

Influence of Government on the Performance of Public Sector Projects: A Case of Government-Funded School Projects in Morogoro Municipality, Tanzania

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Abstract

This study examines the influence of government on the performance of public sector projects, with a specific focus on government-funded school construction projects in Morogoro Municipality, Tanzania. The study employs a cross-sectional research design and utilizes multivariate regression analysis on data collected from 194 sampled participants within the municipality. The findings reveal that adequate budgeting, regulatory compliance, efficient procurement processes, and supportive government policies significantly influence the performance of public sector projects managed by the Morogoro Municipality Council. Based on these findings, the study recommends the promotion of collaborative partnerships and coordinated efforts to continuously enhance public sector project performance management. Furthermore, local government authorities should adopt a more inclusive and participatory approach to project planning, implementation, and monitoring. This includes actively engaging and empowering local communities, as well as ensuring that government commitment to funding public school infrastructure is both visible and sustainable.

Keywords: government; public sector; projects; performance

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1. Introduction

Public sector projects play a pivotal role in fostering economic development, delivering essential services, and enhancing citizens' quality of life. Despite their importance, numerous challenges impede the successful implementation and performance of such projects (Mansuri & Rao, 2013). Understanding the determinants of public project performance is therefore essential for governments and policymakers seeking to ensure efficient resource allocation, effective service delivery, and optimal project outcomes. Empirical evidence indicates that financial constraints remain a critical barrier to effective project execution, limiting governments' ability to deliver services efficiently (Zhang et al., 2018). Additionally, low employee morale—often manifested through high staff turnover and persistent skills gaps—adversely affects the operational performance of public sector projects (Selepe & Thusi, 2023). Technological deficiencies, particularly limited digitalization, further constrain the capacity of public institutions to modernize processes and enhance service delivery.

In developed countries, public sector performance is generally characterized by high levels of efficiency and effectiveness. This performance is largely attributed to well-established institutional frameworks, robust governance systems, and adequate financial resources. For instance, countries such as Denmark, Finland, and Sweden consistently achieve high rankings in public sector performance due to strong public institutions, transparent governance practices, and citizen-centric service delivery models (Breznitz & Ornston, 2013). Conversely, developing countries face significant challenges in attaining comparable levels of performance.

Constraints such as limited financial resources, weak institutional capacity, and political instability hinder effective public service delivery, resulting in reduced efficiency, accountability, and responsiveness. Consequently, citizens in these contexts often experience inadequate access to essential services, including healthcare, education, and infrastructure (Singh & Pradhan, 2020).

Across Africa, public sector performance exhibits considerable variation. While some countries have made notable progress in improving service delivery, others continue to encounter persistent governance and capacity-related challenges. Countries such as Botswana, Mauritius, South Africa, and Rwanda demonstrate relatively strong performance, largely due to their commitment to good governance, anti-corruption measures, and investments in human capital development (African Development Bank, 2020). In Tanzania, public sector performance has been the focus of ongoing reforms aimed at enhancing institutional efficiency, effectiveness, and accountability. Government initiatives have included strengthening public financial management systems, improving human resource practices, and promoting decentralization. Nonetheless, challenges such as corruption, resource constraints, and weak institutional capacity continue to impede socio-economic progress (Flynn & Asquer, 2017).

Morogoro Municipal Council, as a local government authority in Tanzania, is mandated to deliver public services under the oversight of the central government. Both local and central governments mobilize resources and allocate budgets for government-funded school projects in Morogoro Municipality to improve educational outcomes in the region. However, existing studies indicate that the performance of these projects is constrained by several factors. Gonjo et al. (2025) report that financial limitations significantly restrict community participation in project supervision, as many community members lack the resources, training, and institutional support required for effective oversight. This limitation undermines project monitoring and overall performance. Furthermore, procurement irregularities and administrative inefficiencies have adversely affected municipal performance. For example, staff absenteeism has been estimated to cost the council approximately 20% of its annual wage bill (Mgawe & Masanja, 2018).

Although several studies have examined factors influencing public sector project performance in Tanzania, their findings remain inconclusive and fragmented. Variations in the significance of different determinants have limited a comprehensive understanding of the key drivers of project performance. Despite substantial government investment in public sector projects, particularly in the education sector, performance challenges persist. Evidence suggests that approximately 60% of public sector projects in Tanzania experience time and cost overruns (Ndunguru et al., 2020). Similarly, Festo (2026) attributes the underperformance of many public projects to poor project management, inadequate funding, limited skilled personnel, and corruption. Empirical findings further indicate that 60% of infrastructure projects encounter completion delays (Lawuo, 2026), while over 90% of health facility construction projects experience delays or scope reductions due to ineffective project management practices (Kavishe & Chileshe, 2018).

Despite these contributions, there remains a lack of consensus regarding the factors influencing the performance of government-funded public school projects in Morogoro Municipality. Existing studies tend to focus either on specific sectors or adopt broad national perspectives, thereby overlooking localized dynamics. Accordingly, this study seeks to address this research gap by systematically examining the factors influencing the performance of government-funded school projects within Morogoro Municipal Council.

2. Literature Review

2.1. Conceptual Foundations of Public Sector Project Performance

In the context of this study, performance is conceptualized as the observable behaviors and actions of individuals or groups within a defined organizational setting, reflecting their capacity to accomplish assigned tasks in accordance with established criteria (Aguinis, 2013). More specifically, the performance of public sector projects refers to the extent to which such initiatives achieve predetermined objectives related to scope, timeliness, cost, and quality. This is typically evaluated using key performance indicators (KPIs) that capture

efficiency and effectiveness dimensions, with primary emphasis placed on the realization of intended public value and projected benefits rather than financial profitability (Van Dooren et al., 2015).

The public sector, within this framework, encompasses a broad range of organizations and institutions that exercise governmental authority and deliver public services. This includes central and local government departments, state-owned enterprises, regulatory agencies, as well as public institutions in sectors such as education and healthcare that are mandated to fulfill societal objectives and provide essential services (Mwakio et al., 2020). Furthermore, a project is defined as a temporary, non-routine, and collaborative endeavor undertaken to achieve specific objectives within defined constraints of time, budget, resources, and performance requirements. Such initiatives follow structured processes and are intended to deliver unique outputs, whether in the form of a product, service, or result.

2.2. Theoretical Framework: Institutional Theory

The performance of public sector projects can be effectively examined through Institutional Theory, which provides a useful framework for understanding how organizational behavior is shaped by external pressures. Developed by Meyer and Rowan (1977), Institutional Theory posits that organizations adopt structures, policies, and practices in response to regulatory, normative, and cultural expectations within their environment, often to gain legitimacy rather than to improve efficiency. According to this perspective, organizational practices may become institutionalized over time, persisting even when they no longer contribute to optimal performance. In the context of public sector projects, these institutional pressures may arise from government regulations, political influences, societal expectations, and established administrative procedures. In Tanzania, public sector institutions operate within a framework shaped by both formal rules and informal norms. Government policies, procurement regulations, and political dynamics significantly influence how projects are planned, implemented, and evaluated. Institutional Theory is therefore particularly relevant in explaining how such external pressures affect the performance of government-funded projects, including public school construction initiatives in Morogoro Municipality. This framework highlights the complex interaction between governance structures, managerial practices, and project outcomes.

2.3. Empirical Evidence on Government Influence and Project Performance

The influence of government on the performance of public sector projects—particularly government-funded public-school projects—has been widely examined across different national contexts, yielding varied but convergent insights. In Tanzania, Lawuo (2026) observed that government policies, including budgetary allocation, procurement procedures, and regulatory frameworks, exert a significant influence on project performance. The study identified inadequate budget allocation, delays in procurement processes, and bureaucratic red tape as major impediments to effective project implementation. Consequently, it recommended the streamlining of procurement systems, adequate budget provision, and the reduction of bureaucratic constraints to enhance project performance. Similarly, Munga and Mwiya (2024), in their study of road infrastructure projects in Zambia, found that government policies related to budgeting, procurement, and regulatory compliance significantly affect project outcomes.

Earlier evidence by Kaming et al. (1997) further identified a range of factors inhibiting project completion in developing country contexts, including delayed payments, financial constraints affecting both clients and contractors, frequent contract modifications, and challenges in material procurement. Additional issues such as design changes, staffing shortages, inadequate equipment, poor supervision, construction errors, weak on-site coordination, specification changes, and labor disputes were also highlighted. The study emphasized the need for government-led reforms in procurement systems, improved project financing mechanisms, and more efficient program execution through the reduction of bureaucratic and logistical bottlenecks.

Moreover, Osei-Kyei and Chan (2017), in their analysis of public–private partnership (PPP) projects in Ghana, demonstrated that government policies—particularly regulatory frameworks, contractual arrangements, and risk allocation mechanisms—significantly influence project performance. The authors recommended the establishment of clear regulatory systems, appropriate risk-sharing arrangements, and effective contractual

frameworks to improve project outcomes. In a related study, Al-Momani (2000) attributed common challenges in public projects, such as schedule delays, cost overruns, substandard quality, and frequent claims and litigation, largely to deficiencies in contractor selection processes. The study underscored the importance of quality management practices during project execution, including rigorous monitoring of contractors and consultants to ensure compliance with established standards.

In the Tanzanian context, Kavishe and Chileshe (2018) identified project management practices, stakeholder engagement, and governance mechanisms as critical determinants of public sector project performance. Effective planning, monitoring, and control were found to significantly enhance project outcomes, while governance attributes such as transparency, accountability, and participation contributed to improved performance. Similarly, Kirima et al. (2024) highlighted project complexity, ambiguity, and uncertainty as key influencing factors. Their findings indicate that complex and uncertain projects are more prone to cost overruns, delays, quality deficiencies, miscommunication, scope creep, and stakeholder conflicts. The study recommended the adoption of proactive and adaptive project management approaches to address such challenges.

Further, Ojiako et al. (2023) emphasized the role of institutional factors, project team competence, and management practices in shaping public sector project performance. Institutional constraints—including political instability, corruption, and weak legal frameworks—were found to adversely affect outcomes. The authors advocated for strengthened institutional frameworks, enhanced capacity building for project teams, and the adoption of best-practice project management methodologies. In addition, Hyera and Rutenge (2025) demonstrated that community participation significantly improves the performance of public health sector projects in Tanzania. Their findings indicate that involving community members in planning, implementation, and monitoring enhances project relevance, accountability, and overall effectiveness.

Consistent with these findings, Joslin and Müller (2016) identified inadequate funding, prolonged procurement cycles, and bureaucratic inefficiencies as key constraints affecting public sector projects in Uganda. Similar conclusions were drawn by Johari and Yahya (2019), who highlighted the importance of addressing organizational challenges such as under-budgeting, inefficient procurement systems, and administrative rigidities to improve perceived project performance. Likewise, Enwin and Ikiriko (2023), in their study of Nigeria, found that government financial and procurement policies significantly influence project delivery. In particular, insufficient funding, slow procurement processes, and excessive bureaucracy were identified as major contributors to poor project performance.

Drawing from the foregoing literature, this study develops six hypotheses to empirically examine the relationship between government-related factors and the performance of public sector projects. Specifically, the study hypothesizes that adequate budget allocation, regulatory compliance, political intervention, efficient procurement processes, timely procurement procedures, and supportive policy frameworks are positively associated with project performance. Accordingly, the following hypotheses guide the study:

H1: There is a positive relationship between adequate budget allocation and the performance of public sector projects.

H2: There is a positive relationship between regulatory compliance and the performance of public sector projects.

H3: There is a positive relationship between political intervention and the performance of public sector projects.

H4: There is a positive relationship between efficient procurement processes and the performance of public sector projects.

H5: There is a positive relationship between supportive government policies and the performance of public sector projects.

H6: There is a positive relationship between timely procurement processes and the performance of public sector projects.

3. Materials and Methods

This study adopted a quantitative research approach to examine the influence of government on the performance of public sector projects in Tanzania, with a focus on government-funded school construction projects in Morogoro Municipality. A cross-sectional research design was employed, allowing data to be collected from respondents at a single point in time. The study population consisted of approximately 400 employees from the Construction Department of Morogoro Municipal Council. The sampling frame was derived from official departmental records. To determine the appropriate sample size, Slovin’s formula was applied, which is widely used when the population size is known and a desired level of precision is specified (Creswell, 2013). A simple random sampling technique was employed to ensure that each member of the population had an equal chance of selection, thereby minimizing selection bias and enhancing the representativeness of the sample (Leavy, 2017).

Both primary and secondary data were utilized in this study. Secondary data were obtained from relevant literature sources to support the theoretical and empirical foundation of the research. Primary data were collected using a structured, self-administered questionnaire. The questionnaire consisted of close-ended items designed to minimize ambiguity and ensure clarity. A five-point Likert scale was used to measure respondents’ perceptions, ranging from strongly disagree to strongly agree. This scale was selected due to its reliability, ease of use, and suitability for quantitative analysis (Kothari & Garg, 2019). Data collection was conducted between July and August 2024.

Data were analyzed using quantitative statistical methods. Descriptive statistics—including frequencies, percentages, means, and standard deviations—were used to summarize respondents’ characteristics and assess general trends in perceptions regarding government influence on project performance. To examine relationships between variables, multiple linear regression analysis was employed. This technique was appropriate for determining the influence of multiple independent variables (government-related factors) on the dependent variable (project performance), as well as assessing the strength and direction of these relationships.

This study adhered to established ethical standards throughout the research process. Participants were informed about the purpose of the study, and their informed consent was obtained prior to data collection. Participation was entirely voluntary, and respondents were assured of confidentiality and anonymity, as no identifying information was disclosed. To ensure validity, the research instrument was reviewed by subject matter experts to assess content relevance and clarity. Additionally, a pilot test (pre-test) was conducted to refine the questionnaire and eliminate ambiguities (Ndunguru, 2007; Creswell, 2013). Reliability refers to the consistency and stability of a measurement instrument. In this study, reliability was assessed using the test-retest method, whereby the same questionnaire was administered to the same group of respondents at two different points in time. Consistency in responses indicated a reliable instrument. Internal consistency was also ensured through careful construction and alignment of questionnaire items with study variables. The study constructs and their measurement items were developed based on an extensive review of relevant theoretical and empirical literature. Table 1 presents the study constructs and their corresponding measurement items and sources.

Table 1. Study constructs and measurement.

| Construct | Items | Sources |
|----------------------|---|--|
| Government Influence | GI1: Adequate budget allocation leads to timely completion of school construction projects. | (Joshua and Chege, 2025; Liu et al., 2021; Mpanju, 2024; Kitigwa and Onyango, 2023; Mutwiri and Yusuf, 2022) |
| | GI2: Effective policy support enhances project implementation. | |
| | GI3: Political interference leads to delays in project completion. | |
| | GI4: Efficient procurement processes ensure timely delivery of materials. | |
| | GI5: Timely procurement processes reduce construction costs. | |
| | GI6: Regulatory frameworks ensure compliance with standards. | |
| Project Performance | PP1: Materials used meet required standards and specifications. | (Nchumuye et al., 2025; Kirima et al., 2024; Bombo, 2025; Patrinos et al., 2009; Horta et al., 2010) |
| | PP2: Quality of workmanship is adequately ensured. | |
| | PP3: Project implementation meets required standards and best practices. | |
| | PP4: Health and safety standards are maintained. | |
| | PP5: Stakeholder involvement is effectively achieved. | |

4. Results

Table 2 presents the demographic characteristics of the respondents involved in the study. The findings indicate that the sample was almost evenly distributed by gender, with 49.5% (n = 96) male and 50.5% (n = 98) female respondents. This balanced representation enhances the reliability of the findings by minimizing gender bias. In terms of age distribution, the majority of respondents were between 26 and 35 years, accounting for 37.6% (n = 73), followed by those aged 36–45 years at 26.8% (n = 52). Respondents aged 18–25 years constituted 18.6% (n = 36), while those aged 46–55 years accounted for 17.0% (n = 33). This indicates that most participants were within the active working-age group, suggesting that they possess relevant experience and engagement in public sector project activities. Regarding educational attainment, the largest proportion of respondents held a bachelor’s degree (46.4%, n = 90), followed by those with diploma or advanced diploma qualifications (23.7%, n = 46). Respondents with master’s or PhD qualifications accounted for 11.9% (n = 23), while those with certificate-level education constituted 12.9% (n = 25). A smaller proportion (5.2%, n = 10) had A-level or O-level education. This distribution indicates that the majority of respondents were adequately educated, which strengthens the credibility and quality of the responses provided. With respect to marital status, the majority of respondents were married, representing 55.7% (n = 108), followed by single individuals at 34.0% (n = 66). Divorced respondents accounted for 7.7% (n = 15), while widowed participants represented 2.6% (n = 5). This distribution reflects a relatively stable workforce, which may influence commitment and participation in public sector projects. In terms of work experience, the largest group of respondents had 4–6 years of experience (37.6%, n = 73), followed by those with 7–10 years of experience at 26.8% (n = 52). Respondents with 1–3 years of experience accounted for 18.6% (n = 36), while those with more than 10 years of experience constituted 17.0% (n = 33). This suggests that the majority of respondents possessed moderate to substantial experience, which enhances their ability to provide informed insights regarding the performance of public sector projects.

Table 2. Demographic characteristics of the respondents (n=194).

| Characteristics | Variable | Frequency | Percentage |
|--------------------|--------------------|-----------|------------|
| Sex | Male | 96 | 49.5 |
| | Female | 98 | 50.5 |
| Age | 18-25 | 36 | 18.6 |
| | 26-35 | 73 | 37.6 |
| | 36-45 | 52 | 26.8 |
| | 46-55 | 33 | 17.0 |
| | | | |
| Education | Masters/PhD | 23 | 11.9 |
| | Bachelor's Degree | 90 | 46.4 |
| | Diploma/Adv. Dip. | 46 | 23.7 |
| | Certificate | 25 | 12.9 |
| | A level/O level | 10 | 5.2 |
| Marital Status | Single | 66 | 34.0 |
| | Married | 108 | 55.7 |
| | Widowed | 5 | 2.6 |
| | Divorced | 15 | 7.7 |
| Working experience | 1-3 years | 36 | 18.6 |
| | 4-6 years | 73 | 37.6 |
| | 7-10 years | 52 | 26.8 |
| | 10 years and above | 33 | 17.0 |

Table 3 presents different aspects of variables associated with the influence of government on the performance of public sector projects, specifically government-funded public-school projects in Morogoro Municipality. The descriptive analysis indicates that the provision of an adequate budget contributes significantly to the timely completion of school construction projects. This statement was supported by 20.6% and 47.9% of respondents who agreed and strongly agreed, respectively. In contrast, 7.2% and 11.3% of respondents disagreed, while 12.9% remained neutral. The responses yielded a mean score of 1.494 and a standard deviation (σ) of 0.5012, indicating a high level of agreement and low variability among respondents. These findings suggest that effective funding plays a critical role in ensuring the timely completion of public-school construction projects. This result is consistent with Kaming et al. (1997), who argued that the provision of

sufficient financial resources facilitates the timely execution of public sector projects. Similarly, the findings on regulatory compliance indicate that 66.0% of respondents agreed or strongly agreed that adherence to regulatory standards ensures quality in the construction of public-school projects. However, 13.9% and 3.1% of respondents disagreed, while 17.0% remained neutral. The mean score of 1.896 and standard deviation of 0.8141 suggest general agreement, albeit with moderate variability in responses. These findings underscore the importance of regulatory frameworks in maintaining construction standards and ensuring project quality. Furthermore, the study findings reveal that political intervention is perceived to contribute to delays and incomplete public-school projects. A total of 28.4% and 31.4% of respondents agreed and strongly agreed, respectively, with this assertion. Conversely, 13.9% and 7.7% disagreed, while 18.6% of respondents were neutral. The mean score of 1.974 and standard deviation of 0.8107 indicate moderate agreement among respondents. These findings highlight the disruptive role that political interference can play in project implementation and timely completion. In addition, the variable relating to efficient procurement processes was viewed positively, with 55.5% of respondents agreeing or strongly agreeing that efficient procurement facilitates the timely delivery of construction materials and equipment. However, 24.2% of respondents were neutral, and approximately 20.1% disagreed. These results suggest that while procurement efficiency is recognized as important, there are variations in experience or perception among respondents. The findings are consistent with Sambasivan and Soon (2007), who observed that efficient procurement systems reduce unnecessary costs and enhance the achievement of desired project outcomes. Moreover, the perception that timely procurement processes lead to reduced construction costs was supported by 51.0% of respondents, while 27.3% remained neutral and 21.7% disagreed. This indicates moderate agreement, suggesting that although procurement timing is important, its cost-saving effects may not be uniformly experienced across all projects. Finally, with regard to supportive government policies, 18.0% and 34.5% of respondents agreed and strongly agreed, respectively, that such policies contribute to the promotion of public sector projects. Meanwhile, 21.1% were neutral, and 26.3% disagreed. The responses yielded a mean score of 1.809 and a standard deviation of 0.7548, indicating general agreement with some variability. These findings support Kavishe and Chileshe (2019), who concluded that effective government policies—particularly those promoting transparency and accountability—enhance the implementation and performance of public sector projects, including school construction initiatives.

Table 3. Descriptive statistics of the influence of government on public project performance.

| Statements | SD | D | N | A | SA | Mean | Std. Dev. |
|---|------------|------------|------------|------------|------------|-------|-----------|
| Adequate budget leads to timely completion of school projects | 14 (7.2%) | 22 (11.3%) | 25 (12.9%) | 40 (20.6%) | 93 (47.9%) | 1.494 | 0.5012 |
| Regulatory compliance ensures standards of school project construction | 27 (13.9%) | 6 (3.1%) | 33 (17.0%) | 30 (15.5%) | 98 (50.5%) | 1.896 | 0.8141 |
| Political intervention leads to delays in school project completion | 27 (13.9%) | 15 (7.7%) | 36 (18.6%) | 55 (28.4%) | 61 (31.4%) | 1.974 | 0.8107 |
| Efficient procurement processes lead to timely delivery of construction materials | 28 (14.4%) | 11 (5.7%) | 47 (24.2%) | 51 (26.2%) | 57 (29.3%) | 2.077 | 3.8962 |
| Timely procurement processes lead to reduction in construction costs | 23 (11.9%) | 19 (9.8%) | 53 (27.3%) | 38 (19.6%) | 61 (31.4%) | 2.097 | 0.9794 |
| Supportive policies contribute to public project initiatives | 29 (15.0%) | 22 (11.3%) | 41 (21.1%) | 35 (18.0%) | 67 (34.5%) | 1.809 | 0.7548 |

This study employed a multiple linear regression model to examine the relationship between the predictor variables and the dependent variable. Prior to conducting the main inferential analysis, it was necessary to assess whether the data met the underlying assumptions of the regression model. Accordingly, a series of diagnostic tests were performed, including tests for normality, multicollinearity, linearity, and homoscedasticity. These tests were essential to ensure that the data satisfied the required statistical assumptions, thereby enhancing the validity, reliability, and accuracy of the study findings (Rwakarehe and Mfinanga, 2014).

Table 4 presents the results of the multiple linear regression analysis examining the influence of government-related factors on the performance of public sector projects in Morogoro Municipality. The model demonstrates strong explanatory power, with an adjusted R² of 0.69, indicating that 69% of the variation in

project performance is explained by the independent variables included in the model. With respect to H1, which posits a positive relationship between adequate budget allocation and project performance, the results show a positive and statistically significant effect ($\beta = 0.261, p = 0.007$). This indicates that increased budget allocation significantly enhances the performance of public sector projects. Therefore, H1 is supported. Regarding H2, which suggests a positive relationship between regulatory compliance and project performance, the findings reveal a positive and statistically significant relationship ($\beta = 0.165, p = 0.019$). This implies that adherence to regulatory standards contributes positively to project outcomes. Thus, H2 is supported.

For H3, which hypothesizes a positive relationship between political intervention and project performance, the results indicate a positive but statistically insignificant effect ($\beta = 0.102, p = 0.105$). This suggests that political intervention does not have a meaningful impact on project performance within the context of this study. Therefore, H3 is not supported. In relation to H4, which proposes a positive relationship between efficient procurement processes and project performance, the results show a positive and statistically significant effect ($\beta = 0.214, p = 0.042$). This indicates that efficient procurement processes play a significant role in enhancing project performance. Hence, H4 is supported. With regard to H5, which states that supportive government policies positively influence project performance, the findings demonstrate a positive and statistically significant relationship ($\beta = 0.127, p = 0.025$). This suggests that supportive policy frameworks enhance the implementation and success of public sector projects. Therefore, H5 is supported.

Finally, H6, which posits a positive relationship between timely procurement processes and project performance, shows a positive but statistically insignificant effect ($\beta = 0.140, p = 0.166$). This indicates that although timely procurement may contribute to project performance, its effect is not statistically significant in this study. Thus, H6 is not supported. The findings confirm that key government-related factors—particularly budget allocation, regulatory compliance, procurement efficiency, and supportive policies—significantly influence the performance of public sector projects, while political intervention and timely procurement processes do not exhibit statistically significant effects.

Table 4. Model results for influence of government on performance of public sector projects.

| Hypothesis | Variables | Unstandardized Coefficients (B) | Std. Error | Standardized Coefficients (Beta) | t-value | p-value | Decision |
|------------|------------------------------|---------------------------------|------------|----------------------------------|---------|---------|---------------|
| — | Constant | 0.155 | 0.098 | — | 1.821 | 0.000 | — |
| H1 | Adequate budget | 0.261 | 0.025 | 0.074 | 1.984 | 0.007 | Supported |
| H2 | Regulatory compliance | 0.165 | 0.027 | 0.172 | 1.972 | 0.019 | Supported |
| H3 | Political intervention | 0.102 | 0.005 | 0.024 | 1.815 | 0.105 | Not Supported |
| H4 | Efficient procurement | 0.214 | 0.030 | 0.035 | 1.966 | 0.042 | Supported |
| H5 | Supportive policies | 0.127 | 0.028 | 0.078 | 1.969 | 0.025 | Supported |
| H6 | Timely procurement processes | 0.140 | 0.021 | 0.137 | 1.850 | 0.166 | Not Supported |

Note: Adjusted R² = 0.69; Number of observations (n) = 194; Significance level = 5%.

5. Discussion

The results examining the relationship between government-related factors and the performance of public sector projects. The adjusted R² value of 0.69 indicates that these variables collectively explain 69% of the variation in project performance, suggesting strong explanatory power of the model. The findings reveal that adequate budget allocation has a positive and statistically significant effect on project performance ($\beta = 0.261, p < 0.05$), thus supporting H1. This implies that a unit increase in budget allocation leads to a 26.1% improvement in the performance of school construction projects in Morogoro Municipality. In practical terms, effective financial planning and sufficient resource allocation are critical for enhancing project implementation and quality outcomes. This finding is consistent with Faki et al. (2024), who argue that adequate financial resources significantly contribute to the successful execution of public sector projects.

Similarly, regulatory compliance was found to be positively and significantly related to project performance ($\beta = 0.165, p < 0.05$), supporting H2. This suggests that increased adherence to regulations and standards improves project performance by 16.5%. The presence of well-enforced laws and compliance mechanisms

ensures adherence to building standards and enhances overall project quality. This finding aligns with Mutwiri and Yusufu (2022), who emphasize that strict regulatory compliance is essential for maintaining quality and safety in public sector projects. Furthermore, efficient procurement processes demonstrated a positive and statistically significant relationship with project performance ($\beta = 0.214$, $p < 0.05$), thereby supporting H4. This indicates that improvements in procurement efficiency leads to a 21.4% increase in project performance. Efficient procurement ensures timely availability of materials and reduces unnecessary costs, ultimately enhancing project outcomes. This finding is supported by Kavishe et al. (2019), who note that efficient procurement processes facilitate timely delivery of materials and reduce cost overruns in public projects.

In addition, supportive government policies were found to have a positive and significant influence on project performance ($\beta = 0.127$, $p < 0.05$), supporting H5. This implies that effective policy frameworks contribute to a 12.7% improvement in project performance. Clear and supportive policies provide direction and structure for project implementation, thereby improving efficiency and outcomes (Bracci et al., 2021). This finding is consistent with Ramolobe and Khandanisa (2024), who highlight the importance of well-defined policies in guiding project operations and achieving desired results. However, political intervention and timely procurement processes were found to have positive but statistically insignificant effects on project performance, leading to the rejection of H3 and H6. This suggests that, within the context of this study, these factors do not significantly influence project performance, although they may still have indirect or context-specific effects.

The findings highlight the need for government and institutions to strengthen project management practices to improve the performance of school construction projects. Enhancing project monitoring and evaluation mechanisms can significantly improve execution by enabling early identification of risks and timely corrective actions. Additionally, the study underscores the importance of equipping project managers with comprehensive managerial competencies, including planning, organizing, staffing, directing, coordinating, reporting, and budgeting. These skills are essential for ensuring effective project implementation and improved outcomes. In the Tanzanian context, although the government has made substantial investments in infrastructure development across sectors such as education, health, transportation, water, and energy, challenges related to efficient fund management persist. Therefore, local government authorities must ensure proper planning, resource utilization, and efficient project execution to achieve desired outcomes. Moreover, fostering community participation and ownership of projects is crucial for enhancing sustainability. Aligning project objectives with community needs will further improve the quality and long-term success of public sector projects.

This study was conducted within Morogoro Municipality Council; therefore, the findings may have limited generalizability to other regions. Future studies should consider expanding the scope to other regions of Tanzania and different sectors such as health and transportation. This would provide a broader understanding of the challenges affecting public sector project performance across contexts.

6. Conclusions

This study examined the influence of government-related factors on the performance of public sector projects. The findings demonstrate that adequate budget allocation, regulatory compliance, efficient procurement processes, and supportive government policies significantly enhance project performance. The study concludes that strengthening these key areas is essential for improving the effectiveness and quality of public sector projects. It is therefore recommended that local government authorities adopt more inclusive and collaborative approaches to project planning, implementation, and monitoring. This includes actively engaging local communities and ensuring that government investments in public school projects are sustainable and aligned with societal needs. Overall, enhancing governance practices, improving resource allocation, and fostering stakeholder collaboration are critical to achieving improved performance in public sector projects.

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Informed Consent Statement: Informed consent was obtained from all participants involved in the study.

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