

## Assessment of the Hindrance of Private Construction Projects Completion in Tanzania: A Case of Dar Es Salaam

Asma Iddi Mkwata

*Department of International Business Management, Texila American University*

### Abstract

*The study has intended to assess the hindrance for the completion of private construction projects in Tanzania. The study was guided by specific objectives that aimed to establish the extent to which top management support, procurement process and communication determines completion of private construction projects in Tanzania. The quantitative research approach and cross-section research design were employed to collect data from the 5 construction companies implementing the private construction project in Dar es salaam, Tanzania. The relative relevance index (RII) was used to rank several factors in terms of their significance for timely completion of road building projects. The findings shows that, top management support, procurement process and communication found to be major determinant for the timely completion of the private construction project. majority responses stated that good communication and control is major determinant for the top management to support the completion of the private construction project in Tanzania. The study has found that timely availability of project materials has been ranked as the number one procurement process which influences successful completion of private construction projects. Furthermore, the findings rank the communication channel which agreed and accepted by all players influences successful completion private construction projects. The study concluded that, top management-related factors showed a significant impact on the timely completion of private construction projects in Tanzania; the factors thought to be most important for promoting timely completion of private construction projects can improve performance in the private construction sector, reduce time and cost overruns, and raise the caliber of deliverables.*

**Keywords:** *Construction Project, Completion of Construction Project, Hindrance.*

### Introduction

A significant foundation underpinning a country's economic development is the construction sector. The growth of the construction industry influences the development of the country's economy [1]. As shown in developed countries, construction is unusual in that it may promote the growth of other economic sectors. Building and construction are also essential to provide a range of work opportunities that would help Tanzania and other countries with their high unemployment rates [2]. This industry employs many people who would otherwise be

unemployed since many projects need labour. Building, water, and civil works projects fall under construction projects. They start with identifying the project meant to meet a particular need, then go on through planning, designing, implementing, closing, and eventually handing over [3]. Consultants, such as architects, engineers, quantity surveyors, and social and environmental specialists, are in charge of the design stage. Existing bylaws, site restrictions, labour and material availability, material pricing, and building timetables are just a few variables considered throughout the design stage.

Projects may be implemented in a variety of ways, such as Design Built Finance Operate (DBFO), Public Private Partnership (PPP), Built Operate Transfer (BOT), or leasing-type projects. Some of the most frequent, expensive, complicated, and unsafe issues in construction are projects that stall [4]. Because of increasing interest rates, inflation, and commercial demands, players in the construction business are worried about how long it takes to complete projects. The administrators may get embroiled in conflicts due to these delays, which might lead to legal action, money demands, and jail time[3], [5]. Most building projects often experience delays and incur more costs than initially anticipated (World Bank, 2014). A project may occasionally be abandoned as a consequence of such overspending. Studies show that money is created when construction projects are completed, society advances, and living standards improve [2], [6].

The project's sustained, uninterrupted functioning is directly the responsibility of the project manager and other stakeholders on a relative level. Within the project team, there should be a precise, strict method to prevent parties from becoming lax, which might result in stalling or delays. An earlier school of thought saw a project as a football hit from one goal-line point meant to score once it reached the opponent's goal. They continue by describing Construction Project Management (CPM), a crucial element of project execution, as a method used in the road construction sector to increase performance in the management and coordination of a project throughout its course [7]. According to [8] the building process is often sequential, and some contractors focus on particular regions rather than the whole project. A challenge arises as projects become more complex and stakeholders begin to worry. Contractors are given various construction projects based on how well they can manage certain dangers.

A study of at least 3000 projects with quality issues found that the cost of poor work accounted for about 20% of total costs and that 70% of problems were discovered early on in the project, with the likelihood of this happening dropping to 3%, or a decrease of at least 60%. Problems were also more likely to be identified early on in projects when they were smaller [9]. Construction projects in Asian countries take longer to complete due to a lack of skilled labour, ineffective leadership, inexperienced management, unorganized site supervision, and poor tool and equipment upkeep. Another study in South Africa investigated why homeowners were unhappy with the nation's construction sector. A shortage of competent workers, disputes between employees and contractors, and unethical activity led to poor project efficiency. Research conducted by [10] also revealed that South Africans are not driven by outstanding project performance in the construction sector or by good outlook on project delivery.

Ref. [11] looked at the causes of project delivery delays and discovered that project failure is common in many construction projects, resulting in significant stakeholder losses. They disclosed that projects take longer to complete, cost more than expected, generate less profit, resulting in many claims from subcontractors and unhappy customers, and have unfinished works, end-of-life projects, and expired contractor agreements. All of these leave customers feeling discouraged. Given the many obstacles impeding such endeavours' efficiency and the frequent and significant project delays they inevitably cause, briefings on the phases of development are a better approach to influence the action and completion of construction projects [12]. Clients fund initiatives only in order to profit from their investments. Due to the complexity and volatility of various demands, desires, and preferences, the construction sector is renowned for taking much time and using many resources. Most investors would not

fund a project that seems to go on forever, has an unknown cost, or has an unknown budget. Thus, the length of time and project cost are directly related [4], [13].

Delays in construction projects further have a disastrous impact on all parties involved (contractor, owner, and consultant). Therefore, research on the variables influencing construction project completion would interest all parties. According to research on reclassifying housing delivery delays in Malaysia, "time is money" and "time is of the essence" are ways to capture the connection between project delays and revenue losses. They say that meeting building project deadlines is a crucial benchmark for owners, executors, and home purchasers. Finally, they claim that identifying the causes of delays is important for classifying and analyzing them to anticipate a more flexible response.

According to similar studies conducted in Saudi Arabia, 30% of construction projects are completed by the projected dates, and the typical overrun is typically between 10% and 30% [14]. Furthermore, [15] came to a similar result, concluding that timely project delivery to the degree of the quality standard established by the customer and within budget is an indicator of successful project delivery. However, it seems that numerous investigations have come to this conclusion. Studies on the causes, practices, delays, impacts of risks, and disruptions in construction projects, as well as management and environmental variables leading to project cost and schedule overruns, have been conducted in South Africa, Tanzania, Nigeria, Uganda, and Mozambique.

It was argued that the primary reasons for interruptions and delays were payment delays to contractors, design modifications, financial challenges, poor project management, information delays, etc. compensation issues, and discrepancies in the assessment of work completed. According to the research, seven out of ten projects in Nigeria have delays

throughout their execution [16]. Cost overruns are the main issue this scenario presents for the construction sector. Due to this, projects must be finished at costs over the agreed-upon value, which disrupts the developer's or client's cash flow. In Tanzania's construction sector, political instability brought on by armed militias is also a significant problem [2]. This causes both a sluggish completion rate and a low level of national absorption.

According to [17] in the United Kingdom, favorable economic conditions, government guarantees, competent procurement, and project execution skills are all critical success factors (CSFs) for public-private partnership projects. The most crucial success factors for construction projects in Lithuania are project management experience, project value, project manager experience, contractor experience, project size, team member competence, clear and realistic goals, decision-making effectiveness of project management, and technical capability of project management.

Similar research has been done in Kenya, where a variety of success criteria have been found. Managerial support, design requirements, contractor capability, and supervisory capability are all factors that affect whether roads projects in Kenya are successfully completed [18]. According to Upper Echelons Theory also known as top management team the senior management group can contribute to the company's competitive edge and play a significant role in determining the firm's financial and nonfinancial success. Organizations are a mirror of their top managers since the characteristics of the TMTs determine a firm's strategic decisions, which in turn determine the performance of the organization [19], [20]. The Resource dependency theory (RDT) is concerned with how an organization's performance is impacted by the external resources it uses, such as raw materials [21]. The hypothesis is significant because a company's capacity to obtain,

transform, and use raw resources more quickly than rivals may be crucial to success.

### **Statement of the Problem**

A nation's growth is fundamentally influenced by the building sector, which also aids in providing one of society's necessities for shelter. This industry may increase the nation's gross national product by up to 10%. The majority of third-world nations have severe, persistent building issues that are of concern on a national and international level. However, an increasing number of incomplete government building projects in Tanzania tend to eclipse the efforts and raise many concerns about why such a much-needed good is not being produced. One wonders whether such a failure can be pinned on the economic structure of the society or if it has anything to do with the people's architecture, attitudes, and behaviours [22].

Despite its importance, this industry faces various challenges, including delays in completing construction projects. The management of stakeholders, financing, planning, lack of supervision, and other issues have all been mentioned as impacting the completion of construction projects in Tanzania in numerous research studies [2], [6], [23]. This raises a troubling issue of which component could be the most responsible for the success of building construction projects, meaning that it is necessary to assess the highlighted aspects critically. According to [6], 70 percent of construction projects in Tanzania are not completed on time. [2] argued that, due to detrimental variations, construction projects often undergo scenarios such as cost overruns, time overruns, project abandonment, rework, disruption and conflicts.

Therefore, understanding the driving forces behind such problems is necessary if the performance of the construction projects is to be enhanced. Various studies have been carried out to assess the factors to consider for

the timely completion of construction projects [3], [4], [5], [6], [13], [23], [24], [25]. There is limited study in Tanzania, Most of the studies have been taken abroad, and fewer have been taken in Tanzania [2], [6], [23]. Also, most studies concentrated on factors affecting the public construction project without considering the private sector. Therefore this study filled the gap by assessing the hindrance of private construction projects completion in Tanzania. The general objective was to assess these hindrances comprehensively and the specific objectives included determining the impact of top management support on project completion, evaluating the influence of the procurement process on successful project outcomes, and analyzing how communication practices affect the successful completion of private construction projects in Tanzania.

### **Methodology**

#### **Research Philosophy**

The positivism philosophy has been used in this study as the research philosophy. [26] defined research philosophy as a viewpoint on collecting, analyzing, and applying data regarding a topic. The positivism philosophy views reality as something that can be seen and described objectively. This research approach favors working with phenomena and producing generalizations that resemble laws [27]. Research philosophy is connected to assumptions, knowledge, and the nature of the investigation. It deals with a certain method of knowledge development. This issue has to be addressed because different researchers may hold different beliefs on the nature of knowledge and truth, and philosophy enables us to comprehend these beliefs.

#### **Research Approach**

The study employed a quantitative research approach. The approach has been chosen due to the facts that, does not consume a lot of time, costly effectively and lastly, it allow the researcher to measure and analyze the

dependent variable and the independent variable of the study [28].

### **Research Design**

The study employed analytical, cross-sectional research designs. According to [29] the cross-sectional research design is undertaken for a particular phenomenon at a particular time [30] highlights that cross-sectional design has the advantage of measuring current attitudes or practices and provides information in a short amount, such as the time required for administering and collecting information.

### **Study Area**

The study was conducted in Dar es salaam Tanzania The study has been chosen because Dar es Salaam is the biggest city in Tanzania which the big private construction project . The study concentrated with five private construction project in Dar es salaam, implemented by 5 construction company namely Morekazi Company Ltd, Backlite Company Ltd, Hematec Company Ltd, Logistics Engineering Limited and Advent Construction Limited. The companies implemented the private construction project in Kinondoni, Ilala, Ubungo, Temeke and Kigamboni districts.

### **Population**

A population is the complete set group of individuals, whether that group comprises a nation or a group of people with a common characteristic According to [31] population means a group of items that samples were drawn. The targeted population for this study were 5 construction companies who implemented the private construction project in Dar es salaam.

### **Sampling Techniques**

The study involved both probability and non-probability sampling techniques. Probability sampling is simple random

sampling, while non-probability sampling involves a purposive sampling technique.

### **Simple Random Sampling**

Simple random sampling is a technique in which every possible combination of subjects in the population to be studied has an equal chance of being selected [28]. This technique used to select employees in the study. This technique is appropriate in the study because it is free from classification error; also, the sample were free from Bias.

### **Purposive Sampling**

Purposive sampling involves the deliberate selection of a particular unit of the universe for constituting a sample representing a universe[28]. Preference to this technique is because it is cheap and quick to choose a sample, and the results obtained from analysis of a deliberately chosen sample are tolerably reliable.

### **Sample Size**

Sample size refers to the number of items selected from the universe to constitute a sample. A large sample increases the variability and strength of the revealed information and the reliability of test results[29]. This study took a sample size of 50 respondents.

The sample size was obtained using the formula proposed by [32].

$$n \geq 50 + 8M$$

where

M = is the number of predictor variables

N = is the required sample size.

The study assumed there non predictor therefore, have a minimum of  $50 + 8(0) = 50$  respondents.

### **Sources of Data**

There are two sources of data: primary and secondary data. Primary data are the first-hand information a researcher collects directly from the respondents through interviews,

observation, and survey methods [28]. Secondary data are secondhand information researchers collect through reading various written documents relating to the study's problem. These include published and unpublished documents like books, journals, reports, newspapers, articles, and online sources. Both primary and secondary data collection methods were applied during the study.

### Data Collection Methods

The data collection method refers to the technique used to collect data. The methods for collecting primary data include questionnaires, interviews, observation, Focus Group Discussions, and surveys [28]. The primary data were collected by using a questionnaire. Moreover, secondary data were collected using the documentary review method, which includes published and unpublished documents like books, journals, reports, newspapers, articles, and online sources. The tools for data collection that the researcher employed questionnaires and documentary reviews. However, the researcher has chosen to use a questionnaire because the study is quantitative and has used the documentary review to get other information.

### Questionnaire

Questionnaire defined as is an instrument that consists of a number of questions printed in a definite order that involve a set of questions to collect information from the respondents on their attitudes, feelings, or reactions to the problem under study [28]. The questionnaire used for this study was developed by the researcher and checked by an expert. The closed ended questionnaires were used to collect data for research objective number 1 up to 3.

### Documentary Review

Documentary review is the process of reading various extracts found in books, magazines, newspapers, and the contents of all

other verbal materials which can be either spoken or printed [28]. The advantage of using this method is that the information is free or nearly free and thus serves a considerable amount of the researcher's budget in terms of finance and time [33].

### Data Analysis

The data collected using the questionnaire were coded and processed using the Statistical Package for Social Sciences (SPSS) application. The SPSS software helps the researcher to make the research work more scientific and reliable. Information from the data obtained for each of the four specific objectives was listed and employed in conclusions on the research questions in the study. Relative Importance Index (RII) was computed for each determinant to identify which ones were most significant. The hindrances variables were ranked based on based on RII values. From the ranking assigned to each determinant, the most important determinants for timely completion of private construction projects in Tanzania were identified. According to Fugar and Agyakwah-Baa, (2018) the formula for calculating the relative importance index (RII) for factors determining construction success is similar to that of Bhirud and Vasant (2015) as indicated in equation below[34], [35].

Equation 1:

$$RII = \frac{\sum PiUi}{N(n)} \quad (1)$$

Where,

**RII** = relative importance index

**Pi** = respondent's rating of factors for timely completion of private construction projects.

**Ui** = number of respondents placing identical weighting/rating on factors for timely completion of private construction projects.

**N** = sample size

**n** = the highest attainable score on factors for timely completion of road construction projects.

[22] claim that the use of RII provides a direct descriptive interpretation for the variables affecting the performance of building projects and that, as a result, it is well suited to be used as the technique of analysis in studies of a similar kind [36].

## **Reliability and Validity**

### **Validity**

Validity was accomplished in this research with various methods. The first step is to carefully craft the questions and pre-test the questionnaires to ensure that they are understandable and that any potential issues are discovered early on, allowing for the easy identification of remedies. Second, the data were edited to find and correct any mistakes or omissions made while recording the data. The goal is to achieve consistency, precision, and completeness.

### **Reliability**

When data collecting and analysis technologies are utilized consistently, on the same individuals, and under the same settings, they provide the same findings. This suggested that the more reliable a research instrument, the more accurate it would be. A Cronbach Alpha test is a statistical study that determines the internal consistency of the questionnaire questions by using SPSS software to assess the reliability of the research instrument. The reliability test shows that the findings of this research are trustworthy for the survey respondents, with a reliability rating of Cronbach's Alpha of 0.874. The items' strong internal consistency is shown by this alpha coefficient. It should be noted that a reliability coefficient of 0.70 or more is regarded as appropriate in the majority of social science research settings. [37] found a factor loading greater than 0.50 to be highly significant. Every factor loading value was more than 0.76 in the confirmatory factor analysis of the measurement model. The composite construction reliability ranged from 0.87 to

0.94 as well. The composite interpretation is analogous to that of Cronbach's alpha, except that it considers the actual factor loadings instead of assuming that each item in the composite load determinant is equally weighted. The average retracting variance was much higher than the proposed threshold of 0.50, ranging from 0.69 to 0.82, suggesting that the hypothesized factors accounted for more than half of the variation in the items.

### **Ethical Issues**

In this study, ethical issues were considered by obtaining permission from the relevant authorities Anonymity and secrecy, the two driving concepts, were used in this. By asking permission from the relevant authorities, this inquiry took ethical considerations into account. The research's purpose, significance, and benefits were explained to each respondent. To protect their privacy and confidentiality, the names of the respondents were not included in the surveys. In line with this, the researcher respected the principle of self-determination, which means that each respondent has the right to decide whether to participate in the research voluntarily.

## **Results**

### **Demographic Profile of the Respondents**

The background characteristics of the respondents are shown in this part, along with their range of profiles. This part aimed to investigate the demographics of respondents in terms of age, marital status, gender, and educational attainment. Knowledge employees from three construction companies provided a total of 50 usable replies, and the response rate was 100%. The sample is broken down by age, gender, highest degree earned, and total number of years of experience in the Table 1.

### **Gender**

Table 1 shows that, 80% of the total respondents were males and 20% females. This gender status implied that the information

collected was represented from both genders. Grouping respondents according to their gender had a great influence on the information provided by the respondents. Also the gender distribution shows how much the construction industry has been dominated by

more men than women. Construction industry is accompanied by difficult manual work that is mostly done by men, although in recent days there is a large increase in women unlike before.

**Table 1.** Demographic Characteristic of the Respondent

	Description	Frequency	Percent
Gender	Male	40	80
	Female	10	20
Age group	18-30 years	15	30
	30-41 years	20	40
	41-55 years	8	16
	55 years and above	7	14
Education	Secondary Education	3	6
	Certificate	12	24
	Ordinary diploma	12	24
	Bachelor Degree	15	30
	Masters	8	16
Working Experience	0-5 years	15	30
	5 -10 years	29	58
	Above 10 years	6	12
		50	100

**Source:** Field data, (2023)

## Age

Table 1 also reveals the finding that 40% of the respondents were aged 31- 41. It also shows that 14% of the respondents was beyond the age of 55, while 30% were between the ages of 18 -30 and 16% were between the ages of 41-55. The findings suggest that the majority of construction industry personnel were of a mature and productive age, which enabled them to work hard to advance their company swiftly and comprehend the factors that determine whether private construction projects are successfully completed.

## Education Level

According to Table 1, the respondents' educational attainment was typically high. The fact that the majority of the participants have

university education is indicated by their highest degree. 30% of the respondents had a bachelor's degree, 16% had a master's, 24% had a certificate, 24% had an ordinary diploma, and the remaining 6% had just completed secondary school. Because not all employees have the same educational background, information on the level of academic qualification of the sampled population was gathered. The distribution of respondents at various educational levels facilitates the gathering of data from various points of view. The variety of educational backgrounds is crucial for gathering data on the variables that affect completion of private construction projects.

## Working Experience

More than half of the participants (58%) had job experience ranging from 5 to 10 years, according to the participant's work experience in Table 1. 30% of the respondents had more experience in the 0–5 year range, while the remaining respondents (6% %) had experience in the construction industry for more than 10 years. Finding out relevant information from respondents with various work experiences is crucial for understanding the determinants of success for the private construction project.

## The Influence of Top Management Support on the Completion of Private Construction Projects in Tanzania.

The study wanted to establish the extent to which top management support determines completion of private construction projects in Tanzania. The five point likert scale were used to examine the responses from the statement concern the role of the top management support on completion of the private construction project in Tanzania. The relative

**Table 2.** Influence of Top Management Support on the Completion of Private Construction Projects in Tanzania

	<b>RII</b>	<b>Mean</b>
Good communication and control	0.9560	4.7800
Client consultation with key stakeholders	0.9240	4.6200
Incentives for contractors to finish ahead of time	0.9040	4.5200
Supportive work conditions	0.8840	4.4200
Troubleshooting	0.8400	4.2000
Providing staff with opportunities for advancement and growth	0.8200	4.1000
<b>Average</b>	<b>0.8880</b>	<b>4.4400</b>

**Source:** Field data, (2023)

## The Influence of Procurement Process on the Successful Completion of Private Construction Projects in Tanzania.

The study wanted to assess procurement process influences successful completion of private construction projects in Tanzania. The results in the Table 3 shows that, timely availability of project materials has been ranked as the number one procurement process

importance index (RII) was used to rank several factors in terms of their significance for timely completion of road building projects.

The findings in the Table 2 shows that, majority responses stated that good communication and control is major determinant for the top management to support the completion of the private construction project in Tanzania ( $RII = 0.9560$ ,  $mean = 4.7800$ ). The study also found client consultation with key stakeholders is among of the top management support which determines the completion of the private construction project ( $RII=0.9240$ ,  $mean = 4.6200$ ). Furthermore, the study found that incentives for contractors to finish ahead of time ( $RII=0.9040$ ,  $mean =4.5200$ ) and supportive work conditions ( $RII=0.8840$ ,  $mean =4.4200$ ). Troubleshooting and providing staff with opportunities for advancement and growth are also top management role to support completion of the private construction project with mean of 4.200 and 4.100 respectively.

which influences successful completion of private construction projects ( $RII = 0.9440$ ,  $mean= 4.6800$ ). Competitive procurement process and thorough and realistic assessment of the cost and benefits have also been stated as the procurement process which influence successful completion of private construction project with the RII score of 0.9320 and 0.9130 respectively. Furthermore, the findings

pointed out transparency in the procurement , social support and well committed public agency are the procurement process which

influence successful completion of private construction project with the RII of 0.8730, 0.8500 and 0.8300 respectively.

**Table 3.** The Influence of Procurement Process on the Successful Completion of Private Construction Projects in Tanzania

	<b>RII</b>	<b>Mean</b>
Timely availability of project materials	0.9440	4.6800
Competitive procurement process	0.9320	4.5300
Thorough and realistic assessment of the cost and benefits	0.9130	4.4300
Transparency in the procurement	0.8730	4.4200
Social support	0.8500	4.3200
Well committed public agency	0.8300	4.2000
<b>Average</b>	<b>0.8890</b>	<b>4.43000</b>

Source: Field data, (2023)

### The Influence of Communication in Successful Completion Private Construction Projects in Tanzania

The third objective of the study intended to determine how communication influences successful completion private construction projects in Tanzania. The findings in the table 4 show that majority of the respondent agreed that the communication is among of determoant which influence successful completion private construction projects in Tanzania (RII =0.9360, Mean = 4.6800). The findings also rank the communication channel which agreed and accepted by all

playersinfluences successful completion private construction projects (RII =0.9600, Mean = 4.8000). Relevant information within prescribed time (RII =0.9520, Mean = 4.7600) and project information must communicated from a centralized point (RII =0.9360, Mean = 4.6800) are both found to influence successful completion private construction projects. Lastly, technical instructions issued through project manager have been stated as the factors which determine successful completion private construction projects (RII = 0.9200, Mean = 4.6000).

**Table 4.** The Influence of Communication in Successful Completion Private Construction Projects in Tanzania

	<b>RII</b>	<b>Mean</b>
The communication channel that agreed and accepted by all players	0.9600	4.8000
Relevant information within prescribed time	0.9520	4.7600
Project information must communicated from a centralized point	0.9360	4.6800
Technical instructions issued through project manager	0.9200	4.6000
<b>Average</b>	<b>0.9360</b>	<b>4.6800</b>

Source: Field data, (2023)

## **Discussion**

### **The Influence of Top Management Support on the Completion of Private Construction Projects in Tanzania.**

The study aimed to investigate the influence of top management support on the completion of private construction projects in Tanzania. The findings of the research indicated that top management support plays a significant role in determining the successful completion of such projects. This implies that when top management provides strong support, it positively impacts the overall outcome of private construction projects in Tanzania. The findings are inline with Ogwen *et al.*, (2016) who also found that top management related factors were more critical in determining timely completion of road construction projects in Kisumu County that effective procurement process related factors. Project management depends on top management for authority, guidance, and support because it is ultimately how top management's goals or organizational objectives are carried out.

Top management support encompasses various aspects, including financial resources, decision-making authority, and strategic guidance. When these elements are effectively provided by top management, they contribute to the smooth progress and timely completion of private construction projects. Financial resources are crucial for ensuring that sufficient funds are allocated to the project, enabling the procurement of necessary materials and services. Additionally, decision-making authority allows top management to make prompt and informed decisions, resolving any issues or conflicts that may arise during the construction process. Moreover, strategic guidance from top management ensures that the project is aligned with the organization's goals and objectives, enhancing its chances of successful completion.

Depending on the extent of management support, there will be significant variances in

the ultimate client acceptance or opposition to a project. In terms of their own engagement and readiness to contribute valuable organizational resources, protracted management support is connected to sustained management commitment at the top and intermediate levels of implementation. In order to accomplish project goals and objectives and make sure they are consistent with long-term business goals, management support is essential.

### **The Influence of Procurement Process on the Successful Completion of Private Construction Projects in Tanzania.**

The study conducted aimed to evaluate the impact of the procurement process on the successful completion of private construction projects in Tanzania. The findings of the study indicated that the procurement process plays a significant role in influencing the successful completion of private construction projects in Tanzania. The procurement process encompasses various stages, including pre-qualification, tendering, evaluation, and contract award, which collectively contribute to the overall outcome of construction projects. The result supports the findings by Kariungi (2014) for a similar study carried out in Kenya Power and Lighting Company projects in Thika who noted that timely availability of materials and works has a significant impact on early project delivery. The availability of resources at the right time, in the right quantity, for the right customer, and at a reasonable cost and caliber level is ensured by an effective procurement process.

One of the key aspects highlighted by the study is that an effective and transparent procurement process leads to improved project outcomes. When the procurement process is well-managed and adheres to established regulations and guidelines, it ensures fair competition among contractors and suppliers. This fosters a conducive environment for quality workmanship, timely delivery, and

cost-effectiveness. Additionally, a transparent procurement process reduces the likelihood of corruption and unethical practices, which can hinder project progress and compromise its successful completion. Furthermore, the study emphasized that a well-structured procurement process promotes accountability and minimizes disputes during project execution.

By clearly defining roles, responsibilities, and expectations for all parties involved, it reduces ambiguity and confusion. This enables effective communication and coordination among stakeholders, leading to smoother project implementation. Moreover, an efficient procurement process facilitates proper risk management by ensuring that contractors possess the necessary qualifications, experience, and financial capabilities to undertake the project successfully. The timely completion of construction projects, which are frequently centered on infrastructure development and maintenance, depends on procurement management, which may occasionally include many procurement procedures in order to execute sophisticated construction projects. Project completion times have been extended by years due to protracted and difficult project preparatory processes. By the time a project was launched, its goals were typically out of date, and the technology included in its design was frequently similarly old. Yet, because the processes were so drawn out and challenging, those participating were unable to make any kind of progress.

### **The Influence of Communication in Successful Completion Private Construction Projects in Tanzania**

The study conducted in Tanzania aimed to evaluate the impact of communication on the successful completion of private construction projects. The findings of the study indicated that communication plays a significant role in ensuring the successful completion of such projects in Tanzania. Effective communication among project stakeholders, including clients,

contractors, architects, engineers, and suppliers, is crucial for achieving project goals and objectives. The findings are inline with [38] studied on the causes of infrastructure project delay and cost escalation in the federal road and rail construction projects and find that communication and top management support are the casuses of the delatys.

Communication acts as a vital tool for coordinating and integrating various activities throughout the construction process. It facilitates the exchange of information, ideas, and instructions between different parties involved in the project. Clear and efficient communication helps in minimizing misunderstandings, resolving conflicts, and addressing issues promptly, thereby enhancing project performance. Effective communication also fosters collaboration and teamwork among project participants, leading to improved coordination and synchronization of activities. Moreover, communication enables effective decision-making by providing relevant and timely information to all stakeholders. It ensures that everyone involved in the project is well-informed about project progress, changes, and requirements. This allows for better planning and resource allocation, reducing delays and cost overruns. Additionally, communication helps in managing expectations and maintaining trust among stakeholders, which is crucial for successful project completion.

### **Conclusion**

The study on the factors influencing the timely completion of private construction projects in Tanzania revealed that top management-related factors play a significant role in ensuring timely project completion. These factors are crucial for promoting efficiency and effectiveness in the private construction sector, leading to reduced time and cost overruns and improved project deliverables. By addressing these management-related factors, stakeholders in

the construction industry can enhance project performance and contribute to the overall development of the sector in Tanzania.

## Recommendations

Based on the study's findings, several recommendations can be made to improve the timely completion of private construction projects in Tanzania.

1. It is crucial for top management to prioritize and actively engage in project planning and execution. Effective leadership and management play a vital role in ensuring that projects are properly planned, resources are allocated efficiently, and potential risks are identified and mitigated. By having competent and committed top management, construction projects can benefit from better decision-making, coordination, and overall project control.
2. Improving communication within the project team and with external stakeholders is essential for timely project completion. Establishing clear lines of communication, implementing regular progress meetings, and utilizing appropriate communication tools can enhance collaboration and information sharing among team members. Effective communication helps to ensure that everyone involved in the project is aware

of their responsibilities, understands project objectives, and can address any issues or challenges promptly. Additionally, maintaining open channels of communication with clients, suppliers, and regulatory authorities can help prevent delays caused by miscommunication or misunderstandings.

3. Streamlining the procurement process is crucial for timely completion of private construction projects. Efforts should be made to simplify and expedite the procurement procedures while ensuring transparency and fairness. This includes establishing clear procurement guidelines, prequalifying suppliers and contractors, and utilizing electronic procurement systems where applicable. By reducing bureaucratic hurdles and delays in the procurement process, construction projects can proceed smoothly without unnecessary disruptions.

## Area for the Further Studies

The involvement of other determining elements, such as funding and project mission, project schedule/plan, technical duties, monitoring, and feedback, should be the subject of further study. The use of a bigger sample might be beneficial as it will lessen the aspect of bias, which was a likely drawback in this study.

## References

- [1] Amoah, A., Berbegal-Mirabent, J., & Marimon, F., 2021, Making the Management of a Project Successful: Case of Construction Projects in Developing Countries, *Journal of Construction Engineering and Management*, 147(12), 04021166.
- [2] Mhando, Y. B., Mlinga, R. S., & Alinaitwe, H. M., 2018, Variation Mitigation Model to Enhance Construction Performance of Public Building Projects in Tanzania, *American Journal of Civil Engineering and Architecture*, 6(3), 105-118.
- [3] Ogutu, B. O., & Muturi, W., 2017, Factors Influencing Successful Completion of Road Construction Projects in Kenya: The Case of Kisumu County, *International Journal of Economics, Commerce and Management*, 5(6), 657-698.
- [4] Daib, A. M., 2014, Factors Influencing Completion Rate of Construction Projects in Devolved Units in Kenya: A Case of the Modernization of Sewerage System in Wajir County (Doctoral Dissertation, University of Nairobi).

- [5] Ogwen, B., Muturi, W., & Rambo, C., 2016, Determinants of Timely Completion of Road Construction Projects Financed by Kenya Roads Board in Kisumu County, *International Journal of Economics, Commerce and Management*, IV (11), 360-402.
- [6] Ndunguru, D. D., Niyonyungu, F., & Yang, X., 2020, Quantification of the Influence of Factors Causing Time and Cost Overruns in Tanzanian Construction Projects, *Open Journal of Business and Management*, 8(05), 2133.
- [7] Rwakarehe, E. E., & Mfinanga, D. A., 2014, Effect of Inadequate Design on Cost and Time Overrun of Road Construction Projects in Tanzania, *Journal of Construction Engineering and Project Management*, 4(1), 15-28.
- [8] Shan, M., Chan, A. P., Le, Y., Hu, Y., & Xia, B., 2017, Understanding Collusive Practices in Chinese Construction Projects, *Journal of Professional Issues in Engineering Education and Practice*, 143(3), 05016012.
- [9] Serrador, P., & Turner, R., 2015, The Relationship between Project Success and Project Efficiency, *Project Management Journal*, 46(1), 30-39.
- [10] Hanson, D. N., & Mbachu, J., 2016, Causes of Client Dissatisfaction in the South African Building Industry and Ways of Improvement: The Contractors Perspectives, Published Master's Dissertation, *University of the Witwatersrand*.
- [11] Chamuwange, S. K., & Ning, Y., 2022, Identifying the Factors Affecting the Cost Management of Road Construction Projects in Tanzania, *Journal of Civil, Construction and Environmental Engineering*, 7(3), 35-39.
- [12] Ullah, K., Khan, M. S., Lakhari, M. T., Vighio, A. A., & Sohu, S., 2018, Ranking of Effects of Construction Delay: Evidence from Malaysian Building Projects, *Journal of Applied Engineering Sciences*, 8(1), 79-84.
- [13] Nkata, D., 2022, Investigating the Impact of Cost Control Techniques on Timely Completion of Construction Projects in Uganda (Doctoral Dissertation, Makerere University).
- [14] Mahamid, I., 2016, Factors Contributing to Poor Performance in Construction Projects: Studies of Saudi Arabia, *Australian Journal of Multi-Disciplinary Engineering*, 12(1), 27-38.
- [15] Shah, R. K., 2016, An Exploration of Causes for Delay and Cost Overrun in Construction Projects: A Case Study of Australia, Malaysia & Ghana, *Journal of Advanced College of Engineering and Management*, 2(1), 41-55.
- [16] Hussin, A. A., & Omran, A., 2011, Implication of Non-Completion Projects in Malaysia, *ACTA Technica Corviniensis-Bulletin of Engineering*, 4(4).
- [17] Akintoye, A., & Chinyio, E., 2005, Private Finance Initiative in the Healthcare Sector: Trends and Risk Assessment, *Engineering, Construction and Architectural Management*, 12(6), 601-616.
- [18] Ondari, P. O., & Gekara, J. M., 2013, Factors Influencing Successful Completion of Roads Projects in Kenya, *International Journal of Social Sciences and Entrepreneurship*, 1(6), 26-48.
- [19] Georgakakis, D., Greve, P., & Ruigrok, W., 2017, Top Management Team Faultlines and Firm Performance: Examining the CEO-TMT Interface, *The Leadership Quarterly*, 28(6), 741-758.
- [20] Yohannes, T. H., Ayako, A. B., & Musyoki, D., 2016, The Impact of Top Management Team Demographic Characteristics on Firm Performance: A Case of Marketing and Social Research Association (MSRA) Firms in Kenya, *International Journal of Management Sciences*, 7(2), 44-61.
- [21] Nyandika, O. F., & Ngugi, K., 2014, Influence of Stakeholders' Participation on Performance of Road Projects at Kenya National Highways Authority, *European Journal of Business Management*, 1(11), 384-404.
- [22] Doloi, H., Sawhney, A., Iyer, K. C., & Rentala, S., 2012, Analysing Factors Affecting Delays in Indian Construction Projects, *International Journal of Project Management*, 30(4), 479-489.
- [23] Tesha, D. N., 2018, Critical Factors Causing Delay and Cost Overrun in Public Building Projects in Dar-Es-Salaam, Tanzania, *Luvara, VGM, Phoya, S., Tesha, DNGAK, and Lyimo, KS*, (2018), 11-16.
- [24] Anysz, H., & Buczkowski, B., 2019, The Association Analysis for Risk Evaluation of

Significant Delay Occurrence in the Completion Date of Construction Project, *International Journal of Environmental Science and Technology*, 16, 5369-5374.

[25] Acharya, N. K., Kim, S., & Lee, Y., 2014, Factors Affecting Timely Completion of Construction Projects, In *Proceedings of the Fifth Asia Pacific Industrial Engineering and Management Systems Conference* (pp. 2241-413).

[26] Žukauskas, P., Vveinhardt, J., & Andriukaitienė, R., 2018, Philosophy and Paradigm of Scientific Research, *Management Culture and Corporate Social Responsibility*, 121(13), 506-518.

[27] Gupta, B. N., & Gupta, N., 2022, Research Methodology, *SBPD Publications*.

[28] Kothari, C. R., 2017, Research Methodology Methods and Techniques, In Ed (Ed.), Published by Division of New Age International (P) Limited.

[29] Bell, E., Bryman, A., & Harley, B., 2022, Business Research Methods, *Oxford University Press*.

[30] Mishra, S. B., & Alok, S., 2022, Handbook of Research Methodology, *Educreation Publishing*.

[31] Diamantopoulos, A. P., Hoff, M., Skoie, I. M., Hochberg, M., & Haugeberg, G., 2013, Short- and Long-Term Mortality in Males and Females with Fragility Hip Fracture in Norway, *A Population-based Study. Clinical Interventions in Aging*, 817-823.

[32] Tabachnick, B. G., & Fidell, L. S., 2007, Experimental Designs using ANOVA (Vol. 724). Thomson/Brooks/Cole Belmont, CA.

[33] Gall, M., Nguyen, K. H., & Cutter, S. L., 2015, Integrated Research on Disaster Risk: is it Really Integrated?, *International Journal of Disaster Risk Reduction*, 12, 255-267.

[34] Fugar, F. D., & Agyakwah-Baah, A. B., 2018, Delays in Building Construction Projects in Ghana, *Australasian Journal of Construction Economics and Building*, The, 10(1/2), 128-141.

[35] Bhirudh, A. N., & Vasant, K. G., 2015, Analysis of Critical Success Factor for Application of Public Private Partnership in Real Estate, *International Journal on Recent and Innovation Trends in Computing and Communication*, 3(2), 757-760.

[36] Doloi, H., & Young, B., 2019, Achieving Cost Performance from the Client's, Consultant's and Contractor's Perspectives, *Being a Paper Presented at the Construction and Building Research Conference of Royal Institution of Chartered Surveyors Held at the Anjuran University of Cape Town*, on The.

[37] Taber, K. S., 2018, The Use of Cronbach's Alpha when Developing and Reporting Research Instruments in Science Education, *Research in Science Education*, 48(6), 1273-1296.

[38] Kassa, Y. F., 2020, Determinants of Infrastructure Project Delays and Cost Escalations: The Cases of Federal Road and Railway Construction Projects in Ethiopia, *American Academic Scientific Research Journal for Engineering, Technology, and Sciences*, 63(1), 102-136.