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RESOURCE ALLOCATION, TEAM PERFORMANCE AND PROJECT EFFICIENCY AMONG PUBLIC SCHOOLS CONSTRUCTION PROJECTS IN JINJA DISTRICT

BY

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**A RESEARCH REPORT SUBMITTED TO THE DIRECTORATE OF GRADUATE
STUDIES, RESEARCH AND INNOVATION IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS
ADMINISTRATION DEGREE OF BUSITEMA UNIVERSITY**

OCTOBER, 2025

DECLARATION

DECLARATION

I, Onyango Stephen hereby declare that this is my original work and to the best of my knowledge has never been submitted for the award of a degree or diploma in Busitema university or in any other institution of higher learning except when acknowledged.

Signature..... OS

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APPROVAL

APPROVAL

This is to confirm that this research work was supervised by us and has been submitted for an award of a Master in Business Administration of Busitema University with our approval as university supervisors.

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DEDICATION

This study is dedicated to my family members, lecturers at Busitema University, fellow MBA course mates and friends who have been supportive financially and spiritually throughout this course. Indeed, this achievement is a milestone to appreciate all of them and may the Almighty God reward them accordingly.

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ABSTRACT

The purpose of this study was to examine the effect of resource allocation on project efficiency and how this effect was mediated by team performance among public schools' construction projects in Jinja district. Specifically, the study examined the effect of resource allocation on project efficiency; determined the effect of resource allocation on team performance; assessed the effect of team performance on project efficiency; evaluated the mediating effect of team performance on the relationship between resource allocation and project efficiency. A cross-sectional design was adopted. A population of 75 public schools' construction projects and a sample of 63 public schools' construction projects was selected using simple random sampling technique. Usable questionnaires were collected from 56 public schools' construction projects and analyzed representing (88.9%) response rate. The data was tested for reliability and validity. Data was analyzed using SPSS. Regression findings revealed that there was significant positive effect of resource allocation and team performance on project efficiency among public schools' construction projects. Regression findings also revealed that resource allocation and team performance are significant predictors of project efficiency while resource allocation was found to be a significant predictor of team performance. The findings also showed that team performance plays a significant mediating role in the relationship between resource allocation and project efficiency. Based on the study's findings and conclusion, it was recommended that project managers and policy makers adopt strategic resource planning and equitable allocation frameworks to enhance project efficiency. Additionally, it was recommended that organizations prioritize strategies to enhance team performance through continuous capacity building, fostering a collaborative work environment and implementing performance-based incentives to motivate teams.

CHAPTER ONE

1.0 INTRODUCTION

This chapter consists of the study background, statement of the problem, study objectives, study hypotheses, scope of the study, significance of the study and conceptual framework.

1.1 Background of the Study

Achieving high levels of project efficiency is a cornerstone of successful public infrastructure initiatives, ensuring timely delivery, cost-effectiveness and optimal resource utilization, which collectively enhance the impact of investments in education and other sectors. Efficient project execution is critical for organizations to achieve their strategic objectives, especially in environments characterized by limited resources and increasing complexity (Morris, 2022). Project efficiency ensures optimal performance through timely delivery, budget compliance and quality achievement (Kerzner, 2022). Achieving efficiency in projects requires effective resource allocation, team performance and stakeholder engagement, especially in dynamic and resource-constrained environments (Turner & Müller, 2023). Project efficiency is critical in ensuring the successful implementation of public infrastructure projects, as it minimizes wastage of resources, reduces delays and maximizes the intended social and economic benefits (Turner, 2016).

It is a key determinant of sustainable development, as efficient projects contribute to improved service delivery, stakeholder satisfaction and the achievement of broader development goals (Kerzner, 2022). Globally, interventions such as the adoption of agile project management practices and advanced technology like Building Information Modelling (BIM) have enhanced project planning, execution and monitoring (Azhar, 2017). In Africa, initiatives like the African Development Bank's Infrastructure Action Plan aims at strengthening project efficiency through capacity building, improved financing mechanisms and stronger institutional frameworks (AfDB, 2020). Similarly, in Uganda, efforts such as the introduction of the NDP III (2020/21–2024/25)

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