

PUBLIC PRIVATE PARTNERSHIP AND PERFORMANCE OF HEALTH INSTITUTIONS

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ABSTRACT

The study utilized the survey research design. A sample of 539 was used. For construct validity, the Structural Equation Modelling (SEM) were used. The internal consistency analysis of the instrument was ascertained using the Cronbach's alpha coefficient. The simple percentages and frequency were employed for the presentation of demographic variables. Satorra-Bentler Test and Regression Analysis were used for test of hypotheses. Finding revealed that the presence of shared values among partners has a significant positive effect on project activity performance in Health Institutions in the South-East. Finding further revealed that the presence of prior ties among partners has a significant positive effect on project outcome performance in Health Institutions in the South-East. The study recommended that health institutions in the South-East should prioritize the development and maintenance of shared values with their project partners, and that they should prioritize building and maintaining strong relationships with their partners.

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1. INTRODUCTION

Public Private Partnership (PPP) has continued to gain popularity all over the world because of its potential to increase economic transactions and interactions between the public sector and the private sector. It is a long-term service and development project which is embarked upon by private and public partners (Babatunde et al., 2022; Cheng et al., 2021). Today, PPP is an internationally acclaimed model that involves the use of various tools by which governments collaborate and engage with their private sectors in order to improve the growth and development of communities, provide infrastructure, and deliver those goods and services that would make life easier for the citizenry at low costs (Liu et al., 2020; Schomaker & Bauer, 2020). It is founded on the official contract entered into by both sectors to make

infrastructural growth and development more pervasive than either of the sectors would have made it. According to the Global Infrastructural Hub, the global demand for public infrastructure investments has been projected to reach \$94 Trillion by 2040 (Cheng et al., 2021). Over the years, PPP has proven to be a crucial approach to the procurement of this infrastructure and the meeting of such future demands. Indeed, governments of the world now believe that an increasingly vital role should be played by private sector investments, skills, expertise, and innovation in the delivery of public goods/services as well as infrastructure (Mathew et al., 2021). The advantages associated with PPP are enormous for both the public and private partners. For the public sector, there is an improvement in the quality of goods and services provided to the public, in addition to improvements associated with production and industrial

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efficiency in the economy. There is this deleterious notion that goods and services provided by governments would lack the ingenuity and innovation that accompanies the independence and capitalist tendencies associated with private organizations. Thus, with PPP, such innovation is replicated in the projects implemented. Also, for public decision makers notable for strict or limited spending, PPPs would increase the amount of cost-reducing innovations, which makes them more feasible and viable than other types of procurement or developmental projects because of the minimal delays and cost overruns (Liang & Wang, 2019; Christina et al., 2016). The well-known criticisms of traditional public procurement of goods and services or the execution of projects (such as corruption, nepotism, lack of integrity, etc.) are also addressed by this advantage. PPP permits deferred payments for projects to be undertaken, as well as a treatment of whatever incurred debt as off-the-balance sheet. PPP also helps to transfer risks to the Special Purpose Vehicle (SPV) – a legal entity created by PPPs to help isolate financial risks and fulfil narrow, short-term, and specific objectives – rather than to either of the partners. This leads to better designs and efficient production and operation practices especially with the growing trends of globalization, decentralization, and urbanization (Li et al., 2020). Thus, for the private partner, benefits the mitigation of financial pressures, the facilitation and scaling up of innovation, and the increases in profitability (Cheng et al., 2021).

Despite these benefits associated with PPP for both the public and private sectors, extant literature has revealed a general concern that the adoption of PPP as a means of achieving strategic developmental goals have not yielded the expected results in terms of value for money, even after it has been implemented for decades by many countries of the world (Li et al., 2020). Just because the public and private sectors of a country establish economic exchanges based on innovative contractual forms does not automatically mean that they would experience success or improved performance in their projects (Benítez-Ávila et al., 2018). Apart from the contextual differences that characterize various countries of the world, the fact remains that PPP is not some cryptic or necromantic contractual solution to the governance problems experienced in most countries. It is not an automatic recipe for handling issues regarding project implementation such as agency displacement, uncertainty, and the one-off asset specific nature of governance projects (Hashim et al., 2017; Rashed et al., 2013). Also, the various performance levels that are found within similar contractual arrangements like alliances have highlighted the importance for certain idiosyncratic processes of partnerships which are irksome to replicate in PPP projects due to their high dependence on informal, personal, and social relations. These and more are the reasons why literature is replete with mixed results on how PPPs have performed in terms of providing sufficient and satisfactory results to both private and public managers (Verweij & Gerrits, 2015).

While PPP in Nigeria has come of age, there are still problems that have hampered its full potential. Apart from the fact that the health sector has been grossly ignored in terms of government collaborations with private sector, PPP has been seen as a means of propagating self-interest and opportunistic tendencies especially by private firms. The government has earned a reputation for reneging in its agreements with the private sector by withholding the resources that may be needed to facilitate projects in the country. Because of this, partners' contributions are not enough to enable timely project completion. Most PPP relationships have failed in the country due to lack of trust between partners because there is always the suspicion that the other partner may not be completely sincere in their dealings (Lin & Lee, 2015). This is further confirmed by the fact that previous collaborations between the government and the private sectors have been fraught with inconsistencies from both partners and thus subsequent collaborations suffer issues of mistrust, which has led to the ultimate failure of proposed projects. When projects are not completed, there would be delays in schedules, cost overruns, and quality defects that are capable of hindering the provision of social goods/services and infrastructure to societies that need them. Consistent distrust between partners would continue to derail the potentials for PPP to engender knowledge creation and social performance in such a way that facilitates growth and development of the economy. This mistrust between partners would further exacerbate the lack of confidence that the citizens already have on the ability of the government to provide basic amenities to improve their living standards.

1.1 Research Hypotheses

- H₁:** Shared values has no significant effect on project activity performance;
- H₂:** Prior ties has no significant effect on project outcome performance;
- H₃:** Relational norms has no significant effect on project sustainability performance;
- H₄:** Partners' contribution has no significant effect on knowledge creation performance; and
- H₅:** Partners' trust has no significant effect on social performance.

2. LITERATURE REVIEW

2.1 Shared Values and Project Activity Performance

In this section, the likelihood that shared values would have an effect on project activity performance is examined. "Public private partnerships are rationalized on shared value creation by combining public sector management and oversight with private sector resources for a direct provision of a public good or service" (Chung & Hensher, 2018, p. 6). The main essence of shared values is to facilitate deep cooperation between the public sector and private sector such that a public good or service is the outcome (Teixeira & Alves, 2017). It means

that the more shared value is created between both sectors, the more likelihood the public goods and services would materialize. But these public goods require that each of the activities are coordinated in such a way that they culminate into a project that is capable of solving people's needs.

2.2 Prior Ties and Project Outcome Performance

Based to the literature on alliances and partnerships, practitioners can handle inefficiencies or events brought on by contractual gaps using a variety of formal governance and relational tools (Mathew et al., 2021; Nie et al., 2021; Abdullah & Khadaroo, 2020). Although the role of these relational processes in connection to ex post contractual renegotiation is still unclear, pre-existing relational settings, such as past relationships between partners, might reduce the necessity for improving ex post partnership arrangements. If partnership leadership uses previous connections to mend damages when issues occur, these connections are essential for reducing possible inefficiencies. As a result, prior ties are essential for renegotiating partnership agreements and preserving the partnership, guaranteeing the prompt accomplishment of performance goals established at the beginning of the contract.

Renegotiation is a process that gives partners the opportunity to define contractual safeguards, outline coordination policies, monitor partnership projects, increase transparency, and clarify partner duties and responsibilities within the Public-Private Partnership (PPP). However, renegotiation is not without its drawbacks, including the need to invest time, money, and human resources—particularly when it comes to legal issues—and the risk of the partnership being jeopardized if it is seen as a sign of suspicion or distrust. Systematic renegotiation of the PPP contract, especially once it has begun, may be difficult because of the emphasized costs and legal ramifications; therefore, governance relationships established prior to the contract are important for meeting performance goals.

In partnerships and alliances, trust emerges as a fundamental pattern that is frequently seen as the result of past relationships between partners, particularly in cases where former exchanges were lucrative and productive (Cheng et al., 2021; Warsen et al., 2018; Lousberg & Noorderhaven, 2014). Trust is an essential notion for social and commercial relationships; it is defined as the positive anticipation that parties are ready to fulfill responsibilities beyond the contractual terms. In alliances and partnerships, trust serves as both an input and an output. To enter into a PPP, parties must demonstrate a minimal degree of confidence, and in order to achieve optimal results, partners must establish their credibility. As a result of their collaborative efforts and mutual trust, partners are better able to predict each other's actions, which raises the possibility that the project will succeed.

Strong ties between PPP partners enable resource exchange and information flow, both of which are

essential for meeting performance targets (Levin & Cross, 2004; Lee, 1997). Prior collaborating experience helps partners find resources, discuss strategies, and create external networks that are useful for ongoing initiatives. Prior ties also help employees match performance objectives with their work, guaranteeing that projects are finished on schedule and upholding partnership standards. Knowledge transfers necessary for performance outcomes are made possible even by weak ties when they are supported by trust (Michelfelder & Kratzer, 2013). Relationship trust encourages the sharing of helpful and tacit knowledge, which raises the possibility of attaining performance goals. As a result, stronger historical linkages between partners increase the likelihood of successful partnership outcomes.

2.3 Relational Norms and Project Sustainability Performance

Müller and Martinsuo (2015) suggest that relational norms would be associated with project success. The projects that are carried out in PPPs may entail that both the clients/customers and suppliers together with the partners should ensure that there is usefulness, strategic fit, and sustainable performance of the developed solution. For a project to be deemed as sustainable, it should be such that is delivered within the cost and time budgets set from the onset of the project, as well as in alignment with the specified directives of all the stakeholders of the project. To achieve this feat, both the technical (how suppliers and partners are selected; when the partners are meant to be involved in the project; the operational tasks and responsibilities of partners; and the funding and organization of the partnership) and nontechnical, social and intangible (flexibility, mutual interest, information sharing, and informality) aspects of the partnership have to be considered.

Relational norms are high when partners are satisfied in their relationship. Satisfaction within the PPP context is usually synonymous with efficiency and effectiveness in project performance (Hashim et al., 2017; Pillay et al., 2013). In other words, partners who are satisfied are usually those who believe that they have achieved so much with less resources and within a short period of time. Satisfied partners are usually driven to complete projects at the earliest possible time and at the lowest possible cost because there is a mutual desire to seek the efficiency of resources of the partnership. The natural consequence is that partners would be willing to partner with each other for future projects because there is a clear notion that more would be achieved within a limited time frame when they are in partnership. Relationship quality also depicts the level of commitment of partners in the PPP. If commitment is high, then the quality of projects that are completed would also be high. This means that there would be minimal errors emanating from carelessness or other irregularities on the part of the partners. Each partner would be adept to ensure that no inconsistencies relating to the project would be attributed to them.

The extent that relational norms would improve PSP is also based on whether attention has been given to the involvement of other external stakeholders such as environmental groups, labour unions, citizens, and other pertinent public actors (Liang & Wang, 2019; Osei-Kyei et al., 2017; Pillay et al., 2013). This is important because it takes the input and contributions of these interest groups to know which particular projects are most likely to make impact in the environment. The enhancement of the country's economic development and the establishment of a new regional or national image may be dependent on the fit between the project being implemented by the PPP and the needs of the people as highlighted by the environmental groups in which they belong. Moreover, these interest groups are actually instrumental in enhancing the acceptability of the partners as well as the project to the community and society. These groups have a role to play in improving the image of the partners. They would help to minimize suspicions which people may have with regard to the genuineness of the project, especially in contexts like Nigeria where projects executed by PPP have become notorious for being channels through which both the private and public sectors foster corruption and illegal activities. So, the more these groups are given an audience, the better the projects would impact and environment and the higher the PSP (Babatunde et al., 2022).

2.4 Partners' contribution and Knowledge Creation Performance

It has been highlighted earlier that partners' contributions connote the extent that the activities of the partnership are coordinated. It is the extent that the activities and processes which lead to performance receive inputs from all the partners in an accurate and organized way (Liu et al., 2020; Biygautane et al., 2019). This means that no particular partner is solely responsible for the success of the partnership. Rather, every partner takes responsibility not just for the fulfilment of their own obligations but also for the fulfilment of the obligations of others. The first major resource that is contributed towards the partnership is knowledge. Through the contributions and cooperation of the partners, there is the likelihood that each organization would obtain information which were not possible for them to obtain in the past. Because of the individual commitment of the firms towards the partnership, each of them would have access to knowledge resources that were hitherto unavailable to them. The partnership opens windows of knowledge and information and grants access to better insights on how things should be done in order to maximize output in a project setting. Veritable knowledge has the reputation of solving problems. Thus, the knowledge contributions made by the partners would help the partnership to create an information/knowledge pool from where solutions can be drawn to solve any problems that may arise in the course of the partnership.

Partners' contribution would help to improve the rate at which goals and objectives are implemented in the

partnership. Specifically, the knowledge contributions of partners would enable the firms to meet up with deadlines that have been set by the partnership for the performance of goals (Liu et al., 2020; Aarseth et al., 2016). This would occur because there is a clear cut direction from the outset of what the partnership wants to achieve and thus there is no time wasted in trying to figure out what should or should not be done. Access to the partners' knowledge contributions provides the perspectives and the scope of the activities of the partnership. The need to meet deadlines is so crucial especially for creative teams who may be tempted to explore the knowledge sources at their disposal even at the detriment of the objectives of the partnership. Knowledge contributions of the partners would help to give creative individual and teams a focus on how to channel their creativity. Hence, everyone knows what is expected of them; what they should do, when they should do it; how they should do it; and even who they should report to in case there are difficult situations faced in the line of duty.

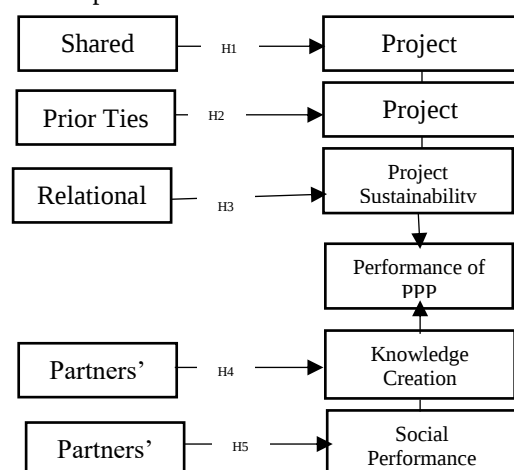
2.5 Partners' Trust and Social Performance

The success of every PPP depends largely on the degree of trust that exists between the partners. Trust entails the extent that the partners are willing to be vulnerable to one another based on the expectation that such vulnerability would not be exploited or misunderstood. Where there is trust, there is the belief that the trustee would be faithful to their promises to the trustor; and that there would be no betrayals in terms of the agreements reached with regard to the partnership (Abdullah & Khadaroo, 2020; Christina et al., 2016; Warsen et al., 2018). Trust would increase the processes by which collaborations are facilitated through mutual reliability on the individual contributions of the partners and the commitment shown towards the completion of the project. This is especially true because such mutual reliability is the foundation upon which value is created at the project level through the coordination, mobilization, and adjustment of various partners and actors towards the fulfilment of the goals and objectives of the partnership within a self-defined context. Trust enables partners to disregard any potential negative outcomes of their collaborations in the future based on the notion that there would be positive outcomes and their expectation that partners would shirk from any behaviour that makes them seem opportunistic and exploitative (Benítez-Ávila et al., 2018). As Nie et al. (2021, p/ 2) puts it: *"The expectations of trust may affect the level of contribution or input from both parties. A high level of trust can effectively compensate for the natural imperfection of formal contracts, reducing their rigidity and transaction costs, limiting opportunistic behaviours, and improving cooperation efficiency, thereby enhancing project performance"*.

It has been emphasized that trust is based on the norm of reciprocity. The norm of reciprocity is basically hinged on two main principles: First, people should return the favours that have been shown to them by others; and second, people should not injure those who have shown them favours in the past (Hénaff, 2010). Based on these

principles, it is clear that the partnership with high levels of trust would maintain and sustain long term relationships both internally and externally. In fact, it is likely that in partnerships where the norm of reciprocity is maintained, then more new partners would join to participate and engage in the project through the cooperation of current partners. Many public and private partners are looking for profitable partnerships with which to advance their firm objectives and goals (Figure 1). Due to the fact that there is a scarcity of trust in the business parlance (and trust is a necessity for sustainable business transactions), it means that any partnership that shows any signs or promise of trust founded in reciprocity would become a haven for them to invest their resources in. Moreover, fostering trust in partnerships may be a way of attracting other firms with capabilities and resources that are needed but absent among the partners. Therefore, PPPs that are high on trust and reciprocity would attract more partners to their partnership, thereby improving their social performance.

Figure 1. Conceptual Framework of Public-Private Partnership and Performance



Source: Adapted from Abdullah and Khadaroo (2020); Christina et al. (2016); Liu et al. (2020); Aarseth et al. (2016); Duplat et al. (2020)

3. METHODOLOGY

Research design is an important aspect of the research process and it normally provides and establishes the guide for the procedures of conducting the study so as to ensure that the most valid finding is achieved. Predicated on this, the study utilized the survey research design. The study selected at least one hospital from each state in the Southeast that have engaged in public-private partnership. Therefore, a total number of 539 respondents was used for this study. These values were allocated proportionately to the health institutions in the states (Enugu, Abia, Imo, Ebonyi and Anambra). The measures for all the variables (both dependent and independent) that were used in this study were adopted from extant literature. Given the peculiarity of this study little

adjustments were made to the measures to ensure that they suit this study context. Given the differences in context in which the instrument was designed and validated and that of this study, some slight adjust were made on the scales so as to suit the context of this study. For construct validity, the Structural Equation Modelling (SEM) were used. The internal consistency analysis of the instrument was ascertained using the Cronbach's alpha coefficient. The higher the degree of consistency and stability in an instrument, the more reliable the instrument will be. Any score that is above 0.7 is considered a good score (Christmann & Aelst, 2006). All the reliability scores were above the 0.71 threshold. Table 1 also contains the reliability scores. The simple percentages and frequency were employed for the presentation of demographic variables. Satorra-Bentler Test and Regression Analysis were used for test of hypotheses (Table 1).

Table 1. Validity and Reliability scores for the study measures

Question Items	A	Loading	AVE	C.R
Shared Values (Zhang et al., 2009)	0.884		0.799	0.894
SV1		0.913		
SV2		0.902		
SV3		0.887		
SV4		0.874		
Prior Ties (Zhang et al., 2009)	0.813		0.745	0.863
PT1		0.891		
PT2		0.883		
PT3		0.814		
Relational Norms (Benítez-Ávila et al., 2018)	0.893		0.624	0.790
RN1		0.819		
RN2		0.799		
RN3		0.793		
RN4		0.784		
RN5		0.781		
RN6		0.780		
RN7		0.773		
Partner's Contribution (Benítez-Ávila et al., 2018)	0.917		0.743	0.862
PC1		0.914		
PC2		0.902		
PC3		0.815		
PC4		0.811		
Partners' Trust (Benítez-Ávila et al., 2018)	0.811		0.630	0.794
PTR1		0.798		
PTR2		0.790		

Project Activity Performance (Benítez-Ávila et al., 2018)	0.808	5.211	2.283
PAP1	0.951		
PAP2	0.936		
PAP3	0.927		
PAP4	0.918		
PAP5	0.885		
PAP6	0.836		
Project Outcome Performance (Hu et al., 2020)	0.907	0.740	0.860
POP1	0.889		
POP2	0.862		
POP3	0.851		
POP4	0.837		
Project Sustainability Performance (Cheng et al., 2021)	0.899	0.713	0.845
PSP1	0.904		
PSP2	0.901		
PSP3	0.843		
PSP4	0.839		
PSP5	0.827		
PSP6	0.818		
PSP7	0.814		
PSP8	0.804		
Knowledge Creation Performance (Zhang et al., 2009)	0.887	0.772	0.879
KCP1	0.884		
KCP2	0.881		
KCP3	0.876		
KCP4	0.874		
Social Performance (Zhang et al., 2009)	0.896	0.773	0.879
SP1	0.911		
SP2	0.902		
SP3	0.888		
SP4	0.813		

Source: SPSS 24

4. DATA ANALYSIS AND RESULTS

Table 2 shows that 20 respondents (3.7%) were 18-27 years; 36 respondents (6.7%) were between 28 and 37 years; 286 respondents (53.1%) were between ages of 38 and 47; and 197 respondents (36.5%) were 48 years and above. The table 2 shows that 185 respondents (34.3%) were male; while 354 respondents (65.7%) were female. The result shows that majority of the respondents are female.

Table 2 shows that 95 respondents (17.6%) held Bachelor of Science Degree and its equivalence; while 444 respondents (82.4%) held higher degrees. The higher degrees include Master of Business Administration, Master of Health Administration, Master of Public Health, Master of Science in Nursing, Master of Social Work and Doctor of Medicine. The result shows that majority of the respondents have importantly higher degrees that demonstrate high level of understanding.

Table 2. Participant profile

Profile	Response	No.	Percent
Age Distribution	18-27	20	3.7
	28-37	36	6.7
	38-47	286	53.1
	Above 48 years	197	36.5
Gender	Male	185	34.3
	Female	354	65.7
Qualifications	B.Sc/HND	95	17.6
	Higher Degrees	444	82.4
Work Experience	Less than 3 years	14	2.6
	3-5 years	27	5.0
	6-10 years	218	40.4
	Above 10 years	280	51.9
Job Contact Type	Permanent	434	80.5
	Temporary	30	5.6
	Others	75	13.9

Table 2 shows that 14 respondents (2.6%) had less than 3 years of experience; 27 respondents (5.0%) had between 3 and 5 years of experience; 218 respondents (40.4%) had between 6 and 10 years of experience; and 280 respondents (51.9%) had above 10 years of experience. The result shows that majority of the respondents have above 10 years of experience. This means that the opinions and perspectives of experienced professionals were largely represented in the study, which can be valuable for drawing insights and making recommendations about the performance of Health Institutions in the region.

Table 2 shows that 434 respondents (80.5%) have permanent job contact type; 30 respondents (5.6%) have temporary job contact type; and 75 respondents (13.9%) have other job contact type. Majority of the respondents have permanent job contact type. This means that most of the respondents are likely to have a long-term commitment to their jobs, which could affect their perceptions and attitudes towards the implementation of Public-Private Partnership in the healthcare sector. The small percentage of respondents with temporary job contracts may have a more short-term view of their employment and may be less invested in the long-term success of the healthcare institution.

Table 3 presents the results of the Satorra-Bentler Test, which examines the fit of the structural equation model used in the study. The table 3 includes the coefficients,

standard errors, z-scores, p-values, and 95% confidence intervals for the relationships between the latent variables in the model, as well as the means and covariances of the

observed variables. The cause-effect relationships are expressed and interpreted as demonstrated by table 3.

Table 3. Satorra-Bentler Test

Structural (PSP)	Coef.	Std. Err.	Z	P-val	[95% Conf. Interval]	
SV -> PAP	.5510502	.0217768	25.30	0.001	.5083685	.5937319
PT -> POP	.7656489	.0350118	21.87	0.001	.6970271	.8342707
RN -> PSP	.7489016	.0297647	25.16	0.001	.6905639	.8072392
PC -> KCP	.7860157	.0266816	29.46	0.001	.7337208	.8383107
PTR -> SP	.7092317	.0324298	21.87	0.001	.6456704	.7727929
PAP-> PP	.4855759	.0322052	15.08	0.001	.4224548	.548697
POP-> PP	-.2084768	.0236786	-8.80	0.001	-.254886	-.1620677
PSP-> PP	.039731	.0070563	5.63	0.001	.0259009	.0535612
KCP-> PP	-.0608795	.0084422	-7.21	0.001	-.0774259	-.0443331
SP-> PP	.1834326	.0090815	20.20	0.001	.1656332	.201232
mean(SV)	3.503717	.0507635	69.02	0.000	3.404223	3.603212
mean(PT)	3.624535	.049088	73.84	0.000	3.528325	3.720746
mean(RN)	3.271375	.0606974	53.90	0.000	3.152411	3.39034
mean(PC)	3.198885	.0585299	54.65	0.000	3.084168	3.313601
mean(PTR)	2.626394	.0572802	45.85	0.000	2.514127	2.738661
cov(SV,PT)	-.3294592	.0427296	-7.71	0.001	-.4132076	-.2457109
cov(SV,RN)	.1569837	.0287411	5.46	0.001	.1006521	.2133153
cov(SV,PC)	-.1206278	.0271536	-4.44	0.001	-.1738479	-.0674077
cov(SV,PTR)	.0692327	.0323692	2.14	0.032	.0057904	.1326751
cov(PT,RN)	-.2363981	.0699846	-3.38	0.001	-.3735654	-.0992307
cov(PT,PC)	-.064731	.0650079	-1.00	0.319	-.1921441	.0626821
cov(PT,PTR)	-.0566327	.0635849	-0.89	0.373	-.1812568	.0679914
cov(RN,PC)	.8419383	.0873907	9.63	0.000	.6706558	1.013221
cov(RN,PTR)	-.0380177	.0771183	-0.49	0.622	-.1891667	.1131313
cov(PC,PTR)	-.0186323	.0735382	-0.25	0.800	-.1627644	.1254999

STATA 64

LR test of model vs. saturated: $\chi^2(35) = 2195.64$, $P\text{-val} > 0.05$; Satorra-Bentler scaled test: $\chi^2(35) = 1635.05$, $P\text{-val} > 0.05$

The table shows 3 the mean score for shared values ($M=3.503717$; $SD= .0507635$), prior ties ($M=3.624535$; $SD= .049088$), relational norm ($M=3.271375$; $SD= .0606974$), partners' contribution ($M=3.198885$; $SD= .0585299$), and partners' trust ($M=2.626394$; $SD= .0572802$). The Standard Deviation (SD) indicate less divergence in the data set; that is the spread of the data are closer to the mean. The mean score represents the average value of each variable in the data set, with shared values having a mean of 3.503717, prior ties having a mean of 3.624535, relational norm having a mean of 3.271375, partners' contribution having a mean of 3.198885, and partners' trust having a mean of 2.626394. The standard deviation (SD) measures the extent to which the data points deviate from the mean value. In this case, the SD values indicate that there is less divergence in the data set for all variables, meaning that the spread of the data is closer to the mean. This suggests that the data points for each variable are clustered more tightly around the mean value, indicating a higher level of consistency in the responses.

The Satorra-Bentler Test reveals the level of covariance among the exogenous variables. The table 3 shows that the correlation between shared values and prior ties (given that $r = -.3294592$; $p < 0.01$); the correlation between shared values and relational norm (given that $r = .1569837$; $p < 0.01$); the correlation between shared

values and partners' contribution (given that $r = -.1206278$; $p < 0.01$); the correlation between shared values and partners' trust (given that $r = .0692327$; $p < 0.05$); the correlation between prior ties and relational norm (given that $r = -.2363981$; $p < 0.01$); the correlation between prior ties and partners' contribution (given that $r = -.064731$; $p > 0.05$); the correlation between prior ties and partners' trust (given that $r = -.0566327$; $p > 0.05$); the correlation between relational norm and partners' contribution (given that $r = .8419383$; $p < 0.01$); the correlation between relational norm and partners' trust (given that $r = -.0380177$; $p > 0.05$); and the correlation between partners' contribution and trust (given that $r = -.0186323$; $p > 0.05$) are all below 50% except that of relational norm and partners' contribution. The results show that there were no multicollinearity concerns (Grewal et al., 2004).

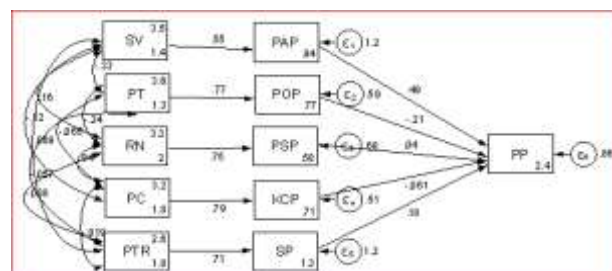


Figure 2. Structural Equation Model

The figure 2 shows that shared values has significant positive effect on project activity performance of Health Institutions in the South-East ($\beta_{SV} = .55$; $p\text{-value} < 0.01$). This is demonstrated by the beta coefficient (β) of 0.55 and a p-value of less than 0.01. This suggests that when there is a shared understanding of values among team members and stakeholders involved in project activities, the performance of the project is likely to be positively impacted.

The figure 2 shows that prior ties have significant positive effect on project outcome performance of Health Institutions in the South-East ($\beta_{PT} = .77$; $p\text{-value} < 0.01$). This is reflected in the beta coefficient (β_{PT}) of 0.77, which indicates a strong positive relationship between prior ties and project outcome performance. Additionally, the p-value of less than 0.01 suggests that the relationship between prior ties and project outcome performance is statistically significant, meaning that it is unlikely to be due to chance.

The figure 2 shows that relational norm has significant positive effect on project sustainability performance of Health Institutions in the South-East ($\beta_{RN} = .75$; $p\text{-value} < 0.01$). The results show that there is a significant positive effect of relational norms on project sustainability performance, as indicated by the beta coefficient (β_{RN}) of .75 and the p-value of less than 0.01. This suggests that when there are established norms and expectations for positive and supportive relationships between stakeholders involved in the project, it is more likely to lead to a higher level of sustainability performance. These results highlight the importance of fostering positive relationships and promoting a culture of collaboration and teamwork in project management within Health Institutions in the South-East.

The figure 2 shows that partners' contribution has significant positive effect on knowledge creation performance of Health Institutions in the South-East ($\beta_{PC} = .79$; $p\text{-value} < 0.01$). The coefficient (β_{PC}) is estimated to be 0.79, indicating that an increase of one unit in partners' contribution results in a 0.79-unit increase in knowledge creation performance. With a p-value of less than 0.01, this relationship is statistically significant, indicating that the effect is not likely due to chance. The result implies that collaborations and partnerships with external entities can be beneficial for improving the knowledge creation performance of Health Institutions in the South-East. By collaborating with external partners, these institutions can capitalize on their expertise and resources to generate new knowledge, improve their processes, and enhance the quality of their services.

The figure 2 shows that partners' trust has significant positive effect on social performance of Health Institutions in the South-East ($\beta_{PTR} = .71$; $p\text{-value} < 0.01$). The coefficient (β_{PTR}) has an estimated value of 0.71, which suggests that for every one-unit increase in partners' trust, there is a 0.71-unit increase in social performance. The p-value of less than 0.01 indicates that

this relationship is statistically significant, which means that we can be confident that the effect is not due to chance. This result highlights the importance of building trust with external partners as it can positively impact the social performance of these institutions. By establishing and maintaining strong partnerships based on trust, these institutions can enhance their social performance, such as community engagement and involvement, and ultimately improve their overall impact on society.

Table 4. Hypotheses Testing and Decision

	Statement	Result	Accep.
H ₁	Shared values has no significant effect on project activity performance of Health Institutions in the South-East, Nigeria	SV→P AP .5510502**	Rejected
H ₂	Prior ties has no significant effect on project outcome performance of Health Institutions in the South-East, Nigeria	PT→P OP .7656489**	Rejected
H ₃	Relational norms has no significant effect on project sustainability performance of Health Institutions in the South-East, Nigeria	RN→P SP .7489016***	Rejected
H ₄	Partners' contribution has no significant effect on knowledge creation performance of Health Institutions in the South-East, Nigeria	PC→K CP .7860157***	Rejected
H ₅	Partners' trust has no significant effect on social performance of Health Institutions in the South-East, Nigeria	PTR→ SP .7092317**	Rejected

Based on the table 4, shared values (SV) has significant effect on project activity performance (PAP) of Health Institutions in the South-East, Nigeria. The null hypothesis one is rejected, and we accept that shared values has significant effect on project activity performance of Health Institutions in the South-East, Nigeria. We reject the null hypothesis two since the result in the table 4 shows that prior ties have significant effect on project outcome performance of Health Institutions in the South-East, Nigeria. The result in the table 4 shows that the null hypothesis three should be rejected; given that relational norms has significant effect on project sustainability performance of Health Institutions in the South-East, Nigeria. The null hypothesis four is rejected since the result proves that partners' contribution has

significant effect on knowledge creation performance of Health Institutions in the South-East, Nigeria. The hypothesis five that “partners’ trust has no significant effect on social performance of Health Institutions in the South-East, Nigeria” is rejected, and the alternative that “partners’ trust has significant effect on social performance of Health Institutions in the South-East, Nigeria” is accepted.

The results show that partners’ trust and partners’ contribution significantly moderate the influence of contractual control on the performance of PPP; thus, the null hypothesis is rejected. We accept that partners’ trust does not significantly moderate the influence of contractual coordination on the performance of PPP; reject that partners’ contribution does not significantly moderate the influence of contractual coordination on the performance of PPP. Finally, we accept the null hypothesis that partners’ trust and partners’ contribution do not significantly moderate the influence of contractual adaptation on the performance of PPP.

5. DISCUSSIONS

Finding revealed that the presence of shared values among partners has a significant positive effect on project activity performance in Health Institutions in the South-East. The beta coefficient of 0.55 indicates a moderate-to-strong positive correlation between shared values and project performance. The p-value of less than 0.01 indicates that this finding is statistically significant and not just due to chance. This finding is consistent with previous research (Chung & Hensher, 2018; Jane, 2015) on the importance of shared values in team dynamics and project management. When partners share a common understanding of values, they are more likely to be aligned in their goals, strategies, and decision-making processes, leading to better project outcomes. This underscores the importance of building a shared culture and values system in project teams and organizations.

Finding revealed that the presence of prior ties among partners has a significant positive effect on project outcome performance in Health Institutions in the South-East. The beta coefficient of 0.77 indicates a strong positive correlation between prior ties and project outcome performance. The p-value of less than 0.01 indicates that this finding is statistically significant and not just due to chance. This finding is consistent with Bakker, Knobens, and Vermeulen (2018) that prior ties among team members had a positive effect on team performance, but only up to a certain point. After a certain level of prior ties was reached, the positive effect of prior ties on performance leveled off and even decreased. Liu et al. (2019) found that prior ties among team members had a positive effect on project performance. This finding is also consistent with Yan and Zhang (2018) that prior ties among project participants, including owners, contractors, and designers, had a positive effect on project performance, as measured by project cost and schedule performance. When partners

have prior ties, they are more likely to have established trust, communication, and collaboration, leading to better project outcomes. This underscores the importance of building strong relationships and networks in project teams and organizations.

Finding showed that the presence of relational norms among partners involved in projects has a significant positive effect on project sustainability performance in Health Institutions in the South-East. The study found that the beta coefficient (β) for relational norms was statistically significant, indicating a strong positive relationship between relational norms and project sustainability performance. This finding is consistent with the study of Nwachukwu and Okeke (2020) which found that relational norms, which refer to the unwritten rules and expectations that govern social interactions between individuals or groups, have a significant impact on project sustainability performance. When project partners share a common understanding of norms, they are more likely to work together effectively, trust each other, and collaborate on sustainability goals, leading to better project outcomes. This underscores the importance of building and maintaining strong relationships among project partners to enhance project sustainability.

Finding revealed that partners’ contribution has a significant positive effect on knowledge creation performance of Health Institutions in the South-East. The finding suggests that collaborations and partnerships with external entities can play a vital role in enhancing the knowledge creation performance of Health Institutions in the South-East. This aligns with the finding of Ufua et al. (2020) that there is a strong relationship between partners’ contributions and knowledge creation performance.

Finding revealed that partners’ contribution has a significant positive effect on knowledge creation performance of Health Institutions in the South-East, and this implies that collaborations and partnerships with external entities are crucial for enhancing the knowledge creation performance of these institutions. By collaborating with external partners, Health Institutions in the South-East can leverage their expertise and resources to generate new knowledge, improve their processes, and enhance the quality of their services. This aligns with the finding of Ufua et al. (2020) that there is a strong relationship between partners’ contributions and knowledge creation performance, suggesting that external partnerships can play a vital role in improving the knowledge creation performance of Health Institutions in the South-East. Such partnerships can provide access to new expertise, resources, and perspectives that can help these institutions develop new ideas and knowledge, improve their capabilities, and enhance the quality of their services. However, these findings highlight the importance of collaborations and partnerships with external entities for improving the knowledge creation performance of Health Institutions in the South-East.

Finding revealed that partners’ trust has a significant positive effect on the social performance of Health

Institutions in the South-East is significant. The estimated coefficient value (0.71) indicates that there is a strong positive relationship between partners' trust and social performance. The result emphasizes the importance of building trust with external partners as it can have a positive effect on the social performance of these institutions. A study by Nwachukwu and Okeke (2020) is consistent with the finding that partners' trust has a significant positive effect on the social performance of Health Institutions in the South-East. The study found that relational norms, including trust, have a significant positive effect on project sustainability performance. This result suggests that building trust with external partners is crucial for successful partnerships, which can positively impact performance outcomes. Another study by Ufua et al. (2020) is also consistent with the finding. The study found that partners' contributions have a significant positive effect on knowledge creation performance of Health Institutions. This result suggests that trust and other contributions by external partners can have a significant impact on the overall performance of Health Institutions in the South-East. This finding advances that of Cheng et al. (2021) which revealed that contractual control, contractual adaptation and contractual coordination had a positive effect on goodwill trust and competence trust.

6. CONCLUSIONS

The presence of shared values among partners working together on a project can have a positive effect on the project's success. When partners have a common understanding of values, it can lead to better alignment in their goals, strategies, and decision-making processes. This alignment can result in improved communication, more effective collaboration, and enhanced problem-solving skills, all of which are essential for achieving project goals. This is especially important in Health Institutions in the South-East, where complex projects are frequent. When multiple stakeholders and complex systems are involved in a project, having a shared understanding of values can ensure that everyone is working towards the same objectives and making decisions that prioritize the project's success.

The presence of prior ties among partners in Health Institutions in the South-East has a positive effect on the performance of project outcomes. This is because having prior ties establishes trust, communication, and collaboration, which are necessary for successful project outcomes. To create a strong relationship among partners, project teams and organizations can use shared experiences, common goals, and open communication. To achieve project goals, project teams must build a conducive environment that fosters trust, communication, and collaboration. By establishing strong relationships and networks among partners, project teams can create an atmosphere that encourages effective communication and collaboration, which are crucial for successful project outcomes. The presence of

relational norms among project partners can significantly enhance project sustainability performance in Health Institutions in the South-East. It is crucial to build and maintain strong relationships among project partners by establishing shared expectations and values, promoting effective communication, and fostering trust and collaboration to achieve sustainable project outcomes. The contribution of partners in projects can have a significant positive effect on the knowledge creation performance of Health Institutions in the South-East. By building strong collaborations and partnerships with external entities, these institutions can tap into new resources, networks, and opportunities that can help them stay ahead of the curve and achieve their knowledge creation goals. Partners' trust is a key element in achieving successful outcomes, particularly in the healthcare industry, where the delivery of high-quality care is crucial. By establishing and maintaining trust with external partners, Health Institutions in the South-East can improve their social performance outcomes, such as patient satisfaction and quality of care. This can be achieved through open and transparent communication, mutual respect, and shared goals.

7. RECOMMENDATIONS

The following recommendations are made.

- i. Based on the finding that the presence of shared values among partners has a significant positive effect on project activity performance, Health Institutions in the South-East should prioritize the development and maintenance of shared values with their project partners. To achieve this, Health Institutions in the South-East can start by identifying and communicating their own core values and mission, and seeking partners who share similar values and objectives. Additionally, it is important to establish regular communication channels and opportunities for collaboration to help build and maintain a shared understanding of values.
- ii. Based on the finding that the presence of prior ties among partners has a significant positive effect on project outcome performance, Health Institutions in the South-East should prioritize building and maintaining strong relationships with their partners. One way to foster prior ties among partners is to establish regular communication channels and engage in frequent interactions, such as meetings or joint planning sessions. These interactions can help build trust and facilitate knowledge sharing, ultimately leading to better project outcomes.
- iii. Based on the finding that relational norms among partners involved in projects have a significant positive effect on project sustainability performance, Health Institutions in the South-East should focus on building and maintaining positive relational norms with their partners. In order to do so, institutions should prioritize effective communication, collaboration, and mutual respect with their partners.

They should establish clear expectations and guidelines for partnership and collaboration, and work towards shared goals. Additionally, the institutions should consider investing in relationship-building activities, such as joint training or team-building exercises, to help foster positive relational norms.

- iv. Based on the finding that partners' contribution has a significant positive effect on the knowledge creation performance, Health Institutions in the South-East should actively seek and encourage partners who are willing and able to contribute to knowledge creation. This can be achieved through establishing clear expectations and guidelines for knowledge creation and sharing among partners, as well as providing training and resources to facilitate knowledge creation. They should also explore ways to

incentivize partners to contribute to knowledge creation, such as through recognition and rewards for valuable contributions.

- v. Health Institutions in the South-East should prioritize building trust with their external partners. This can be achieved by fostering an environment of transparency, effective communication, and collaboration between partners. Trust can enhance the effectiveness of contractual control measures and improve the social performance of the institutions.

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