

**PERFORMANCE MANAGEMENT AND PROJECT SUCCESS OF PROPERTY COMPANIES IN PORT HARCOURT, NIGERIA**

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**ABSTRACT**

The study examined the relationship between performance management and project success in property companies in Port Harcourt, Nigeria. Nigeria. The cross-sectional survey a type of quasi-experimental research design was employed. Two hundred and thirty-nine managers and supervisors from twenty property companies were covered and a sample size of one hundred and forty-eight employees were drawn from the population. copies of questionnaires were administered to respondents and the simple random sampling technique was utilized. However, only 110 copies of retrieved questionnaires were properly filled and used. Data was analyzed using Spearman's Rank Order correlation coefficient. The result showed positive and significant relationship between the dimensions of performance management (planning performance and rewarding performance) and the measures of project success (project timeliness and project quality). Hence, it was concluded property companies' capacity to properly plan and reward performance, will help boost their project success. It was recommended that management of property companies should ensure a proper project development planning and that performance are satisfactorily rewarded to motivate the employees, thus enhancing the organization's project quality.

**Keyword:** Planning Performance. Reward Performance, Project Timeliness, Project Quality.

**1. INTRODUCTION**

The notion of improving the success of organizations has become more necessary than ever due to the dynamic and imponderable nature of the business environment. Project success is of ultimate importance to organizations and specifically to the property companies because it influences the firm's sustainability and fortune. The success in project execution in terms of schedule, budget and client satisfaction give the firms a competitive edge and enhances their opportunity prospect in the industry. Project success is the accomplishment of objectives in alignment or compliance with intended criterion of performance, time and cost (Beleiu, Crisan&Nistor, 2016). Managing project to ensure its success has been the oldest accomplishment of mankind (Olusupo, Ibrahim & Gabel, 2012). They further opined that organizational activities in recent times are turning project base.

Earlier study by Cleland (1986) maintained that project success is advantageous to the firm when the project technical performance objectives are achieved timely and within set budget and when

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the project contributes to organization's strategic mission of the organization. Project success by organization is further vital to the firm because of its short and long run effect on the organization's wellbeing. It should be noted that certain criteria might be relevant to the determination the success of most projects, however, such criteria are often adapted to complexity, size and duration (Beleiu, Crisan&Nistor, 2016).

For firms in the property companies success is vital to the enhancement of economic development in the country. Several project success measures have been propounded by various scholars over the years. Al-Shaaby and Ahmed (2018) identified these measures to be; project cost, project timeliness, project quality, performance, stakeholders' satisfaction, product effectiveness, project efficiency, project goals and environment impact. Freeman and Beale (1992) identified skillful performance, client satisfaction and technical innovativeness as project success measures. Furthermore, Koelmans (2004) identified, quality, schedule, cost, risk management, client satisfaction and team morale as the distinct measures.

However, considering the immense benefit of performance management in enhancing positive organizational outcome, it is thus assumed that effectiveness in the management of performance will help enhance the success of a project in the recent dynamic business world. Ying (2004) posed that PM is systematic development and planning of performance, monitoring performance and the rewarding of performance in the organization. PM by Luthansa (2003) is the entire process of employee performance goal setting evaluation, feedback, coaching. It is a plan of development created to solve the recent failures in performance and maximize future career potentials. Ime, Victor, Osemudiamen and Efiok (2015) argued that PM helps ensure that organizations meets its duties to employees, customers and shareholders. Armstrong and Baron (1998) gave an all-embracing definition of PM when they viewed it to the strategic integration of organizational success delivering approach by increasing the performance capabilities of both individual and teams. Performance management is of high relevance because it captures employee past performance and concentrates on the improvement of their future performance (IME, Victor, Osemudiamen&Efiok, 2015). Several scholars have considered various ways to advance the success of project of the organizations. Ekung, Agu and Iheama (2017), examined how project performance can be enhanced from the stand point of project governance. They observed that when the governing structure of a project is improved, such help boost the project performance. Nalewaik and Mills (2017) posit that the review of project performance positively relates with project success. Despite the various scholarly work carried out on how success in project can be enhanced, the various authors have not really looked at how performance management can help boost project success in property companies in Port Harcourt, Nigeria. It is this observed lacuna that has informed this study.

### **1.1 Statement of Problem**

Project success of property companies is considered very necessary because of its influence in economic growth and development. The extent to which the property companies are able to boost their good will and attract more client depends on the overall success of their project. The dynamic and high rate of proliferation of property companies in Nigeria has increased recently and this has had a far reaching consequences on the success of project of property firms. The problem of low project success in property firms has intensified recently and this problem has

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manifested in high rate of abandonment of project (Ogege, 2011). The way most projects are being abandoned on daily basis which amount to waste of resources is unhealthy for the firm's wellbeing. Muhammad, Zohreh and Mojde (2013), maintained that a project is said to be successful when completed within set time, within given budget, scope and when it meets the requirement of the client. Furthermore, in an attempt to reduce procurement cost of materials, most property companies are forced to settle with substandard product in executing a given project. It is sadly to acknowledge the fact that using low quality materials by many of these firms has resulted in the increase of building collapse (Ekung, Agu&Iheama, 2017). The collapse of building either during constructions or after constructions has resulted in loss of lives over the years. For instance, the seven-storey building in Woji Port Harcourt which collapsed on 23<sup>rd</sup> of November 2018, leading to death while many were seriously injured. The incessant delay in project completion by these firms has also increased and this again is unhealthy to the firm and business activities within the Nigeria economy. Furthermore, before embarking on any project, there is often cost estimation by the organization. However, the imponderable nature of the business arena has posed high challenge to the property companies and this has manifested in cost overrun which has negatively affected the monetary performance and total success firms. Notwithstanding, proper management of performance may be helpful in combatting with the several challenges facing most property companies and thus ensuring the firm's success. It is assumed that when planning and rewarding performance is proper, such could influence the success of the project and help to mitigate possible challenges.

Despite the various work by scholars on how to enhance project success, the problem still persists. It is against this drawback that this study is carried out.

### **1.2 Objectives of the Study**

The study objective is to survey the relationship between;

1. planning performance and project timeliness of property companies in Port Harcourt, Nigeria.
2. planning performance and project quality of property companies in Port Harcourt, Nigeria.
3. rewarding performance and project timeliness of property companies in Port Harcourt, Nigeria.
4. rewarding performance and project quality of property companies in Port Harcourt, Nigeria.

### **1.3 Research Questions**

To provide a guild in this study, the following research question will be formulated.

What is the relationship between;

- i. planning performance and project timeliness of property companies in Port Harcourt, Nigeria?
- ii. planning performance and project quality of property companies in Port Harcourt, Nigeria?
- iii. rewarding performance and project timeliness of property companies in Port Harcourt, Nigeria? and

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- iv. Does rewarding performance relates with project quality of property companies in Port Harcourt, Nigeria?

#### **1.4 Research Hypotheses**

The following null hypotheses served as a tentative answer to the research questions;

There is no significant relationship between;

H<sub>01</sub>: planning performance and project timeliness of property companies in Port Harcourt, Nigeria.

H<sub>02</sub>: planning performance and project quality of property companies in Port Harcourt, Nigeria.

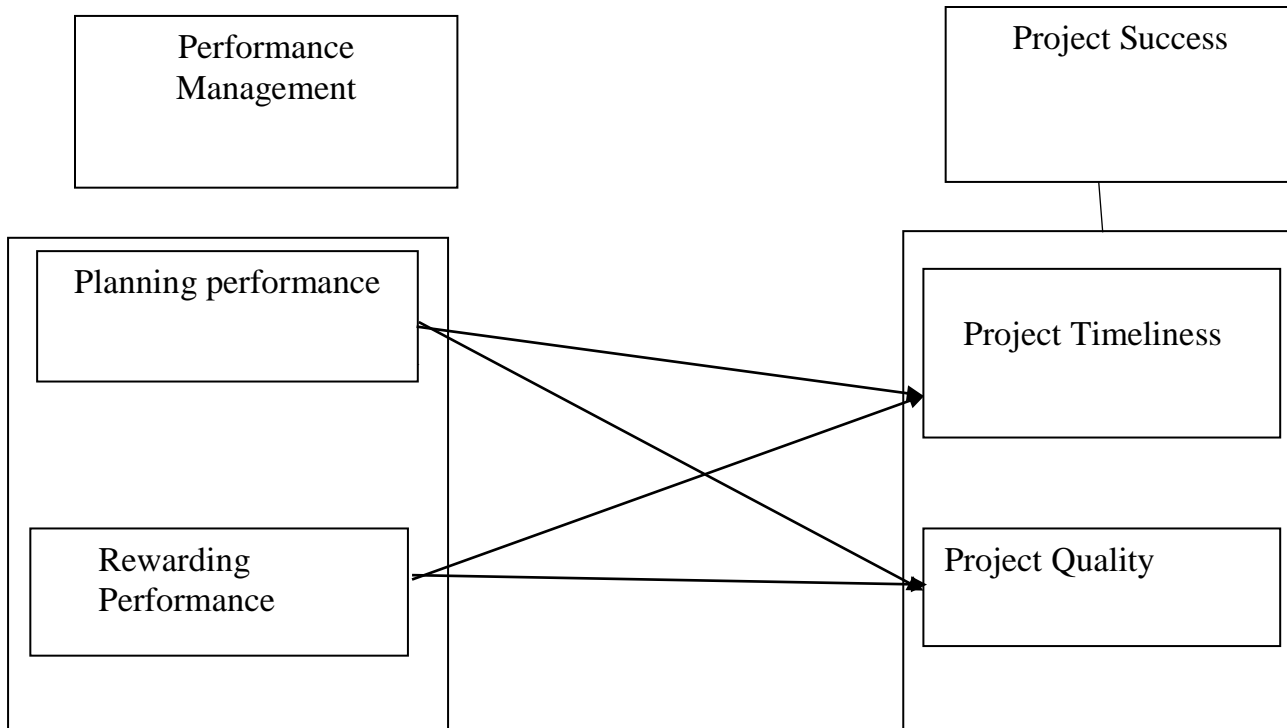
H<sub>03</sub>: rewarding performance and project timeliness of property companies in Port Harcourt, Nigeria.

H<sub>04</sub>: rewarding performance and project quality of property companies in Port Harcourt, Nigeria.

#### **2.REVIEW OF RELATED LITERATURE**

This study is underpinned and supported by the goal theory. The goal setting theory was enforced by Locke in 1968 to show that workers are inspired by straightforward, well-defined expectations and input. It brings to light that slight adjustment to the workforce will not negatively affect the firm's success when the whole organization is geared towards achieving a common goal (Locke & Latham, 1984, 1990). The theory is founded on the simplest of introspective insights, including the purposefulness of conscious human behaviour. However, goal-directness characterizes the behavior of all employee in the workplace and the goal-directed action theory is not limited to voluntary behavior. Binswanger (1990) revealed that goal-driven behavior is characterized by three attributes: (1) self-generation: the source of energy is central to the organism; (2) value-significance: the actions not only make it possible but are necessary for the continuous existence of the organism; and (3) goal-causing: the resulting action is triggered by the purpose. The domain of the idea of goal setting is same framework with intentionally directed behavior. Goal setting theory addresses the idea of motivation from early stage perspective; it emphasizes immediate interpretation of human discrepancies in task success (Ryan, 1970). It suggests that since people have different success objectives, the easiest and more straightforward motivational way to achieve success having a common goal that all employee channel their work to attain which will thus result in superior success. This theory is important to this study because the existence of goal similarity in the firm, will help boost the organization's project success.

### 2.1 Research model



Al-Shaaby and Ahmed (2018)

**Figure 1.1** Operational framework showing the connection between performance management and project success.

### 2.2 Concept of Performance Management

Performance management (PM) is perceived as a process of continuously recognizing, assessing and increasing human performance in the place of work. It encompasses several stages of scrutiny, and it has a clearly link with firm's performance and also the appraisal of HR in the company. Numerous terms denote PM initiatives in the company, for instance, performance founded mission, reward system, management by objectives and appraisal (Bevan, S. & Thompson, M. 1991). Through Performance management, organisation have better understood the usefulness of the workers in the firm. PM is beneficial to both the firm and the workers. It provides workers necessary feedback and aids in collecting data that are helpful for HR planning and evaluating program (Kumar, Nirmala&Mekoth, 2015). The effort of performance management is to ascertain improvement, distinguish between degree of performance, decide

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training needs, authenticate rewards and identify staffs qualified for promotion (Buchner, 2007). Performance management deals with directing and guaranteeing that firms processes are geared towards maximization of worker's productivity. Agreeing with Brudan (2010) PM is a universal term in present business domain owing to the fact of being rooted in different professions and is used in the firm at difference levels. PM deals with setting firm's goals, deciding required standards, assigning and evaluate task, and also the distribution of rewards (Varma et al., 2008). CIPD (2005) argued that PM is a force by which supervisors interconnect what is essential or required from the staff and give relevant feedback on how effective they are achieving the given job goals. Briscoe and Claus (2008) posited that PM is the coordinated means by which firms set task goals, decide standards of performance, allocate and evaluate staffs work, make available feedback to workers, determine needs for training and staff development and allocating of rewards to staffs. It deals with a constant process of recognizing, measuring and increasing workers' performance and aligning the performance with the given strategic aspiration or firms' goals" (Aguinis, 2009). Armstrong (1994) argues that PM is a cohesive procedure that delivers continued success to the firm by increasing the performance of staffs who work in the firm and increasing the competences of individual and teams. Laurie (2007) maintained that PM is fundamentally a unified activity that permeates the processes of the firms. Rogers (1990) remarked that it is a system for handling firm's performance.

PM according to Rudman (2003), is viewed a means of HRM integration activities with organizations' aim, where HR and management simultaneously seek to influence individual and collective behaviour to reinforce the strategy of the organization.

### **2.2.1 Planning Performance**

Planning is the earliest step in the process cycle of performance management and offers the substratum for an efficacious process. Planning is a constant process in PM which is to be performed with great care (Schneier, Beatty & Baird 1987). According to Armstrong and Baron (2004), goals define what should be achieved by persons, groups and organizations within certain time frame. They are seen as aims that should be accomplished. In addition, Armstrong and Baron (2004) posit that goals need to be clearly stated and agreed upon. The goals is connected to the general meaning of the duty and its performance scope, targets are then fixed for each performance area.

### **2.2.2 Rewarding Performance**

Rewarding performance is relevant in enhancing positive work attitude in workers in an organization. According to Schneier, Beatty and Baird (1987), three tasks are included in the rewarding success phase: personnel growth, connecting compensation and defining results and efficiency. At the conclusion of the success cycle, praising performance takes place. The main activities include reviewing the abilities and capabilities of workers; debating assessment of employees (McAfee & Champagne, 1993). It examines the usefulness of the whole process and its contribution to overall organizational performance and thus make changes and improvements possible, provide feedback to the organization and individual staff on their actual performance. Any organization's success depends on the quality of its employees. Initially, qualified people are recruited into the company, motivated to work, and good management selection and planning

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choices should be made to meet any entry level. An effective system for measuring organizational quality is a vital pillar in this process as it provides the data needed for several administrative decisions made. This program plays a key role in encouraging people to use their talents to accomplish the company's aims (Musgrove, Elsrer, Creighton & Githens, 1973).

Pay-for-performance could be used together as a performance evaluation tool. In addition, employees perceive that pay differences are made fairly when they are given information about the assessment process and employees are allowed to discuss outcomes of assessment. The pay-for-performance theory, according to Locke (2004), requires the distribution of financial benefits by carefully designing a system of compensation that focus on assessed performance within the test participants. According to Delery and Doty (1996), performance evaluation is described as 'the steps taking in identifying, assessing and refining the employee's work performance in the company, so that organizational objectives and priorities are efficiently met and also rewarding employees by appreciation, support, and career guidance.

### **2.3 Concept of Project Success**

To deliver the required result, projects have always required planning, management and control. The key to building successful project relationships lies in understanding that stakeholders have different project expectations and will have different impacts on project sustainability (Bourne, 2006).

Baker, Murphy and Fisher (1988), puts that project success is a matter of viewpoint and that a project will most likely be viewed as "overall success" if it satisfies the technical quality criteria and/or the task to be completed.

Whereas, schedule and budget performance alone may not be sufficient as project success measures, they are vital mechanisms of the overall construction. Performance is associated with concerns of technical performance, requirements, and operational target accomplishment, and achievement against these parameters are most likely subjected to multiple investors 'interpretation variations. The basic components and metrics for assessing project success are expense, time, scale and value, according to Mohammed (2002).

#### **2.3.1 Project Timeliness**

Project timeliness help to enhance organization's success. Atkinson (1999) observed that project managers seemed to embrace the 'iron triangle' of time, cost and quality, but concentrated more on achievement of time and budget as the project success criteria. Project managers tends to appreciate a project's risk due to its novelty, sophistication, and design features, but do not seem to emphasize the link between hazard results and causes as a function of the performance of the project (Atkinson, 1999). Hassebet al., (2011) posited that the advancement of a project depends on time-and budget-limited achievement of goals. Thus, most works are completed timely and on budget but do not meet end user standards and sponsors in the long term.

Project managers are expected to collaborate with different task teams to determine lead times to

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satisfy the vital chain's requirements (Goldratt, 1997). Reiss (1993) argues that task is an activity that meets a clear goal against a time scale that requires the coming together of people management and change management. Turner (1996) puts that project management aims to transform idea into reality. To realize its critical success factors, it is crucial for the team to work together efficiently and effectively within a project. These factors require daily attention and operate throughout the project's lifetime, and are limited in the number of areas that would ensure the project's successful completion if fully addressed (Shehu and Akintoye, 2009). Therefore, manager should of necessity ensure that participants are aware of these considerations and remain focused on them for timely completion of task.

When more workers are assigned to a certain activity, it will ordinarily bring about shorter duration of completion. However, more speed can ensue more cost and reduction in quality.

### **2.3.2 Project Quality**

Performance is encompassed with all the functionality a service needs to satisfy the ideal need and fit for purpose. The requirements of quality should be clearly and explicitly specified in design and contract documents so as to ensure the trustworthiness and consistency of quality performance (Mohammed, 2002). ISO (1994) describes performance as "the entirety of an entity's characteristics that depend on its capability to meet specified or implied specifications." The specified and inferred performance specifications are the inputs used to describe the donor and the recipients' project requirements. This is otherwise referred to as "Conformity to standards and health for use" (Duran, 1951); implying that the item or services should fulfill the project's intended goals and have a benefit to donors and recipients and that recipients may use the material or service as originally intended. Quality management aims atattaining or going beyond the standards of investors and adhere to the project's requirement and plan.Mwita (2000) sees quality management as a frameworkfocused on processes to foster the environment of accomplishment in organizations

The role of quality in projects looks confounding. Undoubtedly, project governance structures' rolesuch as Steering Committee and Project Management Offices are to' monitor and control project success—monitoring progress toward appropriate measures' (Aubrey et al., 2010), while project manager's role is seen as controlling project efficiency (PMBOK). An analysis of project managers' competency profiles further indicates their responsibility for work reliability and that success is seen as the end product of a project.

### **2.4 Empirical review of the study**

Irefin (2013) evaluated the impact of project management on the performance of a construction company in Nigeria using Blackstone Construction Industry as a study area. 40 questionnaires were administered to top and middle management staff of the company in a survey research design.Descriptive statistics and chi-square statistical analysis were used. Results showedthat project quality management is significantly associated with business success; project quality has significant relationship with technical success and it was therefore recommended among others



that steps be taken to make sure project management skills and strategies are sufficiently looked into when planning and executing construction projects.

Akewushola, Olateju and Hammed (2012) evaluated the impact of project management on project success in Blackstone Construction Company. Survey research design was used, questionnaire was administered to 40 middle and top levels management staff of the company. The scales in the questionnaire were content validated, and has a reliability correlation coefficient of 0.11. analysis of data was with descriptive statistics and Chi-Square distribution. The research findings reveal that there is a relationship between project quality and business success, Project quality and technical success. The study also reveals that there is a significant relationship between Project cost and acceptability by clients. It was therefore recommended among others that total project cost on the side of clients should be minimized by ensuring that the project manager is innovative enough and creative in the apportion of project cost without reducing the quality of the project.

Gaturu and Muturi (2014) investigated project completion timeliness within donor-funded projects at the World Agroforestry Centre (ICRAF) and to suggest how such occurrences can be addressed through a project management approach. The educational levels and training of project staff, promptness in release of funds by donors and regularity monitoring of projects were considered. Descriptive research design was used to survey a sample of 51 respondents who were randomly selected from research project leaders, project managers, program assistants and project administrators. Primary data from projects funded between 1<sup>st</sup> January 2005 and 31<sup>st</sup> December 2012 was collected using structured questionnaires. All the questionnaires were self-administered. Data was summarized in MS Excel and presented in form of percentages, tables and charts. Descriptive statistics were used to analyze the general information from respondents while inferential statistics were used to describe the extent of the relationship between the variables at the 0.05 level of significance. The study revealed that there is a significant relationship between education level and training of project staff and timeliness of completion of projects in donor-funded organizations in Kenya. The study also showed that the untimely release of funds and inadequate and unpredictable transfer of project funds influences timeliness of completion of projects to a great extent. It was recommended that donor-funded organizations should put in place a formal policy in their organizations to train project staff on various aspects of project management. Consideration should be given for sending project staff to attend formal structured short courses in institutions where such training is offered. Organizations should create a buffer fund to cushion any possible delay in release of donor funds especially for recurrent expenditure as well as establish a Monitoring & Evaluation (M&E) unit.

Aftab, Sarwar, Sarwar and Amin (2016) sought to examine the relationship between the different elements of project management performance indicators and project success. A survey questionnaire was utilized and 193 questionnaires were administered and analyzed using Multiple regression. Result showed that project management performance indicators have positive relationship with project success. It was recommended that team leaders and project managers should adjust their focus on key components of project management that helps in the project success.

**3. METHODOLOGY**

The cross section survey which is a form of the quasi experimental research design was used in this study. The reachable population are managers and supervisors of 20 property companies in Port Harcourt, Rivers state. The Krejcie and Morgan (1970) table was used to determine the sample size of 148. Thus, a total of 148 questionnaires were distributed to managers in the 20 selected firms. The simple random sampling technique was used in this study. This technique was used because it gives a true representative of the entire population and reduces the tendency for researcher bias in selecting the sample case.

The independent variable (performance management) was measured in terms of planning performance and rewarding Performance 5 items were used in measuring Planning performance (e.g In my organization, there is a project development and planning phase), and 5 items were used in measuring rewarding performance (e.g. In my organization, exceptional performance are well rewarded). Also, the independent variable (project success) was measured using project timeliness and project quality. 5 items were used in measuring project timeliness (e.g. My organization is able to deliver project within the set deadlines) and 5 items were used in measuring project quality (e.g. Overtime we have increased customer satisfaction with the quality of project delivered). Items were rated on a 4-point Likert scale ranging from 1-strongly disagreed, 2-disagree, 3-agree and 4-strongly agreed. The spearman rank order correlation coefficient statistical analysis was used in analyzing the bivariate hypotheses and the partial correlation was used to test the relationship between the two variables through the help of Statistical Package for Social Sciences (SPSS) version 21.

**4. RESULTS**

A total of 148 questionnaires was distributed to respondent, however, only 110 (74%) copies were well completed, returned. The hypotheses test was undertaken at a 95% confidence interval implying a significance level of 0.05. The decision rule is set at a critical region of  $p > 0.05$  for acceptance of the null hypothesis and  $p < 0.05$  for rejection of the null hypothesis.

**Table 1 Planning Performance and Measures of Project Success**

			<b>Correlations</b>		
			<b>PLANNING PERFORMANCE</b>	<b>PROJECT TIMELINESS</b>	<b>PROJECT QUALITY</b>
Spearman's rho	PLANNING PERFORMANCE	Correlation Coefficient	1.000	<b>.393</b>	<b>.445</b>
		Sig. (2- tailed)	.	<b>.003</b>	<b>.002</b>
	N		110	110	110
	PROJECT TIMELINESS	Correlation Coefficient	<b>.393</b>	1.000	-.013
		Sig. (2- tailed)	<b>.003</b>	.	.890
		N		110	110

	Correlation Coefficient	<b>.445</b>	-.013	1.000
PROJECT QUALITY	Sig. (2-tailed)	<b>.002</b>	.890	.
	N	110	110	110

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2019

Data in table 1 shows a significant relationship between Planning Performance and Project Timeliness ( $p = 0.003$  and  $\rho = 0.393$ ) hence we find that planning performance is associated with project timeliness and based on the decision rule of  $p < 0.05$  for null rejection we therefore reject the first null hypothesis and accept the alternate hypothesis which state that

$H_{A1}$ : *There is a significant relationship between Planning Performance and Project Timeliness.*

Data in table 1 also shows a significant relationship between Planning Performance and Project quality ( $p = 0.002$  and  $\rho = 0.445$ ) hence we find that planning performance is associated with project quality and based on the decision rule of  $p < 0.05$  for null rejection we therefore reject the second null hypothesis and accept the alternate hypothesis which state that

$H_{A2}$ : *There is a significant relationship between Planning Performance and Project Quality.*

**Table 2 .Rewarding Performance and Measures of Project Success**

**Correlations**

		REWARDING PERFORMANCE	PROJECT TIMELINESS	PROJECT QUALITY
REWARDING PERFORMANCE	Correlation Coefficient	1.000	<b>.254</b>	<b>.439</b>
	Sig. (2-tailed)	.	<b>.007</b>	<b>.000</b>
	N	110	110	110
Spearman's rho PROJECT TIMELINESS	Correlation Coefficient	<b>.254</b>	1.000	-.013
	Sig. (2-tailed)	<b>.007</b>	.	.890
	N	110	110	110
PROJECT QUALITY	Correlation Coefficient	<b>.439</b>	-.013	1.000
	Sig. (2-tailed)	<b>.000</b>	.890	.
	N	110	110	110

Source: Research Data, 2019

Data in table 2 presents a significant relationship between Rewarding Performance and Project Timeliness ( $p = 0.007$  and  $\rho = 0.254$ ) hence we find that rewarding performance is associated

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with project timeliness and based on the decision rule of  $p < 0.05$  for null rejection we therefore reject the third null hypothesis and accept the alternate hypothesis which state that

*H<sub>A3</sub>: There is a significant relationship between Rewarding Performance and Project Timeliness.*

From data in table 2 a significant relationship between Rewarding Performance and Project quality is seen ( $p = 0.000$  and  $\rho = 0.439$ ) hence we find that rewarding performance is associated with project quality and based on the decision rule of  $p < 0.05$  for null rejection we therefore reject the forth null hypothesis and accept the alternate hypothesis which state that

*H<sub>A4</sub>: There is a significant relationship between Rewarding Performance and Project Quality.*

## **5. DISCUSSION OF FINDINGS**

### **Hypothesis one:**

Data in table 1 reveals a significant relationship between planning performance and project timeliness ( $p = 0.003$  and  $\rho = 0.393$ ). Thus, enhancing Planning Performance will help enhance Project Timeliness. The first objectives of the study which sought to examine if Planning Performance relates with Project Timeliness was achieved. This finding agrees with that of Irefin (2013) who observed that Planning Performance relates with Project Timeliness.

### **Hypothesis two:**

Table 1 data shows a significant relationship between Planning Performance and Project quality ( $p = 0.002$  and  $\rho = 0.445$ ) implies that Planning Performance relates significantly with Project Quality. The higher Planning Performance, the higher Project Quality and vice versa. This finding concords with that of Imran, Luqman and Zaki (2016) who established that Planning Performance influences Project Quality.

### **Hypothesis three:**

Data in table 2 presents a significant relationship between Rewarding Performance and Project Timeliness ( $p = 0.007$  and  $\rho = 0.254$ ). Thus enhancing Rewarding Performance will subsequently boost Project Timeliness of the organization. This finding is in agreement with that of Akewushola, Olateju and Hammed (2012) that Rewarding Performance enhances Project Timeliness.

### **Hypothesis four:**

Data in table 2 also reveals a significant relationship between Rewarding Performance and Project quality ( $p = 0.000$  and  $\rho = 0.439$ ). This finding is related to that of Aftab, Sarwar, Sarwar and Amin (2016) who observed that Rewarding Performance affects Project Quality.

## **6. CONCLUSION AND RECOMMENDATION**

Considering the outcome of the analysis on the relationship between planning performance and project timeliness, it is clear that good planning of performance is vital in improving the project timeliness of property companies in Port Harcourt. The more effective organizations plan their performance, the more successful they are in the timely accomplishment of their project. Proper planning performance enhances the firm's project quality and thus improve the future prospect of the organization. Furthermore, rewarding performance has a significant positive relationship with project timeliness and project quality. Organization's ability to properly reward employees' performance will result in increase in project success. This is so because the higher the reward, the higher employee performs and the higher the organization is likely to make more success. In conclusion, property companies' ability to properly plan and reward performance, will help boost

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their project success. Based on the conclusion of this study, the following recommendations are hereby preferred.

1. When planning performance, the management of the property companies should ensure a proper project development and planning phase as such will help enhance the project timeliness of the organization.
2. Management of the property companies should also ensure strict monitoring of project to easily identify and correct errors and then boost the project timeliness of the organization.
3. Property companies management should ensure that the performance of their employees are adequately rewarded as such will help enhance the project timeliness of the organization.
4. They should also ensure that performance are satisfactorily rewarded to motivate the employees and thus enhance the project quality of the organization.
5. The management of the property companies should ensure a set of performance objective to motivate employee's performance and thus enhance the project timeliness of the organization.
6. The management of the property companies should ensure an effective performance conversation between the managers and employees as such will help enhance the project quality of the organization.

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