corporate governance, staff competencies, accountability and financial performance of commercial banks in Uganda. International Journal of Economics, Commerce and Management, 2 (9).1-15.

National Audit Office (2012). Contract management of medical services: Department for Work and Pensions: report. London: Stationery Office.

Ndekugri, I and Turner, A. (2014). Performance of Design-Build Projects in terms of Cost, Quality and Time: Views of Clients, Architects and Contractors in Singapore. Journal of Construction Engineering and Management 321, 3 (6), 243-25

Ngacho, C. (2013). An assessment of the Performance of Public Sector Construction Projects: An empirical study of Projects funded under constituency development fund (CDF) in Western province, Kenya. 7(2), 47-60.

Ntayi, M., Eyaa, S. and Ngoma, M. (2010). Moral disengagement and social construction of procurement officer's deviant behaviors. Journal of Management Practice and Policy, 11 (4).

Oluka and Benon, (2011). Measuring the performance of contractors in government construction projects in developing countries: Uganda's context, African Journal of Business Management 6 (32). 9210-9217

Oluka, P. and Basheka, B.C. (2014). Determinants and constraints to effective procurement contract management in Uganda: a practitioner's perspective.

Osei, J and Owusu, A. (2015). Employee's Competency and Organizational Performance in the Pharmaceutical Industry. An Empirical Study of Pharmaceutical Firms in

- Ghana. University of Electronic Science & Technology of China (UESTC), Chengdu, China.*
- Pacuto, S. N (2017). Management Competences and Staff Performance in Muni University. UTAMU- Kampala: Uganda*
- Parkinson, N. (1955). Parkinson's Law and other Studies in Administration. Boston: Houghton Mifflin Company.*
- Petursson, K. B. (2015). Disputes and Conflict within Construction Contracts in the Icelandic Construction Industry. Thesis; Reykjavík University.*
- Pollitt, C. and Talbot, C. (2004). Unbundled Government: A Critical Analysis of the Global Trend to Agencies, Quangos and Contractualization. New York, NY: Routledge.*
- Queiroz, S. (2012). Construction Industry: Overview in the Europe: A comprehensive Analysis. Project Management, 9(4), 18-24.*
- Rahaman, I. Hameed, A. and Azis, A. (2012). Time and Cost Performance in Construction Projects in Southern and Central Regions of Peninsular Malaysia. International Journal of Advances in Applied Sciences (IJAAS, 1(1), 45-52*
- Republic of Uganda (2010). National Development Plan1 (NDP1 of 2010/11-2014/15). Kampala: Uganda*
- Rotich, C. (2014). Contract Management Practice and Operational Performance of State Corporations in Kenya. Unpublished Master of Business Administration Thesis: University of Nairobi.*