

**FACTORS AFFECTING PROJECT QUALITY: THE CASE OF TANZANIA
ELECTRICAL, MECHANICAL AND ELECTRONICS SERVICES AGENCY**

SITTA GEMBEGE

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF PROJECT
MANAGEMENT
DEPARTMENT OF MARKETING, ENTREPRENEURSHIP AND
MANAGEMENT
THE OPEN UNIVERSITY OF TANZANIA**

2025

CERTIFICATION

The undersigned certifies that he has read the study entitled: **“Factors affecting project quality: The case of Tanzania electrical, mechanical and electronic services agency”** in partial fulfilment of the requirements for the for the Degree of Master of Project Management (MPM) of the Open University of Tanzania.

.....

Prof. Joseph Magali

(Supervisor)

.....

Date

COPYRIGHT

No portion of this dissertation may be reproduced, stored in a retrieval system, or transmitted in any form or by any other way, electronic means, mechanical, duplicating, photocopying, tape, or else devoid of prior written authorization of the author or The Open University of Tanzania on behalf.

DECLARATION

I, **Sitta Gembege** do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any university for similar or any other degree award.



Signature

17/07/2025

.....

Date

DEDICATION

The dissertation is dedicated to Almighty God, who facilitated the completion this dissertation and my Master study.

ACKNOWLEDGEMENT

First, I am thankful to the Almighty God for his leadership and for strengthening me during the entire studying journey. I am also present the countless appreciation to individuals who contributed to accomplishment of this study. Particularly, I am indebted to my supervisor Prof. Joseph Magali for his tireless supervision and positive encouragement throughout the entire studying period.

My heartfelt thankfulness is owing to the management and all Tanzania Mechanical Electrical and Electronics Service Agency (TEMESA) workers for their support during the entire data-gathering period. Outstanding credits go to my adorable mother Janeth Ndahani, my brother Kimwaga Mfutakamba and my guardian Fabian Machibya for their patience and their frequent encouragement for the whole studying time. Special thanks go to my family members who supported me and tolerated me. It happened sometimes, engagement with my studies made me to come home too late and hence they missed my presence.

ABSTRACT

The general objective of the study was to investigate the factors affecting project quality using the case of Tanzania electrical, mechanical and electronic services agency (TEMESA). The specific objectives of the study were: to assess the influence of financial resources, to examine the influence of communication procedures and to determine the influence of political influence on quality of TEMESA projects in Dar es salaam region. The study was guided by the Joseph Juran's Theory. The study adopted a descriptive research design. Data were collected via a structured questionnaire tool using 50 respondents. The respondents were selected using the simple random sampling technique. The IBM SPSS software analyzed the data. The results revealed that financial resources, communication resources and political interference affected the project quality at TEMESA. The study concludes that project quality would be enhanced if these three factors are well managed. The study recommends TEMESA and government to enhance the project quality by promoting the availability of financial resources, facilitate the effective communication and avoid the political interference.

Keywords: *Factors, Project quality, TAMESA, Joseph Juran's theory*

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION.....	iv
DEDICATION.....	v
ACKNOWLEDGEMENT	vi
ABSTRACT	vii
LIST OF TABLES	xii
LIST OF FIGURES	xiii
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Study Overview	1
1.2 Background to the Problem	1
1.3 Statement of the Research Problem	5
1.4 Research Objectives.....	7
1.4.1 General Research Objective.....	7
1.4.2 Specific Research Objectives.....	7
1.5 The Research Questions.....	7
1.5.1 General Research Question.....	7
1.5.2 Specific Research Questions.....	8
1.6 Significance of the Research.....	8
1.6.1 Policymakers.....	8
1.6.2 Private Entities	9
1.6.3 General Public.....	9

1.6.4	Researchers	9
1.6.5	Contribution to Theories	10
1.7	Scope of the Study	10
1.8	Organization of the Study	11
CHAPTER TWO		12
LITERATURE REVIEW		12
2.1	Overview	12
2.2	Definitions of terms and Concepts.....	12
2.2.1	Project Quality	12
2.2.2	Financial Resources Factors	13
2.2.3	Communication Procedures Factors	13
2.2.4	Political Influence Factors	14
2.2.5	Project Success and Project Performance	15
2.3	Critical Review of Supporting Theories Analysis: Joseph Juran's Theory .	15
2.4	Empirical Literature Review	16
2.4.1	The Influence of Financial Resources on the Project Quality	16
2.4.2	The Influence of Communication Procedures on the Project Quality	19
2.4.3	The Influence of Political Interference of Project Quality.....	20
2.5	Research Gap	22
2.6	Conceptual Framework	24
2.7	Communication Procedures	24
2.8	Financial Resources	25
2.9	Political Influence	25
CHAPTER THREE		27

RESEARCH METHODOLOGY	27
3.1 Overview	27
3.2 Research Philosophy	27
3.3 Research Strategy	27
3.4 Research Design.....	28
3.5 Area of the Study	28
3.5.1 Survey Population	29
3.5.2 Sampling size	29
3.6 Sampling Procedure	30
3.7 Methods of Data Collection	30
3.8 Data Processing.....	31
3.9 Data Analysis	31
3.10 Variables and Measurements	32
3.11 Validity and Reliability of Data	33
3.12 Research Ethical Issue	34
CHAPTER FOUR.....	36
RESULTS AND ANALYSIS.....	36
4.1 Overview	36
4.1.1 To Assess the Influence of Financial Resources on Quality of TEMESA Project in Dar Es Salaam Region	36
4.2 To Examine the Influence of Communication Procedures on Quality of TEMESA Project in Dar Es Salaam Region.....	39
4.3 Examine the Influence of Political Influence on Quality of Project TEMESA in Dar Es Salaam Region	41

CHAPTER FIVE.....	44
SUMMARY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	44
5.1 Overview	44
5.2 Summary of Finding	44
5.2.1 Extent of Financial Resources of Project Quality in TEMESA.....	44
5.2.2 Extent of Communication Procedure of Project Quality in TEMESA	45
5.2.3 Extent of Political Interference of Project Quality in TEMESA	45
5.3 Conclusion	46
5.4 The study's Recommendations/Implications	46
5.4.1 Practical Implications.....	46
5.4.2 Policy Implications	47
5.4.3 Contribution to Juran's Quality Theory	47
5.5 Limitations of the Study.....	48
5.6. Direction of the Future Studies	49
REFERENCES.....	50
APPENDICES	94

LIST OF TABLES

Table 3.1:	Variables and Measurements	33
Table 4.1:	Lack of working tools and other Facilities Due to Unavailability of Financial Resources	37
Table 4.2:	Lack of Sufficient Qualified and Skilled Labours Due to Unavailability of Financial Resources	38
Table 4.3:	Allocation of Financial Resources as Planned Through Project Duration Affect Project Implementation	39
Table 4.4:	To Examine the Influence of Communication Procedures on Quality .	40
Table 4.5:	Communication Procedures Influence	41
Table 4.6:	Political Influence	42

LIST OF FIGURES

Figure 2.1: The Conceptual Framework	26
--------------------------------------------	----

CHAPTER ONE

INTRODUCTION

1.1 Study Overview

This chapter introduces the literature summary on factors affecting the project quality particularly on financial resources, communication procedures and political influence so as to expose the study's gaps. The chapter is divided into sections such as background of the study, statement of the problem, objectives of the study and research questions. Moreover, the significance of the study, scope of the study, and the organization of the study are also covered.

1.2 Background to the Problem

This section presents the background of the study focusing on the various literature done to assess the factors affecting the project quality. The background begins by covering the profile of TAMESA. Tanzania Electrical, Mechanical and Electronics Service Agency (TEMESA) is a public institution under the ministry of works, communication and transportation. The company was established as an agency through the executive agencies act number 30 of 1997. As per the act, TEMESA started on 26 August 2006 after being published on gazette through government notice number 254 and was officially launched on 23rd June 2006. TEMESA provides engineering services in electrical, mechanical and electronics fields. TEMESA has four main obligations which defining a broad area in where the customers and stake holders expect results: Production and maintenance works, equipment hire and ferry services, contractor, technical advice and consultant

services and business support service (TEMESA, 2025).

The factors that affecting the quality project they negate or promote the project achieve their intended goals (Gamil & Abd Rahman, 2023). El Khatib et al. (2023) defined quality as “the degree to which a set of inherent characteristics fulfills requirements.” This definition is taken directly from ISO 9000:2000, published by the international organization for standardization. The project is defined as a temporary endeavor undertaken to create a unique product, service or result (Kimambo, 2022). Quality represents the fit for the purpose of project to achieve goals (Hafez et al., 2014).

Quality performance of project leads to affecting the economic development of the country (Hijazi, 2021). Zwikael et al. (2022) identified the existence of poor project management capacity at regional and local levels even though there were various technical and other support missions from the government and the donors, supervision, monitoring, project implementation and evaluation at local government level still required massive intervention. It was unfortunate that the Zwikael et al. (2022) did not give reasons for the ineffectiveness of project performance in project implementation.

The impact of the poor-quality project to the implementation affects the price of products and organization’s income. Many quality issues have raised in the field of projects’ cost accounting, quality control, maintenance, repair, supply chain, production management, inventories, safety and health and education sectors (Khan et al., 2021).

Considering the availability of resources is essential for enhancing the quality of the construction project (Kirima et al., 2024). The time and cost overruns on infrastructure development projects during the implementation is a great challenge to development of the countries (Ibrahim & Elshwafy, 2021). Ideally, good projects implementation by qualified contractors promotes the project quality and project performance (Vilkonis et al., 2023). The project goals are achieved in terms of maintaining the project contract period, budget, quality, environmental sustainability and clients' satisfaction (Behera et al., 2025).

Delayed completion period and poor-quality of building project is due to high maintenance costs (Tayyab et al., 2023). Yada and Tekele (2016) revealed that construction project in Ethiopia was determined by project time and leadership skills. Chauhan et al. (2023) revealed that lack of materials and lack of experienced personnel affected the quality of the project performance. Taussi (2023) assessed how the site staff, design, financial issues, subcontractor, material, labors system, execution and environment affected the construction project in Florida. Political environment, team expertise, project cost, team communication, skills labor schedule affected the project performance (Aje et al., 2016). The project implementation should ensure that all stakeholders are incorporated from planning stage to execution stage so as to avoid project under performance (Laurent, 2017).

Contract monitoring promotes project implementation, improve quality, reduce risks and finally increase the capability to achieve project objective in Tanzania (Juma &

Nsimbila, 2025). The main factors affecting quality performance of government construction projects are project financing processes, experience of contractors in construction industry, project technology, availability of plant and equipment, procurement system and processes and project manager knowledge and skills, all of these facilitate the projects to be quality in performance in Tanzania (Kimambo, 2022). Wekesa (2023) asserted that lack of budget restrained the project progress and led many years to rehabilitate the Julius Nyerere international airport in Tanzania.

The politicians always tend to affect project implementation due their desire to accomplish project quickly without to consider the quality of the project, as the result use their mandate to interference the technical part of the contractors (Ohag et al., 2023). Also, resources required to enhance the project implementation if not well prepared tend to deteriorates the implementation of the project (Makokha & Ngugi, 2022). This study used the Joseph Juran's Theory to enlighten how the communication procedures, political influence and financial resources affect quality project.

The empirical studies indicate that studies that considered the financial resource variables such as Kamau et al. (2023) in Kenya Dabirian et al. (2023) in Iran, Olatunji et al. (2024) in African countries and Sauveur et al. (2025) in Rwanda focused on the indicators such as financial policies, cost overruns, financial resources planning, financial procedures. Moreover, some of these studies were not done in the construction project but other projects such as florist, water and dam projects. Moreover, the studies on communication procedure's influence on the

project quality such as Suleiman et al. (2023) in Jordan, Steven and Malekela (2025) in Tanzania, Khan and Adam (2024) in Somaliland, Atalo (2025) and Wondimagegnehu (2025) in Ethiopia they did not concentrate on the project quality. These studies also they did not concentrate on the financial resources and political interference variables.

Furthermore, the studies on the political influence variables such as Mohammed (2022) in California, Waiguru (2021) in Kenya, Iqbal et al. (2024) in Pakistan, Almeile (2021) in United Kingdoms and Kakar et al. (2024) in Afghan have used the political dimension in contexts different from that of the current study. For instance, Kakar et al. (2024) and Almeile (2021) focused on political stability. Mohammed (2022) concentrated on the political corruption and Iqbal et al. (2024) considered the political leadership. Therefore, the empirical literature expose that the studies that have examined the influence of political interference on the project quality are scarce. Therefore, this is the comprehensive study focusing on the influence of variables of the financial resources, the communication procedures and political interference. The study used TAMESA as its case.

1.3 Statement of the Research Problem

Construction project by nature is complex work with high risk, high value, competitive and project-oriented business (Lukhele et al., 2021). The construction project failures are continued to exist around the global and achieving success of construction project is becoming extremely difficult in today's turbulent environment (Ansari et al., 2022). The quality project performance can be assured by identifying and eliminating the factors that cause poor project results (Sang et al.,

2021).

Ibrahim and Elshwafy (2021) asserted that shortage of skills in engineering and construction in the country has affected the performance of some of projects in Jordan and Egypt where outsourcing skills from foreign the countries resulted in increasing the project cost. Contractors usually faces difficulties in getting the all the equipment they need especially capital investments, in the acquisition phase due to financial constraints (Amoah & Simpeh, 2021). Chileshe and Kikwasi (2018) stated that infrastructure project involves a large number of different stakeholders with different roles and responsibilities, risk management capability, risk bearing capabilities and conflicting interest; Availability project fund also has been a source of project failure (Ahmed et al., 2023).

Performance of TEMESA in construction projects was mainly affected by three factors such as; lack of sufficient qualified and skilled labours. One of the projects which were affected by this factor is proposed rehabilitation of office headquarter of lake Nyasa basin at Lindi and Proposed construction of sub-office for Ruvuma and southern coastal river basin water board at Tunduru (TEMESA, 2025). These projects were delayed due to unavailability of skilled labour in the regions where projects were implemented. All staffs for supervision of installation works were supposed to travel from Dar es Salaam. Unfortunately, TEMESA was not paid consultancy fee at the design stage; therefore, it had no fund to facilitate staffs to travel to Dar es Salaam. TEMESA consultancy was also involved in design of office buildings of government ministries which are proposed to be built at Mtumba, Dodoma City. There were more than 300 drawings for services which was supposed

to be produced in A2 size. These drawings could not be produced in time due to unavailability of reliable Plotter.

1.4 Research Objectives

This section presents the general and specific objectives of the study.

1.4.1 General Research Objective

The general objective of the study was to investigate the factors affecting the project quality for TAMESA in Dar es salaam region.

1.4.2 Specific Research Objectives

The specific objectives of the study were:

- i. To assess the influence of financial resources on quality of TEMESA projects in Dar es salaam region.
- ii. To examine the influence of communication procedures on quality of TEMESA projects in Dar es salaam region.
- iii. To examine the influence of political interference on quality of TEMESA projects in Dar es salaam region.

1.5 The Research Questions

The research was designed to respond these research questions.

1.5.1 General Research Question

What are the factors affecting the quality of project?

1.5.2 Specific Research Questions

- i. To what extent financial resources affect the quality of TEMESA project in Dar es Salaam region?
- ii. To what extent communication procedures affect the quality of the TEMESA project in Dar es Salaam region?
- iii. To what extent political interference affects the quality of TEMESA project in Dar es Salaam region?

1.6 Significance of the Research

This study was designed to find out the factors affecting the quality project performance in public institutions of Tanzania, with a case study of TEMESA in Dar es Salaam. The study is relevant to different groups as follows:

1.6.1 Policymakers

The study provides recommendations to the policymakers and government of Tanzania towards the development process of controlling the factors affecting the quality project performance. The study provides an understanding of the relevant of quality project performance to the public institutions. Therefore, it encourages regulatory organs, policymakers to take some necessary actions to address the importance of implementation of the project with high quality to public sectors in improving performance and increase their competitive advantages. The study guides the policymakers on how to achieve the quality project in Tanzania.

1.6.2 Private Entities

Findings from this study are focused to provide some valued information among private entities on the relevance of effective quality project performance control practices and the impact on organizational performance. The findings help implementation of the project effectively and efficiently. Based on the findings from the study, they will be able to prepare budget to their projects to afford their project objectives and hence enhance satisfaction to their customers without any poor consequence on the project results. Also, communication skills will lead or create techniques to emphasize effective communication that foster project quality and project performance.

1.6.3 General Public

The study contributes to the existing body of knowledge on the relevance of having the effective and efficient quality project performance in public institutions. The findings add value to the provision of public services in our country and decrease larceny and poor-quality project performance in a way that it will increase the provision of public services and benefit to the individuals and country economy. Lastly, the public institutions are needed to implement their projects by considering the professionals contractors and consultants and avoid the politician's interference during the projects' implementation.

1.6.4 Researchers

The study is also important to the researcher in adding to his theoretical and practical knowledge on how to conduct the research. The findings and recommendations of

the study are useful in guiding researchers and others readers for further studies. The study will be relevant source of future referencing.

1.6.5 Contribution to Theories

The study contributes to the Juran's theory by linking the variables of communication procedures, political influence and financial resources to explain the construction project and quality performance. Communication procedures are essential for conveying the project roles, goals, and expectations. Hence, clear communication promotes the project quality and control. Political influence affects project task implementation priorities, procurement procedures, and tasks timelines. Financial resources maintain quality standards, facilitates the timely procurement of project materials and equipment. Financial resources also promote recruitment of skilled labours. Therefore, from Juran's theory, the project must be properly planned and its quality should be well controlled to improve its performance.

1.7 Scope of the Study

The research study was conducted at Tanzania electrical mechanical and electronic services agency in Dar es Salaam region. The study was limited to the variables of financial resources, political influence and communication procedures. The selection of the study area based on the fact that TEMESA is government-owned entity an executive agency, under the ministry of work, communication and transportation of the government of the united republic of Tanzania, mandated by to provide services about Electrical, mechanical and electronics engineering services. The study was

conducted at TMESA because this organization is mandated to construct the construction projects from various public institutions in Tanzania.

1.8 Organization of the Study

The study is organized into five chapters. Chapter one describes the background of the study, statement of the study, objectives, research questions, significance of the study, limitations. Chapter two contains literature review and the chapter presents a theoretical and conceptual framework showing dependent variables and independent variables' indicators. Chapter three describes the research methodology practices, that includes research design, target population, sample size and sampling techniques, research instrument' structure, validity and its reliability, the operationalization of variables, data analysis technique, research's standards and ethical procedures. Chapter four presents analysis, presentation and interpretation of data while chapter five entailed summary of findings, conclusions, recommendations and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

Chapter two presents a literature review of the research work that was done by various researchers or scholars in the quality project performance. Literature reviews are done with focus on the study topic with interrelated theories in order to back up the findings of the study, summary and research gaps. Theoretical review, empirical review and conceptual framework are discussed in this chapter.

2.2 Definitions of terms and Concepts

The following terms and concepts are presented.

2.2.1 Project Quality

The project management institute defines quality as “the degree to which a set of inherent characteristics fulfills requirements” (El Khatib et al., 2023). This definition is taken directly from ISO 9000:2000, published by the international organization for standardization and a project defines as a temporary endeavor undertaken to create a unique product, service or result. Project quality is essential to consider because, according to Gaudenzi and Qazi (2021), project risks and quality are intertwined. It implies that without considering the quality, the implementation of the project will be at risky. The project quality ensures that all project implementation procedures consider quality standards. Adherence of quality mechanism promote the project implementation performance and hence overcome the risk of project failure (Hijazi, 2021).

2.2.2 Financial Resources Factors

Term financial resources refer to all financial resources available for use in organization and they are a part of company's liquid assets, which are usually used as business continuity funds, to provide continuous running of all processes in the organisation (Dirie, 2024). The financial management is the one important factor to reach project quality in performance of construction of projects (Dixit, 2020). Financial resources are the funds at the disposal of the enterprise and intended for the implementation of the current costs and expenses for expanded reproduction, for the fulfillment of financial obligations and economic incentives for employees (Kamau et al., 2023). Financial resources are also directed to the maintenance and development of non-production objects, consumption, accumulation, to special reserve funds. The financial management, planning, communication and commitment are importance factors to reach quality performance project construction (Kirima et al., 2024).

2.2.3 Communication Procedures Factors

Communication is fundamental to the existence and survival of humans as well as to an organization (Durga & Mehrotra, 2022). The communication is more sharing information from different source in purpose to send and receive the feedback of information for aim to know the challenge or success of project. The success information can be both side internal and external stakeholders (Taussi, 2023). Communication is a process of creating and sharing ideas, information, views, facts, feelings, etc. among the people to reach a common understanding. Communication is the key for directing project management. Manager may be highly qualified and skilled

but if he does not possess good communication skills; all his ability becomes irrelevant. A manager must communicate his directions effectively to the subordinates to get the work done from them properly (Alraih et al., 2021). Yada and Yadeta (2016) indicated that the fluctuation of the material cost increases the cost of the project. The owners should that pay their contractors on time to motivate them to finish the project on time with quality. Therefore, the project manager should spend money to conforms with project specifications.

Quality, time and cost factors affects the quality of the project according to Sahle (2018) the time affects the project quality if the project take long time to its accomplishment. Also, according to Kassa (2020), others factors affecting quality projects; working hours, material delay, and labour shortage, coordination, checking inventory level, resource delay, and coordination and safety precautions. In construction projects, labours and materials are to be focused to improve productivity which greatly increases quality of the project. The quality of project depends the construction activities of the project how it has been connected from the starting up to finish. Juma and Nsimbila (2025) affirmed that time, cost, quality, safety and healthy, internal stakeholder, client satisfaction, environmental, financial and technology and innovation affect the construction project quality. The indictors of the project quality factors can be broadly categorized according to social aspect, environmental aspect, and social economic and technology aspects (Laurent, 2017).

2.2.4 Political Influence Factors

Papadimitri et al. (2022) contended political influence affects project's regulatory

decision-making. The political interference leads to delay payment or can cause the project to be implemented with poor quality. When the political leader interferes, the professional may restrain the unavailability of materials and project safety (Niagara & Datche, 2015). Politicians may also undermine project completion as they distort the project implementation procedures (Bekr, 2017).

2.2.5 Project Success and Project Performance

Ika and Pinto (2022) stated that the success of any project is related to two importance features, which are service quality in construction delivered by contractors and the project owner's expectations. Managing the project so that all participants perceive equity of benefits is crucial to project success. Ngoma et al. (2025) remarked that the success of project performance depends up on technology, process, people, procurement, legal issues, communication skills, design, contractor, financial and knowledge management. Laurent (2017) defined project success as the completion of a project within acceptable time, cost and quality and achieving client's satisfaction. Project success can be achieved through the good performance of indicators of the project. Bekr (2017) stated that project success has been widely discussed in the project management literature.

2.3 Critical Review of Supporting Theories Analysis: Joseph Juran's Theory

The study was guided by Joseph Juran Theory. Joseph Juran's Theory on three key processes: quality planning, control, and improvement. Juran asserted that quality should be planned. The quality mechanism should involve identifying needs of customers, developing products' needs, and designing products' needs. Quality

control ensures projects to operate within acceptable quality to achieve the desired (Agrawal et al., 2024). Herzallah et al. (2014) with the help of Juran's theory showed that total quality management practices have indirect, positive and significant relationship with financial performance through competitive strategies. In a direct, positive and significant relationship was found between competitive strategies and financial performance was observed. Dixit (2020) asserted that the quality management is enhance resource needed to enhance customer satisfaction by meeting the customer requirements.

2.4 Empirical Literature Review

The following section reviews the empirical literature on the role of financial resources, communication procedures and political influence on the project quality.

2.4.1 The Influence of Financial Resources on the Project Quality

Kamau et al. (2023) using the descriptive, correlation and regression techniques linked the planning for project finance and performance of Kenyan floricultural projects. The findings disclosed that finance project planning positively and significantly influenced the performance of florist project in Kenya. However, the study was conducted in florist industry than construction industry. Moreover, the variables of the communication practices and the political interference were excluded from the examination.

Dabirian et al. (2023) examined the financial policies influence on the performance of the construction project in Iran. The findings indicated that policies on incentive

payments, estimation of on project cash improved the execution of the project. However, the findings did not expose explicitly how the financial resources improved the performance of the project. Moreover, the influence of project communication practices and the political interference were not assessed.

Olatunji et al. (2024) investigated how the overrun of the finance influence the performance of major dams' project in Africa. The findings indicated that the financial procedures affected the project outcomes. The findings disclosed that the funds disbursement delays, interest rate rise and inadequate project divergence increased the project costs. However, the study did not overlook the influence of the communication procedures and the inference of the politicians.

Aradukunda et al. (2023) analyzed how the management of the financial resources promoted the performance of public institution project in Rwanda using the regression analysis. The findings showed that the financial resources planning promoted the Rwandan public project performance. However, the findings did not concentrate the financial resources rather than the resource software. Moreover, the influence of communication practices and political interference were not under focus.

Sauveur et al. (2025) assessed how financial resource management, human resource management and material resource management promoted the water supply project performance in Rwanda. The findings indicated that effect of human resource management, financial resource management, and material resource management did not influence the Rwandan water supply projects. However, the findings left the

analysis of communication practices and political interference uncovered.

Shaban et al. (2023) assessed the factors affecting the performance of the quality projects in the Gaza Strip. The study found out that the most important factors agreed by the owners, consultants and contractors were: average delay because of closure and materials shortage, availability of resources as planned through project duration, leadership skills for project manager, escalation of material prices, availability of personals with high experience and qualification and quality of equipment and raw materials in project. But this study did not discuss about political influence and communication procedure.

Bitamba (2020) studied factors affecting cost performance in the Democratic Republic of the Congo sites. The study from the analysis that factors revealed that contractor's inexperience, inadequate planning, inflation, incessant variation order, and change in project design were critical to causing cost overrun, while project complexity, shortening of period of project and fraudulent practices were also responsible.

Laurent (2017) did a study on causes and effects of cost overrun on public projects in Ethiopia. From the results it was found that 67 out of 70 public projects suffered cost overrun. The rate of cost of overrun ranged from a minimum of 0% to the maximum of 126% of the contract amount for individual projects. Oha et al. (2023) did research on factors affecting cost performance evidence from Indian projects and found out that project manager's competence and top management support are found to

contribute significantly in enhancing the quality performance of project political influence and communication procedure were not discussed by this study.

Oha et al. (2023) did research on factors affecting cost performance evidence from Indian projects and found out that project manager's competence and top management support were found to contribute significantly in enhancing the quality performance of project political influence and communication procedure not discussed by the study.

2.4.2 The Influence of Communication Procedures on the Project Quality

Suleiman et al. (2023) assessed how communication practices for construction project in Jordan improved their performance. The findings indicated that in Jordan there was poor communications which was caused by lack of a plan in communication, inappropriate medium for communication, slow information flow, construction teams' cultural diversity, diverse skills, contractual related barriers; the information unavailability, misunderstanding among teams. The study however, did not consider the project financial resources management and the political interference.

Steven and Malekela (2025) evaluated the practices of construction projects for the Tanzanian public building projects. The findings showed that challenges occurring in Tanzanian construction sector has rooted from the communication practices. However, the study did not analyze deeply how the practices of communication promoted the performance of project in Tanzania. However, the influence of the financial resources and political interference were not assessed.

Wondimagegnehu (2025) assessed the how the effective communication procedures affected the construction projects in Ethiopia. The findings indicated that better communication practices when integrated with the technology promoted the project performance. Nonetheless, the study did not involve the communication procedures and the political interferences were out of the intended study. Khan and Adam (2024) assessed how the Somaliland construction project success was fostered by the effective communication procedures. The findings indicated that the better communication practices promoted the construction project performance. However, the study did not consider the influence of the financial resources and political interreference.

Atalo (2025) assessed how the communication practices influence the project performance in Ethiopia. The findings exposed that the strategies of communication promoted the performance of Ethiopian construction projects. The findings further indicated that mechanisms for feedbacks, communication that was well-structured, coordination of message had promoted the effective communication and hence project performance. However, the findings did not assess how the financial resources and political interference prompted the project performance in Ethiopia.

2.4.3 The Influence of Political Interference of Project Quality

Mohammed (2022) assessed how the corruption in politics affected the failure of the construction projects in California. The findings indicated that the influence of construction project failure was not influenced by public-sector political corruption.

However, the study did not consider the variables of the communication practices and financial management practices. Waiguru (2021) examined how the political influence affected the Kenyan road construction projects. The findings revealed that the political factors influenced the performance of the construction performance for the construction project in Kenya. However, the findings did not consider the financial resources and communication factors.

Iqbal et al. (2024) assessed how the political leadership promoted the project success in Pakistan. The findings indicated that the political leadership played the great role in facilitating the project performance in Pakistan. However, the study did not assess how the financial resources and communication procedures affected the performance of the project in Pakistan. Almeile (2021) assessed how the political and economic factors promoted the construction project performance in United Kingdom. The findings disclosed that the two elements promoted the performance of the private and public implemented projects in United Kingdom. However, the study did not consider the variable of the political interference. Moreover, the elements of the communication procedures and financial resource management were uncovered.

Kakar et al. (2024) assessed how the war-political state affected the construction performance in Afghan. The findings indicated that political stability has a role to play to facilitate the performance of the construction project in the study area. The study also considered other influencing factors such as management skills, corruption practices, procurement procedures, risk management framework, team competences and planning procedures. However, the study did not look upon the

influence of the financial resources and effective communication procedures.

Taussi (2023) in the study that was carried out on factors affecting project performance outcomes. The results show that major enablers that lead to project success are foreign experts' involvement in the project, government officials inspecting the project, and very close supervision when new construction techniques are employed. A factor which leads to poor performance was lack of accurate data on soil, weather, and traffic conditions.

Alaghbari et al. (2019) examined project management styles of quantity surveyors, on the general note, quantity surveyors were found to be autocratic using Jerrell or Slevin measuring instruments while in the opinion of project professionals; they were more of task oriented in discharging their duties as project managers. Maddushan (2021) did research on the relationship between the project management, team composition and construction project performance. The test of the hypotheses led to conclusion that there was significant relationship between the project leader's professional qualification, his leadership style, team composition and overall project performance. No significant relationship was found between the project leader's profession and overall project performance but the communication procedure and political influence factors study not covered.

2.5 Research Gap

The studies on the influence on the financial resource management on project quality such as Kamau et al. (2023), Dabirian et al. (2023), Olatunji et al. (2024), Sauveur et

al. (2025) have been conducted in different countries such as Kenya, Iran, Rwanda. The studies revealed that management of the financial resources is key for enhancing the project performance. However, no study concentrated on the project quality. Moreover, none of the study has explicitly concentrated on the influence of financial resources availability, rather the studies focus on the indicators such as financial policies, cost overruns, financial resources planning, financial procedures and some were not done in the construction project but other projects such as florist, water and dam project.

Moreover, the studies on communication procedure influenced the project quality such as Suleiman et al. (2023) in Jordan, Steven and Malekela (2025) in Tanzania, Khan and Adam (2024) in Somaliland, Atalo (2025) and Wondimagegnehu (2025) in Ethiopia they did not concentrate on the project quality. These studies also they did not concentrate on the financial resources and political interference variables.

Mohammed (2022) in California, Waiguru (2021) in Kenya, Iqbal et al. (2024) in Pakistan, Almeile (2021) in United Kingdoms and Kakar et al. (2024) in Afghan looked upon how the political elements influence the construction project. However, the scholars have used the political dimension in contexts different from that of the current study. For instance, Kakar et al. (2024) and Almeile (2021) focused on political stability. Mohammed (2022) concentrated on the political corruption and Iqbal et al. (2024) considered the political leadership. Therefore, the empirical literature expose that the studies that have examined the influence of political interference on the project quality are scanty. Therefore, this research focused on

communication procedures, political influence and financial resources because many researchers did not discuss clearly how these factor affects the quality project at TEMESA.

2.6 Conceptual Framework

Conceptual framework is a conceptual model of how one theory or makes logical sense of the relationship among several factors that have been identified as important to the problem (Wuni & Abankwa, 2025). The conceptual framework in this study was used to show various variables that affect the performance of quality projects.

This conceptual framework explains how the financial resources, the communication procedure and political interference influenced the project quality. The conceptual framework elucidates that the three factors under the study in TEMESA enhance high project quality and hence promotes the project performance. These factors are well explained in the following sections.

2.6.1 Communication Procedures

Communication is the key of making the project to know the progress how the team member conducted the activities and challenges facing them during the implementation. The top management should communicate frequently and consistently with the project team on what leadership initiatives, styles, visions, strategic direction, and business goals are going the project. The top management should regularly communicate with project stakeholders to promote the organization wide acceptance of the project, motivate the team, bring everyone to the same

thinking discuss organizational implications and organizational changes, explain the potential system changes, and collaborate and support various group of stakeholders. The high executive quality performance of the project must develop a strong communication structure with project. Communication procedures consider cultural issues, cultivate extraverted qualities, and practice strong written communication.

2.6.2 Financial Resources

The procurement selection criteria of cost, time, quality, project characteristics and external environmental factors have effects on project performance. The process of control the fluctuation in price of material, cash flow and financial difficulties faced by contractors, shortage of site workers, lack of communication between parties, incorrect planning and scheduling by contractors are most factors provide good results. Frequent design changes and owner interference are least factors on cost performance can be managed the project to perform with quality if be monitored carefully from the stating of the project in construction. The quality performance of the project measured by time, cost, quality, client satisfaction, client changes, business performance, health and safety.

2.7 Political Influence

The practices concerning with the project quality performance it need may factors to overcome such as time, cost, leadership, coordination, organization culture, stakeholder involvement, technology innovation and experienced. The area that involves the political condition tend to make delay payment or the project can be implemented with poor quality due political leader to interfere the professional.

When the politicians do not interfere promotes the projects to be implemented according to project's contract. Figure 2.1 is the conceptual framework of the study.

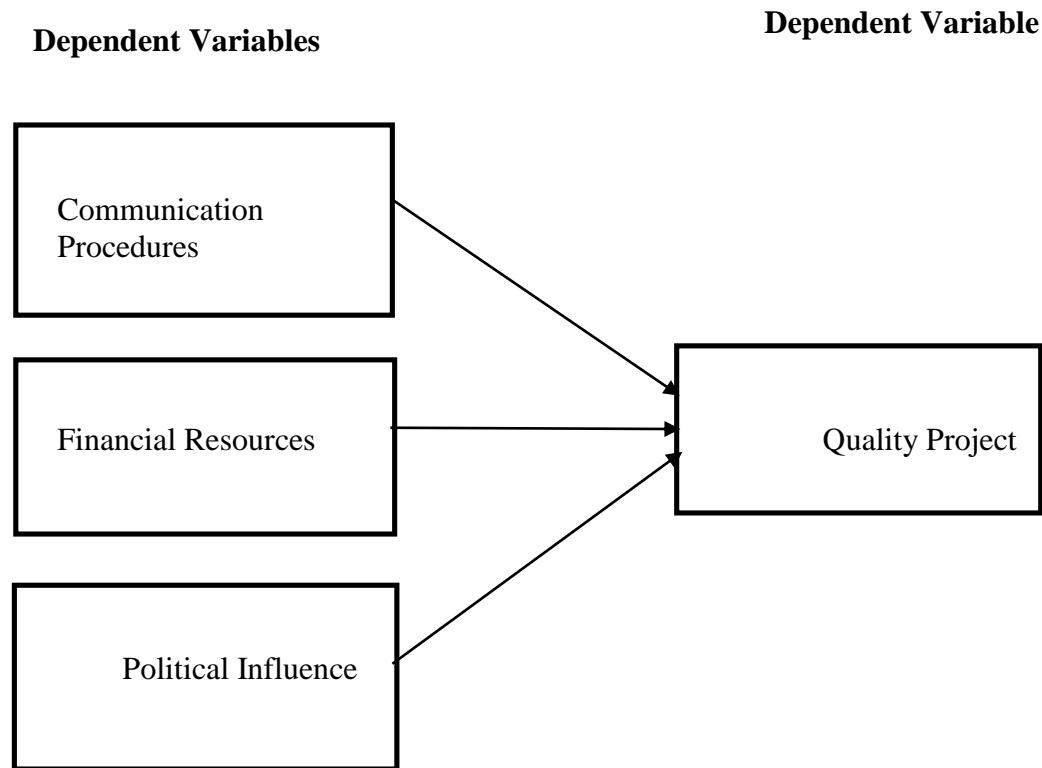


Figure 2.1: The Conceptual Framework

Source: Filed Data

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

Under this chapter, the research discusses how the research was conducted. Methods which were used in the sampling and attainment of the sample size are presented. The chapter of research methodology moreover, it encompasses data collection techniques, research design, sampling, measurement scales, data analysis and ethical matters.

3.2 Research Philosophy

In this study, positivism was used. Most positivist researchers generally assume that reality is objective and described by measurable properties, which is independent of the observer or researcher and his or her instruments (Alaghbari & Sultan, 2015). The pros of this approach are: findings independent of the researcher and hence well explain the situation or the phenomena. Through positivism philosophy, the researcher remained neutral and detached from the study and this helped him not to influence the research findings (Marsonet, 2019). Positivism philosophy simplified the collection of measurable and quantifiable data.

3.3 Research Strategy

The study adopted a cross sectional survey design. Since the study meant to test rather than generate theory, it was adopted a quantitative approach, which focused on describing and drawing inferences from findings on the relationships between project independent variables and project dependent variables. This research also was

objective in nature and was characterized by the common data collection techniques. Reliable data are often collected in quantitative research and, therefore, emphasis on quantification (Izah et al., 2023).

3.4 Research Design

The study employed the descriptive design. Descriptive research gave the researchers an opportunity to use both quantitative data using frequency and percentages. The Cross-sectional study was used to capture information based on data gathered for a specific point in time. The cross-sectional design was adopted for the purpose of overcoming the time and financial challenges.

A survey study was deemed appropriate for this research for the following reasons: Survey research involved data collection easily from the TEMESA staff. The survey also aided the generalization of the result to predict the attitude of the population of interest. The survey questionnaire was structured to elicit information from the population of interest in a systematic and unbiased manner, and they allowed statistical analysis of data and generalization to a large population, which made them suitable to communication management study.

3.5 Area of the Study

The study was conducted in TEMESA headquarter in Dar es Salaam region. The study was conducted in TEMESA because the entity deals with implementations of projects from different public institutions. Also, TEMESA was a contractor of the various projects and it contained the consultants of the projects. Also, TEMESA

contained professional engineers who are registered by engineer registration board (ERB). So, for conducting this study in TEMESA helped the research to attain his research goal.

3.5.1 Survey Population

The population is described as the entire group of people or item on which information was collected (Yuanita, 2021). Populations are not just people. Populations may consist of individuals but were not limited to people, animals, businesses, buildings, motor vehicles, farms objects or events (Alaghbari & Sultan, 2015). When looking at data, it was important to clearly identify the population being studied or referred. The study populations of this research comprised about 100 TAMESA employees.

3.5.2 Sampling size

The purpose of sample was to gain information about the population by observing on small proportion, i.e., the sample size. This research surveyed the professionals and working in TEMESA Projects in Dar es salaam, region. As a result, the researcher focused on the professionals and project members involved on various TEMESA Projects i.e. Project managers, team leaders and team members. According to Alaghbari and Sultan (2015), there were several approaches used in determining the sample size. These, include using a census for small populations, imitating sample size of similar studies, using unpublished tables, and lastly applying formulas to calculate a sample size. For this study, the Yamane (1967)' formula was applied.

$$n = \frac{N}{(1 + N(e)^2)}$$

Where:

N=Total population = 100

e= Proportion of the population element that belongs to the defined category

0.05 (95% confidence level). Therefore, the sample size was estimated into 80 respondents from TEMESA, Dar es salaam region. However, only 50 respondents returned the questionnaire making it a 62.5% respondent rate. According to Holtom et al. (2022), the response rate of 60% and above is desirable and permits the researcher to execute the descriptive analysis.

3.6 Sampling Procedure

The study employed systematic sampling method, a type of probability sampling method since quality project enrolled based on the selection criteria that was suited the purpose. The method was relatively easy to execute for research. The researcher selected every 5th people from the population list given by TEMESA. The results obtained from systematic sampling were appropriate as well and the amount of risk involved in the systematic sampling method was the bare minimum. The weakness of this method becomes difficult when population size cannot be estimated (Sullivan et al., 2022).

3.7 Methods of Data Collection

Based on the objectives and the research questions, a structured questionnaire was

self- completed questionnaire with rating questions. The questionnaire was developed to obtain information from TEMEASA project professionals. The questionnaire consisted of closed ended questions. For the purpose of the study, the questions were grouped under two sections. The first series of questions related to respondent's profile. This intends to find out the background and experience of respondents. The second group of questions were related to the quality project in TEMESA. The questionnaire was provided to human resource management department for distribution to respective respondents. The questionnaire comprised the 5-Likert scales. The data collection process took four (4) weeks, equivalent to one month.

3.8 Data Processing

Data was screened first to check if no mistakes have been done during data collection. The screening the questionnaire involved looking the incorrect information, missing data and outliers. Later, the data and information collected from the interviewee was verified, coded and later were entered into using statistical package for social science (SPSS) version 20.

3.9 Data Analysis

This analysis process was assisted in making realistic inference based on the sample for the study. Frequencies and percentages were the main descriptive statistics that were used in the statistical package (SPSS) to analyze data. The association of different factors with availability of quality project was computed using descriptive analysis as it explored the relationship between two or more independent variables

and one outcome (dependent variable). This model helped to predict the value of the dependent variable for new values of the independent variables as well as to describe the relative contribution of each independent variable to the dependent variable and controlling for the influence of other independent variables.

3.10 Variables and Measurements

A 5-point ranking system applied where the respondents was questioned to rate from the list of statements on the influence of financial resources, communication procedure and political interference. The independent variable as identified from the performance theories was used to assess the project performance as the dependent variable of the study. Independent variables were: communication procedures, financial resources and political influence. Table 3.1 indicates the variables and measurements procedures.

Table 3.1: Variables and Measurements

Variables	Measurement means	Scales	Source
Independent variables Communication procedures	✓ Project instructions Clarity ✓ information sharing timeliness ✓ stakeholder meetings frequency ✓ response and Feedback mechanisms ✓ record-keeping quality and documentation and	Five Likert scales	Adam (2024); Atalo (2025); Wondimagegnehu (2025)
Financial resources	✓ disbursement of funds timely ✓ Adequacy of budget allocation ✓ contingency funds Availability of ✓ financial reporting Transparency ✓ procurement resource utilization Efficiency	Five Likert scales	Dabirian et al. (2023) Olatunji et al. (2024) and Sauveur et al. (2025)
Political influence	✓ Political part influence continuity ✓ Alignment of the project with political agendas ✓ political leading manifesto influence	Five Likert scales	Mohammed (2022); Waiguru (2021); Iqbal et al. (2024)
Dependent Variable Project quality	✓ Compliance specifications materials Quality ✓ standards Workmanship ✓ tested results Clients' satisfactioonn	Five Likert scales	Ika and Pinto (2022).; Bitamba (2020); Laurent (2017)

Source: Empirical Literature Review (2021)

3.11 Validity and Reliability of Data Tool

The data validity refers to measurement accuracy with which a method measures what it was intended to measure (Izah et al., 2023) Validation did not belong in some separate stage of the investigation, but instead as an ongoing principle throughout the entire research process. The validity data tells how accurately a method to measure something. If a method to what it claims to measure and results closely correspond to real-word values, then it can be considered valid. There are four main types of validity which are; Construct validity is the validity that test to measure the concept

that its intended to measure, Content validity is the validity that test fully representative of what it aims to measure, face validity is the validity that content the test appear to be suitable of its aims and criterion validity is the validity that results correspond to a different test of the same thing (Izah et al., 2023).

Reliability of data is defined as the degree of the instrument to produce stable and consistent results; and this can be achieved through; test and re-testing of the questionnaires and checklist; availability of equivalent forms; and internal consistency of the collected data, and they should be reproducible and consistent (Hadullo, 2018). Ensuring reliability requires diligent efforts and commitment to consistency. The consistence of the data and information acquired over any research defines its reliability and validity. Reliability affirms data consistency for quantitative researches. Reliability of data was measured by Cronbach's alpha in SPSS, whereby, for acceptance, the value should be greater or equal to 0.7 was used to assess the goodness for fit in the study model. The reliability deals with accurateness and precision of the measurement processes.

3.12 Research Ethical Issue

As recommended by Davidson et al. (2024), all ethical matters were considered in this study. The researcher obtained the clearance letter from the Open University of Tanzania and TEMESA before collecting data. During the study, the ethical issues were considered by seeking consent from respondents before data collection. The privacy of the respondents was preserved and if the respondent resisted to participate in the researcher, the alternative respondent in the list of population was requested to replace the resistant respondent. In the questionnaire introduction section, it was

made clear that the data were confidential and will not be distributed to third parties. In addition, participants were not exposed to stress since anonymity was preserved in the research study. The participation was voluntary and uncomfortable questions were avoided. The researcher also considered and avoided the aspect of plagiarism. The researcher moreover avoided fabricated data and falsified data.

CHAPTER FOUR

RESULTS AND ANALYSIS

4.1 Overview

This chapter provide the descriptive analysis data on the factors affecting construction project quality in TEMESA, Dar es salaam region. The findings are presented according to the variables of the specific objectives.

4.1.1 To Assess the Influence of Financial Resources on Quality of TEMESA Project in Dar Es Salaam Region

The financial resources are among the traditional project performance measurer. The financial resources data has been conceptualized into the following statement. There was a statement that intended to confirm whether lack of working tools and other facilities was due to unavailability of financial resources. The question intended to affirm if this scenario affected quality project in planning, design and implementation for TAMESA projects in Dar es salaam region.

The question intended to validate how lack of working tools and other facilities due to unavailability of financial resources affected quality project in planning, design and implementation. The statistics results revealed that the 46% of the respondents agreed, 24% agreed, 14% were not sure, 10% disagreed and 6% strongly disagreed. The results showed that the majority of TAMESA staff lacked working tools and other facilities due to unavailability of financial resources and hence this affected the quality project in planning, design and implementation and later this scenery affected the project quality. The findings signify that the financial resources were key indicator to facilitate the quality and success of TEMESA's project planning, design

and implementation. The unavailability of financial resources tends to affect the project to any stage from starting until close the project. For any stage either design or implementation can contribute the good results or bad results to project performance. So, the quality project is crucial since the preparation of the project. The good project budget contributes to achievement of the project goals.

Table 4.1: Lack of working tools and other Facilities Due to Unavailability of Financial Resources

Variable	Frequency	Percent
Strongly Disagree	3	6.0
Disagree	5	10.0
Not Sure	7	14.0
Agree	12	24.0
Strongly Agree	23	46.0
Total	50	100.0

Source: Filed Data

Research participants were also asked whether lack of sufficient qualified and skilled labours due to unavailability of financial resources affected quality project in planning, design and implementation at TEMESA in Dar es salaam region. This question aimed at finding out if the lack of sufficient qualified and skilled labours was due to unavailability of financial resources. The question also intended to approve if this situation affected the quality project in planning, design and implementation. Among the population evaluated, 50.0% and 32.0% of the respondents agreed and strongly agreed respectively. The findings confirmed that lack of sufficient qualified and skilled labours due to unavailability of financial resources affected quality project in planning, design and implementation. Yada and

Tekele (2016) found that in Ethiopia performance of project was determined by the leadership skills.

Table 4.2: Lack of Sufficient Qualified and Skilled Labours Due to Unavailability of Financial Resources

Variable	Frequency	Percent
Strongly Disagree	1	2.0
Disagree	4	8.0
Not Sure	4	8.0
Agree	25	50.0
Strongly Agree	16	32.0
Total	50	100.0

Source: Filed Data

The respondents were further asked if the allocation of financial resources were according to the plan and whether this affected project duration and implementation. Regarding to this question, 50.0% of respondents agreed and 26.0% of respondents strongly agreed that the poor allocation of financial resources as planned through project duration affected project implementation. Results further revealed that of the respondents were not sure, 8% disagreed and 4% strongly disagreed. The results signify that there was no good allocation of the resources in the project and in this case, it affected the project implementation. Kamau et al. (2023) disclosed that finance project planning positively and significantly influenced the performance of florist project in Kenya. Dabirian et al. (2023) indicated that policies on incentive payments, estimation of on project cash improved the execution of the project in Iran. Sauveur et al. (2025) indicated that effect of human resource management, financial resource management, and material resource management did not influence

the Rwandan water supply projects.

Table 4.3: Allocation of Financial Resources as Planned Through Project and its effect on Project Implementation

Variable	Frequency	Percent
Strongly Disagree	2	4.0
Disagree	4	8.0
Not Sure	6	12.0
Agree	25	50.0
Strongly Agree	13	26.0
Total	50	100.0

Source: Filed Data

4.2 To Examine the Influence of Communication Procedures on Quality of TEMESA Project in Dar Es Salaam Region

The communication channels play the greatest indispensable role in diffusing the project information among all the project stakeholders. The choice of communication medium should consider both communicating parts. Poor choice of communication media may alter the transmitted information by either adding or removing some of the useful information. Besides, poor selection of communication may cause delay of project information, hence affect the project performance (Suleiman et al., 2023).

The respondents were asked if the communication procedures at TEMESA Project in Dar Es Salaam region promoted the construction project quality. The findings indicated that 38.0% of respondents agreed and 26.0% of respondents strongly agreed that poor communication by the project manager or team leader distorted the project performance. The question intended to validate how project manager or team leader acted on communication procedures. The communication procedure promotes the achievement of the organizational goals. The respondents agreed that there was

good communication procedure and this promoted the quality of TEMESA construction projects.

Table 4.4: Influence of Communication Procedures on project Quality

Variable	Frequency	Percent
Disagree	5	10.0
Not Sure	6	12.0
Agree	23	46.0
Strongly Agree	16	32.0
Total	50	100.0

Source: Filed Data

The researcher examined the effect of the more time spent getting project information. The assessment of the question showed that 40.0% of respondents agreed that 30.0% strongly agreed that the more the time spent in communication procedures to get project information increased the chance of project failure. The results show that quality of the TEMESA construction projects depended highly by of the information, the short time to access the information and the effective communication procedures between the stakeholders of the project.

Suleiman et al. (2023) indicated that in Jordan there was poor communications which was caused by lack of a plan in communication, inappropriate medium for communication, slow information flow, construction teams' cultural diversity, diverse skills, contractual related barriers; the information unavailability, misunderstanding among teams. Steven and Malekela (2025) showed that challenges occurring in Tanzanian construction sector has rooted from the communication practices.

Wondimagegnehu (2025) revealed that better communication practices when integrated with the technology promoted the project performance in Ethiopia. Khan

and Adam (2024) indicated that the better communication practices promoted the construction project performance Somaliland. Moreover, Atalo (2025) exposed that the strategies of communication promoted the performance of Ethiopian construction projects. The findings further indicated that mechanisms for feedbacks, communication that was well-structured, coordination of message had promoted the effective communication and hence project performance.

Table 4.5: Communication Procedures influence

Variable	Frequency	Percent
Strongly Disagree	4	8.0
Disagree	7	14.0
Not Sure	4	8.0
Agree	20	40.0
Strongly Agree	15	30.0
Total	50	100.0

Source: Filed Data

4.3 To Examine the Influence of Political Influence on Quality of Project

TEMESA in Dar Es Salaam Region

Politicians have the ability to influence, condition, shape, and thereby control the authoritative decisions and actions of those who possess the formal-legal authority to take these decisions and actions (Kakar et al., 2024). The individuals and groups exercising political activities have the ability to shape and control the decision-making behavior of those officeholders in the government or private entities. Such individuals and groups exercise significant influence over particular policy decisions made by particular government offices and institutions (Niagara & Datche, 2015).

The findings revealed that 32.0% and 32.0% of the respondents agreed and strongly

agreed that project quality was affected when the political leaders interfered professionalism in project planning and implementation. The project quality is affected when the political leaders interfere professionalism in project planning and implementation had a negative effect on the project performance and quality. The findings indicates that political interference in any stage of the project design or implementation could contribute to poor project quality or unfavourable project performance. The managers have responsibility to take care the political leaders to avoid interference by having devised proactive strategies. The unwise political leaders can pressurize the project management to act the way which is not appropriate for their inclined to political gain. The unwise political leader may even force the project to be condensed in terms of time and financial resources and this pose risk to the project completion. The unwise political leaders may force the project to be implemented against the planned time and financial resources.

Table 4.6: Political Influence

Variable	Frequency	Percent
Strongly Disagree	1	2.0
Disagree	10	20.0
Not Sure	7	14.0
Agree	16	32.0
Strongly Agree	16	32.0
Total	50	100.0

Source: Filed Data

Mohammed (2022) indicated that the influence of construction project failure was not influenced by public-sector political corruption in California. Waiguru (2021) revealed that the political factors influenced the performance of the construction performance for the construction project in Kenya. Iqbal et al. (2024) indicated that the political leadership played the great role in facilitating the project performance in

Pakistan. Almeile (2021) disclosed that the two elements promoted the performance of the private and public implemented projects in United Kingdom. Kakar et al. (2024) indicated that political stability has a role to play to facilitate the performance of the construction project in Afghan. The study also considered other influencing factors such as management skills, corruption practices, procurement procedures, risk management framework, team competences and planning procedures.

CHAPTER FIVE

SUMMARY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.3 Overview

The study aimed on assessing on the factors affecting project quality in TEMESA. This chapter presents the summary of findings, conclusion and recommendations of the study.

5.4 Summary of Finding

The summary of findings narrates the factors affecting project quality in TEMESA based on the specific objectives.

5.2.1 Extent of Financial Resources of Project Quality in TEMESA

The findings indicated that financial resource inadequacy hindered the implementation of TAMESA construction project in Dar es salaam region. The findings further disclosed that lack of financial resources limited the availability of the qualified and skilled labours due to unavailability of financial resources. Moreover, the findings indicated that the financial resources affected quality project in planning, design and implementation. Therefore, the findings indicated that the having adequate financial resources is essential to facilitate the execution of the project activities since planning to execution. The findings designated that the financial resources were inadequate to facilitate the proper execution of TAMESA construction projects in Dar es salaam region in Tanzania.

5.2.2 Extent of Communication Procedure of Project Quality in TEMESA

The findings disclosed that the project the communication procedure was adequate to facilitate the proper execution of the TAMESA construction project in Dar es salaam region. However, the majority of respondents agreed that proper communication from the level of the management to the staff was essential to promote the project quality in TAMESA. The respondents witnessed that proper communication procedures enhance proper management of financial, human, material and financial resources. Hence, the communication procedures should be timely sustained so as to promote the TAMESA construction project quality in Dar es salaam region.

5.2.3 Extent of Political Interference of Project Quality in TEMESA

Despite the respondents did not ascertain that the political interference was a major problem, they emphasized on the free political operating environment. The responded agreed that the political interference has a negative effect on the construction project performance because makes the project to be implemented without the intended quality. Hence, generally the researcher assert that the political interference influenced the performance of construction projects in TAMESA Dar es salaam region. The respondents stressed that the political interference should be avoided since the initiation of the project, implementation, monitoring and evaluation and closure. The findings disclosed that the political interference was associated with project funds' diversion. This pose risks of project delays and risk of poor performance.

5.3 Conclusion

The findings reveal that inadequate financial resources hindered the implementation of the TAMESA construction project in Dar es salaam region. The study revealed that ensuring appropriate and operative project communication foster the information gathering and keeping project information. The findings indicated that the effectiveness of communication in project management influenced projects performance. The findings further disclosed that the political leaders have a power to influence all project processes if are not well controlled. The results revealed that the political leaders had an ability to put condition, modify, and control the technical project issues and hence influencing the project quality.

5.4 The study's Recommendations/Implications

The findings of this study offer the practical, policy and contribution of the Juran theory as stipulated below.

5.4.1 Practical Implications

The findings rationalize the need for project managers and project implementing agencies to advance explicit communication procedures and for political leaders who engage with the project. Since political practitioners usually disrespect technical information for favouring political advantage, project stakeholders should document project official decisions. Use of evidence-project documentation promote the project independence. Therefore, the study emphasizes to adopt the project governance implementation practices to promote the sustainable project quality for the TAMESA construction projects. Using of the comprehensive financial guidelines

to facilitate the proper project financial management. The guidelines should highlight the fundings disbursement and post payment accountability policies. The proper communication procedures should be clearly prepared so as to avoid the bad communication practices that hamper the TAMESA construction projects' performance in Dar es salaam region.

5.4.2 Policy Implications

The findings call for the introduction of regulatory frameworks that limit undue political interference in public construction projects. The formal guidelines stipulating the roles of political leaders in the activities should be established. The policies should articulate the role of politicians in every phase of the project such as initiation, planning, implementation, monitoring and control, and evaluation phases. Policies must describe the mandates of politicians and the role of project managers and other project staff. Moreover, authorities guiding the project implementations should establish laws that safeguard accountability when political leaders interfere the project activities. The policies should encourage participatory project planning, to allow the political leaders and project technical experts to define the activities together in all phases of the project implementation.

5.4.3 Contribution to Juran's Quality Theory

The findings augment Juran's quality theory by integrating the dimension of political influence as one of external factors that can distort the project quality planning and control. According to Juran, quality management is achieved through three phases of project planning, project control, and project improvement. Nevertheless, the study

revealed that political intrusion disrupted these three pillars, particularly project planning and project control. The study has imposed the non-technical variations that threatened the quality consequences. The study stresses the need for the project management scholars to expand Juran's framework to contain political risk as a key variable which enhance the management of quality, in public construction projects.

Additionally, the study evidences that project quality cannot be viewed exclusively as a technical function or managerial attribute but rather than as a socio-political variable. Juran stressed the management's role in ensuring project quality. Nonetheless this study indicated that sound management could be destabilized by external factors like political interference. Therefore, the Juran theory should be modified to incorporate stakeholders' interest, especially in the politicians by explain their roles and functions in every stage of the project implementation.

5.5 Limitations of the Study

The study has encountered a few limitations or matters that might be considered while doing related studies yet to come. First, the data collected was limited to TEMESA only as public institution deal with engineering services. The other public institutions in Tanzania like TBA, TANDOADS, TARURA, NHC, TANESCO and other were not involved in the study. The researcher lacked the comparison among many institutions. Once more, the sample size of the experts used in the exploration was considerably small to make adequate generalization. Even if there were a clear difference between strongly disagree and strongly agree of the variables measured, the outcomes might not be the same with a

larger sample size.

The study also concentrated on the three factors that are the financial resource management, the communication practices and the political interference. Consideration of more factors such as human resource, material resources and technological resources could give a more holistic result. Moreover, use of the descriptive analysis promotes the generalization of the results. The study also used frequencies and means to generalization of the results. Therefore, the use of descriptive analysis not only denied establishment of cause-effect relationship but also the descriptive analysis is inclined to sampling error.

5.6. Direction of the Future Studies

The study future studies should consider expanding the studies to include more organizations in Tanzania such like TBA, TANDOADS, TARURA, NHC, TANESCO and others that were not involved in the study. The studies also might conduct the comparative analysis between the public and private organizations. The future studies may involve more than the three the factors such as human resource, material resources and technological resources. This could give a more holistic result. Moreover, the future studies may apply the inferential analysis techniques such as regression or structural equation modelling in order to establish of cause-effect relationship between the independent and dependent variables. The mixed method design that comprises the quantitative and qualitative data analysis also should be considered for future studies to enable in-depth explanation of the phenomena.

REFERENCES

- Aje, I. O., Oladinrin, T. O., & Nwaole, A. N. C. (2016). Factors influencing success rate of contractors in competitive bidding for construction works in South-East, Nigeria. *Journal of Construction in Developing Countries*, 21(1), 19-34.
- Ahmed, H. M., Assefa, M., & Kassa, E. C. (2023). Factors affecting the time overrun of road construction projects in Ethiopia. *International Journal of Procurement Management*, 17(1), 1-25.
- Agrawal, N., Rabiee, M., & Jabbari, M. (2024). Contextual relationships in Juran's quality principles for business sustainable growth under circular economy perspective: A decision support system approach. *Annals of Operations Research*, 342(1), 47-77.
- Alaghbari, W., Al-Sakkaf, A. A., & Sultan, B. (2019). Factors affecting construction labour productivity in Yemen. *International journal of construction management*, 19(1), 79-91.
- Almeile, A. (2021). *The role of political and economic stability on the success of public-private partnership (PPP) construction projects from a project management perspective* (Doctoral dissertation, University of Southampton).
- Alraih, S., Shayea, I., Behjati, M., Nordin, R., Abdullah, N. F., Abu-Samah, A., & Nandi, D. (2022). Revolution or evolution? Technical requirements and considerations towards 6G mobile communications. *Sensors*, 22(3), 762. <https://doi.org/10.3390/s22030762>

- Amoah, C., & Simpeh, F. (2021). Implementation challenges of COVID-19 safety measures at construction sites in South Africa. *Journal of facilities management*, 19(1), 111-128.
- Ansari, R., Khalilzadeh, M., Taherkhani, R., Antucheviciene, J., Migilinskas, D., & Moradi, S. (2022). Performance prediction of construction projects based on the causes of claims: A system dynamics approach. *Sustainability*, 14(7), 4138. <https://doi.org/10.3390/su14074138>
- Aradukunda, A., & Sikubwabo, C. (2024). Influence of financial resources management on project performance in public institutions: A Case of Kigali City (2018-2022). *African Journal of Empirical Research*, 5(2), 411-425.
- Atalo, M. (2025). *The effect of project communication management on project performance* (A case of five-star elevator manufacturing plc) (Doctoral dissertation, St. Mary's University).
- Behera, A. P., Dhawan, A., Rathinakumar, V., Bharadwaj, M., Rajput, J. S., & Sethi, K. C. (2025). Optimizing time, cost, environmental impact, and client satisfaction in sustainable construction projects using LHS-NSGA-III: A multi-objective approach. *Asian Journal of Civil Engineering*, 26(2), 761-776.
- Bekr, G. A. (2017). Factors affecting Performance of Construction Projects in Unstable political and economic situations. *ARPJN Journal of Engineering and Applied Sciences*, 12(19), 5384-5394.
- Bitamba, B. F., & An, S. H. (2020). Study on factors affecting the performance of

- construction projects in the Democratic Republic of the Congo. *South African Journal of Industrial Engineering*, 31(1), 12–25.
- Chauhan, J., Subedi, S., Thakulla, A., & Khanal, S. R. (2023). Project quality management. In *Conference: Survey Project Management* (Vol. 2, No. 5).
- Chen, I. J & Popovich, K (2013). Understanding customer relationship management, construction projects in India, *Sādhana*, 41, 679-693.
- Chileshe, N., & Kikwasi, G. J. (2018). Investigating stakeholder management performance on construction projects in Tanzania. *International Journal of Construction Supply Chain Management*, 8(1), 31–54.
- Dabirian, S., Ahmadi, M., & Abbaspour, S. (2023). Analyzing the impact of financial policies on construction projects performance using system dynamics. *Engineering, Construction and Architectural Management*, 30(3), 1201-1221.
- Davidson, N., Hammarberg, K., & Fisher, J. (2024). Ethical considerations in research with people from refugee and asylum seeker backgrounds: A systematic review of national and international ethics guidelines. *Journal of Bioethical Inquiry*, 21(2), 261-284.
- Dirie, A. A. (2024). Financial resource planning and performance of construction projects. A Study of Buruuj construction company, Mogdishu, Somalia (Doctoral dissertation, Kampala International University).
- Dixit, S. (2020). Study of factors affecting the performance of construction projects in AEC industry. *Organization, technology & management in construction: an international journal*, 12(1), 2275-2282.

- Durga, S., & Mehrotra, V. (2022). Communication and its vital role in human life. *International journal of health sciences*, 6(S5), 5940-5948.
- East, Nigeria. *Journal of Construction in Developing Countries*, 21(1), 34.
- El Khatib, M., Alzoubi, H. M., Alshurideh, M., & Alzoubi, A. A. (2023). Project quality management in the United Arab Emirates mining and construction sector: A literature review. *The Effect of Information Technology on Business and Marketing Intelligence Systems*, 1341-1353.
- Gamil, Y., & Abd Rahman, I. (2023). Studying the relationship between causes and effects of poor communication in construction projects using PLS-SEM approach. *Journal of Facilities Management*, 21(1), 102-148.
- Gaudenzi, B., & Qazi, A. (2021). Assessing project risks from a supply chain quality management, perspective. *International journal of quality & reliability management*, 38(4), 908-931.
- Hafez, S. M., Aziz, R. F., Morgan, E. S., Abdullah, M. M., & Ahmed, E. K. (2014). Critical factors affecting construction labor productivity in Egypt. *American journal of civil engineering*, 2(2), 35-40.
- Herzallah, A. M., Gutiérrez-Gutiérrez, L., & Munoz Rosas, J. F. (2014). Total quality *Higher National Computing*, 313–390.
<https://doi.org/10.4324/9780080495248-8>
- Hijazi, R. (2021). Factors hindering quality performance in construction projects: An empirical study. *Review of Applied Socio-Economic Research*, 21(1), 47-57.
- Holtom, B., Baruch, Y., Aguinis, H., & A Ballinger, G. (2022). Survey response

- rates: Trends and a validity assessment framework. *Human relations*, 75(8), 1560-1584.
- Ibrahim, A. H., & Elshwady, L. M. (2021). Factors affecting the accuracy of construction project cost estimation in Egypt. *Jordan Journal of Civil Engineering*, 15(3), 329-344.
- Izah, S. C., Sylva, L., & Hait, M. (2023). Cronbach's alpha: A cornerstone in ensuring reliability and validity in environmental health assessment. *ES Energy & Environment*, 23, 1057. *Journal of Industrial Engineering*, 31(1), 12-25. *Journal of Project Management*, 31(4), 498 – 512.
- Juma, J. R., & Nsimbila, P. (2025). The Influence of quality control mechanism implemented by consultants on quality assurance of road Projects: A Case of Dar es Salaam Metropolitan Development Projects, Tanzania. *African Journal of Empirical Research*, 6(2), 241-251.
- Kakar, A. S., Hasan, A., Jha, K. N., & Singh, A. (2024). Project cost performance factors in the war-affected and conflict-sensitive Afghan construction industry. *Journal of Engineering, Design and Technology*, 22(5), 1570-1590.
- Kamau, J. W., Ngugi, P. K., & Mchelule, Y. (2023). Financial project planning and performance of floricultural projects in Kenya. *International Academic Journal of Economics and Finance*, 4(1), 37-47.
- Olatunji, O. A., Rotimi, J. O. B., Rotimi, F. E., & Silva, C. C. (2024). Causal relationship between project financing and overruns in major dam projects in Africa. *Engineering, Construction and Architectural*

Management.<https://www.emerald.com/insight/content/doi/10.1108/ECA-M-03-2023-0286/full/html>, 16/07/2025.

- Khan, S., Saquib, M., & Hussain, A. (2021). Quality issues related to the design and construction stage of a project in the Indian construction industry. *Frontiers in Engineering and Built Environment*, 1(2), 188-202.
- Khan, D. S., & Adam, M. M. (2024). The effects of communication on project success: Case of selected construction projects in Hargeisa, Somaliland. *Somaliland* (October 14, 2024).
https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4986625.
- Ika, L. A., & Pinto, J. K. (2022). The “re-meaning” of project success: Updating and recalibrating for a modern project management. *International Journal of Project Management*, 40(7), 835-848.
- Kimambo, K. R. (2022). *The effectiveness of public sector project management practices on successful implementation of government projects: the case of Tanzania building agency (TBA) and Tanzania railway corporation (TRC)* (Doctoral dissertation, The Open University of Tanzania).
- Kirima, N. N., Minja, D., & Njoroge, J. (2024). Effect of project financing on the performance of road infrastructure development projects in Kenya. *Reviewed Journal of Social Science & Humanities*, 5(1), 80-92.
- Laurent, T. K. (2017). *Factors affecting performance of airport construction in Tanzania* (Doctoral dissertation, The Open University of Tanzania).
- Lukhele, T., Botha, B., & Mbanga, S. (2021). Exploring project complexity relations to scope changes in construction projects: A case study of NEC projects in South Africa. *Construction Economics and Building*, 21(2), 18-33.

- Maddushan, U. H. R. P., Malkanthi, S. N., & Senevirathna, D. M. K. N. (2021, October). Evaluation of critical factors affecting quality of construction projects. In *International Symposium on Advances in Civil and Environmental Engineering practices for Sustainable Development, Galle, Sri Lanka* (pp. 335-342).
- Makokha, T., & Ngugi, L. (2022). Influence of resource allocation on project implementation by Busia County Government, Kenya. *International Journal of Management and Commerce Innovations*, 10(2), 55-60.
- Mohammed, S. (2022). *Effect of political corruption on project failure. a multilevel inquiry on the effects of corruption on public sector construction project failure in emerging and advanced market economies* (Doctoral dissertation, Northcentral University).
- Marsonet, M. (2019). Philosophy and logical positivism. *Academicus International Scientific Journal*, 10(19), 32-36.
- Ngoma, S., Kaliba, C., & Mwanaumo, E. M. (2025). Enhancing productivity in construction trades in labour-intensive construction projects. *African Journal of Applied Research*, 11(2), 367-391.
- Niagara, P., & Datche, E. (2015). Factors affecting the performance of construction Projects: A survey of construction projects in the coastal region of Kenya. *International Journal of Scientific and Research Publications*, 5(10), 1. 185 – 197
- Ohag, M., Nawawi, A. H., Muhammad, F., & Hashim, N. (2023). Critical coordination factors affecting design and build projects: A comprehensive review of literature. *International Journal of*

- Environment, Architecture, and Societies*, 3(01), 59-71. or Investment, Journal of Scientific Research, 10 (2): 218-223.
- Papadimitri, P., Pasiouras, F., Pescetto, G., & Wohlschlegel, A. (2021). Does political influence distort banking regulation? Evidence from the US. *Journal of Financial Stability*, 53, 100835.
- Sahle, A. (2018). Determination of Project Performance: The case of 40/60 Housing Projects in Ayat Site, Addis Ababa (Doctoral dissertation, St. Mary's University).
- Shaban, S. A., Elkourd, R., & Saif, M. A. (2023). Assessing contractor views on time overrun causes in Gaza strip construction projects. In *AI and Business, and Innovation Research: Understanding the Potential and Risks of AI for Modern Enterprises* (pp. 265-271). Cham: Springer Nature Switzerland.
- Sang, L., Yu, M., Lin, H., Zhang, Z., & Jin, R. (2021). Big data, technology capability and construction project quality: A cross-level investigation. *Engineering, Construction and Architectural Management*, 28(3), 706-727.
- Sauveur, I. H., & Amolo, A. E. J. (2025). The Impact of resource management on water supply project performance: A Study of financial, human, and material resources. *International Journal of Finance & Banking Studies*, 14(1), 186-194.
- Steven, G., M., & N Malekela, K. (2025). Procedures for enhancing effective implementation of project communication management practices in public building construction projects in Tanzania. *International Journal*

of Innovative Science and Research Technology, 10(6), 168-177.

Suleiman, A., Almasaeid, H., Hussein, N., & Abahre, J. (2023). Addressing the causes and effects of poor communication in the Jordanian construction industry: A study on improving project performance. *Civil and Environmental Engineering*, 19(1), 156-166.

Sullivan, K. A., Farrokhyar, F., Leontiadis, G. I., Patel, Y. S., Churchill, I. F., Hylton, D. A., ... & Hanna, W. C. (2022). Routine systematic sampling versus targeted sampling during endobronchial ultrasound: a randomized feasibility trial. *The Journal of Thoracic and Cardiovascular Surgery*, 164(1), 254-261.

Taussi, S. (2023). *Factors affecting the success and failure of projects* (Master Thesis, University of Applied Sciences).

Tayyab, M., Furkhan, M., Rizwan, M., Jameel, M., & Chadee, A. (2023). A study on factors influencing cost overrun in high-rise building construction across India. *Journal of Smart Buildings and Construction Technology*, 5(01), 52-83.

TEMESA (2025). TEMESA Profile [<https://www.temesa.go.tz/>], 22/06/2025

Vilkonis, A., Antucheviciene, J., & Kutut, V. (2023). Construction contracts quality assessment from the point of view of contractor and customer. *Buildings*, 13(5), 1154.
<https://doi.org/10.3390/buildings13051154>

Waiguru, I. (2021). *Political factors influencing performance of road construction projects in Laikipia county-a case of Nanyuki-Doldol road construction project* (Doctoral dissertation, University of Nairobi).

- Wondimagegnehu, R. (2025). The effect of project communication management on project performance in the construction industry: A case study of MIDROC investment group (Doctoral dissertation, St. Mary's University).
- Wekesa, B. (2023). Infrastructure. In *China's footprint in East Africa: Pessimism versus Optimism* (pp. 129-185). Singapore: Springer Nature Singapore.
- Wuni, I. Y., & Abankwa, D. A. (2025). Understanding the key risks in circular construction projects: From systematic review to conceptual framework. *Construction Innovation*, 25(4), 1085-1107.
- Yamane, T. (1967). *Statistics: An Introductory Analysis* (2nd ed.). Harper and Row.
- Yada, A. L., & Yadeta, F. T. (2016). *Factors affecting the performance of construction Project under Oromia Industry and urban development bureau, Ethiopia. ABC Research Alert*, 4(2), 342 - 352
- Yuanita, R. I. (2021). PIECES framework on the implementation of rapid enumeration and evaluation information system of 2020 population census. *Jurnal Pilar Nusa Mandiri*, 17(1), 47-52.
- Zwikael, O., Pathak, R. D., Ling, F. Y., Titov, S., Husain, Z., Sharma, B., ... & Samson, D. (2022). Variation in project management practices across borders. *Production Planning & Control*, 33(13), 1270-1282.

APPENDICES

Appendix I: Research Questionnaires

Research topic: **Factors Affecting Project quality: The case of TEMESA**

I am **Sitta Gembege** a postgraduate student pursuing Master of Project Management at Open University of Tanzania (OUT). I am conducting a study on the factors affecting the quality project at TEMESA. In Dar es Salaam.

Purpose of the Study

The study is expected to establish the quality project on performance and determining the factors affecting the quality project at TEMESA. It is my attention that this study will tend to perform well to establish services to our stakeholders as a partial fulfilment of the Masters of Project Management.

Procedures

The study will involve participants who are staff from Consultancy services, Electrical and Electronics, Ferry Construction and Maintenance, Ferry Operation and Safety, Planning, Monitoring and Evaluation, ICT and Statistics, Electrical Section Corporation Sole, Refrigeration and Air Condition and Information Technology, Electronics and maintenance.

Your participation in the study is voluntary, you are free to decide either to participate on this study or not. You can withdraw from this study at any point and your refusal will not affect the quality project that you are supposed to be given. If you are willing to participate in the study then, you will be requested to answer questions related to the study. It will take 15 minutes for you to complete questionnaire. The questions on your financial system performance, communication

system and political system to influence will be asked. No cost is required from you throughout of your participation in this study. This questionnaire is prepared to obtain information from key informants with structured questions. The information is required for the academic research entitled “Factors affecting Project quality in TEMESA” which is being conducted as partial fulfillment of Master of Project Management in Business Management. The main objective of this research has to identify the significance of financial resource factor, communication procedures factor and political interference factor affects quality project in TEMESA and make recommendations based on the findings. The questionnaire consists of four sections. Section 1 contains three questions about respondent profile, section 2 contains three questions about financial resources factor indicators, section 3 contains three questions about communication procedures factor indicators and section 4 contains three questions about political influence factor indicators. Your response in this regard is highly valuable and contributory to the outcome of this research.

The main objective of this research has to identify the significance of financial resource factor, communication procedures factor and political interference factor affects quality project in TEMESA and make recommendations based on the findings. The questionnaire consists of four sections. Section 1 contains three questions about respondent profile, section 2 contains three questions about financial resources factor indicators, section 3 contains three questions about communication procedures factor indicators and section 4 contains three questions about political influence factor indicators. Your response in this regard is highly valuable and contributory to the outcome of this research.

Thank you in advance for your contribution in this study.

Confidentiality

The information obtained from you will be kept confidential and will be used for this study only. Codes will be used instead of names. No information might identify you as participant at the time the results of study are published it will continue be secret issue for study.

Benefits

No financial benefits to you but you will benefit from recommendations that will be made to the efficient and effective project management system towards improvement of quality project to stakeholders.

Risk: There are no risks involved in this study.

Rights to Withdraw and Alternatives

Participation for this study is voluntary. You have the right to refuse to participate or withdraw from the study even if you have already given your consent. Refusal to participate or withdraw from the study will not involve penalty or loss of any benefits to which you are otherwise entitled. Your withdrawal from the study will not in any circumstances interferes with the health care service provided to you.

SECTION 1: Respondent Profile

Please respond to the following by either writing in a blank space provided or ticking (v) the appropriate box.

1. What department/unit/section do you belong?

- a) Consultancy services ☐
- b) Electrical and Electronics ☐
- c) Ferry Construction and Maintenance ☐
- d) Ferry Operation and Safety ☐
- e) Planning, Monitoring and Evaluation ☐
- f) ICT and Statistics ☐
- g) Electrical Section Corporation Sole ☐
- h) Refrigeration and Air Condition ☐
- i) Information Technology, Electronics and maintenance ☐

2. Select the appropriate answer. Which of the following describe your position?

- a) Project Manager b) Site Engineer c) Engineer d) Technician Others(specify)..... ☐

3. Select the appropriate answer. How many years of experience do you have in TEMESA?

- a) Less than 5 years b) 5 to 10 years c) 10 to 15 years
- d) 16 years and above ☐

SECTION TWO: Study Questions

Please indicate the importance of each factor by ticking (v) the appropriate cell on each statement based on the relative importance.

Relative importance:

1. Strongly disagree
2. Disagree
3. Not sure
4. Agree
5. Strongly agree

SECTION 2: FACTOR AFFECTING QUALITY PROJECT IN TEMESA

Question Number	Factor: Finance Resources	Relative Importance				
		1	2	3	4	5
1.	Lack of working tools and other facilities due to unavailability of financial resources can affect quality project in planning, design and implementation					
2.	Lack of sufficient qualified and skilled labours due to unavailability of financial resources can affect quality project in planning, design and implementation					
3.	Poor allocation of financial resources as planned through project duration affect project implementation					

SECTION 3: FACTOR AFFECTING QUALITY PROJECT IN TEMESA

Question Number	Factor: Communication Procedures	Relative Importance				
		1	2	3	4	5
1.	Project Manager or team leader when communication procedures not effective to the project can affect the planning and implementation of the project					
2.	Poor communication procedures in project can be source of poor-quality project					
3.	The more the time spent in communication procedures to get project information increases the chance of project success with high quality					

SECTION 4: FACTOR AFFECTING QUALITY PROJECT IN TEMESA

Question Number	Factor: Political Influence	Relative Importance				
		1	2	3	4	5
1.	Project quality can be affected when the political leaders interfere professionalism in project planning and implementation					
2.	When political leader enforces to shorten time frame out of the time frame arranged to the project can affect the planning, implementation and performance					
3.	Any judgment from the political leader to assign project to implement out of planning can affect the project quality					

Appendix IV: Research Clearance Letter

THE OPEN UNIVERSITY OF TANZANIA

DIRECTORATE OF POSTGRADUATE STUDIES

P.O. Box 23409
Dar es Salaam, Tanzania
<http://www.openuniversity.ac.tz>



Tel: 255-22-2668992/2668445
ext.2101
Fax: 255-22-2668759
E-mail: dpgs@out.ac.tz

Our Ref: PG201705200

26th, April 2021

Chief Executive Officer (CEO),

Tanzania Mechanical Electrical and Electronics Services Agency (TEMESA),

P.O. Box 70704,

DAR ES SALAAM.

RE: RESEARCH CLEARANCE|

The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. GEMBEGE, Sitta, Reg No: PG201705200** pursuing **Master of Project Management (MPM)**. We hereby grant this clearance to conduct a research titled **"Factors Affecting Project Quality in TEMESA Dar es salaam"**. He will collect his data at your Office from 1st May 2021 to 30th July 2021.

In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours,

THE OPEN UNIVERSITY OF TANZANIA

Prof. Magreth Bushesha
DIRECTOR OF POSTGRADUATE STUDIES.



**THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF WORKS
TANZANIA ELECTRICAL, MECHANICAL AND
ELECTRONICS SERVICES AGENCY
(TEMESA)**



In reply please quote:
Ref. No. AC.150/438/15

24th November, 2021

Director of Postgraduate Studies,
The Open University of Tanzania,
P.O. Box 23409,
Dar es Salaam, Tanzania.

RE: RESEARCH CLEARANCE

Reference is made to the above heading together with a letter of request from The Open University of Tanzania, Ref: PG201705200 dated 16th November, 2021.

2. The Chief Executive Officer of Tanzania Mechanical Electrical and Electronics Services Agency (TEMESA), has allowed **Mr. GEMBEGE, Sitta, Reg No:PG201705200** pursuing **Master of Project Management (MPM)**. The agency will give corporation to conduct his research to our agency achieve his requirement at this study.
3. Thank you for request.

Yours,

Tanzania Mechanical Electrical and Electronics Services Agency (TEMESA),


**Eng. Raymond Seya
FOR CHIEF EXECUTIVE**