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Project Execution and Project Delivery in the Nigerian Public Sector: An Empirical Study of Selected Government Institutions in Plateau State

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***Abstract* – This study comprehensively examines project execution as a mechanism of project management practice and its impact on project success in the Nigerian public sector: A case study of selected government institutions in plateau state. This study was inspired by the need to understand the impact of project planning on successful project delivery in some selected public institutions in Plateau State. The study employed a quantitative research survey design; a population of 100 staff comprising of procurement and works department of these selected tertiary institutions in plateau state with a sample size of 80 staff determined using Taro Yamane's formula. Data were collected using structured questionnaire and were analyzed using simple linear regression to provide a comprehensive understanding of the project management dimension. The finding of the study revealed that project execution has significant effect on successful project delivery in some selected public institutions in Plateau State (β= 0.325, t= 13.738; sig. 0.000). The study recommended that there is a need for improved project execution practices through capacity building and accountability mechanisms. Public institutions should invest in training project managers and execution teams, while also establishing clear performance benchmarks and responsibility frameworks to ensure effective implementation of project activities.**

***Keywords* – Project execution, project delivery, Project Management, Nigerian Public Sector, Plateau State.**

I. INTRODUCTION

Projects play an important role in meeting developmental goals, enhancing public service delivery and in the socio-economic development of countries in both developed and developing nations. Governments in the public sector may engage in a variety of projects that can be classified into fields of infrastructure, education, health care, transportation, and rural development among others, which can improve the welfare and promote the economic development of their citizens. Successful implementation of these projects is therefore a prerequisite for effective use of public resources, and intended benefits for the target population.

Moreover, Munro and Ika (2020) argued that project management can be regarded as the methodical and systematic approach of executing projects in order to achieve the intended benefits. It is a measure of how well project results are delivered as expected to stakeholders and realizing organizational and societal objectives. Delivery of the project is especially significant in the public sector as projects are funded largely with public funds and are required to deliver value for money, accountability and sustainable development outcomes. Although, Adewale stated that there have been adequate investments in infrastructure and social programs, the lack of institutional capacity, fiscal management and accountability have, at times, impeded achievement of intended outcomes.

Project execution is one of the most important stages of the project management process, when project plans are converted to activities. It requires the integration of human, financial, material and technological resources, in order to achieve the project goals within the agreed time, cost and quality. Proper planning, leadership, coordination of stakeholders, risk management, and monitoring of project activities are essential for effective project execution to ensure that project activities are consistent with project goals. Also, project execution is notably the phase in which plans are operationalized, is equally critical to project success. This sub-variable encompasses resource mobilization, task coordination, team leadership, communication, and quality control (Patanakul & Milosevic, 2008). Thius, project execution has a significant impact on the overall project delivery success as far as the quality of project implementation is concerned.

One of the challenges plaguing the Nigerian public sector is on-going problems of project implementation and delivery. Okereke and Nwachukwu (2020) opined that project abandonment, cost overrun and delays have long been a problem in the Nigerian public sector that have been eroding public trust and diminishing developmental impact Many government programs in various fields have been delayed, run over budget, dropped, substandard in quality and not met the goals. Poor funding, institutional capacity, lack of project planning, non-functional supervision,

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corruption, political interference, and lack of stakeholders' participation have been cited as some of the challenges faced. This consequently leads to poor socio-economic outcomes for a lot of public projects, which is a factor that leads to a decrease in public trust in public institutions and inefficiency in public spending. In order to overcome these concerns, Plateau State instituted mechanisms including the Strategy and Results Delivery Office (SRDO), that combines strategic planning, monitoring and evaluation to promote accountability in project implementation (SRDO, 2025). Moreover, the implementation of Plateau State Development Framework (2023-2027) is a conscious effort to ensure institutional performance is aligned with the overall government goals such as principles of open government and participation of citizens (Open Government Partnership, 2025).

The government institutions are implementing different development projects to enhance the infrastructure, public service and socio-economic situation in Plateau State. However, there are continuing concerns about the timeliness, quality and sustainability of a large number of public sector projects. Several government institutions are still experiencing delays in the execution of projects, budget constraints, administrative delays and inadequate project management. The challenges raise the importance of empirical studies on the factors affecting project delivery in general and specifically the role that project execution plays in project success.

In this study, the research aims to empirically explore project execution and delivery in selected government institutions in Plateau State with emphasis on the interaction between institutional structures and fiscal reforms, and fiscal accountability mechanisms. The study seeks to examine these dynamics, and derive lessons for how effective governance reforms have been and what this means for the sustainability of development in the public sector in Nigeria. In conclusion, the results will inform policy debates on how to enhance institutional capacity and project outcomes of subnational governments.

II. LITERATURE REVIEW

Conceptual Framework

Project delivery involves delivery of project within scope, time and budget, along with quality and sustainability. Corruption, poor monitoring and non-observance of contractual obligations in Nigeria have hampered the delivery of contracts (Jimoh, 2022). Systemic governance failures can be told from the abandonment of more than 60% of government projects since the attainment of independence (Jimoh, 2022). Results-based management (RBM) model is one of the conceptual frameworks that highlight accountability, transparency, and performance measurement as crucial for enhancing delivery outcomes (Hassan et al., 2025). Recent publications have highlighted the need for institutional changes and the use of technology to improve project management. Digital tools, data analytics and automation can help streamline project lifecycles, enhance monitoring and promote transparency, argue Hassan et al. (2025). The Strategy and Results Delivery Office (SRDO) in Plateau State is part of an institutionalisation process towards accountability and performance monitoring in project implementation and delivery. Institutional theory implies that the reforms should be installed in the organizational culture to bring sustainable changes.

Project execution is a critical stage of the project management life cycle in which project plans are transformed into tangible outputs and deliverables. It involves coordinating people, resources, and activities to ensure that project objectives are achieved within clear limitations of time, cost, scope, and quality. According to the Project Management Institute (PMI, 2021), project execution entails completing the work defined in the project management plan to satisfy project specifications and stakeholder expectations. This phase is often regarded as the most resource-intensive and complex aspect of project management because it is where strategies, schedules, and budgets are tested in practice. In public sector projects, effective execution is particularly important due to accountability requirements, public scrutiny, and the socio-economic implications of project outcomes.

Scholars have defined project execution from various perspectives, emphasizing coordination, leadership, and performance management. Kerzner (2017) describes project execution as the phase where project teams perform the work, manage stakeholder engagement, and apply control mechanisms to ensure alignment with project plans. Similarly, Turner (2014) views project execution as a process that integrates technical activities with managerial functions such as communication, leadership, and motivation. These definitions suggest that project execution goes beyond mere task implementation and includes human resource management, procurement, communication, and risk response actions. In public institutions, execution effectiveness is often influenced by institutional capacity, decision-making speed, and the competence of project leadership. This study consistently recognized poor project execution as a major factor to project failure, particularly in developing countries. Studies have shown that even well-designed project plans can fail if execution is weak or inconsistent. For instance, Ika (2012) argues that execution challenges such as inadequate supervision, weak leadership, and poor coordination among stakeholders frequently undermine project success in public sector environments. Similarly, Ahsan and Gunawan (2010) found that ineffective execution practices often lead to delays, cost overruns, and compromised quality in public infrastructure projects. These findings highlight the position of translating plans into action through disciplined and coordinated execution processes.

Human resource capacity and leadership play a central role in effective project execution. Research indicates that the skills, experience, and commitment of project managers significantly influence execution performance. Müller and

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Lecoeuvre (2014) highlight that leadership competence, decision-making ability, and stakeholder management skills are essential for resolving execution-phase challenges. In public institutions, however, project managers are sometimes appointed based on administrative seniority rather than professional project management expertise, which can negatively affect execution efficiency (Ofori, 2013). This misalignment between leadership roles and technical competence often results in weak coordination, slow problem resolution, and poor team performance during execution. Another key issue in project execution discussed in the literature is resource management. Effective execution requires timely availability and optimal utilization of financial, material, and human resources. According to Meredith, Shafer, and Mantel (2019), resource constraints and improper allocation are common causes of execution bottlenecks, particularly in public sector projects where funding releases may be delayed. Empirical studies in developing economies reveal that inconsistent funding flows and procurement delays disrupt execution schedules and reduce productivity (Flyvbjerg, 2014). Such challenges are more pronounced in public institutions due to bureaucratic procedures and rigid financial regulations. Communication and stakeholder engagement are also widely recognized as determinants of successful project execution. Clear communication ensures that project teams understand their roles, responsibilities, and performance expectations, while effective stakeholder engagement helps manage interests and reduce resistance. According to PMBOK guidelines (PMI, 2021), continuous communication during execution supports coordination and facilitates timely decision-making. However, studies such as Yang, Shen, Ho, Drew & Chan (2011), indicate that poor communication structures in public projects often result in misunderstandings, conflicts, and delays. This problem is exacerbated when multiple government agencies and community stakeholders are involved, as is common in public sector projects.

Measurement of project delivery systems is a significant aspect of construction and building project management. There are many factors that can be taken into consideration in measuring the performance of project delivery systems. Contract responsibility is one of the aspects that can be used to measure the performance of project delivery systems (Ghadamsi, 2016). Contract responsibility denotes the degree of participation of each party in the project delivery process. The more involved each party is, the better the project delivery system is likely to perform (Ghadamsi, 2016). Roles of parties is another issue that can be used to measure the performance of project delivery systems. Every party in the project delivery process has a definite role and responsibility. The better clear and understood these responsibilities are the more efficient and effective the project delivery system is likely to be (Ghadamsi, 2016). The efficiency and effectiveness of project delivery system can be successfully evaluated by evaluating the series of activities involved in project execution and implementation. A modernized and logically ordered order of activities generally shows a more efficient and effective higher-performing project delivery system. This modernized approach reduces delays, decreases the potential for errors, and eventually contributes to a smoother and more successful project result (Bagshaw, 2021).

The efficiency of a project delivery system can be measured by its capability to curtail disputes, which frequently stem from miscommunication, poor organization, and project delays. A system that successfully alleviates these problems restructures project execution, improves investors and stakeholder relationships, and eventually contributes to a more successful outcome (Ghadamsi, 2016. Thus, the decrease in disputes serves as a concrete gauge of a project delivery system's effectiveness and general performance (Saeb, Alaloul & Liew 2021).

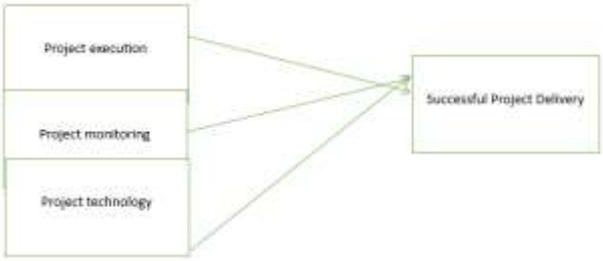

Figure 1: The Researcher's Conceptual Model 2025

Theoretical Review

In the early 1980s, Freeman (1984) proposed the Stakeholder Theory, promoting managers to utilize a lexicon based on the concept of "stakeholders." Freeman and his colleagues developed a lexicon during the 1980s and 1990s to discourse three interrelated issues in commerce: the problem of creating value and engaging in trade, the moral consequences of capitalism, and the challenge of the management mindset. The theory of stakeholder management suggests that by considering the connections between a business and the several groups of individuals that can impact or be influenced by it, one can improve the possibility of successfully addressing the abovementioned three issues. Business can be understood as a collection of associations among numerous groups that have a stake in the operations that establish the business, as observed from a stakeholder position (Freeman, 1984; Jones, 1995).

The subject matter pertains to the cooperative connections among customers, suppliers, employees, financiers (including stockholders, bondholders, and banks), communities, and managers in the creation and exchange of value, as postulated by Laplume et al. (2008). Understanding a business involves obtaining information about the dynamics of its relationships and their development over time. According to Freeman's (1984) viewpoint, the duty of managing and shaping relationships to maximize stakeholder value and distribute it lies with the executive. In circumstances where the interests of shareholders are at probabilities, it is binding upon the executive to develop alternative approaches to problem-

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solving that take into account the needs of a various range of stakeholders. Through doing so, it is likely to create additional value for each stakeholder group, as per the findings of Harrison, Bosse, and Phillips (2010). In circumstances where tradeoffs are necessary, it is binding upon executives to regulate the most effective means of making such tradeoffs and then attempt to improve the tradeoffs for all parties concerned (Freeman, Harrison, & Wicks, 2010).

The effective management of stakeholder relationships is not only vital for the existence and success of businesses in capitalist systems, but it also conveys moral consequences as it includes considerations of values, decision-making, and potential influences on a wide range of groups and individuals (Phillips, 2003). The authors, Post et al. (2002) argue that a management approach that prioritizes the creation, sustenance, and harmonization of stakeholder relationships is more effective in creating value and avoiding moral delays. Donaldson and Preston (1995) identified three different dimensions of stakeholder theory: descriptive, instrumental, and normative. According to the authors, stakeholder theory is descriptive because it helps in the description of a company's actual nature and the actions taken by managers. The descriptive stakeholder theory, as proposed by Donaldson and Preston (1995), is a version of the stakeholder theory that postulates the business firm as the focal point of both partnership and competition.

The current theory shows an exploratory nature. The stakeholder theory variant in question suggests that the importance of diverse stakeholders to a firm or business unit may differ depending on the stage of company development that has been reached (Jawahar & Mclaughin, 2001). Together, the instrumental and normative aspects have a prescriptive element that is essential to them. The instrumental stakeholder theory offers managers with leadership on how to tactically manage a firm's varied stakeholders in order to attain the organization's objectives. The Instrumental Stakeholder Theory, which is an alternative variant of the stakeholder theory, places the management practices of a company's stakeholders at the central of its objectives or desired outcomes, including but not limited to profit, growth, survival, and stability. Jones (1995) originally proposed this idea. The argument suggests that a firm that practices stakeholder management is probable to display bigger performance in terms of viability, growth, stability, and survival associated to a company that does not adopt stakeholder management, assuming all other factors remain unchanged (Kyeremeh, 2025).

The scholarly community has widely referenced Freeman's (1984) study in the field of management (e.g., Agle, Mitchell & Sonnenfeld, 2008). Researchers have mostly agreed that Freeman is a prominent figure in the literature on stakeholder theory (Donaldson & Preston, 1995). The work of Freeman (1984) has been commended for its effective use of visual aids and straightforward approach (Fassin, 2008). Nonetheless, his contributions to stakeholder theory have also been exposed to serious assessment. Donaldson (1989) suggests that the theory is lacking in its ability to establish ethical and moral principles and standards for recognizing stakeholders. According to Donaldson and Preston (1995) and Laplume (2008), the stakeholder theory literature displays a absence of organization and often integrates ideas from other field without appropriate reference. Donaldson and Preston (1995) noted that stakeholder literature commonly combines many theoretical frameworks without attribution, which is a notable characteristic of the discipline. Like Freeman's research, Donaldson and Preston's (1995) academic contribution has also confronted serious appraisal.

Scholars such as Hendry (2001) have praised the contributions of Donaldson and Preston (1995) and Jones (1995) to the development of stakeholder theory for their capability to provides valuable understandings into the classification of stakeholders. Nevertheless, some researchers, such as Trevino and Weaver (1999), have criticized their work, arguing that the stakeholder concept lacks empirical support and the essential usefulness to succeed as a theory Bacharach (1989). The authors explain that in cases where managers do not typically act as if stakeholders own inherent value (i.e., descriptive stakeholder theory is invalid), the empirical examination of the penalties of such behaviour (i.e., instrumental stakeholder theory) becomes less important and less practical. Mainardes, Alves and Raposo (2011) contend that a important number of stakeholder theory studies in the literature remain theoretical in nature and are lacking in empirical substantiation.

Orts and Strudler (2009) made a further critique of stakeholder theory. Orts and Strudler (2009) contend that stakeholder theory, as conceptualized by Freeman to incorporate moral considerations in business operations, can be employed to justify immoral managerial choices. The stakeholder theory's portrayal of stakeholders as static entities has been criticized by Freeman (2005) due to its lack of alignment with the dynamic and evolving nature of stakeholders in reality. The application of stakeholder theory in strategy has been subject to criticism for its inadequate logical rigour in addressing strategic organizational or managerial concerns, as noted by Wolfe and Putler (2002), Fassin (2008), and Sternberg (1997).

The application of stakeholder theory to this study posits that affordable housing projects, like any other project, comprise many stakeholders who have a conferred interest in the project's results and are impacted by an impact on the project (Peterson, 2022). The affordable housing project includes several stakeholders, such as project sponsors, who are typically foreign associates, the Ghanaian government, regulatory bodies, district assemblies, host communities, and opposition parties. Every stakeholder has different interests in the project, requiring documentation and efficient administration to circumvent possible fights and

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related challenges that may hinder the project's successful execution (Khan, 2022). The importance of this matter lies in accordance with the stakeholder theory, which suggests that certain stakeholders, such as the opposition party leader or the minority leader in parliament, hold significant power and influence in relation to the affordable housing project (Węgrzyn, Kliestik and Misankova (2022).

Lack of participation of the said stakeholders in the discussion of their concerns may lead to project failure in the event of a change in government leadership from the incumbent to the opposition. The stakeholder in question plays a crucial role in elucidating the various competing interests that arise in projects, such as the successful project delivery. Effective management of such projects is imperative in order to avert conflicts that may impede the progress of affordable housing initiatives (Chipulu et al.2019). Stakeholder theory and stakeholder management play a crucial role in the success of projects delivery in Nigeria and other developing countries. Ahadzie, Proverbs and Sarkodie-Mensah (2022) propose a framework for sustainable, affordable housing delivery in emerging countries, highlighting the importance of stakeholder engagement and collaboration. Ameyaw and de Vries (2021) identify barriers to public project delivery in public institutions from a project management perspective, highlighting the need for effective stakeholder management approaches. Damoah, Akwei and Mouzughi (2021) examine the causes of government construction and building project failure in Ghana, noting the significance of stakeholder participation in successful project delivery.

Opoku, Ahmed and Cruickshank (2020) conduct a comparative analysis of the challenges facing the delivery of projects in Plateau State and Nigeria, highlighting the significance of stakeholder management in addressing these problems. Osei-Kyei, Chan and Ameyaw (2021) identify serious success factors for executing public-private partnership affordable housing projects in Ghana, involving effective stakeholder engagement and communication. Owusu, Chan and Shan (2019) explore the challenges in the delivery of affordable housing in Ghana, stressing the need for stakeholder teamwork and organization. Oyeyipo, Odusami, Ojelabi (2019) investigate the factors affecting stakeholder management success in Nigerian public building projects, highlighting the significance of stakeholder identification, communication, and involvement.

Magassouba et al. (2019) examine the influence of stakeholder involvement on development project performance in Guinea, signifying that effective stakeholder management can lead to better project outcomes. These sources contribute to an understanding of stakeholder identification, analysis, and involvement in the context of affordable housing projects in Nigeria and other developing countries. They emphasize the importance of effective stakeholder management approaches in addressing the challenges and barriers to successful project delivery, and highlight the need for stakeholder collaboration, communication, and coordination in accomplishing project objectives (Kyeremeh, 2025).

Empirical Review

Umeokana and Okeke (2025) presented a comparative analysis of construction project outcomes under supervised and unsupervised execution in Anambra State, Nigeria. Using a quantitative and qualitative research approach, data were collected from 194 fully registered construction professionals to evaluate key performance indicators such as project quality, cost effectiveness, time management, and safety compliance. The findings reveal that supervised projects consistently outperform unsupervised ones, with higher adherence to engineering standards, better budget discipline, timely completion, and improved safety compliance. In contrast, unsupervised projects exhibited substandard workmanship, frequent cost overruns, delays, and increased safety violations. The study underscores the importance of supervision in ensuring successful project execution and recommends mandatory supervision policies, stronger regulatory frameworks, professional training programs, and digital monitoring technologies to enhance construction outcomes in Nigeria. These findings contribute to the growing discourse on construction project management and the need for stricter oversight in the Nigerian building industry.

In another conducted by Bature, Babangida and Adah (2023) assessed factors influencing contractors' performance (execution) on delivery of public sector projects in Kaduna State. Using a quantitative structured questionnaire administered to registered contractors, the study applied descriptive statistics to analyze responses. Findings revealed that delays in payment and lack of financial support significantly hinder contractors' execution performance, slowing project delivery, while strong planning and timely payments positively influenced execution outcomes. The study concluded that improving financial management and payment mechanisms enhances execution capacity and delivery success in public projects and Habila, Mohammed & Mohammed (2025) investigated the impact of building delays during project execution on project delivery in Minna, Nigeria. Using 184 distributed questionnaires (156 returned) from construction professionals, data were analyzed with descriptive statistics. Results showed that execution delays stemming from poor coordination, resource shortages, and planning lapses significantly affect timely delivery and increase disputes. The study concluded that proactive execution monitoring and early detection of delays are crucial to improving project delivery timelines.

According to Oladele (2025) who examined the impact of a Project Management Information System (PMIS) on project completion (execution phase) in Lagos State construction firms using a survey of project managers. Hypotheses tested relationships between user skill, system quality, resource availability, and completion time. Results revealed that high quality information and skilled users shorten execution times and positively influence project

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completion and delivery. The study concluded that integrated PMIS adoption enhances execution coordination and accelerates delivery performance. in the same vein, Pelumi, Oshin & Sunday (2025) evaluated lean project management as an execution approach impacting quality and delivery performance among Lagos State construction companies.

With a survey of 432 project team members and regression analysis, the study found a significant positive relationship between lean execution practices and improved project delivery quality and timeliness. It concluded that lean tools (e.g., waste elimination and continuous improvement) during execution enhance delivery performance in Nigerian construction industry. Similarly, Igwe, Echeme & Uloko (2025) analyzed barriers to planning and scheduling (critical pre execution activities) and their collective effect on execution and delivery in Southeast Nigeria. A survey of 163 respondents with multiple regression showed that barriers like resource constraints, poor communication, and technology challenges negatively affect execution quality, thereby hindering delivery performance. The study therefore concluded that addressing execution bottlenecks in planning and resource availability is vital for effective project delivery and Bature, Babangida and Adah (2023) assessed the factors influencing contractors' performance in delivering public sector projects. The study adopted a quantitative approach with a structured questionnaire used in collecting the data from registered contractors in Kaduna State, Nigeria. Data collected were analyzed using descriptive statistics.

The findings revealed that delays in payment of contractors and difficulty in obtaining financial aid negatively influence contractors' performance the most, while management skills and planning of contractors and timely payment of contractors positively influence contractors' performance the most. The measures that improve the delivery of public sector building projects the most are sufficient funding for contractors to execute building projects and prompt payment by clients. The study concluded that findings of the study will assist government agencies overseeing public sector building projects and financial institutions in effectively putting in place policies that will enhance the availability of funds for contractors to execute public sector projects.

Lashinde and Ekung (2025) explored how design changes during execution affect delivery outcomes in Niger Delta construction projects. Through a questionnaire survey, the research found that execution disruptions from design variation led to rework, delays, and cost increases, negatively impacting project delivery. It concluded that effective execution management must anticipate and control design variations for better delivery performance. in addition, Okereke (2023) investigated planning's role on execution and delivery using a survey of Nigerian capital projects. Although focused on planning, results showed that strong execution derived from upfront planning significantly enhances delivery performance, reducing overruns and inefficiencies. The study concluded that synergistic planning and execution practices are essential for successful delivery of major projects in Nigeria and a study conducted by Oselumese, Temitope and Julius (2024) assessed how execution of contract documentation affects project delivery with a survey and quantitative analysis. Findings indicated that effective implementation during execution phases (adherence to contract terms, documentation compliance) leads to fewer disputes and better delivery performance. The study concluded that rigorous execution of contract documents improves overall project delivery outcomes in Nigerian construction settings.

III. METHODOLOGY

The study employed a quantitative research survey design and a population consisting of 100 staff drawn from various departments of the selected public institutions in Plateau State. This department includes procurement and works. The 100 staff is made up of 13 from procurement department and 17 rom works department of Plateau State University Bokkos. 15 from procurement department and 20 from works department of Plateau State Polytechnic Barkin-Ladi while 15 from procurement department and 20 from works department College of Health Technology Zawan. The sample size was computed at 80 using the Taro Yamane's formula (1967) at 95 percentage confidence level, 0.05 margin of error (confidence interval), the calculation are as follows;

$$n = \frac{N}{1 + Ne^2} \qquad (3.1)$$

Where;
n = sample size
N = the finite population (100)
e = level of significance (0.05)
1 = unity (a constant)

$$n = \frac{100}{1 + (100 \times 0.05^2)} \qquad = 80$$

80 institutions were selected as the sample size. These institutions are selected because proximity and presence of projects execution. This study will employ the use of purposive sampling technique to sample the total number of the respondents. The purposive sampling is a type of non-probability sampling that is most effective when one needs to study a certain cultural domain with knowledgeable experts within (Tongco, 2007).

Data were collected using structured research questionnaire on a 5-point Likert scale to gather responses from the staff in these selected institutions. The data collected were analyzed using simple linear regression to examine the statistical significance of the effect of project planning on the dependent variable (project delivery). The regression equation for the model specification is given as;

$$PD = \beta_0 + \beta_1 PE + e_i \quad (3.2)$$

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Where:
PD = Project Delivery
PP = Project Execution
β_0 = constant
β_1 = the regression coefficients
e_i = error term

IV. RESULTS/ INTERPRETATION/ DISCUSSION OF RESULTS

The descriptive analysis is seen basically from the behavior of the descriptive statistics and the correlations. The above parameters are necessary to check if the statistical mean of the data provides a good fit of the observed data (descriptive statistics).

Table 1: Descriptive statistics for the study variables

	Minimum	Maximum	Mean	Std. Deviation
Project Delivery	1.20	4.20	2.4104	.89319
Project Execution	1.00	4.40	2.3532	.93014
Valid N (listwise)				

Source: SPSS Output v.26

The descriptive statistics for the study variables are presented in Table 1. The results show that the mean score of the latent variables range from 2.3532 to 2.4104 on a 5-point Likert scale, while the standard deviation ranges from 0.89319 to 0.93014. The standard deviations are small relative to their respective means, implying that the statistical mean provides a good fit of the observed data (Field, 2009).

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775[a]	.521	.511	.61256
a. Predictors: (Constant), Project execution				

Table 2 shows the percentage of prediction of independent variable on the dependent variable. It could be seen that Project execution account for 52.1% variation in project delivery while 47.9% is explained by other factors not included in this model.

Table 3: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	33.302	4	6.342	19.320	.000[b]
	Residual	27.264	72	.367		
	Total	60.566	76			
a. Dependent Variable: Project Delivery						
b. Predictors: (Constant), Project Execution						

Multiple regression analysis was then computed to test the association between the predictor and the criterion variable. A multiple regression was run to test the relationship. Table 4 presents the results.

Table 4: Table of Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.029	.305		3.378	.000
	Project Execution	.312	.083	.325	13.738	.000
a. Dependent Variable: Project Delivery						

Table 4 shows that the test statistic for conducting test significance for regression model parameter is 13.738 (p=0.000) which is less than the significance level 5%; thus, the null hypothesis which states that project execution has no significant effect on successful project delivery in some selected public institutions in Plateau State is rejected. Thus, project execution has significant effect on successful project delivery in some selected public institutions in Plateau State.

The null hypothesis was rejected and the alternative hypothesis which state that "project execution has significant effect on successful project delivery in some selected public institutions in Plateau State." was accepted. This finding aligns with broader project management research emphasizing the execution phase as the core stage where planning is transformed into tangible outcomes. Project execution involves the actual performance of scheduled activities, mobilization of resources, coordination of team efforts, and implementation of project plans to achieve intended deliverables (Deltek, 2024).

This phase is where strategic intent becomes operational action, requiring strong leadership, effective communication, and adaptive problem-solving to navigate the complexities of real project environments. In public sector settings as observed in Plateau State well-managed execution ensures that tasks align with project objectives, timelines are met, and funds are effectively utilized, thus contributing to better results in terms of time, cost, and quality dimensions of project delivery (Deltek, 2024; Sprintzeal, 2025).

Additionally, academic studies in project management highlight that deficient execution practices are a major determinant of project failures, especially in public institutions where institutional constraints and external pressures can exacerbate implementation challenges. Effective execution not only depends on following the project plan but also on how project teams manage uncertainties, stakeholder interactions, and real-time coordination among multidisciplinary actors. Research by Suresh (2024) underscores that best practices in execution such as clear task allocation, continuous monitoring, and

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stakeholder engagement substantially improve project outcomes by ensuring that planned activities yield intended results and that deviations are promptly corrected (Suresh, 2024). In the context of Plateau State, where public institutions often contend with limited resources and bureaucratic procedures, rigorous execution practices help institutions overcome such barriers and deliver projects that meet set objectives.

Also, the significant effect of project execution on successful delivery is underscored by empirical evidence linking strong execution competency to enhanced performance metrics across project contexts. While much of the extant literature focuses on planning and monitoring, execution remains the phase most directly tied to project deliverables because it operationalizes all preceding processes (Project Management Institute, 2024). Studies show that when project execution is effective, projects are further likely to complete on time, remain within budget, and fulfill their quality targets key indicators of successful project delivery (Project Management Institute, 2024; Suresh, 2024). For public institutions in Plateau State, this suggests that strengthening execution capabilities not merely planning is critical for translating project intentions into realized benefits, highlighting the need for capacity building, improved coordination frameworks, and responsive leadership throughout the implementation cycle.

V. CONCLUSION AND RECOMMENDATION

The study also concluded that project execution has no significant effect on successful project delivery in some selected public institutions in Plateau State. Despite the positive relationship indicated and the result implies that execution processes, as currently practiced, are not impactful enough to guarantee project success. This may be attributed to challenges such as inadequate supervision, resource constraints, bureaucratic delays, or lack of accountability during the execution phase of public sector projects.Based on the finding of this study, it recommends that there is a need for improved project execution practices through capacity building and accountability mechanisms. Public institutions should invest in training project managers and execution teams, while also establishing clear performance benchmarks and responsibility frameworks to ensure effective implementation of project activities

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