



Strategic Project Management Practices Towards Sustainable Project Performance in Jigawa State Nigeria

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ABSTRACT

Performance of construction projects is retrogressive in most developing economies and could be traced to the poor utilization of project management best practices. The aim of this study is to investigate the strategic project management practices in construction industry of Jigawa state, Nigeria with the view to propose a better strategic project management practice that can be used in Jigawa construction industry. The study adopted random sampling technique using convenient sampling and SPSS software version 22 was used for data analysis and the results were presented in tables. The results indicated that the most project management performance in construction industry in the study area are work with clients who demand quality output, engage high quality managerial staff, excellent track record, provision of adequate equipment to deliver the service and offering superior product and service quality and they were found to be moderate ranked 1st to 5th respectively. Therefore, the study demonstrates the finding where by the model reported R-Value of 0.349 and R-Square value of 0.122 with F-statistics value of 17.178 was significant as showed by ρ -value of 0.000. Therefore, 12.2% of the project management performance is influenced by the strategic project management practices. The study concluded that the least project management performance in construction industry in the study area are training of staff, minimize claims or disputes in the contract and minimize the use of political backing and outside influence in managing project. Construction industry should continue to improve the use of the strategic project management practices that are currently being used. This can be done by providing training to project managers and staff, using project management software, and monitoring and evaluating project performance on a regular basis.

Keywords: Management, Performance, Practice, Strategic, Sustainable.

INTRODUCTION

Project management is the discipline of initiating, planning, executing, monitoring and controlling, and closing the work of a team to achieve specific goals and meet specific success criteria. A project is a temporary endeavor designed to produce a unique product, service or result with a defined beginning and end undertaken to meet

unique goals and objectives, typically to bring about beneficial change or added value (Abyad, 2018). A great deal of project management involves avoiding problems, tackling new ground, managing a group of people and trying to achieve very clear objectives quickly and efficiently (Saad, S., Alaloul and Ammad, 2022). Project management is essentially about managing a

project from its conception to its completion and needs to be discussed in terms of various stages of a project life cycle (Siyavizva and Gwakwa, 2022).

However, Rhodus, (2022) provides a comprehensive definition for construction project management. “Construction Project Management is the planning, control and coordination of a project from conception to completion (including commissioning) on behalf of a client. The integration, monitoring and control of the contributions to the project and their output, and the evaluation and selection of alternatives in pursuit of the client’s satisfaction with the project outcome are fundamental aspects of Project Management” (Day, 2022). Therefore, project management practices have recently become a

contemporary issue in the construction industry disciplines (Hogge, 2022). Project management acceptance and incorporation into the construction industry in developing countries has been gradual and slow. Johnson, *et al.* (2022) stressed that the state of project management practices in developing African countries is still in the premature stage of development.

The client has to establish at the beginning a project-specific statement of need which would results in defining the client's objective that will be to obtain a totally functional facility which satisfies this need (Kumaraswamy and Mahesh, 2022). Figure 1 summarizes the concept of a project, from its conception to completion.

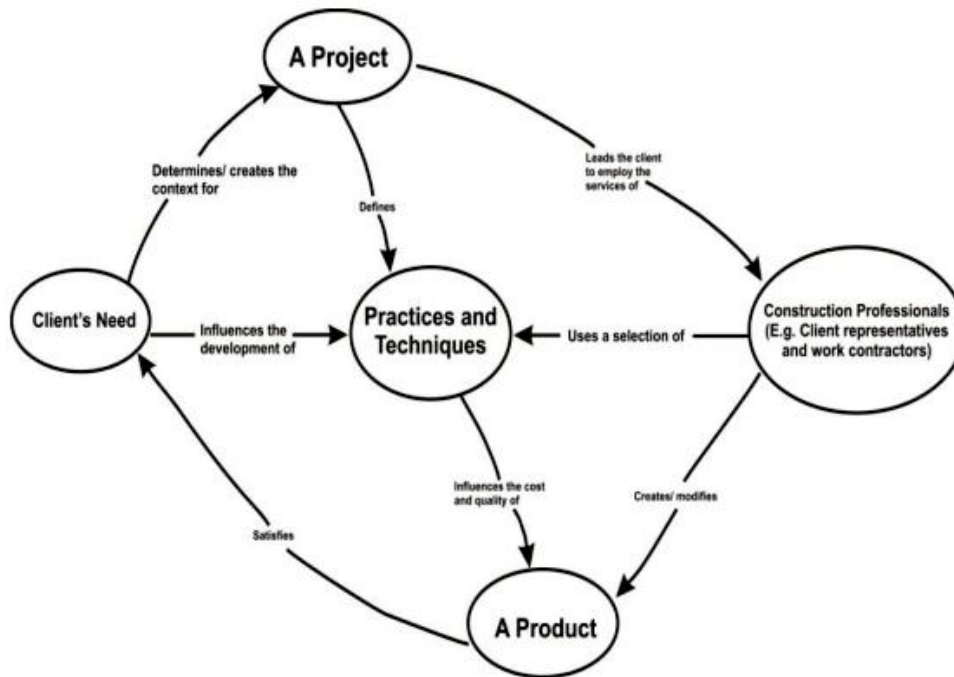


Figure 1: A concept of projects

Source: (Kumaraswamy and Mahesh, 2022)

Project management is gaining prominence and recognition in countries all over the world,

although the level of awareness and utilization of project management skills, tools and

techniques have been seen to vary from countries to countries all over the world. Polowczyk, Zaks and Trąpczyński (2021) observed that there is an increasing pre-occupation with the competencies that successful project managers need to possess. In Nigeria, the implementation of modern project management tools, methods and techniques is still not well established in public sector as well as in the private sector, this results into failure of public institutions and their contractors in performing their duties concerning the budget, specifications and deadlines of the projects awarded (Ernala, *et al*, 2021). Studies have recognized social and political systems, cultural blocks and lack of financial support as barriers to successful project planning and execution in Nigerian public sector (Jin *et al*. 2022).

MATERIALS AND METHODS

Research Design

The research use survey research design, survey research design is a systematic collation of data from population through question techniques (Rodriguez-Rodriguez, 2022). For this study, a descriptive survey research design was used for the study because generalization was made over the entire population in their natural setting. This approach was adopted because it can be used to collect different kinds of information on the subject matter. The population for the study

comprised of building construction industry professionals in Jigawa metropolis this include Architecture, Builders, Quantity surveyors and Engineers.

Sampling Techniques and procedure

A convenient sample random sampling method was used in the study, is aimed at getting as more relevant and valuable information for the research as possible. Questionnaires was distributed to respondents from different job levels and from various section from building professionals. All the population were randomly considered because of the small population in the study the area.

Method of Data Analysis

The data obtained from the field was summarized using frequency count and percentages and presented on tables, graphs, and chart on the basis of the summaries, qualitative discussion of the data carried out. This study used structured questionnaires to generate the quantitative data from the respondents. Statistical Package for Social Science (SPSS, version 22) was used for statistical analysis of the data generated from the questionnaire survey (Table 1). The data obtained using questionnaire survey was thoroughly screened, analyzed and sorted out for analysis depicting the information responses from the respondent, as the study contained descriptive and inferential research questions, mean ranking.

Table 1: The instrument for data collection, types of analysis and Expected results outcome

Research Questions	Instrument for data collection	Types of analysis	Statistical method	Expected results
What are the strategic project management practices used in construction industry of Jigawa State Nigeria?	Questionnaire	Descriptive	Mean ranking	The study is expected to reveal the strategic project management practices used in construction industry of Jigawa State.
What are the project performance indicators in construction industry in the study area?	Questionnaire	Descriptive	Mean ranking	The study is expected to reveal the project performance indicators in construction industry in the study area
What is the impact of strategic	Questionnaire	Inferential	Regression	The study is also expected to

project management practices on project indicators performance in the study area?

reveal the impact of strategic project management practices on project indicator performance in the study area

RESULTS AND DISCUSSION

The Strategic Project Management Practices in Jigawa State Nigeria

Table 2 shows that the results indicated that the most project management practices used in the study area are strategic time management practices, strategic scope management practices, strategic quality management practices, strategic cost management practices and strategic planning management practices with mean value and std. deviation of $M = 4.02$, $SD = 0.635$, $M = 3.85$, $SD = 0.421$ and $M = 3.76$, $SD = 0.513$, $M = 3.70$, $SD = 0.597$ and $M = 2.38$, $SD = 0.653$ ranked 1st to 5th respectively. The least project management practices used are strategic claims and dispute management

practices and strategic health and safety management practices with mean value and std. deviation of $M = 2.36$, $SD = 1.023$ and $M = 1.75$, $SD = 1.073$ ranked 11th to 12th respectively. However, the study is not in line with Project Management Institute (2021), Mcclory (2017) strategic project management practices are essential for organizations that want to achieve their strategic goals through projects. These practices help organizations to align their projects with their overall strategy, select and prioritize the right projects, manage their projects effectively and efficiently, mitigate risks and maximize opportunities and achieve their project goals and objectives.

The impact of strategic project management practices on project management performance in the study area

Table 2: Strategic Project Management Practices in Jigawa State Nigeria

Project Management Practices	Mean	Std. Deviation	Ranking	Overall Mean
Strategic time management practices	4.02	.635	1	
Strategic scope management practices	3.85	.421	2	
Strategic quality management practices	3.76	.513	3	
Strategic cost management practices	3.70	.597	4	
Strategic planning management practices	2.68	.653	5	
Strategic procurement management practices	2.67	.607	6	
Strategic human resource management practices	2.63	.665	7	2.925
Strategic communication management practices	2.59	.696	8	
Strategic integration management practices	2.55	.765	9	
Strategic risk management practices	2.54	.855	10	
Strategic claims and dispute management practices	2.36	1.023	11	
Strategic health and safety management practices	1.75	1.073	12	

Source: Field Survey, 2023

Key: M = mean, and SD = Standard Deviation

Scale: Very low (1.00 – 1.5); Low (1.51 – 2.49); Moderate (2.50 – 3.49); High (3.50 – 4.49) and Very High (4.50 – 5.00) (Rakhshani and Rahati, 2017).

Table 3 shows the regression model summary and the ANOVA results of the strategic project management practices on project management performance in the study area.

The model present R-Value of 0.349 and R-Square value of 0.122 with F-statistics value of 17.178 was significant as showed by ρ -value of 0.000. Therefore, 12.2% of the

project management performance is influenced by the strategic project management practices. This mean that strategic project management practices have medium effect size on project management performance (Nandy, 2012). A medium effect size is considered to be statistically significant, which means that the observed correlation is likely to be real and not due to chance. However, it is important to note that

correlation does not equal causation. Just because there is a correlation between strategic project management practices and project management performance does not mean that strategic project management practices cause project management performance to improve. It is possible that there is another factor that is causing both strategic project management practices and project management performance to improve.

Table 3: Impact of Strategic Project Management Practices on Project Management Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.349 ^a	.122	.115	.44854	17.178	.000 ^b

CONCLUSION

The results indicated that the most project management performance in construction industry in the study area works with clients who demand quality output, engage high quality managerial staff, excellent track record, provision of adequate equipment to deliver the service and offering superior product and service quality and they were found to be moderate ranked 1st to 5th respectively. The least project management performance in construction industry in the study area are training of staff, minimize claims or disputes in the contract and minimize the use of political backing and outside influence in managing project ranked 11th to 13th respectively.

Therefore, the study demonstrates the finding where by the model reported R-Value of 0.349 and R-Square value of 0.122 with F-statistics value of 17.178 was significant as showed by ρ -value of 0.000. Therefore, 12.2% of the project management performance is influenced by the strategic project management practices. This mean that strategic project management practices have medium effect size on project management performance.

The study also concluded that the project management performance in construction

industry in the study area works with clients who demand quality output, engage high quality managerial staff, excellent track record, provision of adequate equipment to deliver the service and offering superior product and service quality and they found to be moderate project management performance. The study concluded that the least project management performance in construction industry in the study area are training of staff, minimize claims or disputes in the contract and minimize the use of political backing and outside influence in managing project.

Therefore, the study demonstrated 12.2% of the project management performance is influenced by the strategic project management practices, and this mean that strategic project management practices have medium effect size on project management performance.

Recommendations

- i. It was recommended that the contractors should focus on working with clients who demand quality output. This will help to ensure that projects are

completed to a high standard and that clients are satisfied with the results.

- ii. The contractors should maintain an excellent track record. This will help organizations to attract and retain clients and partners. Organizations should focus on completing projects on time and within budget, and on delivering high-quality products and services.
- iii. The contractors should provide adequate equipment and resources to deliver projects. This includes having the necessary tools, machinery, and materials on hand. Organizations should also ensure that their employees have the skills and training necessary to use the equipment and resources effectively.
- iv. It was also recommended that the contractors should focus on offering superior product and service quality. This is essential for customer satisfaction and repeat business. Organizations should focus on delivering products and services that meet or exceed the expectations of their clients.

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