Effectiveness of the Force Account Approach in Tanzanian Local Government Authorities: Do Management Support and Staff Competence Matter?

Theresa Ernest Macharia¹, Alex Lelian Banzi², Ismail Abdi Changalima³

¹CPSP, Supplies Officer, Procurement Management Unit, Kongwa District Council, P.O Box 57 Kongwa, Dodoma (Tanzania) machariatheresia42@gmail.com
²MA. PSM, Assistant Lecturer, Department of Business Administration and Management, College of Business and Economics, The University of Dodoma, P.O Box 1208 Dodoma (Tanzania) alexbanzi12@gmail.com
³MSc. PSCM, Assistant Lecturer, Department of Business Administration and Management, College of Business and Economics, The University of Dodoma, P.O Box 1208 Dodoma (Tanzania) changalima@gmail.com

How to Cite:

Abstract:
In Tanzania, the force account approach has been used for years as a technique for procuring works in the form of construction projects. In this regard, it is necessary to investigate the effectiveness of the force account approach in construction projects. The objective of this research is to look...
into the influence of management support and staff competence on the effectiveness of the force account approach in Tanzanian local government construction projects. Cross-sectional data were collected from procurement practitioners involved in force account construction projects at Kongwa District Council using structured questionnaires. The findings revealed that management support and staff competence are important determinants of the effectiveness of the force account approach in Tanzanian local government authorities' construction projects. The findings also revealed that staff competence is the most important factor influencing the effectiveness of force account in local government authorities, with $\beta=0.558$ and $p<0.001$. Furthermore, management support and the effectiveness of the force account approach are related in a positive and significant way ($\beta=0.233$ and $p=0.006$). As a result, procurement practitioners in respective local government authorities should ensure that they are capable of implementing the force account approach. The study also suggests future research on other factors that may explain the variation in the effectiveness of the implementation of the force account approach. Furthermore, because the study focused on local government authorities, future studies can be conducted by soliciting input from central governments and other public procuring entities.

**Keywords:** Management Support, Staff Competence, Force Account Approach, Construction Projects, Local Government Authorities, Tanzania.

**JEL Codes:** M12, N67, O38.

1. Introduction

Public procurement, which refers to the process by which the government acquires goods, services, and works, has piqued the interest of researchers in both developed and developing countries (Changalima et al., 2021, 2022; Patrucco et al., 2021). The procurement of works has been given significant consideration among the three categories (goods, services, and works), as it is the category that consumes the greatest amount of money when it comes to construction projects (Changalima, 2016; Mchopa, 2015). The force account approach has recently been used in the construction of work projects across the country (Mchopa, 2020; Mwishwa, 2022). Force account refers to the use of public or semi-public agencies or departments for the construction or renovation of public buildings by utilizing their own workforce and hiring additional labour only when necessary (The United Republic of Tanzania (URT), 2022).

The success of implementing force account in the projects of local government authorities is dependent on having clear plans for the activity. This is because the activity is based on the coverage required during the
conditional survey, which defines construction as the construction of something, specifically a building, such as the construction of a new structure or the upgrading of an existing structure (Mwandikile, 2020). The government of Tanzania has been debating whether to use the force account approach of contracting for the majority of its current construction projects. This is done with the goals of lowering project costs, facilitating competition, shortening the time spent on the process, increasing transparency and cooperation in decision-making, increasing effectiveness and efficiency, and maximizing value for money (Mwaiseje & Changalima, 2020).

The effectiveness of the force account in the Local Government Authorities is dependent on the personnel working on the projects. It was discovered that the goals of some governments are not being met because the effectiveness of their forces is not being taken into adequate account (Stephen, 2021). However, there have been a few instances where the implementation of the force account has been found to have flaws that may limit its effectiveness. There have been deficiencies identified in areas such as management affairs and the competence of the workforce involved in the process of implementing the force account approach. For example, the controller and auditor general's audit reports in Tanzania reported on insufficient resources, including human and material resources, affecting the implementation of force account projects (Mwishwa, 2022; National Audit Office of Tanzania (NAOT), 2020).

The use of the force account approach in construction projects for the majority of local government authorities in the country has piqued the interest of practitioners and stakeholders due to cost savings, increased community participation, and opportunities for small businesses to participate in public procurement. In this regard, it is critical to ensure that force account projects follow proper procedures in order to achieve value for money while also ensuring that construction projects meet the needs of stakeholders. The provision of training and the establishment of adequate budgets are among the efforts made by the Tanzanian government through its established organs to facilitate the effective implementation of force account projects in Tanzanian local government authorities. The current study is one of the few to look into the effectiveness of the force account approach in Tanzanian construction projects. The study's goal is to determine the impact of managerial support and staff competence on the effectiveness of the force account approach in Tanzanian local government authorities' construction projects.
2. Literature review and study hypotheses

In this section, the resource based-view as a theory that guides the current study and the basis for the development of hypotheses (as presented in Figure 1) of the study are discussed.

2.1. Resource-based view

The theory emphasises the basis that resources are vital for enhancing the competitive advantage and performance of an organisation (Barney, 1991, 2021). Therefore, the resource-based view is applicable in this study as it centres on the available tangible and intangible resources of the organisation. The theory emphasises aspects that an organization can use the available resources it already possesses to work toward achieving the outcomes it wants (Ismail, 2022a). The theory's main point is that organizations should be able to involve their tangible and intangible resources so that they can enhance their performance. In this regard, the organization's plans should be in line with the physical, financial, and human resources it has (Barney, 1991).

Similarly, using the force account approach in the procurement of works for construction projects requires the organization to have adequate resources in terms of tools and personnel to aid in the execution process (URT, 2011). Because the use of force account approach involves utilizing people, skills, and equipment from a single public or private firm to complete the construction project, this theory is relevant to the study. The current study focuses on the intangibility of resources in terms of management support and staff competence to improve organizational operational effectiveness through the use of the force account approach. As a result, resources such as financial and human resources obtained from the organization's top management serve as the foundation for the effective implementation of the force account approach. Furthermore, staff competence as an intangible resource helps employees perform well within the organization. Based on these aspects the theory guides the basis for the involvement of resources in the effective implementation of force account projects.

2.2. Management support

Management support is seen as a key instrument for improving the handling of major issues that enter the organization and exit the organization into the external environment (García-Sánchez et al., 2017). Through top management support, the organisation is supplied with the necessary financial and human resources to facilitate operations (Lin, 2010). Therefore,
management support through the provision of necessary resources may enable force account to be conducted effectively as the approach requires necessary resources for the effective implementation of construction projects. With the help of management support and effective implementation of the force account approach organisations can obtain several benefits such as helping involvement of local contractors in projects like school building renovation or construction of classrooms and enhancing in-house staff build capacity, controlling cost during work implementation and attaining value for money in public works.

To attain these benefits, management should create a good environment through their policies, strategies, and innovation to ensure the whole process of procurement of works under the force account is successful so that the perceived benefits of the force account could be realized (Mayani, 2019). Also, the financial resources should be properly allocated to facilitate the effectiveness of the force account approach in construction projects (Stephen, 2021). Available literature emphasises the role of top management support in construction projects (Jha & Iyer, 2006; Kikwasi & Sospeter, 2023). Therefore, the role of management is to make decisions regarding the allocation of resources required in force account projects. Since management is the one that plans and approves goals, and objectives, the management should ensure that the requirements and resources for conducting force account are met and fulfilled to achieve the objectives of the organization. Managerial support will act as a catalyst force account and effectiveness on procurement of works. In this regard, the study hypothesizes that:

\[ H_1: \text{Management support significantly and positively influences the effectiveness of the force account approach in local government authorities.} \]

2.3. Staff competence

Competence is a measurable behavioural characteristic of an individual that is related to effective performance in a specific job or organization (Ismail, 2022b; Kingu et al., 2023). The competence of the staff is one of the most essential resources that an organization possesses in terms of improving the operations of the organization and, ultimately, its performance. The relevant skills and knowledge that are employed in organization-wide operations are what contribute to staff competence (Apiyo & Mburu, 2014). Due to the intricacy of most construction projects, skilled individuals are required to participate. Similarly, staff competence in force account execution may be required for the proper application of the technique in construction projects. Also, under the force account, the more local skilled
labourers worked on construction projects, the more they learned about things like financial management, procurement procedures, health and safety, contract management, and human resource management.

The scarcity of skilled labourers can significantly impact the productivity of a construction project (Gomes et al., 2019; Stephen, 2021). So, better-trained workers have a big effect on how much more force account approach can be done. Organizational activities, on the other hand, are less productive when there aren't enough skilled people or there aren't enough of them. Organizations with a low level of competent staff are more likely to have unfavourable consequences on organizational performance. As a result, when there aren't enough competent workers in an organization, operations like the force account approach are more likely to suffer, compromising organizational effectiveness. Staff competence can play a crucial role in boosting intended results in businesses whose projects and operations are routinely delayed, over budget, or fail to reach their stated objectives. Based on this, the following hypothesis is worth considering:

**H2:** Staff competence significantly and positively influences the effectiveness of the force account approach in local government authorities.

![Figure 1: The conceptual framework](image)

### 3. Methods

#### 3.1. Study area and research design and study area

The study was conducted in the Kongwa district council as a study area because this is among the local government districts in Tanzania that implement a force account approach in projects for the procurement of works. In addition, for the past three years, the district has seen the implementation of force account projects related to the construction of classrooms and health facilities. As a result, the selection of the Kongwa district council to represent
other local government authorities in the implementation of force accounts projects was significant. This study used a cross-sectional design in which data were collected only once from procurement practitioners at Kongwa District Council. This design was used because the research was conducted over a short period of time to obtain a quick picture of the variables of interest (Setia, 2016).

3.2. Sampling and data collection

The population included procurement practitioners who are involved in the implementation of the force account approach in construction projects in Tanzanian local government authorities. The target population in the current study included all procurement practitioners who are included in the implementation of force account in the Kongwa district council. This local government authority has about 132 procurement practitioners who are involved in force account projects. These include employees from the procurement department, finance department, planning department, administration and user departments. The census sampling was used as the number of respondents is considered to be manageable and hence all respondents were involved during data collection. The questionnaire was the dominant tool for data collection as it is considered to be simple to administer and cheap compared to other tools (Saunders et al., 2009). However, only 99 questionnaires were returned without incomplete cases and included in the final data analysis. This resulted in a response rate of about 75% which was considered to be adequate for making inferences.

3.3. Measurement of variables and data collection

The questionnaire had two main parts. The first part contained information in relation to the demographic characteristics of respondents and the second part had information concerning the main variables of the study. The design of the questionnaire was guided by prior studies on the measurement of study variables. Therefore, management support was measured in four (4) items adapted from Lin (2010). Staff competence was measured in four (4) items that were adapted from Apiyo and Mburu (2014), and the dependent variable, which is the effectiveness of force account, was measured in four (4) items that were adapted from Mwandikile (2020). These measurements were slightly modified to accommodate the context and purpose of the current study. As the current study employed perceptual indicators, all the measurement items for each study variable were measured into a five (5) point Likert scale.
3.4. Factor analysis, reliability and validity

To ensure that the results are valid, the validity was assessed before full-scale data collection under which the questionnaire was assessed by the two academics with the highest rank than the researchers and three procurement practitioners with experience in the implementation of force account projects. The modifications were done after considering their opinions which in turn resulted in accurate responses after rephrasing ambiguous words. Also, Exploratory Factor Analysis (EFA) was conducted to determine the sample adequacy, reliability and validity of the items that have been used in the current study. The values of Kaiser-Meyer-Olkin (KMO) and Bartlett's Test in Table 1 show that KMO Measure of Sampling Adequacy and Bartlett's Test of Sphericity (0.885 and p=0.000) ensured sample adequacy for factorability (Pallant, 2020).

Table 1. Sample adequacy, EFA loadings and Cronbach’s alpha coefficients

<table>
<thead>
<tr>
<th>Variables/items</th>
<th>EFA loadings</th>
<th>Cronbach’s alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management support</td>
<td></td>
<td>0.839</td>
</tr>
<tr>
<td>Our management is aware of the benefits of force account for the future success of the organization (MGTS3)</td>
<td>0.917</td>
<td></td>
</tr>
<tr>
<td>Our management believes the cost of force account is bearable (MGTS2)</td>
<td>0.863</td>
<td></td>
</tr>
<tr>
<td>Our management is highly interested in implementing a force account</td>
<td>0.784</td>
<td></td>
</tr>
<tr>
<td>(MGTS1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our management has allocated adequate financial and other resources to implement the force account (MGTS4)</td>
<td>0.714</td>
<td></td>
</tr>
<tr>
<td>Staff competence</td>
<td></td>
<td>0.868</td>
</tr>
<tr>
<td>Staff members are trained to perform organizational operations (STAFFC4)</td>
<td>0.830</td>
<td></td>
</tr>
<tr>
<td>Staff members are assigned tasks according to their professional qualifications (STAFFC2)</td>
<td>0.784</td>
<td></td>
</tr>
<tr>
<td>We have experienced staff to perform organizational operations (STAFFC1)</td>
<td>0.783</td>
<td></td>
</tr>
<tr>
<td>Staff members have key competencies to perform as per required professional qualifications (STAFFC3)</td>
<td>0.768</td>
<td></td>
</tr>
<tr>
<td>Effectiveness of force account</td>
<td></td>
<td>0.859</td>
</tr>
<tr>
<td>The force account improves project completion within the allocated budget (FACC3)</td>
<td>0.831</td>
<td></td>
</tr>
<tr>
<td>The force account improves project cost reductions (FACC1)</td>
<td>0.782</td>
<td></td>
</tr>
<tr>
<td>Force account improves project quality and meets user expectations (FACC4)</td>
<td>0.670</td>
<td></td>
</tr>
<tr>
<td>The use of force account improves the completion of projects on time (FACC2)</td>
<td>0.633</td>
<td></td>
</tr>
</tbody>
</table>
Therefore, to ensure that the items of the study adequately explained the relevant factor, a factor loading of 0.6 and above was considered for reliability. As presented in Table 1 all factor loadings from the EFA are above the threshold and hence they are reliable in explaining the relevant factors. In this case, all items were considered to be appropriate for the respective factor and none was removed (Amani & Ismail, 2022; Pallant, 2020). Also, the internal consistency reliability was assessed by using Cronbach’s alpha coefficients with values of 0.7 and above to be considered reliable. The results presented in Table 1 show that all factors have Cronbach’s alpha values of above 0.7 and hence proving that internal consistency reliability was achieved (Tavakol & Dennick, 2011).

3.5. Data analysis

The SPSS version 23 was used as a statistical tool for analysing data. The EFA was conducted to determine the reliability and validity of the variables that were used in the study. EFA results are appropriate for determining the relevant items for each factor that is used in the study (Hair et al., 2010). Factor analysis can also be used to reduce a large number of related variables to a more manageable number, before using them in other analyses such as multiple regression or multivariate analysis of variance (Pallant, 2020). After EFA, the data were analysed by using multiple linear regression analysis to determine the relationship between management support and staff competence on the effectiveness of the force account approach. The model is useful in showing the main contributing factor among multiple variables in explaining the variation of the dependent variable (Pallant, 2020). Therefore, through multiple linear regression, the study aimed at establishing the influence of management support and staff competence on the effectiveness of the force account approach in the Tanzanian local government authorities.

4. Results and discussion

4.1. Demographic characteristics of respondents

Table 2 shows the general demographics of respondents. According to the statistics in Table 2, 63 (63.6%) of the employees were males and 36 (36.4%) were females. These findings imply that the number of males outnumbered the number of females. Furthermore, as shown in Table 2, employees with 21 - 30 years of experience were 23 (23.2%), employees with 31 - 40 years of experience were 50 (50.5%), employees with 41 - 50 years
of experience were 18 (18.2%), and employees with 51 - 60 years of experience were 8 (8.1%). According to these findings, the majority of respondents are between the ages of 31 and 40. Similarly, the majority of respondents (73.7%) have a bachelor's degree, followed by those with a master's degree (19.2%) and those with a diploma (7.1%). Finally, the working experience of respondents, as shown in Table 2, shows that the majority of respondents 42 (42.4%) have 6 - 10 years of experience, followed by 11 to 15 years 36(36.4%). In addition, 17 (17.2%) respondents had 1 to 5 years of work experience, and 4 (4.0%) respondents had more than 16 years of work experience. In general, the demographic characteristics of respondents indicate that the study included units of inquiry capable and relevant to providing necessary information about the topic at hand.

Table 2. Respondents’ characteristics

<table>
<thead>
<tr>
<th>Variables</th>
<th>Categories</th>
<th>Frequency</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex</td>
<td>Female</td>
<td>36</td>
<td>36.4</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>63</td>
<td>63.6</td>
</tr>
<tr>
<td>Age</td>
<td>21 – 30</td>
<td>23</td>
<td>23.2</td>
</tr>
<tr>
<td></td>
<td>31 – 40</td>
<td>50</td>
<td>50.5</td>
</tr>
<tr>
<td></td>
<td>41 – 50</td>
<td>18</td>
<td>18.2</td>
</tr>
<tr>
<td></td>
<td>51 – 60</td>
<td>8</td>
<td>8.1</td>
</tr>
<tr>
<td>Education level</td>
<td>Diploma</td>
<td>7</td>
<td>7.1</td>
</tr>
<tr>
<td></td>
<td>Bachelor degree</td>
<td>73</td>
<td>73.7</td>
</tr>
<tr>
<td></td>
<td>Master degree</td>
<td>19</td>
<td>19.2</td>
</tr>
<tr>
<td>Working experience</td>
<td>1 – 5 years</td>
<td>17</td>
<td>17.2</td>
</tr>
<tr>
<td></td>
<td>6 – 10 years</td>
<td>42</td>
<td>42.4</td>
</tr>
<tr>
<td></td>
<td>11 – 15 years</td>
<td>36</td>
<td>36.4</td>
</tr>
<tr>
<td></td>
<td>16 years and more</td>
<td>4</td>
<td>4.0</td>
</tr>
</tbody>
</table>

4.2. The model summary and ANOVA results

Table 3 shows that the coefficient of determination values for R square and adjusted R square are 0.489 and 0.478, respectively. This suggests that there is a positive linear relationship between the included independent variables (management support and staff competence) and the dependent variable (effectiveness of force account approach). According to the findings, the independent variables in the model explain approximately 47.8% of the variation in the dependent variable. As a result, independent variables that include management support and staff competence explained approximately 47.8% of the variation in the effectiveness of the force account approach. Other factors not included in the model account for the remaining 52.2% of the variation in the dependent variable. Furthermore, the findings of the model's analysis of variance (ANOVA) as presented in Table 4 demonstrates that independent variables have a significant effect on the effectiveness of the
force account approach since the p-value of less than 0.001 is less than the required statistical value of 0.05. This discovery implies that the coefficients of independent variables are not zero.

Table 3. The model summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.699 a</td>
<td>0.489</td>
<td>0.478</td>
<td>0.591</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Management support, Staff competence

Table 4. ANOVA

<table>
<thead>
<tr>
<th>ANOVA a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>--------</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Effectiveness of force account
b. Predictors: (Constant), Management support, Staff competence

4.3. The influence of management support and staff competence on the effectiveness of the force account approach

Results in Table 5 reveal the beta coefficients and p-values for the relationship between management support and staff competence and the effectiveness of the force account approach in local government authorities in Tanzania. The model's independent variables were management support and staff competence, and the model's dependent variable was the effectiveness of the force account approach. The results demonstrate how each independent variable in the model contributes to the explanation of the dependent variable. The results revealed that all factors included in the model explained the prediction of the dependent variable with various beta coefficient values.

4.3.1. Management support and effectiveness of force account approach

Management support is one of the independent variables of the study that was regressed to the effectiveness of the force account approach (dependent variable). Results in Table 5 present the relationship between management support and the effectiveness of the force account approach. The results revealed that there is a positive relationship between these variables with p=0.006 and β=0.233. These findings imply that a unit increase in management support increases the effectiveness of the force account approach.
approach by 23.3%. Therefore, as the study hypothesised ($H_1$), management support significantly and positively influences the effectiveness of force account projects in local government authorities. The plausible explanation for this relationship is the fact that management support in terms of being aware of the benefits of force account, interest in the implementation of the force account approach in construction projects and allocation of adequate financial resources for the implementation of force account increases the effectiveness of the implementation of force account in Tanzanian local government authorities.

Generally, these results are supported by the resource based-view (Barney, 1991) under which the management support terms of providing the necessary resources for the implementation of force account projects in form of financial and other resources to determine the effectiveness of the force account approach in achieving the desired outcomes. Also, Apiyo and Mburu (2014) cemented the aspects that management support is important in procurement activities including procurement planning. Since, the force account approach requires organisations to plan for the required materials that are going to be used in the implementation of force account projects, management support in planning can be a means for achieving the effectiveness of force account implementation in Tanzanian local government authorities.

Stephen (2021) concluded that financial constraints affect most force account projects. Thus, financial resources allocated by the management in the implementation of force account plays a vital role in enhancing the effectiveness of force account projects. In addition to that, the current study’s findings are in line with those of (Mwandikile, 2020). In their study, it was emphasised that financing of force account projects and allocation of enough funds for the implementation of the force account approach are important factors for success stories in the implementation of force account in construction projects. Similarly, Jha and Iyer (2006) and Kikwasi and Sospeter (2023) established that top management support is necessary for construction projects. Since the force account approach is a technique that is used in the procurement of works, especially in construction projects, the conducted studies are in line with the current study on the favour of management support on the effectiveness of the force account approach in the construction projects in Tanzanian local government authorities.

4.3.2. Staff competence and effectiveness of force account approach

The study also included staff competence as an independent variable which was regressed to the effectiveness of the force account approach as a
dependent variable. The results presented in Table 5 show that staff competence has a beta coefficient of 0.558 and \( p < 0.001 \). These findings imply that an increase in staff competence by a unit increases the effectiveness of the force account approach in local government authorities by 55.8%. Therefore, the effectiveness of the force account approach is significantly and positively determined by staff competence in the local government authorities. In line with the second hypothesis of the study (H₂), the results of the study establish that staff competence positively influences the effectiveness of the force account approach in Tanzanian local government authorities. In line with the second hypothesis of the study (H₂), the results of the study establish that staff competence positively influences the effectiveness of the force account approach in Tanzanian local government authorities.

Table 5. The coefficients of the influence of management support and staff competence on the effectiveness of force account

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized coefficients</th>
<th>Standardized coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.134</td>
<td>0.271</td>
<td>-</td>
<td>4.179</td>
</tr>
<tr>
<td>Management support</td>
<td>0.199</td>
<td>0.071</td>
<td>0.233</td>
<td>2.809</td>
</tr>
<tr>
<td>Staff competence</td>
<td>0.507</td>
<td>0.075</td>
<td>0.558</td>
<td>6.728</td>
</tr>
</tbody>
</table>

Mwagike and Changalima (2022) opined that competencies include attributes of an individual person to be able to conduct tasks without difficulties. Therefore, staff competence in terms of skills and professional qualifications may determine the effectiveness of the force account approach in the respective organisations. In line with the resource based-view, the availability of competent staff as vital resources in procurement undertakings including the implementation of a force account approach in a construction project may be an important aspect for the achievement of the effectiveness of force account in Tanzanian local government authorities. Lack of managerial competencies for instance can be the basis for the poor performance of construction projects and implementation of force account in public procurement (Mwelu et al., 2020; Stephen, 2021).

Also, studies conducted by Apiyo and Mburu (2014) lend support to the current study’s findings. These studies provide a basis for the utilization of staff competencies in procurement activities for the betterment of organisational operations. Staff competence in form of specific knowledge in areas of specialization and that acquired through training and learning may provide strength for the practitioners to be able to meet the work challenges and produce intended results. Therefore, the development of competencies in terms of skills for procurement practitioners is necessary to facilitate adequate performance in organisational operations (Changalima & Ismail, 2019). On the other hand, Stephen (2021) established that management incompetence
affected the implementation of force account projects in Tanzania. Thus, competence in the implementation of force account is necessary to ensure the effectiveness of the approach in the Tanzanian local government authorities’ construction projects.

5. Conclusions, recommendations, limitations and areas for further studies

Based on the main results of the current study, it is concluded that management support and staff competence are the important determinants of the effectiveness of the force account approach in Tanzanian local government authorities. Among the two factors, staff competence is the main contributing factor for explaining the effectiveness of the force account approach with the largest beta coefficient compared to management support. Therefore, staff competence contributes much to the variation of the effectiveness of force account. In addition to that, staff competence is the main factor for the effectiveness in relation to management support. However, management support should not be discarded when emphasising the implementation of the force account approach as the variable also, has a positive contribution to the effectiveness of the force account approach in Tanzanian local government authorities. Lastly, the study provides necessary recommendations for public procurement practitioners in local government authorities. The results emphasise that staff competence is an important factor for the effectiveness of the force account approach. Therefore, procurement practitioners in respective local government authorities should ensure that they are competent enough in the execution of procurement activities including the implementation of the force account approach. Also, top management in the respective local government authorities should provide training to the stakeholders involved in the force account.

The study has some limitations that provide an avenue for further studies. Firstly, the study considered only management support and staff competence as factors that determine the effectiveness of the force account approach in construction projects in Tanzanian local government authorities. Therefore, future studies can be conducted to investigate other factors that may explain the variance in the effective implementation of the force account approach. These studies may include factors such as regulatory compliance, human resource practices and contractors’ capacities that may affect the effective implementation of force account projects. Also, future studies can be conducted by obtaining opinions from central governments and other public procuring organisations as the current study focuses on the aspect of local government authorities. Investigation from other public sector
organisations is more likely to enhance and extend the current study’s findings.

Declaration of conflicting interests

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

References


Effectiveness of the Force Account Approach in Tanzanian Local Government Authorities: Do Management Support and Staff Competence Matter?


