ISSN: 5078 - 5388
Volume 10, Number 1, 2025
Management, Accounting and Economics Journal

PROJECT PLANNING AND ORGANISATIONAL EFFICIENCY OF REAL ESTATE FIRMS IN RIVERS STATE

Sunday Yonwei
E-mail: sundayyonwei@gmail.com
Department of Management, Faculty of Management Sciences,
Ignatius Ajuru University of Education Rivers State. Nigeria.

ABSTRACT

This study examined the relationship between project planning and organisational efficiency of real estate companies in Rivers State. The study was operationalized by project planning as the predictor variable with dimensions of time management, budgeting, resource allocation while the criterion variable was organisational efficiency with measures of affective, normative and work quality. The research design adopted for this study was cross-sectional survey research design. The population of the study constitute 66 respondents from 22 real estate firms in Rivers State. The sample size of the study was 66 respondents adapting the census method. The study used structured questionnaire as a source of data collection. The Cronbach's Alpha indicates a reliability index of .896 indicating that the instrument was reliable. The bivariate analysis, in which all previously hypothetical statements of bivariate relations was tested using Spearman's rank Order correlation Statistics All analysis for this study was be carried out using the Statistical Package for the Social Sciences (SPSS) version 22.0. The study revealed that there is a significant relationship between dimensions of project planning and measures of organisational efficiency of real estate firms in Rivers State. The findings indicate that effective project planning significantly enhance organisational efficiency within real estate firms.. The study concludes that there is a positive correlation between project management and higher levels of organisational efficiency. The study recommends that real estate firms in Rivers State should adopt structured time management tools, such as project planning software and daily task prioritization frameworks, to improve the alignment of activities with organizational goals, real estate firms should integrate flexible budgeting strategies, such as rolling budgets, to allow quick adjustments to changing business conditions and improve their overall adaptability. And real estate firms should allocate resources based on the specific quality requirements of each project, ensuring consistent adherence to quality standards.

Keywords: ***Project planning, time management. Budgeting, resource allocation, organizational efficiency, goal accomplishment, adaptability and work quality***

INTRODUCTION

Project planning serves as the cornerstone of effective project management, enabling organizations to achieve their objectives within the defined scope, time, and budget. It involves a systematic approach to organizing, scheduling, and controlling project resources, which is critical to the successful execution of any initiative. The primary dimensions of project planning—time management, budgeting, and resource allocation are interdependent elements that collectively contribute to project success. Time management, in particular, is crucial for ensuring that projects are completed on schedule, as delays can disrupt operations, increase costs, and diminish stakeholder confidence. As Kerzner (2022) highlights, time management involves the establishment of realistic timelines, prioritization of key tasks, and continuous monitoring of progress. These practices help identify potential delays early and ensure corrective measures are implemented promptly. Effective time management is particularly critical in industries where strict deadlines and rapid delivery of services are indispensable for competitive advantage.

Budgeting, another pivotal aspect of project planning, ensures that financial resources are adequately allocated and efficiently utilized to achieve project goals. It involves detailed cost estimation, careful allocation of resources, and ongoing financial monitoring to prevent overspending. According to Chapman and Ward (2020). A comprehensive budget provides a clear financial framework for decision-making, enabling project managers to allocate resources effectively and anticipate potential financial challenges. Without robust budgeting practices, projects are at significant risk of cost overruns, delays, and even termination. Thus, budgeting is indispensable for fostering financial discipline and ensuring that project activities align with organizational goals and constraints.

Resource allocation, the third critical dimension of project planning, focuses on the effective distribution and utilization of all resources, including personnel, materials, technology, and equipment. Pinto and Slevin (2019) argue that the success of any project depends on the strategic alignment of resources with project objectives. Resource allocation requires an in-depth understanding of project requirements, potential constraints, and the availability of resources. Conversely, optimal resource allocation supports productivity, minimizes operational bottlenecks, and fosters smooth project execution, especially in complex projects involving multiple stakeholders and interdependent tasks.

The integration of time management, budgeting, and resource allocation creates a holistic approach to project planning, enabling organizations to deliver projects efficiently and effectively. Meredith and Mantel (2021) assert that these dimensions are not isolated elements but interconnected processes that must be synchronized to achieve project objectives. A well-integrated project plan enhances transparency, facilitates stakeholder engagement, and enables real-time monitoring of project progress. Moreover, it provides a structured framework for responding to unforeseen challenges and adapting to changes in project scope or environment. The integration of these dimensions is therefore critical to achieving sustainable project outcomes.

In the context of real estate companies in Rivers State, project planning is particularly vital due to the unique challenges associated with this sector. Real estate projects often require substantial financial investments, long timelines, and compliance with complex regulatory frameworks. Effective time management is crucial for ensuring that construction timelines are met and that delays, which can result in penalties and reputational harm, are avoided. Budgeting is equally important, as it helps real estate firms manage the costs associated with land acquisition, materials, labor, and permits, ensuring that projects remain financially viable. Resource allocation ensures that critical resources such as skilled labor, construction equipment, and materials are optimally utilized to avoid inefficiencies. Adebayo et al. (2022) emphasize that integrating these dimensions in project planning enables real estate companies in Rivers State to improve operational efficiency, enhance customer satisfaction, and achieve profitability. By adopting comprehensive project planning practices, real estate firms can effectively address the challenges of a dynamic and competitive market environment, ensuring long-term success.

Organisational efficiency is a cornerstone of sustained performance and competitiveness in the global economic landscape, reflecting the capacity of an organisation to achieve its objectives with optimal resource utilization. Efficiency encapsulates the alignment of organisational processes, technology, and human resources to deliver high-value outcomes consistently. As Drucker (1993) posited, organisational efficiency is not merely about working harder but about working smarter by optimizing operations and eliminating waste. Among its key measures, goal accomplishment highlights the ability of organisations to achieve their strategic and operational objectives within stipulated timeframes and resource constraints. According to Kaplan and Norton (2004), organisations that excel in goal accomplishment employ effective planning, robust monitoring, and continuous evaluation to ensure alignment with their overarching strategies. This measure is crucial for sustaining competitiveness, particularly in sectors where meeting deadlines and achieving targets is directly linked to profitability and stakeholder satisfaction.

Adaptability, another critical dimension of organisational efficiency, underscores the ability of organisations to remain flexible and responsive to dynamic environmental conditions. This dimension is particularly significant in today’s volatile business environment, characterized by rapid technological advancements, shifting consumer preferences, and unpredictable economic trends. Adaptability ensures that organisations can pivot strategies, restructure operations, and innovate in response to emerging challenges and opportunities. Senge (1990) described adaptability as a hallmark of learning organisations, where a culture of continuous improvement, knowledge sharing, and employee empowerment thrives. Garvin (1993) reinforced this perspective, emphasizing that organisations that are adaptable not only survive market disruptions but also position themselves to capitalize on new growth trajectories. Without adaptability, even the most resourceful organisations may struggle to sustain efficiency, as rigidity often leads to operational obsolescence.

Work quality, the third significant measure of organisational efficiency, speaks to the ability of organisations to produce outputs that consistently meet or exceed stakeholder expectations. High work quality is inherently tied to an organisation's reputation, customer satisfaction, and long-term success. Deming (1986) argued that quality is not an afterthought but an integral aspect of efficient operations, requiring rigorous adherence to standards, employee competence, and a culture of excellence. Ishikawa (1985) expanded this perspective by asserting that organisations with strong quality management practices foster accountability and collaboration, enabling employees to contribute meaningfully to organisational objectives. Moreover, superior work quality is often achieved through systematic processes that reduce errors, enhance productivity, and align organisational outputs with market needs, ultimately driving organisational efficiency.

The interplay between goal accomplishment, adaptability, and work quality underscores the multidimensional nature of organisational efficiency. Organisations that achieve a harmonious balance across these measures are better positioned to sustain competitive advantage, navigate complexities, and deliver consistent value. As Barney and Hesterly (2015) observed, organisational efficiency is not a singular outcome but the result of an integrated framework where strategic goals are aligned with operational priorities, adaptability is embedded in the organisational culture, and quality is a non-negotiable standard. A narrow focus on one measure without consideration of the others can lead to inefficiencies. For instance, prioritizing goal accomplishment without adaptability may result in rigid operations, while overemphasis on work quality may increase costs and erode profitability. Therefore, a holistic approach to efficiency is indispensable for long-term success.

In the context of real estate companies in Rivers State, organisational efficiency plays a pivotal role in maintaining a competitive edge and ensuring sustainable operations in a dynamic and often challenging market. Real estate firms face multifaceted challenges, including regulatory compliance, rising operational costs, evolving customer expectations, and the pressure to innovate in property development. Achieving organisational efficiency in this sector requires a balanced focus on completing projects within deadlines (goal accomplishment), adapting to fluctuations in market demands and regulatory frameworks (adaptability), and delivering high-quality services and properties that meet clients' expectations (work quality). Agundu and Adekoya (2018) observed that real estate companies in Rivers State that integrate these dimensions into their operations demonstrate higher levels of customer satisfaction, project success rates, and profitability. As such, enhancing organisational efficiency is not merely an operational imperative but a strategic necessity for real estate firms aiming to thrive in an increasingly competitive environment.

Time management is an integral dimension of project planning, as it determines the ability of a team to meet deadlines and maintain project schedules. Poor time management can lead to project delays, increased costs, and reputational damage. Effective time management practices include defining timelines, prioritizing tasks, and monitoring progress to ensure milestones are met. Cleland and Ireland (2018) emphasize that time management efforts must be supported by organizational policies that reinforce accountability and establish consequences for non-compliance with schedules. For example, policies that enforce time tracking, regular progress reporting, and strict deadlines can improve adherence to project timelines. Additionally, flexible policies that allow for adjustments in the face of unforeseen challenges, such as resource shortages or changing client requirements, ensure that time management remains effective even under adverse conditions. These policies not only reduce delays but also enhance the team's ability to adapt and respond dynamically to changes (Nicholas & Steyn, 2020).

Budgeting, another critical dimension of project planning, involves estimating costs, allocating financial resources, and monitoring expenditures to ensure fiscal discipline. Proper budgeting is crucial for avoiding financial constraints that could derail project implementation. Larson and Gray (2018) argue that without strong organizational policies, budgeting efforts are prone to inefficiencies such as cost overruns, misallocation of funds, and lack of transparency. Policies that establish financial controls, promote regular audits, and mandate detailed financial reporting provide the structure necessary for effective budgeting. For instance, policies that require budgetary reviews before major decisions are implemented can prevent unnecessary expenditures and ensure alignment with project priorities. Moreover, such policies facilitate better resource forecasting, helping teams plan for contingencies and unexpected costs (Pinto, 2020). Organizational policies also encourage financial accountability by defining roles and responsibilities, thereby enhancing project governance.

Resource allocation, the third dimension of project planning, focuses on the identification, distribution, and utilization of resources required to execute a project successfully. Resources such as manpower, technology, and materials must be effectively allocated to support project activities and avoid bottlenecks. Meredith and Mantel (2017) highlight that resource allocation is often influenced by competing demands across multiple projects, making organizational policies indispensable for ensuring fairness and efficiency. Policies that establish criteria for resource prioritization, equitable distribution, and resource reallocation can reduce conflicts and optimize utilization. For example, policies that define resource-sharing frameworks enable organizations to address overlapping demands without compromising project outcomes. Additionally, such policies ensure that resource allocation aligns with the strategic priorities of the organization, fostering an environment where resources are used judiciously and project teams are adequately equipped to achieve their objectives (Heagney, 2016).

In the real estate sector in Rivers State, the moderating role of organizational policy in project planning is particularly evident due to the unique challenges faced by the industry. Real estate projects often involve large investments, long timelines, and complex regulatory environments, all of which necessitate meticulous planning and effective policy frameworks. According to Eke et al. (2021), real estate companies in Rivers State are frequently confronted with issues such as fluctuating market conditions, resource scarcity, and inefficiencies in project execution. Organizational policies tailored to address these challenges can enhance the effectiveness of project planning dimensions such as time management, budgeting, and resource allocation. For instance, policies that mandate strict adherence to project timelines and enforce regular financial audits can improve project governance and ensure accountability. Additionally, resource allocation policies that prioritize critical project activities can mitigate resource shortages and optimize the use of available resources. By fostering a structured and disciplined approach to project planning, organizational policies not only enhance operational efficiency but also contribute to the competitiveness and sustainability of real estate companies in Rivers State.

Statement of the Problem

One of the significant issues these companies face is goal achievement, which is often hindered by ineffective planning, resource misallocation, and the inability to meet deadlines. Real estate companies in Rivers State frequently set ambitious goals that are either unrealistic or poorly defined, leading to missed targets and delays. According to Obiekwe and Nwankwo (2022), organisations that do not establish clear and measurable goals tend to suffer from poor performance outcomes, resulting in diminished market share, lower profitability, and a tarnished reputation. Additionally, inadequate market research and improper understanding of customer preferences also contribute to the failure in achieving financial and developmental targets. With the growing competition in the real estate sector, especially in urban areas like Port Harcourt, companies that fail to meet their goals risk losing clients to more efficient competitors, further exacerbating the challenges of long-term business survival.

Adaptability, another crucial measure of organisational efficiency, is another area where real estate companies in Rivers State experience significant challenges. The rapidly changing nature of the real estate market, influenced by fluctuating oil prices, political instability, and shifting demand patterns, requires companies to be agile and responsive. Eze and Ofoegbu (2021) argue that companies that are rigid in their operations, especially those without a proactive approach to market changes, are more likely to fail in the face of such challenges. In Rivers State, economic and infrastructural demands, coupled with unpredictable political climates, make it difficult for firms to anticipate and quickly adjust to changes. For example, some companies may struggle to shift from residential developments to more profitable commercial projects during periods of economic growth. The inability to adapt quickly results in missed opportunities and, in some cases, the loss of significant market positions. As a result, firms that are slow to adapt may find themselves irrelevant or financially strained when market conditions change.

Work quality is a key measure of efficiency that directly impacts customer satisfaction, business reputation, and operational costs. In Rivers State, the quality of work delivered by many real estate companies has been questioned due to a variety of factors including substandard construction practices, poor project management, and a lack of adherence to building regulations. Studies by Amaechi and Udoh (2020) reveal that many real estate firms struggle with ensuring consistent work quality across their projects due to inadequate quality control measures, lack of skilled labor, and the influence of unqualified contractors. This issue is particularly concerning in Rivers State, where the demand for high-quality residential and commercial properties is high, but the supply often falls short of customer expectations. Poor workmanship can lead to costly repairs, project delays, and dissatisfied clients, ultimately reducing a company's ability to remain competitive. Furthermore, without effective training programs and quality assurance practices, employees are less likely to meet the required standards, further aggravating the problem of subpar work quality.

The interrelationship between goal achievement, adaptability, and work quality creates a complex web of inefficiencies in real estate companies in Rivers State. A company that struggles to achieve its goals is often hindered by poor adaptability and low work quality. This problem is compounded by a lack of strategic coordination within the organisation. According to Chukwu and Igwe (2019), companies that fail to integrate their goals with operational strategies are likely to encounter roadblocks that prevent them from realising their objectives. In the case of real estate companies, misalignment between strategic goals, operational execution, and project management practices often leads to wasted resources and inefficiencies. For instance, a company may set ambitious revenue targets but fail to allocate adequate resources to essential areas such as skilled labor, technology integration, or project management systems. As a result, the company may achieve limited progress, with goals remaining unmet, and the quality of work produced may not meet customer expectations, further hindering organisational efficiency.

The absence of a robust performance evaluation system within real estate companies also contributes significantly to the inefficiency problem. Without systematic performance tracking, firms are unable to identify areas of weakness or opportunities for improvement, leaving inefficiencies unchecked. As Nwachukwu and Okafor (2022) suggest, performance evaluation is essential for fostering accountability, identifying gaps in skills or resources, and aligning employees with organisational objectives. In Rivers State, real estate firms often lack clear performance metrics and a culture of continuous improvement, making it difficult to assess the effectiveness of their projects and processes. Without structured feedback mechanisms, employees may not be motivated to improve their performance, and organisational leaders may not recognize inefficiencies until they result in significant financial losses. Furthermore, the absence of effective performance reviews makes it challenging to reward high performers, retain top talent, and address underperformance, ultimately stifling organisational growth and profitability.

Conceptual Framework

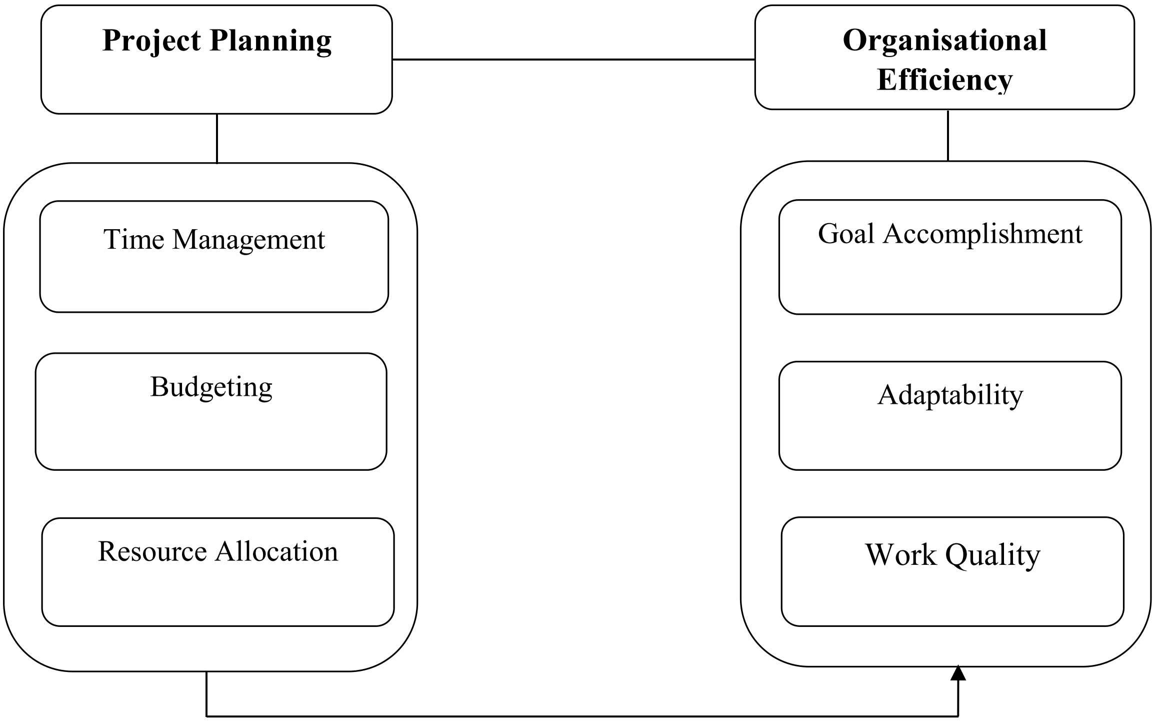

Figure: 1.1: Conceptual Framework of Project Planning and Organisational Efficiency
Source: Adapted from Harold (2017); James (2007) and Senyo (2018); Amar (2009).

Aim & Objectives of the Study

The aim of this study is to determine the relationship between project planning and organisational efficiency of real estate firms in Rivers State. The specific objectives of the study are to:

1) Determine the relationship between time management and goal accomplishment of real estate firms in Rivers State.
2) Investigate the relationship between budgeting and adaptability of real estate firms in Rivers State.
3) Evaluate the relationship between resource allocation and work quality of real estate firms in Rivers State

Research Questions

The following research questions were raised to guide the study

1) What is the relationship between time management and goal accomplishment of real estate firms in Rivers State?
2) What is the relationship between budgeting and adaptability of real estate firms in Rivers State?
3) What is the relationship resource allocation and work quality of real estate firms in Rivers State?

Research Hypotheses

The following null hypotheses were formulated and will be tested at a significant level of 0.01.

Ho_1: There is no significant relationship between time management and goal accomplishment of real estate firms in Rivers State.

Ho_2: There is no significant relationship between budgeting and adaptability of real estate firms Rivers State.

Ho_3: There is no significant relationship between resource allocation and work quality of real estate firms Rivers State.

Scope of the Study

The scope of the study is discussed under content scope, geographical scope, and unit of analysis.

Content Scope: The content scope of the study is within the theoretical purview of project planning and organisational efficiency. The dimensions of project planning discussed include time management, budgeting and resource allocation; while organisational efficiency as the dependent variable is measured and discussed through goal accomplishment, adaptability and work quality.

Geographical Scope: The geographical scope of this study are real estate firms operating in Rivers State.

Unit of Analysis: The unit of analysis of the study is management of the firm, therefore the study is a macro level type.

Significance of the Study

The significance of a study on project planning and organizational efficiency in real estate companies can be understood from various perspectives, benefiting different stakeholders such as employees, employers, real estate companies, business owners, policymakers, researchers, and academicians.

For employees, the study's significance lies in its potential to enhance job satisfaction and performance. For employers, the study highlights the importance of streamlined project management processes to achieve operational goals efficiently. It underscores how strategic project planning contributes to better decision-making, optimized resource utilization, and timely delivery of projects. Real estate companies stand to gain significantly from the study as it explores ways to increase organizational efficiency through well-structured project planning. Business owners, particularly in the real estate industry, can benefit from understanding the link between effective project planning and organizational efficiency. For policymakers, the study offers valuable insights into the role of organizational efficiency in contributing to the broader economic development goals. Policymakers can use the findings to shape regulations, incentives, or support systems that encourage efficient project planning within industries like real estate, which are key to economic development and urbanization. Researchers can use the study as a foundation for further exploration into how project planning impacts various organizational outcomes. It provides a basis for developing theories and methodologies that could be applied across different sectors. Moreover, the research can contribute to the academic field of organizational behavior, project management, and real estate development. For academicians, this study serves as a reference point for teaching project planning and organizational efficiency in business and management programs. It can enrich curriculum content and provide real-world case studies that help students understand the practical application of theory.

REVIEW OF RELATED LITERATURE

This section reviews various extant literatures related to the study under investigations under the headings of conceptual review, theoretical review and empirical review.

Conceptual Review

Concept of Project Planning

Project planning is an essential and foundational phase in project management, encompassing the structured process of defining objectives, allocating resources, determining timelines, and outlining procedures for achieving project goals effectively. Turner (2016) describes project planning as the comprehensive blueprint that guides project teams, ensuring alignment with organizational objectives while identifying risks and mitigation strategies to manage uncertainties. The author emphasizes that project planning facilitates clarity by specifying deliverables and coordinating efforts among stakeholders. Without this structured approach, projects are prone to inefficiencies, including delays, cost overruns, and unmet objectives. Similarly, Kerzner (2017) highlights project planning as the cornerstone of successful project management, noting that it serves not only to coordinate technical tasks but also to align diverse stakeholders. By fostering collaboration and minimizing ambiguity, project planning ensures that all parties are aware of their roles and responsibilities, which is crucial for the seamless execution of project activities.

Dimensions of Project Planning
Time Management
Time management, a pivotal element of project planning, is defined as the systematic process of organizing, scheduling, and controlling time allocated to tasks to achieve specific project objectives effectively. Claessens et al. (2007) describe time management as encompassing strategies, tools, and practices aimed at optimizing task execution within predefined schedules, ensuring that projects progress efficiently and resources are utilized judiciously. In project planning, time management is instrumental in aligning project deliverables with stakeholder expectations, preventing bottlenecks and inefficiencies that could derail progress. Kerzner (2017) emphasizes that successful project outcomes hinge on meticulous time management practices that synchronize all aspects of project activities, from resource allocation to milestone tracking, thereby forming the backbone of project execution frameworks.
The significance of time management in project planning cannot be overstated, as it serves as the cornerstone of achieving project success. Burke (2013) underscores that time management is not merely about adhering to deadlines but about fostering a structured approach that aligns tasks with organizational goals. Projects often face time constraints, and ineffective time management can lead to cost overruns, resource wastage, and compromised quality.

Budgeting
Budgeting is a cornerstone of project planning, playing a critical role in the effective allocation and management of financial resources. As Kerzner (2022) asserts, budgeting provides a structured approach to estimating, allocating, and monitoring costs across the lifecycle of a project. It ensures that resources are utilized efficiently to achieve the desired project outcomes within specified financial constraints. This process also acts as a control mechanism, enabling project managers to compare actual expenditures against budgeted amounts, identify variances, and implement corrective actions where necessary. Lock (2021) further emphasizes that budgeting is integral to project governance, offering a clear roadmap that aligns financial resources with project objectives and milestones. Without a well-constructed budget, projects are more likely to encounter cost overruns, delays, and inefficiencies that can jeopardize their success.
Several scholars have conceptualized budgeting, highlighting its critical role in the planning and execution of projects. Horngren, Sundem, and Stratton (2020) define budgeting as a quantitative expression of a plan for a specific period, serving as a tool to forecast expenditures, allocate resources, and evaluate performance.

Resource Allocation
Turner (2021) describes resource allocation as the process by which project managers allocate, adjust, and optimize the distribution of limited resources to achieve the goals of a project while adhering to time constraints and budgetary limits. The primary objective of this activity is to

ensure that resources are utilized efficiently without overburdening certain areas of the project or underutilizing others. In essence, Turner emphasizes that resource allocation is not merely about assigning resources but rather about the strategic and continuous management of resources to ensure the smooth flow of the project. Proper allocation ensures that each aspect of the project has what it needs to proceed effectively, enabling project managers to mitigate the risks of delays or unforeseen shortages that could compromise project delivery. The complexity of this process highlights the importance of a systematic approach, which requires close attention to the specific needs of each phase of the project lifecycle and the alignment of those needs with the available resources.

Resource allocation in project planning is not a static process but an ongoing, dynamic function that requires flexibility and regular updates to remain aligned with the changing circumstances of the project environment. Kerzner (2020) argues that resource allocation is one of the most critical activities in project planning because it is directly linked to the project's ability to stay on schedule and within budget. He further explains that resource allocation involves a comprehensive understanding of the constraints and dependencies within the project, such as limited financial resources, time limitations, and the availability of skilled personnel. This view suggests that effective resource allocation is a multifaceted task that involves prioritization, scheduling, and the continual reevaluation of the project's progress. Kerzner stresses that the project manager must regularly assess whether resources are being utilized in the most effective way, ensuring that critical tasks have the necessary resources for successful completion while less important tasks are appropriately scaled. Moreover, resource allocation decisions must be revisited frequently to address unexpected changes in the project, such as shifts in scope, delays in the delivery of materials, or changes in team availability. In this sense, Kerzner portrays resource allocation as an active, continuous management process that is essential for keeping a project on track throughout its lifecycle.

Measures of Organisational Efficiency

Goal Accomplishment

Goal accomplishment, often regarded as the epitome of organizational efficiency, refers to the degree to which an organization successfully achieves its predefined objectives through the optimal use of available resources. This concept is foundational in organizational theory and management practice. Peter Drucker (1954), in his seminal work, emphasized that goal accomplishment should not be viewed merely as the completion of tasks, but as the effective and efficient alignment of organizational efforts with broader strategic aims. In his perspective, achieving goals is not solely a reflection of resource expenditure but rather a measure of how well these resources are used in fulfilling the organization's mission. Similarly, Robbins and Coulter (2020) highlight the importance of aligning both individual and collective efforts with organizational objectives. The alignment between organizational resources, processes, and goals creates a sense of purpose and direction, driving organizations toward higher efficiency. The clarity of these goals becomes paramount, as without clear goals, organizations risk diverging from their intended path. According to Robbins and Coulter, organizations that can align their efforts toward shared objectives, thereby ensuring that every action contributes to overarching strategic goals, are better positioned to achieve success and sustainable growth. The organizational efficiency, therefore, hinges not only on the availability of resources but also on the strategic coordination of these resources toward accomplishing well-articulated goals.

Adaptability

Adaptability is a vital organizational capability that ensures long-term survival and sustained performance by enabling the organization to align with changes in both internal and external environments. It is fundamentally about how well an organization can adjust its structures, processes, and strategies in response to dynamic market conditions and environmental uncertainties. Agwu (2020) articulates adaptability as an organization's ability to reorganize its operational framework, strategies, and workforce to accommodate emerging changes and challenges. This capacity is not limited to reactive measures; instead, it encompasses proactive strategies that anticipate disruptions and prepare the organization to turn challenges into opportunities. Agwu (2020) highlights that adaptability enhances an organization's resilience, which is pivotal in maintaining operational efficiency during unforeseen disruptions. Similarly, Carter and Jones (2021) emphasize the critical role of adaptability in modern business environments characterized by rapid technological advancements and shifting customer preferences. They argue that organizations with robust adaptability mechanisms demonstrate a heightened ability to innovate, streamline processes, and sustain competitive advantages. These perspectives underscore the multidimensional nature of adaptability as an essential driver of organizational efficiency.

Work Quality

Robbins and Judge (2019) define work quality as the degree to which job tasks are performed to meet or exceed organizational expectations, emphasizing that it is not merely about completing tasks but doing so with precision and thoroughness. This perspective underscores the importance of work quality in ensuring organizational goals are achieved efficiently, with minimal waste of resources or time. Armstrong (2021) expands on this view, describing work quality as the hallmark of professional excellence, where tasks are executed with a level of diligence and attention to detail that reflects an organization's commitment to value creation. The concept extends beyond individual performance, involving organizational systems and culture that promote high standards across all operational levels. As a measure of organizational efficiency, work quality ensures that every resource invested—whether human, financial, or material yields maximum value, aligning processes with strategic objectives and fostering competitive advantage.

The quality of work is intrinsically linked to the competence of employees, as their skills and expertise directly influence their ability to meet organizational standards. Cascio and Boudreau (2020) assert that employee competence forms the backbone of work quality, arguing that technical skills, analytical capabilities, and creativity are critical determinants of task performance. Competence is not static but evolves with training, experience, and organizational support. When employees are equipped with the necessary tools and knowledge, they are more likely to produce work that meets or exceeds expectations. Furthermore, work quality is amplified when employees are empowered to take ownership of their tasks, contributing to a culture of excellence. This dynamic relationship between employee competence and work quality highlights the role of human resource strategies, such as continuous learning and development programs, in enhancing organizational efficiency. By fostering a workforce that is both skilled and motivated, organizations can ensure that the outputs of their operations are not only efficient but also innovative and impactful.

Theoretical Review

The study focuses and reviewed systems theory

Systems Theory

Systems theory was originally propounded by Ludwig von Bertalanffy, an Austrian biologist, in the 1940s. He introduced the concept of General Systems Theory (GST) as an interdisciplinary study that looked at the interdependence of components within a system. Bertalanffy's work laid the foundation for a comprehensive understanding of how systems, both natural and social, function as a whole rather than as isolated parts. He emphasized the importance of studying systems in their entirety, rather than focusing solely on individual components. His theory advocated for the idea that systems, whether biological, social, or mechanical, exhibit complex interactions that cannot be fully understood by analyzing individual elements in isolation. This holistic perspective of understanding phenomena was groundbreaking, as it challenged reductionist approaches that were dominant in the scientific community at the time (Bertalanffy, 1968).

As the application of systems theory expanded, many scholars contributed to its development, particularly in the social sciences and management. Authors like Katz and Kahn (1966) furthered Bertalanffy's work by examining open systems in organizational settings. They argued that organizations are open systems that interact with their environments, and this interaction is key to their survival and growth. The application of systems theory in organizational studies led to a deeper understanding of the complexity of businesses, especially how they must adapt to external changes while maintaining internal stability. Similarly, authors such as Drucker (1954) integrated systems thinking into management practices, highlighting how effective organizations need to view their operations and interactions with both internal and external stakeholders as a system. The widespread adoption of systems theory in management and organizational studies underscores its versatility and impact in understanding complex systems (Drucker, 1954; Katz & Kahn, 1966).

In conclusion, systems theory provides a comprehensive framework for studying project planning and organizational efficiency by emphasizing the interconnectedness of components within a system, the role of feedback loops in continuous improvement, and the need to account for external influences. By applying this theory, project managers and organizations can better understand the complexities involved in project execution and streamline processes to enhance efficiency (Johnson, 2001). The holistic, adaptive, and environment-aware principles derived from systems theory ensure that both project planning and organizational strategies are more responsive, integrated, and effective in achieving long-term goals.

Assumptions of Systems Theory

1. Interdependence: The components of a system (departments, resources, teams, etc.) are interrelated. In project planning, every task or project element is connected to others, meaning changes in one area can affect the entire project or organization.
2. Holistic Perspective: A system must be studied as a whole, not just in parts. This assumption suggests that to improve organizational efficiency or the success of a project, one should consider all variables such as human resources, processes, and tools together.
3. Equilibrium and Feedback: Systems are dynamic and strive to maintain equilibrium, with feedback loops influencing adjustments. In project management, feedback from ongoing tasks or team inputs helps optimize workflows and correct deviations from the desired outcomes, ultimately enhancing organizational efficiency.

Empirical Review

Olayemi and Ogunleye (2021) worked on impact of project planning on organizational efficiency in manufacturing firms in Lagos State, Nigeria. The study aimed to examine the relationship between project planning practices and organizational efficiency in manufacturing firms. Specific objectives were to assess how goal setting, resource allocation, and scheduling in project planning influence timeliness, resource utilization, and overall productivity in these organizations. The study adopted a descriptive survey research design. The population consisted of 500 employees from ten manufacturing firms in Lagos State. A sample size of 200 respondents was selected using stratified random sampling. Data were sourced through structured questionnaires, which were validated by experts in project management and organizational studies. Reliability testing yielded a Cronbach's alpha coefficient of 0.89. Instruments were administered in-person, and responses were collected over four weeks. Data were analyzed using descriptive statistics (percentages and mean scores) and inferential statistics (Pearson correlation and multiple regression analysis). The study revealed that effective project planning significantly impacts organizational efficiency ($r = 0.78$, $p < 0.05$). Goal setting was found to enhance timeliness and clarity in execution, while proper resource allocation minimized wastage and improved productivity. Scheduling practices were positively linked to efficient workflow and task completion rates. The findings underscored the critical role of project planning in driving efficiency within manufacturing firms. The researchers concluded that systematic planning practices should be integrated into organizational processes to enhance operational outcomes. The study recommended that manufacturing firms should invest in project management training for employees, adopt software tools for project scheduling, and establish clear performance metrics to monitor efficiency.

Eze and Akinola (2020) carried out study on the role of project planning in enhancing organizational efficiency in construction companies in Abuja, Nigeria. The study aimed to explore the role of project planning in improving organizational efficiency in construction companies. The objectives were to determine the effect of risk assessment, task prioritization, and stakeholder engagement on timeliness, work quality, and cost-effectiveness. A case study research design was employed, focusing on five major construction companies in Abuja. The population included 300 project managers and supervisors. A purposive sampling technique was used to select a sample of 150 respondents. Data collection was carried out using semi-structured interviews and questionnaires. Validity was ensured through content and construct evaluation by experts, while reliability testing resulted in a Cronbach's alpha value of 0.92. Data were analyzed using thematic analysis for qualitative data and regression analysis for quantitative data. The study found that risk assessment significantly improves cost management and minimizes project delays ($\beta = 0.65$, $p < 0.05$). Task prioritization was shown to enhance work quality and reduce resource conflicts, while stakeholder engagement positively influenced project timeliness and client satisfaction. Overall, project planning accounted for 72% of the variance in organizational efficiency. The study concluded that comprehensive project planning practices are essential for achieving efficiency in construction companies. Emphasizing risk management, prioritization, and stakeholder involvement ensures successful project execution and better organizational performance. The researchers recommended that construction companies adopt integrated project management systems, regularly train staff on risk management, and foster continuous communication with stakeholders to enhance planning and execution processes.

Adewale and Adediran (2022) carried out study on project planning as a driver of organizational efficiency in Nigerian oil and gas firms. This study aimed to explore how project planning influences organizational efficiency in the oil and gas sector in Nigeria. The specific objectives were to examine the impact of resource allocation, risk management, and communication planning on operational timeliness, cost-effectiveness, and work quality. The study also sought to identify the challenges associated with project planning and propose strategies for addressing these issues. The study employed a mixed-method research design, combining quantitative and qualitative approaches. The population comprised 600 project managers and team leaders across ten leading oil and gas firms in Nigeria. Using stratified random sampling, a sample size of 300 respondents was selected. Primary data were collected using structured questionnaires and semi-structured interviews. The validity of the instruments was confirmed through a pilot study, while reliability testing yielded a Cronbach's alpha coefficient of 0.91. Questionnaires were distributed via both electronic and physical means, with a response rate of 85%. Quantitative data were analyzed using descriptive statistics and regression analysis, while qualitative data were subjected to thematic analysis. The study revealed that effective resource allocation significantly enhanced cost-effectiveness and reduced project delays, accounting for 68% of the variance in organizational efficiency. Risk management practices, such as scenario planning and contingency budgeting, were positively associated with improved decision-making and minimized disruptions during project execution. Communication planning, including regular updates and stakeholder involvement, was found to promote clarity, reduce misunderstandings, and improve teamwork. However, challenges such as inadequate training, poor stakeholder engagement, and limited access to modern project management tools were identified as significant impediments to effective project planning. The study concluded that project planning is a critical determinant of organizational efficiency in the oil and gas sector. Organizations that prioritize structured planning processes are better equipped to meet their operational goals, enhance resource utilization, and achieve competitive advantage. The researchers recommended that oil and gas firms in Nigeria should invest in training programs to enhance the project management skills of employees. They should also adopt advanced project management software to streamline planning and execution processes. Furthermore, fostering a culture of collaboration and open communication among project stakeholders was emphasized as a strategy to improve planning outcomes.

METHODOLOGY

The study adopted a cross-sectional research design as it seeks to determine the relationship existing between two variables. The population of the study consisted of 3 managers across 22 real estate firms and 66 respondents. The study adopted consensus sampling. Structured questionnaire was used in data collection. The reliability of empirical measurement is indicated by the internal consistency, one of the most commonly used indicators of internal consistency is Cronbach’s alpha coefficient. The results were used in computation using Cronbach’s alpha test of reliability.

Reliability Statistics

Cronbach's Alpha	N of Items
.896	5

Source: Survey Data (2025) Via SPSS output V. 22

The Cronbach's Alpha indicates a reliability index of .896 which implies that the items are reliable.

DATA ANALYSIS

Ho$_1$: There is no significant relationship between time management and goal accomplishment of real estate companies in Rivers State.

Correlations on Time Management and Goal Accomplishment

		Time Management	Goal Accomplishment
Time management	Pearson Correlation	1	.620
	Sig. (2-tailed)		.000
	N	64	64
Goal accomplishment	Pearson Correlation	.620	1
	Sig. (2-tailed)	.000	
	N	64	64

. Correlation is significant at the 0.01 level (2-tailed).

Hypothesis one result reveals that there is a significant relationship between time management and goal accomplishment in real estate companies in Rivers State (where rho = .620 and p =0.000) and based on the decision rule of $p < 0.05$ for null rejection; we reject the null hypothesis and accept the alternative hypothesis: that there is a significant relationship between time management and goal accomplishment in real estate Firms in Rivers State.

Ho$_2$: There is no significant relationship between budgeting and adaptability of real estate firms in Rivers State.

Correlations on Budgeting and Adaptability

		Budgeting	Adaptability
Budgeting	Pearson Correlation	1	.446
	Sig. (2-tailed)		.000
	N	64	64
Adaptability	Pearson Correlation	.446	1
	Sig. (2-tailed)	.000	
	N	64	64

**Correlation is significant at the 0.01 level (2-tailed).

Hypothesis five result reveals that there is a significant relationship between budgeting and adaptability in real estate companies in Rivers State (where rho = .446 and p =0.000) and based on the decision rule of $p < 0.01$ for null rejection; we reject the null hypothesis and accept the alternative hypothesis: that there is a significant relationship between budgeting and adaptability in real estate firms in Rivers State.

Ho_3: There is no significant relationship between resource allocation and work quality of real estate firms in Rivers State.

Correlations on Resource Allocation and Work Quality

		Resource allocation	Work quality
Resource allocation	Pearson Correlation	1	.377
	Sig. (2-tailed)		.000
	N	64	64
Work quality	Pearson Correlation	.377	1
	Sig. (2-tailed)	.000	
	N	64	64

**Correlation is significant at the 0.01 level (2-tailed).

Hypothesis nine result reveals that there is a significant relationship between resource allocation and work quality in real estate companies in Rivers State (where rho = .377 and p =0.000) and based on the decision rule of $p < 0.01$ for null rejection; we reject the null hypothesis and accept the alternative hypothesis: that there is a significant relationship between resource allocation and work quality in real estate companies in Rivers State.

CONCLUSIONS

The study concluded that project planning has a positive correlation with organisational efficiency in real estate firms in Port Harcourt, Rivers State.

RECOMMENDATIONS

Based on the study's findings, the following recommendations are proposed:

1. Real estate firms in Rivers State should adopt structured time management tools, such as project management software and daily task prioritization frameworks, to improve the alignment of activities with organizational goals.

2. Real estate firms should integrate flexible budgeting strategies, such as rolling budgets, to allow quick adjustments to changing business conditions and improve their overall adaptability.
3. Real estate firms should allocate resources based on the specific quality requirements of each project, ensuring consistent adherence to quality standards.

REFERENCES

Adewale, O. S., & Adediran, K. T. (2022). Project planning as a driver of organizational efficiency in Nigerian oil and gas firms. *Journal of Management and Project Planning, 18*(3), 45-67.

Agwu, P. (2020). Organizational adaptability and strategic management. *Journal of Business Studies*, *45*(2), 123–135

Amaechi, T., & Udoh, E. (2020). Factors affecting work quality in construction projects: Evidence from Nigeria. *Journal of Construction Management and Economics, 45*(3), 223-235.

Bertalanffy, L. (1968). General System Theory: Foundations, Development, Applications. George Braziller.

Chen, Y., Zhang, X., & Li, H. (2021). The impact of AI in resource allocation in project *management. International Journal of Project Management, 39*(4), 789-803.

Chukwu, A., & Igwe, C. (2019). The relationship between goal achievement and organisational efficiency in Nigeria. *African Journal of Management Studies*, *12*(2), 145-161.

Claessens, B. J., Van Eerde, W., Rutte, C. G., & Roe, R. A. (2007). A review of the time management literature. *Personnel Review*, *36*(2), 255-276.

Drucker, P. F. (1954). *The practice of management*. Harper & Row. Katz, D., & Kahn, R. L. (1966). *The social psychology of organizations*. John Wiley & Sons.

Eke, C. E., Okpara, S., & Amadi, J. (2021). Real estate project management challenges in Nigeria. *Journal of Real Estate Development*, *7*(3), 45-58.

Eze, C. O., & Akinola, T. P. (2020). The role of project planning in enhancing organizational efficiency in construction companies in Abuja, Nigeria. *Journal of Project Management Studies, 12*(4), 112-129.

Eze, J., & Ofoegbu, O. (2021). Organisational adaptability in the real estate sector: Challenges and opportunities. *International Journal of Business and Innovation*, *8*(4), 88-102.

Eze, S. C., & Okonkwo, A. P. (2022). Challenges in resource allocation for real estate projects in Nigeria. *Journal of Real Estate and Construction Management*, *17*(2), 102-118.

Kerzner, H. (2022). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. Wiley.

Meredith, J. R., & Mantel, S. J. (2017). *Project management: A managerial approach*. Wiley.

Obiekwe, K., & Nwankwo, R. (2022). Strategic planning and goal achievement in the Nigerian real estate industry. *Nigerian Journal of Strategic Management*, 7(1), 102-117.

Olayemi, A. J., & Ogunleye, K. T. (2021). Impact of project planning on organizational efficiency in manufacturing firms in Lagos State, Nigeria. *African Journal of Management Research, 15*(2), 45-63.

Pinto, J. K., & Slevin, D. P. (2019). Balancing time, cost, and quality in project management. *Project Management Journal, 50*(1), 25-34

Turner, J. R. (2021). *The handbook of project-based management*. McGraw Hill.