



EXAMINATION OF WORK SCHEDULING PRACTICES ON PROJECT PERFORMANCE IN IRINGA DISTRICT COUNCIL

¹*Sedda J. Mwaipungu*, ²*Modestus Lukonge*

Department of Business Studies, University of Iringa, Tanzania

Sedamwai@gmail.com

ABSTRACT :

The purpose of this study was to examine the effect of work scheduling practices on project performance in Iringa District Council. The study focused on work scheduling practices in relation to the timely completion of projects, cost control and the quality of project outputs. A mixed-methods approach using a convergent parallel research design was employed. The study involved 79 questionnaire respondents and four key informants. Quantitative data were analysed using descriptive statistics, while qualitative data were analysed using thematic analysis. The findings revealed that preparation and monitoring of work schedules contributed to improved project performance, particularly by supporting the timely completion of project activities. However, weaknesses in activity sequencing, task allocation and resource allocation affected the implementation of some projects and contributed to delays, poor cost control and weaknesses in the quality of project outputs. The findings further indicated that effective work scheduling enabled project implementers to coordinate activities, allocate responsibilities and resources, monitor progress and identify delays during project implementation. The study concluded that effective work scheduling practices contribute to improved project performance in Iringa District Council through timely completion, better cost control and improved quality of project outputs. The study recommends that Iringa District Council should strengthen the preparation, implementation and continuous monitoring of work schedules, improve the sequencing of project activities, clearly allocate responsibilities and ensure that required resources are available according to the project schedule. Future studies may examine other factors influencing project performance in local government authorities in Tanzania.

Keywords: Work scheduling practices, project performance, project implementation, Iringa District Council, Tanzania.

INTRODUCTION

Background of the Study

Project performance refers to the extent to which a project achieves its intended results through effective planning, implementation and control of project activities. Project Management Institute (2021) emphasizes that project performance depends on interconnected areas of planning, project work, delivery and measurement, which collectively support the achievement of desired project outcomes. Work scheduling is particularly important because it helps project implementers organize activities, determine their sequence, allocate responsibilities and monitor progress according to planned timeframes. When work schedules are properly prepared and implemented, they provide a basis for coordinating project activities and identifying deviations that may affect project completion.

At the global level, effective work scheduling is widely recognized as an important practice for improving project performance. The Project Management Institute's scheduling standards emphasize that a project schedule provides a structured basis for planning, coordinating and monitoring project activities and progress (Project Management Institute, 2024). Evidence from construction projects also shows that scheduling practices influence important project performance indicators. For example, collaborative scheduling practices have been found to influence key performance indicators by improving coordination and the implementation of project activities (Daniel et al., 2022). Therefore, ineffective activity sequencing, poor allocation of tasks and inadequate monitoring of schedules may contribute to delays and reduced project performance.

In Tanzania, planning and scheduling remain important issues in the performance of public construction and development projects. A review by Mtana et al. (2023) identified planning and scheduling factors as among the most important factors influencing construction project performance, particularly regarding time overruns. Similarly, Lawuo (2026) found that project management practices, including resource scheduling, positively influenced the performance of government construction projects in Tanzania. These findings demonstrate that the preparation of realistic work schedules, proper sequencing of activities, allocation of resources and continuous monitoring of project progress are important for achieving project objectives within planned timeframes and resources.

Iringa District Council implements different public development projects that require effective coordination and scheduling of activities to achieve expected project outcomes. However, the effectiveness of work scheduling practices in influencing project performance within the council requires specific empirical examination. Existing evidence in Tanzania has largely addressed project management and construction project performance more generally, providing limited specific evidence on how work scheduling practices influence project performance at the level of Iringa District Council. This creates a knowledge gap concerning the contribution of activity planning, sequencing, task allocation, resource allocation and schedule monitoring to project performance. Therefore, this study examined the effect of work scheduling practices on project performance in Iringa District Council.

Statement of the Problem

Local government authorities in Tanzania implement development projects to improve public service delivery and respond to community development needs. For these projects to achieve the intended outcomes, project activities need to be properly planned, sequenced, scheduled and monitored. However, some public projects fail to achieve the expected level of performance in terms of timely completion, cost control and quality of outputs. The Controller and Auditor General (CAG, 2025) has continued to report delays and weaknesses in the implementation of public development projects. These performance problems raise concern about whether project activities are effectively scheduled and monitored during implementation.

Previous studies have identified planning and scheduling as important factors influencing project performance. Kavishe (2023) reported weaknesses related to resource allocation and task scheduling, while other studies on project management have generally examined broader factors affecting project implementation. However, limited evidence specifically explains how work scheduling practices, including activity planning, activity sequencing, task allocation, resource allocation and schedule monitoring, influence project performance in Iringa District Council. This limited context-specific evidence makes it difficult to clearly understand the extent to which effective work scheduling contributes to timely project completion, cost control and the quality of project outputs within the council. Therefore, this study examined the effect of work scheduling practices on project performance in Iringa District Council.

LITERATURE REVIEW

Theoretical Literature Review

This study was guided by Project Management Theory, which emphasizes the importance of planning, scheduling, coordinating and controlling project activities to achieve successful project outcomes. Kerzner (2022) explains that effective project management requires project activities to be properly planned, scheduled and monitored to ensure that available resources are used efficiently and project objectives are achieved within the required time and cost. The theory is relevant to this study because work scheduling practices involve planning project activities, determining their sequence, allocating tasks and resources, and monitoring progress during project implementation. Effective scheduling enables project implementers to coordinate activities and identify delays or deviations that may negatively affect project outcomes. Therefore, Project Management Theory provides a relevant basis for examining how work scheduling practices influence project performance in terms of timely completion, cost control and the quality of project outputs in Iringa District Council.

Empirical Literature Review

Previous studies show that work scheduling practices are important for project performance. Moirore and Muchelule (2023), in Kenya, found that project schedule management practices, including task sequencing, consideration of task dependencies, communication of project schedules and resource scheduling, contributed to improved performance of construction projects. Similarly, Mtana et al. (2023) identified inadequate planning and scheduling as important factors associated with poor performance and time overruns in construction projects, emphasizing the importance of proper activity planning and scheduling. Lawuo (2026) also reported that project management practices, including resource scheduling, were associated with the performance of government construction projects in Tanzania. Although these studies provide evidence on the relationship between planning, scheduling and project performance, limited context-specific evidence explains how work scheduling practices influence project performance in Iringa District Council. Therefore, this study examined the effect of activity planning, activity sequencing, task allocation, resource allocation and schedule monitoring on project performance in terms of timely completion, cost control and quality of project outputs.

METHODOLOGY

Research Design

This study employed a mixed research approach, combining quantitative and qualitative methods. The approach allowed the researcher to collect numerical data on work scheduling practices and project performance while also obtaining detailed views and experiences from participants (Creswell & Plano Clark, 2018). A convergent research design was used, where quantitative and qualitative data were collected during the same period, analysed separately and compared during interpretation. This design was appropriate because it enabled the researcher to measure work scheduling practices while also obtaining detailed explanations from employees and key informants involved in project implementation. The approach therefore provided a better understanding of how work planning, activity sequencing, time allocation, task coordination and schedule monitoring influence project performance in Iringa District Council.

Area of the Study

This study was carried out in Iringa District Council, located in Iringa Region, Tanzania. The council implements different public development projects, including the construction and improvement of schools, health facilities, roads and other public infrastructure. These projects involve different activities that require proper planning, sequencing, allocation of time and continuous monitoring to ensure that project activities are completed according to the planned schedule. Iringa District Council was selected because employees from different departments are involved in planning, coordinating and implementing development projects. Work scheduling practices are important in coordinating project activities and ensuring the proper use of time and available resources. The area therefore provided a suitable setting for examining how work scheduling practices influence project performance in terms of timely completion, cost control and the quality of project outputs.

Population and Sampling

Population

A population refers to the entire group of people or units that have characteristics relevant to a particular study (Creswell & Creswell, 2018). The population for this study consisted of 98 employees from relevant departments involved in the planning, implementation and monitoring of development projects in Iringa District Council (HR Unit, 2025). The employees were drawn from the Works and Engineering Unit, Planning and Monitoring Unit, Procurement Management Unit and Finance Department because these departments are involved in coordinating project activities and

supporting project implementation. The study also included four key informants comprising the Head of Procurement Unit, District Treasurer, Head of Planning Unit and District Engineer. These participants were selected because they had relevant knowledge and experience concerning project planning, activity coordination, allocation of resources and monitoring of project implementation in Iringa District Council.

Sampling

Sampling is the process of selecting a smaller group from a larger population to participate in a study (Saunders et al., 2019). This study employed a combination of simple random sampling and purposive sampling. Simple random sampling was used to select 79 employees from the population of 98 employees, giving each employee an equal chance of being selected for the study. The sample size was determined using Yamane's (1967) formula at a 5% margin of error, resulting in a sample of 79 questionnaire respondents. Purposive sampling was used to select four key informants comprising the Head of Procurement Unit, District Treasurer, Head of Planning Unit and District Engineer because they had direct knowledge and experience of project planning, coordination and implementation. Together with the 79 questionnaire respondents, the total sample consisted of 83 participants.

Data Collection Instruments

A questionnaire is a structured instrument used to collect information from respondents using a set of prepared questions (Saunders et al., 2019). In this study, structured questionnaires were administered to 79 employees to collect information on work planning, activity sequencing, allocation of time, coordination of project activities, schedule monitoring and project performance. The questionnaire enabled the researcher to collect standardised quantitative information from employees involved in different stages of project implementation.

Semi-structured interviews were also conducted with four key informants comprising the Head of Procurement Unit, District Treasurer, Head of Planning Unit and District Engineer. Interviews enabled the researcher to obtain detailed information concerning the preparation and implementation of work schedules, coordination of project activities, factors affecting adherence to schedules and the influence of scheduling practices on project performance (Creswell & Creswell, 2018). The interview questions focused specifically on work scheduling practices and project performance in Iringa District Council.

Data Analysis

Quantitative data were coded, entered and analysed using the Statistical Package for the Social Sciences (SPSS), Version 27. Descriptive statistics were used to summarise the quantitative findings. Frequencies, percentages and mean scores were used to present information on work planning, activity sequencing, allocation of time, coordination of tasks, schedule monitoring and project performance.

Qualitative data collected through semi-structured interviews were analysed using thematic analysis. The interview responses were reviewed, coded and grouped into themes based on the study objective. The main themes focused on work planning, activity sequencing, time allocation, coordination of project activities, schedule monitoring and project performance. The qualitative findings were then compared with the quantitative findings to provide a clearer understanding of how work scheduling practices influence project performance in Iringa District Council (Braun & Clarke, 2022).

Ethical Considerations

The study observed ethical principles to protect the rights, privacy and welfare of participants. An introductory letter was obtained from the University of Iringa, and permission to conduct the study was obtained from the relevant authorities in Iringa District Council. Participation was voluntary, and participants were informed about the purpose of the study before data collection. Informed consent was obtained from all participants, and they were free to withdraw from the study at any time without penalty (Saunders et al., 2019). Confidentiality and anonymity were maintained by avoiding the use of participants' names and using codes where necessary. Information collected from participants was kept securely and used only for academic purposes. The researcher also maintained honesty and integrity during data collection, analysis and presentation of findings. All sources used in the study were properly acknowledged through APA referencing to ensure academic honesty and avoid plagiarism.

DATA PRESENTATION AND DISCUSSIONS

This subsection presents the findings on the objective, which sought to examine work scheduling practices on project performance in Iringa District Council. The assessment focused on five aspects of work scheduling practices, namely preparation of work schedules, activity sequencing, allocation of tasks, allocation of resources and monitoring of work schedules. These aspects were examined in relation to key indicators of project performance, including timely completion of projects, cost control and quality of project outputs.

Table 1: Work-Scheduling Practices on Project Performance

Statements		SD	D	N	A	SA	Total
Preparation of work schedules has contributed to timely completion of projects.	Frequency (n=79)	3	2	3	61	10	79
	Percent (%)	3.8	2.5	3.8	77.2	12.7	100.0
Activity sequencing has contributed to timely completion of projects.	Frequency (n=79)	44	15	4	16	0	79
	Percent (%)	55.7	19.0	5.1	20.3	0.0	100.0
Allocation of tasks has improved cost control in projects.	Frequency (n=79)	2	51	25	1	0	79
	Percent (%)	2.5	64.6	31.6	1.3	0.0	100.0
Allocation of resources has improved the quality of project outputs.	Frequency (n=79)	3	51	16	6	3	79
	Percent (%)	3.8	64.6	20.3	7.6	3.8	100.0
Monitoring of work schedules has contributed to timely completion of projects.	Frequency (n=79)	2	4	1	57	15	79
	Percent (%)	2.5	5.1	1.3	72.2	19.0	100.0

Source: Field Data (2026)

The findings presented in Table 1 indicate that work scheduling practices had different levels of influence on project performance in Iringa District

Council. The results show that preparation of work schedules and monitoring of work schedules received high levels of agreement from respondents, suggesting that these practices contributed positively to timely completion of force account projects. In contrast, activity sequencing, allocation of tasks and allocation of resources received high levels of disagreement, indicating weaknesses in their implementation during project execution. The variation in responses suggests that although some work scheduling practices have supported project performance, others have not been implemented effectively. This implies that improvements in specific scheduling practices are necessary to enhance timely completion, cost control and quality of project outputs. The detailed findings for each work scheduling practice are presented below.

Preparation of Work Schedules and Timely Completion of Projects

The results presented in Table 4.3 show that the majority of respondents, 61 (77.2%), agreed that preparation of work schedules has contributed to timely completion of projects in Iringa District Council. This was followed by 10 respondents (12.7%) who strongly agreed with the statement. Only 3 respondents (3.8%) strongly disagreed, while 2 respondents (2.5%) disagreed and 3 respondents (3.8%) remained neutral. The high level of agreement indicates that preparation of work schedules is widely practiced during implementation of force account projects. These findings suggest that project schedules provide a useful guide for coordinating implementation activities. Overall, preparation of work schedules appears to have supported timely completion of projects under the force account approach.

The findings imply that preparing work schedules before implementation enables project teams to organize activities according to predetermined timelines. This practice helps responsible officers coordinate project activities and monitor progress throughout implementation. Well-prepared schedules also reduce unnecessary delays by ensuring that project activities are carried out in the correct sequence. Consequently, projects are more likely to be completed within the planned timeframe when work schedules are available before implementation begins. The few respondents who disagreed may reflect situations where delays resulted from factors unrelated to work scheduling. Therefore, preparation of work schedules remains an important practice for improving project performance in Iringa District Council. During interview:

One respondent explained:

Before every force account project begins, detailed work schedules are prepared to guide implementation activities. The schedules specify the responsibilities of each officer and the expected completion time for every activity. This arrangement has improved coordination among project teams and reduced unnecessary implementation delays. Regular reference to the schedules has also made it easier to monitor project progress throughout implementation. As a result, many projects have been completed within the planned timeframe (Interview with Respondent A, 15 June 2026, 9:10 a.m.)

Another respondent stated:

Preparation of work schedules has strengthened planning and coordination of force account projects within the council. Every activity is assigned a specific timeframe and responsible personnel before implementation begins. This has enabled project teams to identify delays early and take corrective measures whenever necessary. The schedules also promote accountability because each officer understands the assigned responsibilities. Consequently, project implementation has become more organized and timely (Interview with Respondent C, 15 June 2026, 9:30 a.m.)

Findings are considered together, they consistently demonstrate that preparation of work schedules contributes to timely completion of force account projects in Iringa District Council. The questionnaire results showed that the majority of respondents agreed that preparing work schedules improved project completion within the planned timeframe. Likewise, the interview participants explained that work schedules enhanced coordination, clarified responsibilities and enabled timely monitoring of project activities. These qualitative explanations provide practical evidence supporting the high level of agreement observed in the quantitative findings. The consistency between the two sets of findings increases confidence in the conclusion that preparation of work schedules is an important practice for improving project performance. Overall, the integrated findings suggest that effective work scheduling enhances timely implementation of force account projects.

These findings are consistent with the Resource-Based Theory developed by Barney (1991), which argues that organizational resources and capabilities determine performance when they are effectively planned and managed. In the context of this study, work schedules represent an important organizational capability that enables efficient coordination of available resources during project implementation. Proper preparation of work schedules allows project teams to utilize available time, labour and financial resources more effectively. The positive influence of work scheduling on timely completion therefore demonstrates that internal managerial capabilities contribute significantly to improved project performance. The findings further suggest that strengthening planning capabilities can enhance the effectiveness of force account implementation procedures. Consequently, the Resource-Based Theory provides an appropriate explanation for the relationship observed between work scheduling practices and project performance.

The findings of this study are consistent with those reported by Achieng (2022), who found that effective work scheduling improved timely completion of county government projects in Kenya. Similarly, Mugisha (2023) reported that preparation of detailed work schedules strengthened coordination of project activities and reduced implementation delays in Ugandan local governments. The findings also support Mrope (2022), who observed that local government authorities with structured work scheduling practices achieved better implementation outcomes under force account projects. However, the present study differs slightly from Kumar (2021), who reported that work scheduling alone was insufficient to improve project performance without adequate technical capacity and resource availability. The difference may be explained by variations in the study settings and institutional arrangements between public organizations in India and local government authorities in Tanzania. Overall, the findings confirm that preparation of work schedules is an important determinant of project performance under force account implementation.

Activity Sequencing and Timely Completion of Projects

The results presented in Table 1 show that the majority of respondents, 44 (55.7%), strongly disagreed that activity sequencing has contributed to timely completion of projects in Iringa District Council. This was followed by 15 respondents (19.0%) who disagreed with the statement. Only 16

respondents (20.3%) agreed, while 4 respondents (5.1%) remained neutral and none of the respondents strongly agreed. The high proportion of negative responses indicates that activity sequencing has not been effectively implemented during force account project execution. These findings suggest that weaknesses in organizing project activities have affected timely completion of projects. Overall, activity sequencing appears to have contributed less to improving project performance under the force account approach.

The findings imply that project activities are not always arranged and executed according to an appropriate sequence during implementation. Poor sequencing of activities may lead to interruptions, delays and inefficient coordination among project teams. When activities are undertaken without following the planned order, the likelihood of completing projects within the expected timeframe decreases. The low level of agreement also suggests that existing sequencing practices have not adequately supported effective implementation of force account projects. Although some respondents acknowledged positive contributions of activity sequencing, their number was considerably lower than those expressing negative views. Therefore, improving activity sequencing is necessary to enhance timely completion of projects in Iringa District Council.

During the interview, one respondent explained:

Project activities are sometimes implemented before prerequisite activities have been completed because of pressure to meet deadlines or shortages of materials. This disrupts the planned workflow and affects coordination among different teams working on the same project. In some cases, completed activities have to be repeated because earlier stages were not properly finalized. Such situations increase implementation time and reduce efficiency during project execution. Better adherence to the planned sequence of activities would improve timely completion of projects (Interview with Respondent B, 15 June 2026, 9:20 a.m.).

Another respondent stated:

Although activity schedules are prepared before implementation, they are not always followed throughout the project period. Unexpected changes in resource availability and operational priorities sometimes force project teams to alter the sequence of activities. These adjustments often create delays because dependent tasks cannot proceed as planned. Effective supervision is therefore necessary to ensure that the approved sequence of activities is maintained. Consistent adherence to activity sequencing would improve project implementation outcomes (Interview with Respondent C, 15 June 2026, 9:40 a.m.).

A third respondent added:

Force account projects involve many interrelated activities that require careful coordination from the beginning to the end of implementation. Failure to follow the planned sequence of activities affects labour utilization, material supply and supervision schedules. This eventually delays completion of some project components and increases implementation costs. Greater attention should be given to sequencing activities according to the approved work plan. Such improvements would contribute to timely completion of council projects (Interview with Respondent D, 15 June 2026, 9:55 a.m.).

Findings indicate that activity sequencing has not effectively contributed to timely completion of force account projects in Iringa District Council. The questionnaire findings revealed that most respondents disagreed that activity sequencing supported timely project completion. Likewise, the interview respondents explained that poor adherence to planned activity sequences frequently disrupted project implementation and delayed completion of scheduled activities. The qualitative evidence therefore provides practical explanations for the negative responses observed in the quantitative findings. The consistency between both sets of findings suggests that weaknesses in activity sequencing remain a significant constraint to project performance. Overall, improving activity sequencing is essential for enhancing timely completion of force account projects.

These findings are consistent with the Resource-Based Theory developed by Barney (1991), which emphasizes that effective utilization and coordination of organizational resources are essential for achieving superior performance. Activity sequencing represents an important managerial capability that enables available resources to be organized and utilized in a logical and efficient manner. The findings indicate that weaknesses in sequencing project activities reduce the ability of the council to maximize the value of its available resources. Poor coordination of project activities also limits efficient utilization of labour, equipment and construction materials. This demonstrates that organizational capabilities must be effectively coordinated to improve project implementation outcomes. Consequently, the Resource-Based Theory explains why ineffective activity sequencing contributes to poor project performance.

The findings are inconsistent with those reported by Achieng (2022), who found that proper sequencing of project activities improved timely completion of county government projects in Kenya. Similarly, Mugisha (2023) reported that organizing activities in an appropriate sequence strengthened coordination and reduced implementation delays in local government projects in Uganda. The findings also differ from Mrope (2022), who observed that effective sequencing of project activities enhanced implementation efficiency in Tanzanian local government authorities using the force account approach. The difference may be attributed to variations in implementation practices, project supervision and adherence to approved work schedules across different institutions. While previous studies reported positive outcomes from effective activity sequencing, the current findings suggest that this practice has not been adequately implemented in Iringa District Council. Overall, the study indicates that strengthening activity sequencing is necessary to improve timely completion of force account projects.

Allocation of Tasks and Cost Control in Projects

The results presented in Table 1 show that the majority of respondents, 51 (64.6%), disagreed that allocation of tasks has improved cost control in projects in Iringa District Council. This was followed by 25 respondents (31.6%) who remained neutral regarding the statement. Only 2 respondents (2.5%) strongly disagreed, while 1 respondent (1.3%) agreed and none of the respondents strongly agreed. The low level of agreement indicates that allocation of tasks has not adequately contributed to effective cost control during force account project implementation. Overall, the findings suggest that weaknesses in task allocation have limited efforts to manage project costs effectively.

The findings imply that responsibilities are not always assigned according to the skills and competencies of project personnel. Inappropriate allocation of tasks may reduce efficiency and increase unnecessary expenditure during project implementation. Poor task allocation can also result in duplication of duties, delays in completing assigned activities and inefficient utilization of available resources. The relatively large proportion of neutral responses further suggests that some respondents were uncertain whether current task allocation practices influence project costs. This uncertainty may reflect differences in task allocation across departments and projects within the council. Therefore, strengthening task allocation practices is important for improving cost control in force account projects.

During the interview, one respondent explained:

Tasks are sometimes assigned without fully considering the experience and technical competence of the responsible officers. This has occasionally resulted in repeated work and unnecessary use of project resources. Some activities require additional supervision because the assigned personnel lack adequate expertise to complete them efficiently. These situations increase operational costs and affect overall project efficiency. Proper assignment of responsibilities would improve cost management during project implementation (Interview with Respondent A, 15 June 2026, 10:00 a.m.).

Another respondent stated:

The council has clear responsibilities for project staff, but workload is not always distributed evenly among team members. Some officers become overburdened while others remain underutilized during implementation. This imbalance affects productivity and sometimes causes delays that increase project costs. More balanced allocation of tasks would improve efficiency and reduce unnecessary expenditure. Effective coordination is therefore essential for better financial management (Interview with Respondent B, 15 June 2026, 10:15 a.m.).

A third respondent explained:

Successful force account projects depend on assigning responsibilities according to professional qualifications and practical experience. Whenever tasks are allocated appropriately, project activities are completed with fewer errors and reduced supervision costs. However, inappropriate task allocation often results in poor coordination and inefficient use of labour. This eventually affects the council's ability to control project expenditure within the approved budget. Improving task allocation practices would therefore strengthen project cost control (Interview with Respondent D, 15 June 2026, 10:30 a.m.).

The findings from the survey and interviews consistently indicate that allocation of tasks has not adequately supported cost control in force account projects. Most questionnaire respondents expressed dissatisfaction with current task allocation practices, while interview participants explained that inappropriate assignment of responsibilities contributes to inefficient use of labour and financial resources. The qualitative findings therefore provide practical explanations for the negative perceptions observed in the quantitative results. Both sources of data suggest that weaknesses in allocating responsibilities have reduced the effectiveness of project implementation. This evidence demonstrates that improving task allocation would strengthen cost management and enhance overall project performance. Consequently, effective assignment of responsibilities remains an important requirement for successful implementation of force account projects.

4.4.1.4 Allocation of Resources and Quality of Project Outputs

The results presented in Table 1 show that the majority of respondents, 51 (64.6%), disagreed that allocation of resources has improved the quality of project outputs in Iringa District Council. This was followed by 16 respondents (20.3%) who remained neutral regarding the statement. Only 6 respondents (7.6%) agreed, while 3 respondents (3.8%) strongly agreed and another 3 respondents (3.8%) strongly disagreed. The findings indicate that many respondents were not satisfied with the effectiveness of resource allocation in improving the quality of force account projects. The low level of positive responses suggests that current resource allocation practices have not adequately supported the production of quality project outputs. Overall, allocation of resources appears to have made a limited contribution towards improving project quality.

The findings imply that project resources are not always allocated according to the actual requirements of force account projects. Inadequate allocation of construction materials, equipment, labour and financial resources may affect the quality of completed infrastructure. Poor resource allocation can also interrupt project activities and reduce the efficiency of implementation teams. The relatively high proportion of neutral responses suggests that some respondents were uncertain about the effectiveness of current resource allocation practices in influencing project quality. This uncertainty may arise because resource allocation differs across projects depending on the availability of funds and materials. Therefore, strengthening resource allocation practices is important for improving the quality of project outputs in Iringa District Council.

During the interview, one respondent explained:

Resources are not always provided at the required time or in the required quantities during project implementation. This situation sometimes forces project teams to adjust construction activities or delay some tasks until additional resources become available. Delays in the supply of materials and equipment can affect workmanship and the overall quality of completed projects. Adequate resource allocation would enable project teams to maintain the required construction standards throughout implementation. Proper planning of project resources is therefore essential for producing quality outputs (Interview with Respondent A, 15 June 2026, 10:45 a.m.).

Another respondent stated:

Some force account projects experience shortages of construction materials and technical equipment during implementation. These shortages affect the efficiency of project teams and sometimes require alternative approaches that may compromise the expected quality standards. Sufficient allocation of resources before project commencement would minimize such interruptions and improve implementation efficiency. Continuous monitoring of resource availability is also necessary to ensure that project activities proceed as planned. Effective

resource allocation therefore remains an important requirement for achieving quality project outputs (Interview with Respondent C, 15 June 2026, 11:00 a.m.).

A third respondent explained:

Quality project outputs depend largely on the availability of adequate financial, human and material resources throughout project implementation. Whenever resources are insufficient or delayed, project teams encounter difficulties in maintaining the required construction standards. This often results in additional costs for corrective work and delays in completing some project activities. Improving resource allocation would enable projects to achieve better quality while utilizing available resources more efficiently. Adequate resource planning should therefore remain a priority during force account implementation (Interview with Respondent D, 15 June 2026, 11:15 a.m.).

These findings are supported by the Resource-Based Theory developed by Barney (1991), which emphasizes that organizational performance depends on the effective acquisition, allocation and utilization of valuable resources. The findings suggest that weaknesses in allocating financial, material and human resources have reduced the council's ability to produce quality project outputs under the force account approach. Similar findings were reported by Mrope (2022), who observed that inadequate resource allocation affected the quality of projects implemented by local government authorities in Tanzania. Likewise, Mugisha (2023) reported that sufficient allocation of project resources improved implementation quality and coordination in Ugandan local government projects. However, the findings differ from Achieng (2022), who found that effective allocation of project resources significantly enhanced the quality of project outputs in Kenyan county governments. These differences suggest that strengthening resource allocation practices would improve the effectiveness of force account implementation procedures and enhance project quality in Iringa District Council.

Monitoring of Work Schedules and Timely Completion of Projects

The results presented in Table 1 show that the majority of respondents, 57 (72.2%), agreed that monitoring of work schedules has contributed to timely completion of projects in Iringa District Council. This was followed by 15 respondents (19.0%) who strongly agreed with the statement. Only 4 respondents (5.1%) disagreed, while 2 respondents (2.5%) strongly disagreed and 1 respondent (1.3%) remained neutral. The high proportion of positive responses indicates that monitoring of work schedules is effectively practiced during implementation of force account projects. The findings suggest that regular supervision of scheduled activities has enabled project teams to complete projects within the planned timeframe. Overall, monitoring of work schedules has made a positive contribution to timely completion of force account projects.

The findings imply that continuous monitoring enables project managers to compare actual progress against approved work schedules and identify implementation gaps before they become serious. Regular site inspections and progress reviews also facilitate timely corrective actions whenever delays are identified. Effective monitoring ensures that contractors, engineers and technical staff remain accountable for completing assigned activities according to the approved schedule. This practice minimizes unnecessary interruptions and improves coordination of project implementation activities. The few respondents who expressed disagreement may indicate that monitoring is not carried out consistently across all projects within the council. Therefore, strengthening monitoring mechanisms would further improve timely completion of force account projects in Iringa District Council.

During the interview, one respondent explained:

Project implementation teams conduct routine site visits to compare completed activities with the approved work schedules. Whenever delays are identified, responsible officers are required to explain the causes and propose corrective actions immediately. This practice has enabled project managers to address implementation problems before they affect subsequent activities. Continuous monitoring has also improved accountability because each implementation team is aware that progress is regularly assessed. As a result, many projects have been completed within the planned implementation period (Interview with Respondent A, 15 June 2026, 11:30 a.m.).

Another respondent stated:

Monitoring work schedules has enabled the council to identify shortages of materials, equipment and labour before they interfere with project implementation. Early identification of these issues allows management to mobilize additional resources and maintain project progress according to the approved schedule. Regular supervision meetings also provide opportunities to review completed activities and resolve operational challenges affecting implementation. This approach has reduced unnecessary project delays and improved coordination among different departments. Consequently, project completion has become more predictable than in previous years (Interview with Respondent B, 15 June 2026, 11:45 a.m.).

A third respondent explained:

Every force account project is monitored using implementation reports prepared at different stages of construction. These reports provide information on completed activities, outstanding work and any deviations from the approved schedule. Whenever implementation falls behind schedule, corrective measures are introduced to restore the planned progress of the project. Continuous monitoring has therefore improved decision-making and strengthened supervision of project implementation. This has contributed significantly to timely completion of council development projects (Interview with Respondent D, 15 June 2026, 12:00 p.m.).

These findings are consistent with the Resource-Based Theory developed by Barney (1991), which emphasizes that organizational capabilities such as planning, supervision and effective coordination enable institutions to utilize available resources more efficiently and achieve superior performance. Monitoring work schedules represents a valuable managerial capability because it facilitates efficient use of human, financial and material resources while ensuring that implementation remains consistent with approved plans. The findings are also consistent with those of Achieng (2022), who found that continuous monitoring of project schedules improved timely completion of county government projects in Kenya and Mugisha (2023), who reported that regular supervision strengthened project coordination and reduced implementation delays in Ugandan local governments. Similarly, Mrope (2022) observed that effective monitoring enhanced implementation efficiency in force account projects undertaken by Tanzanian local

government authorities. The consistency between the present findings, the adopted theory and previous empirical studies suggests that monitoring work schedules is a critical practice for improving project performance under force account implementation. Overall, strengthening monitoring systems would further enhance timely completion of development projects in Iringa District Council.

CONCLUSION AND RECOMMENDATIONS

The study concludes that work scheduling practices have a significant contribution to project performance in Iringa District Council. Preparation and monitoring of work schedules supported timely completion of projects, while weaknesses in activity sequencing, task allocation and resource allocation reduced cost control and affected the quality of project outputs. Therefore, effective coordination of all work scheduling practices is necessary to improve project performance.

Iringa District Council should strengthen activity sequencing, task allocation and resource allocation while maintaining effective preparation and monitoring of work schedules. Project activities should follow approved sequences, responsibilities should be allocated according to staff competence, and required resources should be provided on time to support timely completion, cost control and quality project outputs.

REFERENCES

- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
- Braun, V., & Clarke, V. (2022). *Thematic analysis: A practical guide*. SAGE Publications.
- Controller and Auditor General (CAG). (2025). *Annual general report of the Controller and Auditor General on the audit of local government authorities for the financial year 2023/2024*. National Audit Office of Tanzania.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- Creswell, J. W., & Plano Clark, V. L. (2018). *Designing and conducting mixed methods research* (3rd ed.). SAGE Publications.
- Daniel, E. I., Pasquire, C., & Dickens, G. (2022). Collaborative planning and scheduling practices and project performance in construction projects. *International Journal of Construction Management*, 22(8), 1450–1461.
- HR Unit. (2025). *Employee records for departments involved in project implementation*. Iringa District Council.
- Kerzner, H. (2022). *Project management: A systems approach to planning, scheduling, and controlling* (13th ed.). John Wiley & Sons.
- Kavishe, N. (2023). Project management practices and performance of public development projects in Tanzania. *International Journal of Project Management and Development*, 5(2), 45–58.
- Lawuo, J. (2026). Project management practices and performance of government construction projects in Tanzania. *Journal of Construction and Project Management*, 14(1), 35–49.
- Moirore, M. M., & Muchelule, Y. W. (2023). Project schedule management practices and performance of construction projects in Kenya. *International Journal of Project Management Research*, 8(1), 22–37.
- Mtana, M., Kikwasi, G., & Kihila, J. (2023). Factors influencing time overruns in construction projects in Tanzania: The role of planning and scheduling. *Journal of Construction in Developing Countries*, 28(2), 67–84.
- Project Management Institute. (2021). *A guide to the project management body of knowledge (PMBOK® guide)* (7th ed.). Project Management Institute.
- Project Management Institute. (2024). *Practice standard for scheduling* (3rd ed.). Project Management Institute.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education.
- Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper and Row.