

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF MANAGEMENT STUDIES  
MBA PROGRAMME**

**FACTORS INFLUENCING PROJECT PERFORMANCE OF  
CONTRACTORS IN TK MYANMAR COMPANY LIMITED**

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EMBA 20<sup>th</sup> BATCH**

**MAY, 2025**

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**ACADEMIC YEAR (2023-2025)**

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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## ACCEPTANCE

This is to certify that the thesis entitled “**Factors Influencing Project Performance of Contractors in TK Myanmar Company Limited**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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## **ABSTRACT**

The study aims to examine the factors affecting the performance of contractors at TK Myanmar Company Limited and to investigate the moderating role of government policies on the connection between these influencing factors and the contractors' performance in TK Myanmar Company Limited. Both primary and secondary information is utilized. At TK Myanmar Company Limited, there are presently 80 contractors. Based on Yamane's sample size formula, a selection of 66 from 80 contractors is made. Primary data were gathered from 66 contractors in TK Myanmar using a simple random sampling technique. A structured questionnaire utilizing a five-point Likert scale is used to gather primary data. Data is gathered using the online survey method. This research employs descriptive statistics and regression analysis to examine the data. Secondary data are collected from TK Myanmar reports, earlier research papers, textbooks, online resources, and various other pertinent sources. The results of the regression show that project management and information technology positively and significantly impact the project performance of contractors at TK Myanmar Company Limited, whereas benchmarking negatively and significantly affects the project performance of contractors at TK Myanmar Company Limited. Government policies do not moderate the relationship between factors affecting contractors' project performance. To enhance the efficiency of contractors, TK Myanmar Company Limited ought to assist project managers in managing various tasks efficiently by adopting sophisticated construction-focused project management tools.

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# CHAPTER 1

## INTRODUCTION

Worldwide, numerous road contractors have not succeeded in their performance. Moreover, performance measurement systems are neither efficient nor effective in addressing this issue. Performance issues among road contractors manifest in numerous ways in developing nations. Numerous road projects struggle with timely execution; some falter in budget adherence, while others do not meet various performance metrics. Historically, numerous road projects concluded with subpar outcomes due to various evident factors like: client-related obstacles, unavailability of materials, road closures, design and drawing alterations, extra work, waiting for decisions, handover issues, change orders, modifications in the Bill of Quantity, and delays in receiving drawings.

Melba et al. (2015) state that the construction sector is essential for the enhancement and achievement of societal goals. The construction sector is intricate by nature because it includes numerous participants like clients, contractors, consultants, stakeholders, shareholders, and regulatory bodies. Performance is linked to various elements including time, expense, quality, customer satisfaction, efficiency, and safety. There are additional valid reasons such as shutdowns, alterations of sketches, and adjustments of the design. Additional factors impacting the performance of construction projects include ineffective management and leadership; unsuitable participants; inadequate relationships and coordination; lack of motivation, deficient infrastructure, political issues, cultural challenges, and economic circumstances. Additionally, aspects such as insufficient leadership, ineffective site supervision, a shortage of skilled labor, and the absence or failure of equipment significantly contribute to construction delays. Organizations that do not adjust and react to the complexities of the new environment often face survival challenges (Lee et al., 2005).

Construction is crucial to society's growth. Construction is one of Myanmar's fastest-growing industries, growing about 7% annually (Global Data, 2023). The construction business is complicated since it involves clients, contractors, consultants, stakeholders, stockholders, and regulators. Numerous factors affect contractor performance. Benchmarking, project management, IT, and timeline are components (Njenga, 2014).

Benchmarking is the act of assessing and contrasting the performance, efficiency, or quality of a product, service, or process with established standards or rivals (Tolosi, 2000). Project management involves the process of planning, organizing, motivating, and managing resources to attain defined objectives (Brown & Adams, 2006). Information technology (IT) pertains to the application of computers, software, and additional technologies for managing, storing, processing, and transmitting data and information (Nitithamyong et al., 2004). Time frame pertains to a duration particularly concerning a specific action or project (Tolosi, 2000).

Government policy denotes the collection of rules, regulations, and administrative measures established by the state to oversee activities across multiple sectors, such as the construction sector (Ofori, 2006). Contractor performance refers to the ability and proficiency with which construction contractors achieve project goals like cost, duration, quality, and client contentment (Windapo & Cattell, 2013).

TK Myanmar Company Limited was founded in 2013. It is a well-known company in the construction industry, focusing on various types of infrastructure development initiatives. The firm is especially engaged in bridge and road construction, providing top-notch road projects that enhance urban transport and regional links. This research analyzes the elements affecting the project performance of contractors at TK Myanmar Company Limited.

## **1.1 Rationale of the Study**

Contractors' performance is vital for Myanmar's socio-economic progress, especially as the nation persists in investing in infrastructure, housing, and public service delivery initiatives. Effective contractor performance guarantees the timely completion of construction projects, adherence to budget constraints, and compliance with quality standards, which directly influences the trustworthiness and efficiency of public and private investments. In Myanmar, the ability and trustworthiness of contractors are essential for reaching developmental objectives, as infrastructure development is a national focus aligned with strategic initiatives like the Myanmar Sustainable Development Plan and the National Infrastructure Development Plan. Ineffective contractor performance, evident through delays, budget overruns, inferior quality, and safety concerns, can obstruct

economic development, squander public funds, and diminish confidence in government-sponsored initiatives.

Additionally, as Myanmar aims to draw foreign direct investment and engage in regional endeavors like the ASEAN Economic Community (AEC), enhancing contractor performance is crucial for sustaining competitiveness, building investor trust, and guaranteeing adherence to international standards. Consequently, enhancing contractor performance is essential not only for project efficiency but also as a crucial factor in national development, effective governance, and sustainable growth within Myanmar's construction industry.

In Myanmar's developing construction and infrastructure industries, contractors' effectiveness is shaped by various operational and strategic elements. Among these, benching, project oversight, information technology (IT), and compliance with project deadlines are especially vital.

Benchmarking enables contractors to assess their performance, processes, and results against industry leaders or globally acknowledged standards. Through examining effective role models, both local and global contractors can recognize optimal practices in domains like project scheduling, cost management, safety regulations, and quality assurance. This aids them in embracing more efficient strategies and steering clear of typical mistakes. In a progressively competitive construction sector, especially with the expansion of both public and private infrastructure initiatives in Myanmar, contractors need to fulfill increasing client demands. Evaluating against leading performers allows contractors to boost efficiency, complete projects promptly and within financial limits, and elevate client satisfaction, all of which strengthens their reputation and capacity to secure upcoming contracts.

Efficient project management is another crucial factor for contractor performance. It includes planning, resource distribution, financial management, risk assessment, and quality control. In Myanmar's challenging and often resource-limited construction landscape, effective project management allows contractors to reduce risks, manage expenses, satisfy client demands, and comply with local laws and global standards. Contractors possessing robust project management skills tend to achieve reliable, high-quality results.

Information technology (IT) is also becoming an increasingly crucial factor. Utilizing IT tools like project management applications, digital reporting systems, Building

Information Modeling (BIM), and mobile communication platforms can enhance transparency, coordination, and data precision throughout every phase of construction. In Myanmar, where many operations are still reliant on manual processes, adopting IT minimizes human error, improves real-time decision-making, and increases overall project efficiency.

Compliance with deadlines is an immediate indicator of contractor effectiveness. On-time project delivery influences budget control, customer contentment, and potential future contracts. In Myanmar, delays are frequent issues caused by regulatory hurdles, weather interruptions, and logistical constraints. Contractors that emphasize time management with scheduling tools, buffer planning, and milestone tracking are more prepared to avoid overruns and maintain a positive reputation in the industry.

Government policies play a vital role for contractors such as TK Myanmar since they influence every phase of the construction process directly. Adhering to building codes, safety standards, labor regulations, and environmental laws is crucial for legal operation and to prevent penalties or setbacks. Policies for infrastructure development are essential, since government initiatives present significant business prospects for contractors. Moreover, tax laws and monetary incentives influence total project expenses and profitability, rendering advantageous policies helpful for business expansion. Policies regarding trade and foreign investment play a crucial role when engaging with international partners or acquiring construction materials, as limitations or assistance in this domain can affect schedules and costs. Additionally, land use and urban planning regulations dictate the locations and methods of construction, which is crucial for successful project planning. Finally, political consistency and a dependable legal system provide a safe atmosphere for business activities and contract implementation. Collectively, these governmental regulations establish the basis for a contractor's capacity to function, expand, and thrive within the sector.

However, the dynamic and intricate characteristics of the project environment present considerable risks, causing construction projects to be susceptible to delays, budget overruns, and substandard deliverables. Additionally, elements such as ineffective management and direction, insufficient leadership, inadequate site supervision, weak stakeholder relationships and coordination, along with the absence of project oversight significantly contribute to construction delays. TK Myanmar Company Limited is methodically overseeing project management and monitoring, providing management assistance, and striving for the involvement of all stakeholders for every project.

Nonetheless, organizations occasionally fail to attain the expected project performance. TK Myanmar Company Limited must evaluate its project management approach, executive backing, stakeholder engagement, and project oversight to enhance its project outcomes. This study explores the factors affecting the performance of contractors at TK Myanmar Company Limited.

## **1.2 Objectives of the Study**

The goals of the research are outlined as follows:

- 1) To examine elements affecting the performance of contractors at TK Myanmar Company Limited; and
- 2) To examine how government policies moderate the relationship between influencing factors and the performance of contractors at TK Myanmar Company Limited.

## **1.3 Scope and Method of the Study**

This research primarily examines elements affecting the performance of contractors at TK Myanmar Company Limited. Primary and secondary data are utilized. TK Myanmar Company Limited has 80 contracting firms. Using the Yamane sample size formula, 66 responsible individuals from a total of 80 contractors are chosen through the simple random sampling technique. A structured questionnaire utilizing a 5-point Likert scale was employed to collect primary data. Primary data were collected through an online survey method. Secondary data are obtained from TK Myanmar Company Limited, earlier research studies, textbooks, websites, and various related sources. Descriptive statistics along with linear regression analysis are utilized.

## **1.4 Organization of the Study**

This research is made up of five chapters. Chapter one includes the study's introduction, rationale, objectives, scope, methodology, and organization. Chapter two offers the theoretical foundation, earlier research, and conceptual framework for this investigation. Chapter three outlines the profile and elements affecting the performance of contractors at TK Myanmar Company Limited, the profile of respondents, and the reliability assessment. Chapter four provides an analysis of the elements affecting the performance of contractors at TK Myanmar Company Limited. Chapter five outlines the results and analyses, proposals and recommendations, as well as the requirements for additional research.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

This chapter provides a review of literature on the elements affecting contractor performance, including benchmarking, project management, information technology, and time constraints. Moreover, it offers a review of relevant literature regarding governmental policies and the effectiveness of contractors. Ultimately, it showcases prior research and the study's conceptual framework.

#### **2.1 Factors Influencing Performance of Contractors**

The construction sector significantly contributes to societal development and the attainment of societal goals (Njenga, 2014). The performance of a contractor is crucial for any construction project because it affects the timely completion, budget adherence, and compliance with required standards. The effectiveness of contractors is affected by various factors, which are detailed below. Njenga (2014) states that factors affecting project contractors' performance comprise benchmarking, project management, information technology, and the time frame.

##### **2.1.1 Benchmarking**

Tolosi (2000) defined benchmarking as a continuous process that compares an organization's products, services, and operational practices to a selected group. According to Njenga (2014), it measures security, mutual fund, and investment manager performance. Camp (1989) defines benchmarking as comparing products, services, and practices to industry leaders or the strongest competitors. Benchmarking, according to Camp (1989), is a methodical way to evaluate performance by comparing it to established leaders' outcomes to find best practices that improve performance when implemented.

As per Njenga (2014), benchmarking fundamentally seeks to assess the performance of interconnected firms concerning their abilities and results. It offers a structure to evaluate how a specific construction firm measures up against the broader industry. Companies must conduct this assessment regularly, allowing them to identify their strengths and weaknesses relative to the industry (Njenga, 2014). Benchmarking

concentrates on evaluating the performance of organizations operating within the same field. This allows organizations to understand their strengths and weaknesses in relation to the industry. Benchmarking assists companies in enhancing their performance by modifying their policies and practices (Mashaleh et al., 2006).

Benchmarking mainly involves assessing a business against established standards or top practices in the industry. Construction benchmarking is among the most significant actions a construction business or design firm can undertake to enhance its performance, aiming to recognize industry leaders that exhibit exceptional performance through the application of best construction practices (Watson, 1992). In recent times, the construction sector has identified benchmarking as a potential driving force for aiding the performance of the industry and improving its competitive edge in the global market.

Njenga (2014) states that a majority of organizations utilize benchmarking to attain partner excellence in construction projects. Besides establishing a standard for comparison, benchmarking serves as an effective development tool since it promotes a self-reflective attitude, highlighting the operational areas that require enhancement within the company. Li et al. (2006) noted that cooperative benchmarking ought to be utilized as a means to attain partnership excellence in construction initiatives. Benchmarking consists of a comparison between a minimum of two entities to assess the existing performance disparity.

Gunduz et al. (2005) stated that the benchmarking method can be utilized to identify an organization's strengths and weaknesses, assess its performance, recognize its competitive advantages and disadvantages, and determine the improvement priorities for every performance metric. Augusto et al. (2006) claimed that challenges and obstacles are essential for achieving effective performance. To tackle these challenges and surpass these barriers, an organization needs a precise grasp of its performance compared to its rivals. To achieve this goal, an organization needs a benchmarking system that utilizes analytical models aimed at assessing complex performance traits and metrics.

### **2.1.2 Project Management**

The Project Management Institute (PMI) describes project management as the skill of leading and managing both human and material resources during a project's duration, employing contemporary management methods to meet established goals regarding scope, cost, time, quality, and participant satisfaction (Project Management Institute, 2000).

Brown and Adams (2006) define project management as the practice of planning, organizing, motivating, and managing resources to reach defined objectives. According to Munns and Bjeirmi (1996), project management involves overseeing the attainment of project goals by utilizing available organizational resources and structures, and executing the project through a set of tools and methods while ensuring the regular operations of a company remain uninterrupted. Pinto (2019) mentioned that project management encompasses the knowledge related to the principles, techniques, and tools employed in the planning, control, monitoring, and assessment of projects.

Pinto (2010) emphasized that project management is among the most widely utilized methods for gaining a competitive edge over competitors in both public and private sectors, aiding in the enhancement of internal processes, quick response to external opportunities, realization of technological advancements, and more importantly, effectively managing the challenges arising from diverse business insights. Project management acts as an excellent technical instrument to prepare upcoming leaders in various organizations, including budget choices, resource distribution, planning, scheduling, and accelerating their projects. Although project management is merely one of the various factors influencing project performance, it can be considered the most crucial since individuals developing the processes and systems responsible for project delivery play a key role (Pheng & Chuan, 2006).

A significant connection exists between project management and project outcomes. Management within the construction industry is regarded as a crucial element that impacts the performance of projects. Project management acts as an outstanding training platform for upcoming senior leaders in many organizations. A distinctive feature of projects is their combination of technical and behavioral difficulties. Project managers must master project selection, budgeting, resource allocation, planning, scheduling, and progress monitoring (Pinto, 2020). Ugwu and Haupt (2007) stated that a sufficient understanding and knowledge of performance are necessary for managerial goals like improving institutional changes and effective design, specification, and construction decision-making across multiple project-level interfaces using appropriate decision-support tools.

Among the roles of project management are specifying the work needs, distributing resource requirements, scheduling the work execution, tracking the work's progress, and responding to unforeseen incidents that arise (Munns & Bjerimi, 1996). The majority of people are familiar with the numerical methods used for planning, scheduling, and

managing tasks. It is crucial for project managers to fully understand the functions of every department. The sole method to reduce risk is for organizations to improve their planning. Given that organizations operate in chaotic environments characterized by intense competition, unpredictability, and extraordinary complexity in new tasks, it is undeniably suggested that project management serves as one of the most effective methods to enhance planning. These have emerged as a factor that encourages more organizations to incorporate project management as a fundamental aspect of their operations (Kerzner, 2009).

### **2.1.3 Information Technology**

Information technology (IT) encompasses the technology related to the operation, collection, transport, storage, access provision, and transformation of information in its various forms (Boar, 1997). Sarosa and Zowghi (2003) define the term information technology (IT) as the complete set of technologies employed by organizations for the purposes of gathering, processing, and distributing information in various forms. Consequently, it includes segments of IT hardware (computers, printers, scanners, etc.), software (operating systems, programming languages, office applications, etc.), and telecommunications equipment (modems, hubs, network cards, network interfaces, etc.).

In recent years, information technology has garnered significant attention not just from academia but also from the business sector due to its adoption in a growing number of firms (Castel & Górriz, 2007). Information technology includes a wide variety of tools, systems, and methods employed to handle, process, and distribute information. The incorporation of IT in the construction sector seeks to enhance efficiency, precision, and teamwork across all phases of construction projects, ranging from planning and design to construction and maintenance (Brynjolfsson & Hitt, 2000).

The growth of the construction industry is expected to encourage investments in technology in the IT sector. In the 1980s, the technology revolution turned IT into a critical component of many vital business functions. Contemporary information technology aids all management tasks connected to planning and organizing activities. Moreover, IT organizations address the needs of businesses to create value for both companies and their clients' projects, making this element a vital management duty. The use of IT in construction is expected to increase. Organizations are beginning to realize that IT can be utilized to achieve and maintain a competitive advantage (Li et al., 2000).

Data is a critical component of every sector and a worthwhile investment for a business to thrive. The significance of information is greater than it has ever been. The advancement of information technology has significantly aided how an organization manages its operations. The majority of sectors have transitioned from a traditional method of information exchange to a digital one (Rivard et al., 2004). Moreover, the use of IT in the construction sector results in numerous changes, innovations, and advancements in various areas that ultimately contribute to robust and effective performance. Numerous advantages and connections exist when employing IT in construction projects, including: increased IT usage correlates with improved project outcomes, owners and contractors obtain significant advantages, IT positively influences schedule compression, and overall reductions in project costs contribute to successful project performance (Schwegler et al., 2001).

#### **2.1.4 Time Frame**

Time frame denotes a defined duration in which an action, process, or event is anticipated to take place or be finished (Tolosi, 2000). It is the time frame during which something is intended or anticipated to occur. As stated by Chan (2011), the project time frame represents the typical duration needed to complete a construction project. The construction time frame is the period of a project that begins on the date indicated in the contractor's provisional completion dates, which are crucial for various phases of the work (Abiodun et al., 2020). As stated by Sunny and Baker (2003), the construction period refers to the duration needed to complete the work, beginning with the site handover and ending with the completion and final handover of the finished project.

Successful construction project is that the building project needs to be completed within the stipulated smaller duration. During the last two decades, numerous researchers have advised more than a few enhancement strategies in conformity with the problems of time performance within construction projects. It is critical to absorb fabulous job so as to improve the estimated activity duration to offer such within estimated time

The performance metrics for the client's project include cost, quality, time, and utility (Rwelamila & Savile, 1994). Historically, cost, quality, and time have formed the criteria for how projects are acquired and overseen (Smallwood, 1998). It has mostly been ineffective, as the majority of contracts do not meet budget, quality, and timing standards. Therefore, time efficiency is a key factor in assessing the success of construction projects (Allen, 1999). Timely execution guarantees that projects are finished by their set deadlines,

essential for sustaining client relationships and preventing expensive overruns. Following the timetable aids in remaining on budget since holdups frequently result in extra costs. Project delays in construction are typically costly, as these projects are usually funded through loans that incur charges, interest expenses, and management costs for workers engaged in the building process, which are time-dependent and subject to ongoing inflation in wages and material prices (Abiodun et al., 2020).

Delay can be characterized as an action and occurrence that surpasses the necessary time in accordance with executing the construction of a contract. It generally signifies additional hours at work and a gradual beginning of a project (Sweis et al., 2008). Assaf et al. (2006) define an extension of time as a delay that surpasses either the completion date specified in a contract or the date mutually agreed upon by the parties for project delivery. It is a project exceeding its planned schedule and is regarded as a typical nuisance in construction projects. In certain instances, for the contractor, delay implies increased overhead costs due to extended duty duration, elevated material prices caused by inflation, and rising labor expenses. Aibinu et al. (2002) defined delay as a condition where the contractor and the project owner at the same time contribute to the non-finishing of the project within the agreed arrangement time.

Aftab et al. (2014) argued that a successful construction project requires the building project to be finished within the designated shorter time frame. Gunduz (2013) suggested that time overruns should be prevented and reduced when their causes are distinctly recognized. It is also essential that the contractors pay more attention to creating effective planning and scheduling. Rahman (1995) identified the enhancement methods aligned with alleviating and also rectifying the time excess.

## **2.2 Government Policies**

Government policies refer to a collection of principles, guidelines, or rules created by a government to direct decisions and actions regarding particular issues (Mendis et al., 2022). As stated by Anderson (2010), government policies consist of a set of actions that form a comprehensive structure for executing a philosophy, idea, vision, or decision by converting it into various programs, projects, and activities. Taofeeq et al. (2020) mentioned that governmental policies encompass the plans and measures undertaken by state authorities to tackle particular problems, enforce regulations, and meet societal

demands. Bamgbade et al. (2019) characterized government policy as an action plan designed to alter a specific circumstance. Consequently, governments employ policies as the foundation to determine a course of action for implementation and to facilitate tangible change in real life. Consequently, government policies can address various topics, such as social, economic, and environmental matters (Fox & Meyer, 1995).

The policy serves as the foundational guideline for creating organizational rules. Policy denotes a specified course of action that directs or affects decisions (Adeleke et al., 2019). It is also utilized as a reference for making decisions after a designated event within the framework of goals, objectives, and management philosophies set by senior management. Policies can also alter the level of taxes that individuals or organizations owe, modify parking fines, affect immigration laws and pensions, and adjust landfill taxes. In the same way, the government has the authority to modify the law when a policy is established and intended to influence individuals or matters or the entire community (Taofeeq et al., 2020). A policy is a broad statement about priorities, official laws or regulations, guidelines, and norms. In its most basic definition, a policy signifies a planned approach to accomplish one or more objectives at designated times as desired by a company or a person (Mackay & Shaxton, 2005). The effectiveness of this policy will, however, rely on its successful implementation (Khan, 2016).

Government policies for construction laborers typically pertain to rules and guidelines that oversee the construction sector, covering aspects such as licensing, performance assessment, safety protocols, and environmental regulations. These policies seek to guarantee high construction standards, safeguard workers and the public, and encourage responsible methods. To guarantee that builders are skilled and capable of performing construction tasks, maintaining a specific standard of knowledge and safety (Taofeeq et al., 2019). Meier et al. (2016) state that no policy, regardless of how well-designed, will hold value unless it is implemented accurately and effectively. A consistent government policy regarding construction will be highly beneficial in addressing the various challenges presently encountered by the construction sector (Silva et al., 2008). The government's approach to construction will mirror the country's economic, political, social, and cultural conditions (Seaden & Manseau, 2001).

Although these policies can promote or impede new strategies and innovations, well-defined and targeted policies can stimulate significant and essential transformations

(Patanakul & Pinto, 2014). Authorities establish the groundwork for public policy formulation to determine the social objectives to follow and the means to achieve them (Young, 2013). Presley and Meade (2010) state that a policy enables a strong standardized system within the relevant industry. Bridging the divide between a policy's intent and its actual methods is challenging (Meacham, 2016). To ensure effective policymaking in the construction sector, various strategies for policy implementation must be separated to prevent disruptions or imbalanced growth (Jayalath & Perera, 2019).

The construction sector needs government regulations and policies for its oversight (Nawi et al., 2012). Government policies play a crucial role in the advancement of new construction technologies or products, with the government acting as a significant client for the construction sector (Nifa & Ahmed, 2010). Drewer (1980) states that government policies must promote the construction sector's adoption of suitable technology, enhance the capabilities of small and medium local contractors, create effective training programs, and foster innovation. The public policy framework for this sector will embody the economic, social, political, and cultural values of the nation (Seaden & Manseau, 2001). In the absence of government policies, the sector will be inundated with numerous small firms lacking sufficient fixed capital, allowing competitive subcontractors to thrive. Moreover, the lack of government policy may worsen employment conditions and diminish the skills and training options accessible to workers in the industry (Moran et al., 2008). Consequently, suitable government measures would address the present deficiencies in the construction sector and guarantee its sustainable future.

### **2.3 Performance of Contractors**

The performance of a contractor can be characterized by the quality and level of projects provided to clients (Lee et al., 2014). It refers to the degree to which a contractor meets their contractual responsibilities, such as deliveries, deadlines, budget compliance, and work quality. Contractor performance in construction refers to a contractor's overall effectiveness in executing a project per the contract's stipulations, emphasizing quality, compliance with the timeline and budget, and overall client contentment (Thomas et al., 2002). Contractor performance pertains to the execution of their responsibilities as specified in the contract. This encompasses activities such as finishing assignments as per requirements, delivering products punctually, or offering services as contracted. The

evaluation of contractor performance is frequently based on the quality and standards of the projects they provide to clients (Dissanayaka & Kumaraswamy, 1999).

Hong and David (2003) claimed that contractor performance is crucial to the success of any construction project, where "performance" refers to construction process efficiency and project result. Hong and David (2003) define performance as cost, time, quality, and sustainable development, including much study on project and contractor performance. It's a comprehensive assessment procedure that evaluates a contractor's abilities, effectiveness, and dependability during the contract duration. This entails providing the services, products, or work that have been agreed upon as outlined in the contract. The performance of a contractor might involve finishing construction tasks as per the established specifications, whereas the performance of a supplier could entail timely delivery of the requested goods (Smallwood & Venter, 2001).

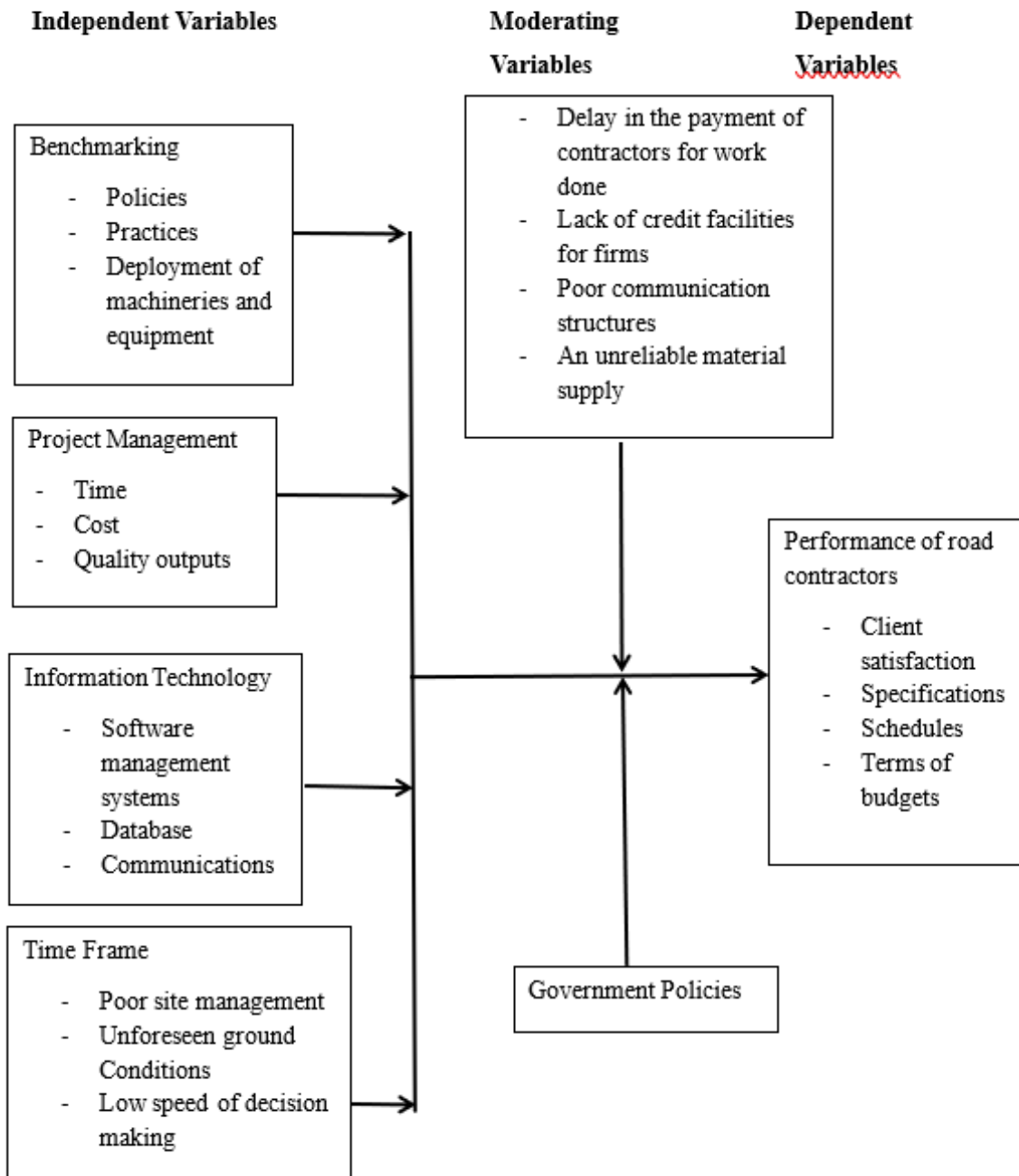
The construction sector of developing countries faces three types of performance issues: infrastructure deficiencies (primarily resource supply), client and consultant issues, and contractor incompetence or inadequacies. Okuwoga (2008) related poor budget and time management to performance issues. Long et al. (2004) noted that unskilled designers/contractors, inadequate estimation and change management, social and technological challenges, site-specific problems, and inappropriate techniques and tools cause performance issues in large construction projects. According to Navon (2005), the main performance issue is unreachable objective setting and real-world building examples.

Following project schedules and budgets is a crucial element of a contractor's effectiveness. Successful communication and the capability to tackle issues that emerge during a project are significant factors in contractor performance (Allen, 1999). Evaluations of contractor performance examine the contractor's abilities, productivity, and dependability, and can involve regular assessments of advancement and pinpointing areas that need enhancement. Different metrics may be employed to assess contractor performance, including check-in adherence, response duration, work order fulfillment rate, and first-attempt completion rate. A contractor performance assessment is a method through which agencies and/or employers evaluate the abilities, work effectiveness, and dependability of the specific contract worker being assessed (Ahadzie, 2011).

## **2.4 Previous Study**

Prior research is essential for the foundational understanding of the upcoming studies. Njenga (2014) examined the study titled “Factors Influencing Effective and Efficient Delivery of Road Construction Projects in Kenya,” which analyzes essential factors affecting the performance of road construction contractors. The research mainly concentrated on four variables: benchmarking, project oversight, information technology, and project timeline. These elements were chosen because of their crucial influence on the success of construction projects concerning prompt delivery, budget efficiency, and general quality. In order to meet the research goals, the study utilized a descriptive research design, focusing on a population of 106 road contractors located in Nairobi County. A sample of 42 respondents was chosen using a stratified sampling method to offer a representative insight into the practices of contractors. Data was gathered through structured questionnaires and examined using SPSS. Figure (2.1) illustrates the conceptual framework of Njenga (2014).

**Figure (2.1) Conceptual Framework of Njenga**



Source: Njenga (2014)

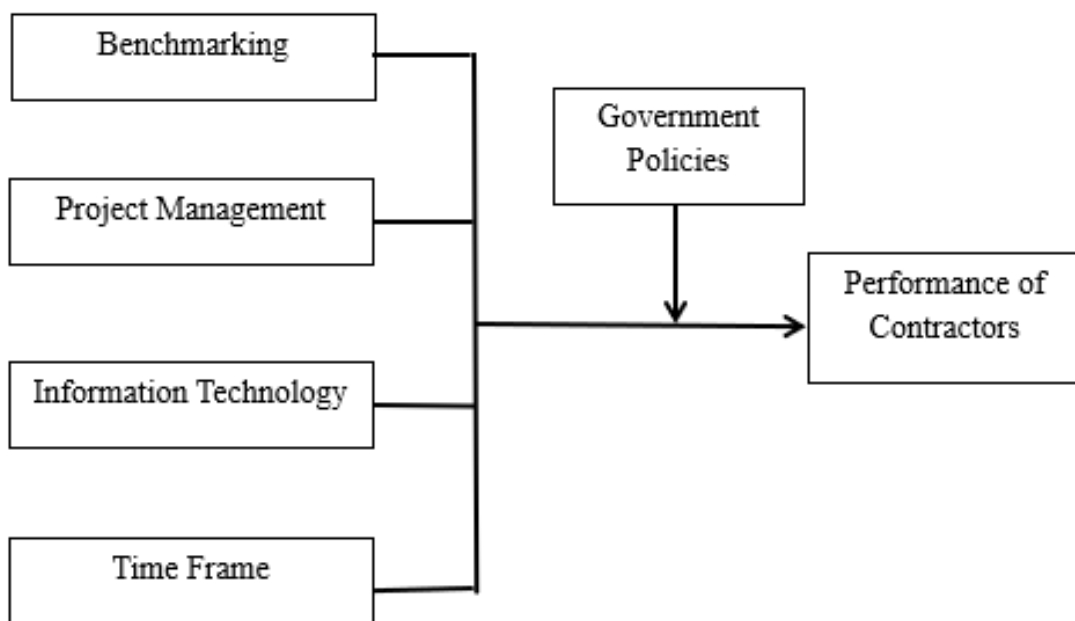
The results showed that benchmarking is essential for improving organizational performance by pinpointing strengths and weaknesses. Contractors that consistently compare themselves to industry standards or rivals usually achieve superior outcomes. Project management practices were discovered to greatly impact performance, particularly regarding communication efficiency and procurement approaches. Additionally, the research emphasized the significance of information technology in enhancing operational efficiency and optimizing construction procedures. Finally, compliance with time

schedules was recognized as a vital factor, with elements like resource availability and prompt client payments directly affecting the capacity to meet project deadlines.

## 2.5 Conceptual Framework of the Study

The study's conceptual framework derives from the literature review and prior research discussed earlier. Figure (2.2) illustrates the conceptual framework of the research.

**Figure (2.2) Conceptual Framework of the Study**



Source: Adapted from Njenga (2014)

Figure 2.2 shows that the conceptual framework is organized around influencing elements (benchmarking, project management, IT, and time frame), government regulations, and contractor performance. Njenga (2014) states that benchmarking, project management, information technology, and time frame are independent variables, whereas contractor performance is the dependent variable in the conceptual framework's opening part.

Njenga (2014) states that in the second section of the conceptual framework, benchmarking, project management, information technology, and time frame are independent variables, contractor performance is dependent, and government policies are moderating.

## **CHAPTER 3**

### **PROFILE, FACTORS INFLUENCING PERFORMANCE OF CONTRACTORS AND GOVERNMENT POLICIES IN TK MYANMAR COMPANY LIMITED**

The profile, vision, mission, and organization of TK Myanmar Company Limited are described in this chapter. It also covers benchmarking, project management, IT, and TK Myanmar Company Limited's timetable. This chapter also discusses respondent demographics and variable reliability.

#### **3.1 Profile of TK Myanmar Company Limited**

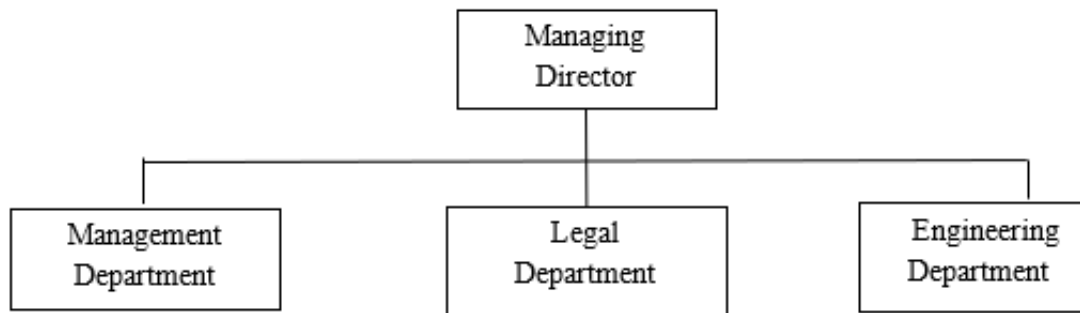
TK Myanmar is a business founded in Myanmar in 2012 to offer top-notch services in the construction sector. The firm is registered with the Directorate of Investment and Company Administration (DICA) and is managed by a team of engineers possessing extensive industry experience. The firm has finished multiple types of projects such as residential, commercial, and governmental structures.

TK Myanmar is dedicated to achieving customer satisfaction by emphasizing advanced construction technologies and providing timely, high-quality outcomes. The organization rigorously follows safety, quality, and environmental regulations. Along with construction services, TK Myanmar provides project management and consulting services. The company consistently works to enhance and expand in the Myanmar construction industry with a team of skilled professionals and technical specialists.

TK Myanmar, a road construction firm, aims to be a respected and successful builder in Myanmar and its surrounding areas. The company's goal is to guarantee the quality and longevity of roads for the advantage of the environment and local communities.

To fulfill its vision and mission, TK Myanmar establishes the organization with appropriate departments. The organizational structure of TK Myanmar is illustrated in Figure (3.1).

**Figure (3.1) Organizational Chart of TK Myanmar Construction Company Limited**



Source: TK Myanmar (2025)

According to the organizational chart of TK Myanmar Company Limited, the structure is hierarchical and organized by function, led by the Managing Director. The organization consists of three main departments: management, legal, and engineering, each containing specific sub-divisions tasked with different operational areas. The Managing Director oversees the company's overall operations, establishes strategic goals, makes executive decisions, and ensures that every department operates in accordance with the company's vision and objectives.

The management division oversees the company's administrative and support operations. It comprises the following sub-units: general administration, finance and accounting, human resources, and project analysis. The general administration department oversees daily office functions, organizes administrative tasks, manages paperwork, and guarantees efficient internal communication. Finance and accounting handle budgeting, financial planning, documenting transactions, generating reports, overseeing audits, and ensuring adherence to financial regulations. Accountable for hiring and staffing, training and developing employees, managing payroll, assessing performance, and fostering a positive workplace culture. Human resources handle project feasibility assessments, performance data analysis, report preparation for management, and provide accurate project insights to aid in decision-making. The legal division handles offering legal counsel, ensuring adherence to laws and regulations, drafting and examining contracts, managing legal risks, and representing the organization in legal actions when required.

The legal team of a construction firm manages all legal facets of the company's activities. This involves creating, assessing, and negotiating agreements to guarantee adherence and reduce risks. Furthermore, it handles disputes, claims, and litigation,

collaborating closely with outside counsel when required. It also guarantees the company complies with construction regulations, safety laws, and labor standards, while advising management on legal tactics and compliance updates. Its function includes providing legal advice to project teams and facilitating seamless interaction with stakeholders. In the end, it is tasked with safeguarding the company's legal interests while facilitating effective project execution.

The engineering division handles the planning, implementation, and oversight of construction endeavors. It includes research and planning, project team, management of supply chain and machinery, as well as quality assurance and quality control, along with research and planning. It is tasked with performing technical analyses, creating project timelines and plans, and aiding in the innovation and advancement of new construction techniques. The Project Team unit oversees on-site construction tasks, organizes resources, guarantees that projects adhere to technical requirements, and finishes projects punctually and within financial limits. The unit for supply chain and machinery management oversees the acquisition of construction materials, inventory control, equipment maintenance, and prompt delivery of resources to project locations. The quality assurance and quality control unit oversees construction quality, evaluates work progress, verifies adherence to standards and regulations, and enforces quality enhancement initiatives.

The organizational framework of TK Myanmar Company Limited demonstrates a clear system of departmental duties. Every unit is accountable for distinct tasks that aid in the effective administration and successful implementation of construction projects, guided by the Managing Director's leadership.

### **3.2 Factors Influencing Performance of Contractors in TK Myanmar Company Limited**

The performance of projects at TK Myanmar Company Limited is influenced by various essential elements that influence the effectiveness, punctuality, and quality of construction results. This encompasses benchmarking, management of projects, utilization of information technology, and compliance with schedules. Every one of these components is crucial in either promoting or obstructing the overall success of the project.

### **3.2.1 Benchmarking**

Contractors at TK Myanmar are tasked with actively participating in benchmarking activities that assess their existing project methods, cost management, and quality benchmarks against those of industry leaders. This entails gathering performance metrics from previously successful projects, pinpointing key performance indicators (KPIs), and utilizing best practices in current construction initiatives. For example, if a rival achieved a comparable housing project with 15% less material waste, TK Myanmar contractors study those approaches and apply waste-minimizing strategies on-site. Benchmarking allows contractors to establish achievable goals for budget precision, safety benchmarks, and workforce efficiency.

One of the most impactful firms in the industry is Max Myanmar Construction Company Limited, a leading entity recognized for its extensive infrastructure initiatives, commitment to global standards, and varied portfolio. TK Myanmar contractors are progressively using Max Myanmar as a standard to shape their own growth, enhance performance, and ensure long-term competitiveness. To obtain benchmarking data, TK Myanmar contractors frequently monitor Max Myanmar's construction sites, participate in industry events where company leaders showcase their projects, and collaborate as subcontractors to acquire firsthand experience.

Max Myanmar prioritizes human resource development through investments in training and the recruitment of skilled engineers. TK Myanmar contractors establish this standard by registering their employees in professional training programs provided by local engineering associations and mirroring Max Myanmar's organizational structure to delineate roles and responsibilities. Safety and quality control is another vital aspect of benchmarking. Max Myanmar complies with global safety standards like ISO 45001 and implements rigorous quality control measures. In response, TK Myanmar contractors have begun holding regular safety briefings, requiring the use of personal protective equipment (PPE), and implementing quality checklists modeled after Max Myanmar's procedures.

Moreover, benchmarking aids contractors in setting pertinent performance metrics suited to Myanmar's unique construction landscape. These measures might consist of the average expense for each kilometer of road built, time efficiency in rural compared to urban regions, on-site accident statistics, and compliance with Ministry of Construction standards. By utilizing benchmarking, contractors obtain a more precise perspective on

their overall operational efficiency and pinpoint achievable goals for enhancing quality and productivity. Additionally, benchmarking promotes a self-reflective attitude among Myanmar's road constructors by highlighting inefficiencies in their operations. For instance, by evaluating project schedules or quality assessment outcomes against those of more successful peers, a contractor could recognize the necessity to enhance its project management methods or allocate resources for improved staff education. This introspective process fosters internal enhancements and elevates performance benchmarks. Moreover, benchmarking acts as an effective approach for contractors in TK Myanmar to recognize their organizational advantages and shortcomings. They evaluate aspects like purchasing efficiency, workplace safety, equipment upkeep, and workforce management to identify which areas enhance their competitiveness and which need strategic adjustments. In general, benchmarking allows TK Myanmar contractors to progress towards enhanced professionalism, quality, and sustainable longevity by conforming to established standards and practices within the wider industry.

### **3.2.2 Project Management Practices**

TK Myanmar contractors implement project management using a systematic, phased approach customized for the local construction landscape and governmental regulations. They adhere to a structured project planning policy that establishes explicit protocols for starting, carrying out, overseeing, and concluding road construction projects. This policy usually corresponds with the regulations established by the Ministry of Construction and encompasses documentation procedures, safety requirements, and environmental factors. Prior to initiating any physical work, contractors perform comprehensive feasibility studies that assess the technical, financial, social, and environmental factors of the planned roadway project. These research efforts frequently include cooperation with engineering consultants and government agencies to assess road configuration, terrain obstacles, land acquisition challenges, and financial limitations.

The feasibility analysis assists the contractor in grasping seasonal flooding hazards and suggests appropriate building materials, such as concrete pavement rather than bitumen, in areas vulnerable to floods. Project schedules and budget forecasts are consistently created prior to the start of mobilization. Contractors utilize tools such as Gantt charts and cost breakdown sheets to plan activities including site clearing, earthwork, pavement installation, and drainage development. When competing for government contracts, businesses are required to provide comprehensive cost estimates and timelines

that align with the project's bill of quantities and tender requirements. These schedules and financial plans are utilized to assess performance and guarantee responsibility during the construction process.

Contractors appoint a dedicated project management team for each project, typically comprising a project manager, civil engineers, site supervisors, quantity surveyors, and safety officers. This team oversees the planning of daily tasks, managing subcontractors, guaranteeing quality assurance, and liaising with township engineers or Department of Highways personnel. TK Myanmar and its contractors oversee projects using a structured method that entails policy-oriented planning, comprehensive feasibility studies, established cost and time frameworks, planned fund distribution, and the assignment of skilled project teams. These measures aid in guaranteeing that road infrastructure initiatives are finished effectively, securely, and according to national development goals.

### **3.2.3 Information Technology**

TK Myanmar and its contractors incorporate information technology into their activities to improve project efficiency, collaboration, and communication. They utilize project management tools like Microsoft Project, Primavera P6, and even tailored Excel templates to assist project managers in managing several tasks at once. These tools are especially beneficial for overseeing road construction projects that need simultaneous scheduling of activities like site clearance, earthworks, and asphalt paving. Through these IT systems, managers are able to oversee task dependencies, establish deadlines, allocate responsibilities, and monitor progress instantly. To enable cost-effective operations, contractors employ software such as QuickBooks, ERPNext, or custom-built accounting systems to oversee budgeting, procurement, and expense management. These IT systems assist contractors in managing unit costs for materials such as bitumen, cement, and aggregates while precisely monitoring fuel usage and labor expenses.

TK Myanmar and its subcontractors utilize drone mapping and GPS tracking technologies to oversee site advancement. Project meetings held weekly or bi-weekly frequently include the presentation of updated aerial images and digital maps, created and distributed via platforms such as AutoCAD Civil 3D or GIS software. These enhancements facilitate quicker decision-making when dealing with weather delays, land acquisition

challenges, or shortages of materials. Communication among geographically separated project teams is supported by tools such as Viber, Zoom, and email. Site engineers and head office staff connect via daily Viber calls to update on equipment conditions, safety concerns, or design clarifications. In cases where prompt technical approvals are required, Zoom meetings with consultants or ministry officials enable immediate discussions and quick solutions. IT also improves cooperation among various parties engaged in a road project. In initiatives where contractors collaborate with design consultants, subcontractors, and government representatives. TK Myanmar and its contractors utilize shared cloud platforms such as Google Drive and employ BIM tools. These platforms enable concurrent access to the most recent construction drawings, contract paperwork, and work timelines. Such coordination minimizes mistakes, prevents redundancy in tasks, and lessens delays resulting from poor communication. These systems have become essential for overseeing significant national infrastructure initiatives and fulfilling government and donor requirements for effectiveness, openness, and cooperation.

#### **3.2.4 Time Frame**

TK Myanmar and its contractors oversee project timelines with a significant focus on precise scheduling and resource management. Contractors initiate every project by meticulously creating a timeline that details every construction phase from site preparation to final inspection according to contract specifications and technical drawings. They utilize software like MS Project or Primavera to develop Gantt charts that explicitly outline task durations, dependencies, and deadlines. These plans are evaluated and authorized by project managers and client representatives prior to the start of construction, ensuring shared understanding of delivery expectations.

TK Myanmar and its contractors factor in buffer time within their timelines for executing variation orders and rectifying defects. TK Myanmar and its contractors incorporate a two-week buffer for alteration tasks associated with unforeseen underground utilities. A one-month period for defect rectification is included in the timeline to address any pavement cracks or drainage problems discovered during the post-construction inspection. Additionally, contractors schedule defect correction time during both the implementation and post-finish stages. Issues like potholes, drainage obstructions, or edge

collapses are anticipated and managed within a set period, usually 30 to 45 days, overseen by engineers and inspectors from the Department of Highways.

To guarantee that timelines are adhered to, contractors track resource availability during the project. Machines like graders, rollers, and batching plants, along with substances like bitumen and aggregates, are organized in advance according to the timetable. The contractor organizes phased delivery of aggregates to surrounding areas. The deployment of labor and subcontractors is also organized to avoid downtime or bottlenecks during busy construction phases. By implementing these practical measures, TK Myanmar and its contractors guarantee that project timelines are achievable, adaptable for changes, and adequately backed by resources and site preparedness. This leads to enhanced project oversight, reduced conflicts, and greater delivery efficiency.

### **3.3 Government Policies**

In Myanmar, road construction firms manage government regulations through a mix of adaptation and strategic planning, as these regulations greatly impact project expenses, durations, and operations. In reality, the government offers targeted incentives like reducing taxes for contractors involved in public road infrastructure initiatives. Firms operating under the Department of Highways (DOH) or the Ministry of Construction frequently gain from lower commercial tax rates or partial tax exemptions through government contracts. These lower tax burdens are particularly prevalent in rural development initiatives in areas such as Shan and Mon States, where government financing is emphasized to enhance transportation accessibility.

The Road Department of the Ministry of Construction is crucial in overseeing infrastructure projects, ensuring road maintenance, coordinating with local authorities, and collaborating technically with international partners. Public-Private Partnerships (PPP) are strongly encouraged to engage the private sector in funding, building, and the sustained upkeep of roads and bridges, thus enhancing the scope and effectiveness of development initiatives.

Adhering to environmental regulations is essential for road construction projects. Projects must complete Environmental Impact Assessments (EIA) as mandated by the Environmental Conservation Law and should also take cultural preservation into account according to the Protection and Preservation of Cultural Heritage Regions Law. The Myanmar Investment Commission (MIC) aids infrastructure enhancement by providing tax breaks and investment incentives in specified development areas, especially in underdeveloped regions. Construction regulations are overseen by the Myanmar National Building Codes, which outline specific guidelines for structural design, planning, and safety standards.

Furthermore, to assist these contractors, the government lowers import taxes on materials utilized in road building. Firms importing bitumen, steel pipes, or large concrete mixers for initiatives under the Public Investment Program may seek duty concessions via the Myanmar Investment Commission. This policy enables road contractors to reduce material expenses and stay competitive when competing for state-funded contracts. Nonetheless, obtaining these exemptions generally necessitates the submission of government project endorsement letters, Bill of Quantities, and authorization from the Ministry of Planning and Finance.

Even with these benefits, contractors frequently encounter practical difficulties from import/export regulations. Heavy machinery like graders, pavers, and drilling rigs frequently necessitates specific import permits, and clearance holdups at Yangon or Myawaddy customs locations can hinder project initiation. Road contractors often face hurdles related to regulatory delays in securing construction permits, environmental permits, or land acquisition approvals. Projects that include new road alignments frequently necessitate permits from the Environmental Conservation Department and the General Administration Department. Additionally, regular alterations in government policy like adjustments to diesel pricing rules or tougher equipment emission regulations can suddenly raise construction expenses.

To address these situations, TK Myanmar and its contractors form specialized regulatory liaison teams to monitor policy changes and ensure ongoing communication with government agencies. These teams frequently collaborate with ministries to speed up approvals and seek available reductions on taxes or import duties. Numerous companies also sustain connections with industry organizations like the Myanmar Engineering Society

or Myanmar Construction Entrepreneurs Federation, utilizing these platforms to remain updated and push for more transparent, consistent government policies that support long-term infrastructure development objectives.

### **3.4 Profile of the Respondents**

This part outlines the demographic features of the 66 participants who took part in the survey regarding contractors at TK Myanmar Company Limited. The variables examined consist of gender, marital status, age, and educational background. The table below (3.1) presents the characteristics of the respondents.

Based on Table (3.1), there are 40 males (60.61% of all respondents) and 26 females (39.39% of all respondents). The findings indicate that the majority of respondents are male. These findings indicate that the majority of the contractors at TK Myanmar Company Limited are male individuals.

**Table (3.1) Profile of Respondents**

Sr. No.	Particular	Frequency	Percentage
	<b>Total</b>	<b>66</b>	<b>100.00</b>
<b>1</b>	<b>Gender:</b>		
	Male	40	60.61
	Female	26	39.39
<b>2</b>	<b>Marital Status</b>		
	Single	38	57.58
	Married	28	42.42
<b>3</b>	<b>Age (Years):</b>		
	18 - 20	3	4.55
	20 - 30	27	40.91
	31 - 40	20	30.30
	41 - 50	10	15.15
	51 - 60	4	6.06
	above 61	2	3.03
<b>4</b>	<b>Education Background</b>		
	High School	5	7.58
	Undergraduate	12	18.18
	Graduate	24	36.36
	Postgraduate	15	22.73
	Master	10	15.15

Source: Survey Data (2025)

The age distribution of respondents is as follows: 4.55% are in the 18-20 age range, 40.91% fall within 20-30 years, 30.30% belong to the 31-40 age group, 15.15% are aged 41-50 years, 6.06% are 51-60 years old, and 3.03% are over 61 years old. The findings suggest that the majority of contractors at TK Myanmar Company Limited are young to middle-aged individuals.

The majority of respondents are single, constituting 57.58% of the total, whereas married individuals comprised 42.42% of those surveyed. This indicates that unmarried people are likely more engaged in contractor positions than those who are married, perhaps because they have fewer family obligations.

In terms of education level, five individuals have completed high school (7.58% of all respondents), while 12 individuals hold undergraduate degrees (18.18% of all respondents). Most respondents possess a bachelor's degree (36.36%), while those with a postgraduate degree make up 22.73%, and 15.15% of respondents have a master's degree. These findings suggest that the majority of contractors at TK Myanmar Company Limited are highly educated people.

The majority of contractors at TK Myanmar Company Limited are young adult males, it is concluded. This indicates that younger males are more engaged in the contracting sector. The majority of contractors are individual graduates with solid educational qualifications who can satisfy the performance requirements of the organization.

### 3.5 Reliability Analysis

Statistical reliability analysis evaluates a system or measuring instrument's dependability, stability, and consistency. Hair et al. (2010) defined five dependability ratings. Table 3.2 indicates Cronbach's alpha level.

**Table (3.2) Value Level of Reliability Cronbach's Alpha**

<b>Sr. No.</b>	<b>Cronbach's Alpha Value Level</b>	<b>Level of Reliability</b>
1	0.0 - 0.20	Less Reliable
2	0.20 – 0.40	Rather Reliable
3	0.40 – 0.60	Quite Reliable
4	0.60 – 0.80	Reliable
5	0.80 – 1.00	Very Reliable

Source: Hair et al. (2010)

Table 3.2 shows Hair et al. (2010)'s five dependability levels based on Cronbach's Alpha values. The reliability coefficient Cronbach's Alpha is cited by Hair et al. (2010). Table 3.3 shows this research's variables' Cronbach's Alpha values.

**Table (3.3) Reliability Test**

<b>Sr. No.</b>	<b>Variables</b>	<b>No. of Items</b>	<b>Cronbach's Alpha</b>	<b>Interpretation</b>
1	Benchmarking	5	.816	Very Reliable
2	Project Management	5	.804	Very Reliable
3	Information Technology	5	.837	Very Reliable
4	Time Frame	5	.872	Very Reliable
5	Government Policies	5	.834	Very Reliable
6	Performance of Contractors	7	.818	Very Reliable

Source: Survey Data (2025)

Cronbach's Alpha is calculated for each variable to determine the reliability of these variables. Each variable in the study is assessed for reliability. All variable scores are within the range of 0.80 to 1.00. The results show that the Cronbach's Alpha for each variable exceeds 0.80, suggesting that the findings are highly reliable and valid for conducting the analysis.

## **CHAPTER 4**

### **ANALYSIS ON FACTORS INFLUENCING PERFORMANCE OF CONTRACTORS IN TK MYANMAR COMPANY LIMITED**

This chapter provides the descriptive statistics regarding the elements affecting the performance of contractors at TK Myanmar Company Limited, as well as the government policies and the contractors' performance in TK Myanmar Company Limited. Additionally, it highlights the elements affecting the performance of contractors at TK Myanmar Company Limited, as well as government policies and contractor performance in TK Myanmar Company Limited. Ultimately, it showcases the moderating influence of government policies on the connection between factors (benchmarking, project management, information technology, and timeline) and the performance of contractors at TK Myanmar Company Limited.

#### **4.1 Contractors Perception on Factors Influencing Performance of Contractors, Government Policies and Performance of Contractors**

This section outlines the contractors' views on key influences, government regulations, and the performance of contractors at TK Myanmar Company Limited. A structured questionnaire featuring a 5-point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree) is utilized to gather the primary data. This study utilizes descriptive statistics. Table (4.1) displays the mean rating scale derived from the mean rating

**Table (4.1) Mean Rating Scale**

<b>Sr. No.</b>	<b>Score Range</b>	<b>Mean Rating</b>
1	1.00 -1.80	Strongly Disagree
2	1.81 -2.60	Disagree
3	2.61-3.40	Neutral
4	3.41- 4.20	Agree
5	4.21-5.00	Strongly Agree

Source: Best (1977)

According to Table (4.1), Best (1977) identified five average rating scales for examining the survey data. Best (1977) recognized five typical rating scales according to the spectrum of mean scores. This study employs the average rating scale established by Best (1977) to analyze the mean score.

#### **4.1.1 Contractors Perception on Factors Influencing Performance of Contractors**

This section showcases the customer perception regarding influencing factors by gathering data from 66 contractors at TK Myanmar Company Limited. Factors that influence include benchmarking, project management, information technology, and time constraints.

##### **(a) Benchmarking**

Five statements are utilized to evaluate benchmarking. The findings from the survey are presented in Table (4.2).

**Table (4.2) Benchmarking**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>
1	The identification of industry leaders demonstrating superior performance using best construction practices via benchmarking	3.26
2	The employment of benchmarking by TK Myanmar Company Limited as a tool for achieving partnering excellence in construction projects	3.24
3	The definition of optimal indicators for comparison and the comprehensive assessment of company operations through benchmarking at TK Myanmar Company Limited	3.47
4	The enforcement of a self-critical approach by benchmarking, highlighting operational areas requiring improvement	3.48
5	The application of the benchmarking approach in TK Myanmar Company Limited to determine organizational strengths and weaknesses	3.45
	<b>Overall Mean</b>	<b>3.38</b>

Source: Survey Data (2025)

Based on Table (4.2), the mean values—apart from 3.47, 3.48, and 3.45—fall between 2.61 and 3.40 at a neutral level, suggesting that the majority of participants neither support nor oppose the benchmarking practices of TK Myanmar Company Limited. Respondents have no consensus on whether benchmarking helps identify industry leaders who exhibit outstanding performance through best construction practices, and TK Myanmar Company Limited utilizes benchmarking to achieve excellence in construction partnerships.

The average values of the three statements range from 3.41 to 4.20, indicating an agreement level. Participants concur that benchmarking assists TK Myanmar Company Limited along with its contractors in identifying the most effective indicators for comparison and gaining insight into the company’s overall operations. They also concur that benchmarking promotes a self-reflective method, highlighting areas of operation that the company needs to enhance, and the benchmarking method is utilized in TK Myanmar Company Limited to identify organizational strengths and weaknesses.

**(b) Project Management**

Five statements are employed to evaluate project management. The findings from the survey are

**Table (4.3) Project Management**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>
1	The existence of a project planning policy guiding all projects in TK Myanmar Company Limited	3.23
2	The execution of a feasibility study for every project	3.39
3	The specification of project time and cost before project commencement	3.53
4	The timely disbursement of project funds	3.55
5	The establishment of a project management team to manage the project in TK Myanmar Company Limited	3.56
	<b>Overall Mean</b>	<b>3.45</b>

Source: Survey Data (2025)

As shown in Table (4.3), most mean values, except for the mean values of 3.23 and 3.49, fall between 3.41 and 4.20 at the agree level, suggesting that the majority of respondents support the project management practices of TK Myanmar Company Limited. Participants concur that TK Myanmar Company Limited possesses a team responsible for managing all projects. They also concur that TK Myanmar releases the funds punctually and that the project's timeline and expenses are defined prior to the project's initiation. The project's time and expenses are determined prior to its commencement. The project's duration and expenses are defined prior to the commencement of the project. Project duration and expenses are outlined prior to the initiation of the project. Contractors believed that project timelines and expenses are outlined prior to the commencement of the project.

The average values of the two statements range from 2.61 to 3.40, indicating a neutral level. Respondents are neutral regarding whether a feasibility study is conducted for each project. Additionally, they do not affirm or deny that TK Myanmar possesses a project planning policy that directs all projects.

(c) **Information Technology**

Five statements are utilized to evaluate information technology. The survey findings are presented in Table (4.4).

**Table (4.4) Information Technology**

<b>Sr. No</b>	<b>Description</b>	<b>Mean Score</b>
1	The support for project managers to multi-task through information technology systems such as project management tools	3.12
2	The cost-efficient support provided to management by information technology software used in TK Myanmar Company Limited	3.35
3	The facilitation of quick review and easy periodic updating of projects through information technology	3.61
4	The acceleration of communication processes during project management through IT tools such as emails, Viber, and Zoom	3.65
5	The improvement in coordination and collaboration between firms participating in construction projects through IT	3.62
	<b>Overall Mean</b>	<b>3.47</b>

Source: Survey Data (2025)

Based on Table (4.4), several mean values (including the overall mean value) aside from the mean values of 3.12 and 3.35, fall between 3.41 and 4.20 at the agree level. It can be inferred that the majority of participants are in agreement with the Information Technology (IT) utilized in project management at TK Myanmar Company Limited. Participants concur that information technology facilitates rapid assessment and straightforward regular updates of projects, while IT applications like emails, Viber, and Zoom enhance the speed of communication during project management. Additionally, they concur that IT enhances coordination and collaboration among companies involved in construction projects.

The average values of two statements range from 2.61 to 3.40 at the neutral point. Respondents are neutral about whether information technology systems like project management tools assist project managers in multitasking efficiently in terms of costs.

**(d) Time Frame**

To evaluate the time frame, five statements are utilized. The survey results are shown in Table (4.5).

**Table (4.5) Time Frame**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>
1	The careful planning of project time by TK Myanmar Company Limited	3.15
2	The inclusion of time for variation orders and defect rectification in the project time frame of TK Myanmar Company Limited	3.33
3	The allocation of sufficient site preparation time by TK Myanmar Company Limited	3.44
4	The setting of time required for defect rectification by TK Myanmar Company Limited	3.45
5	The planned availability of resources throughout the project duration	3.53
	<b>Overall Mean</b>	<b>3.38</b>

Source: Survey Data (2025)

Based on Table (4.5), every mean value, along with the overall mean value aside from the mean values of 3.44, 3.45, and 3.53, lies within the range of 2.61 to 3.40 at the neutral level. This suggests that the majority of participants are neutral regarding the time frame practices of TK Myanmar Company Limited. They also neither affirm nor contradict that the company meticulously schedules the project timeline and accounts for time required to execute variation orders and address defects.

The average scores of three statements range from 3.41 to 4.20 at the agreement level, suggesting that participants concur that resources are available as scheduled during the project period. Additionally, they concur that TK Myanmar Company Limited allocates sufficient time for site preparation and for correcting defects. Furthermore, participants concur that resource availability aligns with the initial plan during the project's timeframe.

#### 4.1.2 Government Policies

Five statements are utilized to evaluate government policies. The findings from the survey can be seen in Table (4.6).

**Table (4.6) Government Policies**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>
1	The reduction of taxation for construction companies undertaking government projects	3.14
2	The decrease in import duties for materials used in government projects	3.11
3	The impact of import/export restrictions on the construction company	3.39
4	The delay in obtaining permits and licenses for land or plots	3.32
5	The increase in costs due to policy changes	3.50
	<b>Overall Mean</b>	<b>3.29</b>

Source: Survey Data (2025)

Based on Table (4.6), all average values, including the overall average except 3.50, range from 2.61 to 3.40 at a neutral level; this indicates that the majority of respondents neither support nor oppose the impact of government policy on TK Myanmar Company Limited. Respondents express neutrality regarding whether the government reduces taxes for construction firms managing government projects, lowers import tariffs on materials for these projects, whether import/export limitations impact the construction industry, and if there are delays in obtaining land or plot permits and licenses.

The average value of one statement ranges from 3.41 to 4.20 at the level of agreement. Participants concur that expenses rise as a result of policy modifications, suggesting that they view changes in policies as financially affecting the organization.

#### 4.1.3 Performance of Contractors

Seven statements are utilized to evaluate the performance of contractors. The findings from the survey are presented in Table (4.7)

**Table (4.7) Performance of Contractors**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>
1	The timely completion of projects by TK Myanmar Company Limited	3.12
2	The full achievement of project scope by TK Myanmar Company Limited	3.35
3	The execution of all project activities in accordance with the original timeline	3.61
4	The compliance of all housing units with the quality standards set out in TK Myanmar Company Limited's plans	3.65
5	The fulfillment of organizational objectives at the end of each project	3.62
6	The completion of projects within the set budgets in TK Myanmar Company Limited	3.42
7	The satisfaction of customers as their needs are met by the projects	3.47
	<b>Overall Mean</b>	<b>3.46</b>

Source: Survey Data (2025)

As shown in Table (4.7), all average values, with the exception of the averages 3.12 and 3.35, fall between 3.41 and 4.20 at the agree level, indicating that the majority of participants concur with the contractors' performance at TK Myanmar Company Limited. Participants concur that every project activity is executed as per the initial schedule, all housing units adhere to the quality plan standards, and the organization's goals are achieved upon project completion. Additionally, they concur that projects finish within the established budgets, and clients are pleased as their requirements are fulfilled.

The average values of the two statements range from 2.61 to 3.40 at a neutral level. Respondents are neither in agreement nor disagreement that TK Myanmar Company Limited finishes the project punctually and that the project scope of TK Myanmar Company Limited is entirely met.

#### 4.2 Analysis of Factors Influencing Performance of Contractors in TK Myanmar Company Limited

This research examines the impact of various factors on the performance of contractors. Regression analysis is performed to assess these effects. The independent factors consist of benchmarking, project management, information technology, and duration. The findings of the regression analysis are shown in Table (4.8).

**Table (4.8) Factors Influencing Performance of Contractors**

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig
	B	Std. Error			
(Constant)	-.014	.021		-.678	.500
Benchmarking	-.094**	.045	-.094	-2.071	.043
Project Management	.156***	.052	.165	2.984	.004
Information Technology	.889***	.047	.876	19.107	.000
Time Frame	.051	.059	.054	.869	.388
R Square	.998				
Adjusted R Square	.998				
F value	10044.101***				

Source: Survey Data (2025)

\*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

As indicated in Table (4.8), the adjusted R-squared value is 0.998, suggesting that nearly 99.8% of the variation in the performance of TK Myanmar Company Limited contractors can be attributed to the independent variables present in the model. This demonstrates an extraordinarily strong capacity for explanation. The model's importance is corroborated by an F-value of 10,044.101, which is statistically significant at the 1% threshold, affirming the validity and overall statistical relevance of the model.

The regression findings indicate that benchmarking negatively impacts contractor performance, exhibiting a coefficient of -.094, which is statistically significant at the 5% threshold. This suggests that employing benchmarking significantly reduces contractor performance. TK Myanmar and its contractors occasionally benchmark themselves against

companies that are significantly different in size, resources, market focus, or operational environments. Utilizing standards from major global corporations for small local contractors may result in unachievable goals, increased operational stress, and discontent, which can ultimately reduce performance rather than improve it.

Project management has a beneficial impact on contractor performance, indicated by a coefficient of .156, significant at the 1% threshold. This indicates that effective project management greatly improves contractors' performance. Effective project management enhances planning and scheduling, allowing contractors to define clear project objectives, allocate tasks systematically, and establish realistic timelines. This structured approach minimizes delays, avoids resource conflicts, and ensures timely completion of project milestones, all of which directly enhance contractor performance.

Information technology positively and significantly impacts contractors' performance, showing a coefficient of 0.889, which is statistically significant at the 1% level. This indicates that leveraging information technology significantly enhances contractor effectiveness. TK Myanmar and its contractors significantly utilize information technology to enhance contractor performance through better planning, improved communication, real-time data management, quality assurance, and superior decision-making. As a result, contractors can enhance productivity, lower expenses, and provide superior results in a fast-paced and competitive construction setting.

The time frame has no substantial impact on the project performance of contractors. According to the standardized coefficients (Beta values), information technology is the most influential element on contractor performance at TK Myanmar Company Limited. This indicates that improving information technology capabilities greatly influences contractor performance. Moreover, enhancing project management methods also aids in contractor success. Nonetheless, the adverse effects of benchmarking suggest that modifications in benchmarking approaches might be required for better results. The results suggest that improving Information Technology and Project Management practices is vital for boosting contractor performance at TK Myanmar Company Limited. Simultaneously, improving benchmarking procedures might enhance project results.

### **4.3 Analysis on Moderating Effect of Government Policies on the Relationship between Influencing Factors and Performance of Contractors**

This section discusses the moderating influence of government policies on the relationship between factors (benchmarking, project management, information technology, and time frame) and contractor performance. Primary data were gathered from 66 contractors at TK Myanmar Company Limited. Government policies can also influence the performance of contractors and impact the factors that affect their performance. Consequently, this study examines how government policies moderate the connection between influencing factors and contractor performance. The outcome of the regression is presented in Table (4.9).

According to model 2 in Table (4.9), with an adjusted R square value of 0.998, it can be inferred that this model accounts for 99.8% of the moderating effect that government policies have on the relationship between factors affecting contractor performance and contractor performance itself. Regarding the overall importance of the model, the F value is very significant at the 1 percent level, indicating that this model can be deemed valid.

**Table (4.9) Moderating Effect of Government Policies on the Relationship between Influencing Factors and Performance of Contractors**

Variable	Model 1				Model 2			
	Unstandardized Coefficients		Standardized Coefficients (Beta)	Sig	Unstandardized Coefficients		Standardized Coefficients (Beta)	Sig
	B	Std. Error			B	Std. Error		
(Constant)	-.003	.030		.932	-.009	.036		.796
Benchmarking	-.093	.046	-.093	.048	-.067	.049	-.067	.176
Project Management	.163	.054	.172	.004	.171	.057***	.180	.004
Information Technology	.888	.047	.875	.000	.886	.049***	.873	.000
Time Frame	.043	.061	.045	.484	.014	.066	.015	.832
Government Policy	-.003	.006	-.003	.584	-.003	.006	-.002	.666
BM_GP					-.093	.072	-.064	.202
PM_GP					.002	.089	.001	.983
IT_GP					-.021	.070	-.015	.761
TF_GP					.115	.098	.081	.247
R Square	.998				.999			
Adjusted R Square	.998				.998			
F-value	7943.638***				4367.207***			

Source: Survey Data (2025)

Note \*\*\* significant at 1% level, \*\* significant at 5% level, \* significant at 10% level

As indicated in Model 2 of Table (4.9), it is observed that only information technology by itself positively influences the performance of contractors. Nevertheless, elements affecting contractor performance (benchmarking, project management, and timeline) do not significantly impact contractor performance. Concerning the moderating effects of government policies, it is observed that government policies do not moderate the

relationship between influencing factors and contractor performance. Results show that government policies neither strengthen nor diminish the impact of these factors on contractor performance. Regardless of whether policies are rigid or accommodating, they do not greatly influence the impact of benchmarking, project management, or adherence to timelines on results. Government policies concerning road construction tend to be consistent and overarching, offering wide-ranging regulatory or procedural structures instead of specific instructions for individual projects.

Consequently, these policies do not greatly impact the daily activities or effectiveness of road contractors. Rather, elements like efficient benchmarking, robust project management, and compliance with project timelines have a more immediate and vital impact on assessing contractor performance. Because the policies stay fairly uniform and are not customized to tackle the distinct challenges or methods of individual contractors, their impact on performance results is generally slight. Consequently, government regulations do not show a moderating influence on the connection between factors affecting contractor performance and performance of contractors in the road construction industry.

## **CHAPTER 5**

### **CONCLUSION**

This chapter showcases the results and discussions derived from a survey conducted with 66 contractors at TK Myanmar Company Limited. It then outlines the proposals and advice to enhance the efficiency of contractors at TK Myanmar Company Limited. It also addresses the necessity for additional research.

#### **5.1 Findings and Discussions**

This research aims to examine the factors affecting contractors' performance at TK Myanmar Company Limited and how government policies moderate this relationship. Primary and secondary data were collected from 66 responsible personnel at 80 TK Myanmar Company Limited contractor businesses.

Based on the demographic data, most contractors at TK Myanmar Company Limited are male. The majority of the participants are aged between 20 and 30, while the fewest participants are older than 61. Unmarried contractors surpass married ones. Most of the contractors at TK Myanmar Company Limited are graduates. The highest proportion of respondents possess a bachelor's degree, with young males of working age being more engaged in contractor positions.

Based on the descriptive statistics regarding benchmarking practices, the majority of respondents are neutral in their view that benchmarking helps identify industry leaders who exhibit exceptional performance through the use of optimal construction practices. They also neither affirm nor deny that TK Myanmar Company Limited uses benchmarking as a method for attaining partnering excellence in construction endeavors. These results suggest that respondents maintain a neutral view of benchmarking practices. Concerning the average opinion on benchmarking practices, the majority of respondents concur that benchmarking aids TK Myanmar Company Limited and its contractors in identifying optimal comparison indicators and in gaining an overview of the company's overall operations. Survey participants concur that benchmarking promotes a self-evaluative mindset by highlighting areas of performance needing enhancement, and the benchmarking

method is utilized by TK Myanmar Company Limited to identify the organization's strengths and weaknesses.

Concerning project management practices, the majority of respondents concur with the project management methods of TK Myanmar Company Limited. Participants concur that TK Myanmar Company Limited possesses a project management team that oversees all initiatives. They also concur that TK Myanmar releases the funds promptly and that project time and expenses are defined prior to the project's commencement. Participants indicated that project timelines and budgets are distinctly established prior to the start of each project, enabling contractors to oversee their duties effectively. These results show that TK Myanmar Company Limited successfully utilizes essential aspects of project management in its construction operations. Concerning the average opinions at the neutral level, the majority of respondents neither support nor oppose the idea that a feasibility study is conducted for each project. They also neither confirm nor deny that TK Myanmar Company Limited possesses a project planning policy that directs all projects. This suggests that participants might not be completely informed of the formal project planning practices adopted by the company.

On the topic of information technology practices, participants concur that information technology facilitates rapid assessment and straightforward regular updates of projects. They also concur that IT resources like emails, Viber, and Zoom enhance the speed of communication during project management tasks. Additionally, participants recognize that IT enhances coordination and teamwork among companies involved in construction projects, which aids in the overall success of the project. These results indicate that TK Myanmar Company Limited successfully employs information technology to improve efficiency in its management of construction projects. Concerning the average responses at the neutral level, the majority of participants neither concur nor dissent that information technology systems like project management tools assist project managers in executing multi-tasking economically. This suggests a degree of uncertainty or a lack of familiarity among respondents regarding how project management tools can improve productivity.

Concerning time frame practices, the majority of respondents are neutral about the time management methods of TK Myanmar Company Limited. Respondents neither consent nor oppose the notion that the company meticulously schedules the project timeline and accounts for the time needed to execute variation orders and address defects during

construction. This indicates a moderate view among participants, potentially suggesting inconsistency in project implementation or a deficiency in clear communication about scheduling. Concerning the average values at the agree level, a majority of respondents concur that resource availability aligns with the initial plan for the entire project duration. They additionally concur that TK Myanmar Company Limited provides adequate time for site preparation prior to project implementation. Moreover, participants concur that the organization allocates sufficient time to address any issues that emerge. These results indicate that although participants are indifferent regarding certain planning elements, they recognize the organization's proficiency in timing resources and readiness during the project lifecycle.

Concerning government policy, the majority of respondents neither support nor oppose the impact of government policy on TK Myanmar Company Limited. Participants neither support nor oppose the idea that the government reduces taxes for construction firms involved in government projects. They also neither concur nor contest that the government lowers import duties for materials utilized in public projects, that import/export limitations influence the construction firm, or that there is a hold-up in acquiring permits and licenses for land or plots. These results indicate a neutral position among participants concerning various aspects of government engagement, likely attributed to mixed experiences or ambiguity in policy implementation. Concerning the average value at the established level, respondents concur that expenses have risen as a result of shifts in government policies. This suggests that alterations in policy are viewed as having a significant monetary effect on the company's functioning.

Concerning the contractor's performance, the majority of respondents are in agreement about the contractors' performance at TK Myanmar Company Limited. Participants concur that every project activity is executed as per the initial schedule, and all housing units adhere to the quality plan standards established. They likewise concur that the organization's goals are achieved upon completion of each project. Additionally, they concur that projects are finished within the established budgets and clients are pleased as their requirements are fulfilled. These results suggest that the contractors at TK Myanmar Company Limited are typically regarded as efficient in providing quality work while adhering to time and budget limits. Concerning the average values at the neutral level, participants neither concur nor dissent that TK Myanmar Company Limited finishes the

project punctually and that the project scope is completely fulfilled. This indicates a degree of uncertainty or inconsistency in these particular areas of performance.

To attain the initial goal, the impact of elements affecting the performance of contractors at TK Myanmar Company Limited is analyzed using multiple regression analysis. The results show that project management and information technology positively and significantly influence the performance of contractors at TK Myanmar Company Limited, whereas benchmarking negatively and significantly impacts the performance of contractors at TK Myanmar Company Limited. Of all dimensions, information technology is the most impactful factor on the performance of contractors at TK Myanmar Company Limited. This unforeseen outcome indicates that the existing benchmarking practices might not be properly executed or may introduce extra stress or inefficiencies in the contractor setting. Of all the assessed factors, information technology proved to be the most significant determinant, emphasizing its vital importance in enhancing coordination, communication, and operational efficiency in construction projects overseen by TK Myanmar Company Limited.

To meet the second goal, the moderating effect of governmental policies on the relationship between factors affecting contractor performance (benchmarking, project management, and time frame) and the performance of contractors at TK Myanmar Company Limited is analyzed. The regression result suggests that government policies do not moderate the relationship between factors affecting contractor project performance (benchmarking, project management, and time frame) and contractor performance. Government policies exert a restricted influence on the everyday activities and overall effectiveness of road contractors. Instead, primary factors influencing contractor performance comprise the implementation of efficient benchmarking techniques, strong project management, and rigorous adherence to project schedules. Due to the general stability of these policies and their lack of customization for the specific challenges or operational methods of each contractor, their impact on performance results is quite limited.

## **5.2 Suggestions and Recommendations**

The results indicate that influencing factors (Benchmarking, project management, and information technology) positively and significantly impact the performance of contractors. Results show that information technology is the primary factor affecting

contractor performance. Consequently, TK Myanmar Company Limited must prioritize information technology to enhance contractors' performance.

For information technology, TK Myanmar Company Limited ought to assist project managers in handling various tasks efficiently by utilizing specialized construction project management tools like Microsoft Project, Primavera P6, or Click Up. The organization must allocate tasks to site engineers and contractors with automatic notifications, while also incorporating risk logs, cost monitoring, and resource distribution in a unified dashboard. The organization needs to educate all project managers on how to use the chosen software and appoint a specific IT project coordinator for assistance. Mover, the organization ought to establish a policy mandating that every project be updated in the system on a weekly basis. Moreover, TK Myanmar Company Limited ought to enhance its financial management by utilizing a construction-focused ERP system like Buildertrend or the ERPNext Construction Module. It must also connect the ERP with supplier invoicing systems to automatically compare purchase orders against actual deliveries. TK Myanmar Company Limited ought to implement a cost-overflow notification system that signals any budget discrepancies exceeding 10%. Furthermore, the firm ought to produce weekly financial overviews for every project, automatically dispatched to project leaders. Through the adoption of these practices, TK Myanmar Company Limited can effectively leverage information technology, enhancing contractors' performance.

To enhance project management, TK Myanmar Company Limited ought to streamline the planning process by creating a unified project planning system, featuring comprehensive checklists and templates for every department. The organization must hold required planning sessions prior to project launches to guarantee that all stakeholders agree on objectives, scope, and deliverables. Additionally, it must utilize project simulation software to examine planning assumptions and adjust timelines and resource distributions. Moreover, the organization ought to conduct regular audits of project plans to verify adherence to policy and identify planning deficiencies promptly. The organization must also keep a centralized repository of previous feasibility studies to act as references for upcoming projects. Additionally, the organization ought to implement feasibility scoring systems to assess project viability objectively and focus on high-impact, low-risk initiatives. It must also employ historical data analysis from previous projects to establish achievable time and budget standards. The firm needs to implement pre-project planning tools like Primavera or MS Project to establish accurate timelines with buffer areas for tasks

that carry significant risks. A formal risk-adjusted budgeting approach should also be necessary, considering possible delays and fluctuations in costs. Moreover, the firm ought to include quantity surveyors and skilled project estimators in every pre-project cost prediction meeting. By adopting these practices, TK Myanmar Company Limited can execute project management strategies efficiently, enhancing the performance of contractors.

To enhance benchmarking, TK Myanmar Company Limited needs to establish a standardized framework for assessing and choosing top-performing project partners and subcontractors. The organization ought to create partner assessment scorecards that feature metrics like collaboration efficiency, safety adherence, and punctuality. It should also encourage collaborative performance evaluations with partners to synchronize expectations and monitor shared performance. Moreover, the organization ought to allocate resources to collaborative tools and platforms (e.g., BIM, cloud project management systems) to enhance transparency and communication. TK Myanmar Company Limited ought to form strategic benchmarking alliances with leading local and international contractors. The organization ought to develop an industry knowledge repository containing best practices, tools, and case studies available to every project team. TK Myanmar must guarantee that benchmarking is conducted with suitable and pertinent counterparts. By adopting these methods, TK Myanmar Company Limited can establish effective benchmarking, enhancing contractors' performance.

Even though government policies don't considerably impact the connection between influencing factors and contractor performance, TK Myanmar Company Limited should continue to prioritize being knowledgeable and current with pertinent policies, rules, and regulations related to the construction industry. Staying compliant and adaptable to regulatory updates guarantees operational consistency and aids in reducing possible legal or administrative risks.

### **5.3 Needs for Further Research**

Although the results provide useful information, the research has specific limitations. The research specifically targets only the internal project performance enhancement strategies of TK Myanmar Company Limited and does not include other construction firms or industries in Myanmar. Consequently, the results might not be

entirely applicable to the wider construction sector. Subsequent studies ought to focus on analyzing project management methodologies, technology implementation, and benchmarking initiatives across a broader spectrum of construction companies to offer a more thorough insight into performance improvement within the industry. Secondly, this research specifically examines the impact of information technology, project planning, feasibility studies, and benchmarking on project outcomes. Future studies should consider exploring other influencing factors like government regulations, market conditions, workforce availability, and stakeholder engagement to achieve a more comprehensive understanding of what leads to successful project outcomes in the construction industry.

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# APPENDIX A

## QUESTIONNAIRE SURVEY

**Dear Sir/Madam,**

The purpose of this questionnaire is to collect data for the research titled “**Factors Influencing Performance of Contractors in TK Myanmar Company Limited**” as part of my academic research study for the MBF at YUE. I appreciate your value and time in responding to the questions and assure you of confidentiality and privacy.

Yours Sincerely,

Nay Thu Han

### **Section A: Demographic Information**

#### **1. Gender**

- Male  Female

#### **2. Marital Status**

- Single  Married

#### **3. Age (Years)**

- 18 - 20       21-30       31-40  
 41-50       51-60       above 61

#### **4. Education Background**

- High School       Undergraduate       Graduate  
 Post Graduate       Master       Other.....

## Section B: Innovation Practices

Please state level of your agreement on each statement by providing the most relevant number.

1= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

### Benchmarking

No	Items	Scale				
		1	2	3	4	5
1	Benchmarking enables to identify industry leaders that demonstrate superior performance by using best construction practices.					
2	TK Myanmar Company Limited employs benchmarking as a tool for achieving partnering excellence in construction projects.					
3	Benchmarking helps TK Myanmar Company Limited to define the best possible indicators for comparison and to obtain a picture of the company's entire operation.					
4	Benchmarking enforces a self-critical approach, indicating the points of operation the company must improve.					
5	Benchmarking approach is used in TK Myanmar Company Limited in order to determine the organizational strong and weak points.					

### Project Management

No	Items	Scale				
		1	2	3	4	5
1.	TK Myanmar Company Limited has a project planning policy that guides all projects.					
2.	Feasibility study is done for every project.					
3.	Project time and cost are specified before project started.					
4.	The funds of the project are disbursed on time.					
5.	TK Myanmar Company Limited has project management team constituted to manage the project.					

### Information Technology

No	Items	Scale				
		1	2	3	4	5
1	Information technology systems such as project Management Tool support project managers to multi-task.					
2	Information technology software used in TK Myanmar Company Limited supports the management in a cost-efficient manner.					
3	Information technology allows for quick review and easy periodic updating of projects.					
4	Information technology tools such as emails, viber, and zoom help quicken the communication process during the management of projects.					
5	IT improves coordination and collaboration between firms participating in a construction projects.					

### Time Frame

No	Items	Scale				
		1	2	3	4	5
1	TK Myanmar Company Limited carefully does the planned time for project.					
2	Time frame of TK Myanmar Company Limited includes time needed to implement variation orders and time needed to rectify defects.					
3	TK Myanmar Company Limited sets enough site preparation time.					
4	TK Myanmar Company Limited sets time needed to rectify defects.					
5	Availability of resources is as planned through project durationn					

### Government Policy

No	Items	Scale				
		1	2	3	4	5
1	Government lowers taxation for construction companies that do government projects. .					
2	Government decreases in import duties for import materials used in government projects.					
3	Import/export restrictions affect construction company.					
4	There is a delay in permits and licenses of land or plots.					
5	Costs are increased due to change of policies.					

### Performance of Contractors

No	Items	Scale				
		1	2	3	4	5
1	TK Myanmar Company Limited completes the project on time.					
2	Project scope of TK Myanmar Company Limited is fully achieved.					
3	All the project activities are carried out in accordance to the project original timeline.					
4	All the housing units meet the standards set out in quality plans of TK Myanmar Company Limited.					
5	The organization objectives are met at the end of each project.					
6	Projects in TK Myanmar Company Limited are completed within the set budgets.					
7	The customers are satisfied with the projects as their needs are met.					

**APPENDIX B**  
**SPSS OUTPUT**

**Effect of Factors Influencing Performance of Contractors**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999 <sup>a</sup>	.998	.998	.04817

a. Predictors: (Constant), Time Frame Mean, Information Technology Mean, Benchmarking Mean, Project Management Mean

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.211	4	23.303	10044.101	.000 <sup>b</sup>
	Residual	.142	61	.002		
	Total	93.352	65			

a. Dependent Variable: Performance of Contractors Mean

b. Predictors: (Constant), Time Frame Mean, Information Technology Mean, Benchmarking Mean, Project Management Mean

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.014	.021		-.678	.500
	Benchmarking Mean	-.094	.045	-.094	-2.071	.043
	Project Management Mean	.156	.052	.165	2.984	.004
	Information Technology Mean	.889	.047	.876	19.107	.000
	Time Frame Mean	.051	.059	.054	.869	.388

a. Dependent Variable: Performance of Contractors Mean

**The Moderating Effect of Government Policies on the Relationship between and Influencing Factors and Performance of Contractors**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999 <sup>a</sup>	.998	.998	.04844
2	.999 <sup>b</sup>	.999	.998	.04870

a. Predictors: (Constant), Government Policy Mean, Project Management Mean, Benchmarking Mean, Information Technology Mean, Time Frame Mean

b. Predictors: (Constant), Government Policy Mean, Project Management Mean, Benchmarking Mean, Information Technology Mean, Time Frame Mean, PMMinteraction, BMinteraction, ITMinteraction, TFMinteraction

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	93.211	5	18.642	7943.638	.000 <sup>b</sup>
Residual	.141	60	.002		
Total	93.352	65			
2 Regression	93.219	9	10.358	4367.207	.000 <sup>c</sup>
Residual	.133	56	.002		
Total	93.352	65			

a. Dependent Variable: Performance of Contractors Mean

b. Predictors: (Constant), Government Policy Mean, Project Management Mean, Benchmarking Mean, Information Technology Mean, Time Frame Mean

c. Predictors: (Constant), Government Policy Mean, Project Management Mean, Benchmarking Mean, Information Technology Mean, Time Frame Mean, PMMinteraction, BMinteraction, ITMinteraction, TFMinteraction

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.003	.030		-.086	.932
	Benchmarking Mean	-.093	.046	-.093	-2.018	.048
	Project Management Mean	.163	.054	.172	3.016	.004
	Information Technology Mean	.888	.047	.875	18.982	.000
	Time Frame Mean	.043	.061	.045	.704	.484
	Government Policy Mean	-.003	.006	-.003	-.551	.584
2	(Constant)	-.009	.036		-.260	.796
	Benchmarking Mean	-.067	.049	-.067	-1.372	.176
	Project Management Mean	.171	.057	.180	2.991	.004
	Information Technology Mean	.886	.049	.873	18.034	.000
	Time Frame Mean	.014	.066	.015	.213	.832
	Government Policy Mean	-.003	.006	-.002	-.434	.666
	BMinteraction	-.093	.072	-.064	-1.290	.202
	PMMinteraction	.002	.089	.001	.022	.983
	ITMinteraction	-.021	.070	-.015	-.305	.761
	TFMinteraction	.115	.098	.081	1.170	.247

a. Dependent Variable: Performance of Contractors Mean