THE EFFECTS OF GOOD PROJECT MANAGEMENT PRACTICES IN ACHIEVING PROJECT SUCCESS IN CONSTRUCTION COMPANIES IN HARARE.

By

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190123

A research proposal for Bachelor of Science Honours in Computer Information Systems

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Investing In Africa's Future

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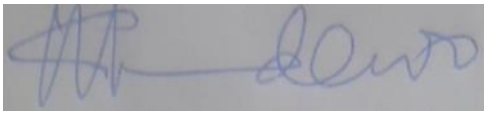
Declaration

I, Tinaye Tsikira, hereby declare that this proposal for Bachelor of Science Honours in Computer Information Systems (Bsc Hons CIS Degree) submitted to the College of Business, Peace, Leadership and Governance at Africa University has not been submitted previously for any degree at this or another university. It is original in design and in execution, and all reference material contained therein has been duly acknowledged.

Signature: 

Date: October 2022

Supervisor: 

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Chapter 1: Introduction to the Study

1.1 Introduction

Project managers now place a greater emphasis on the need to incorporate efficient strategies to reduce project failure. The primary reason projects fail, according to project management researchers (e.g., Axson, 2007; Besner & Hobbs, 2006; Drucker, 1954; Kerzner, 2004; Project Management Institute [PMI], 2004), is the insufficient attention project managers give to activities in the conceptual stage of project implementation. According to the cited academics, failing to evaluate project activities at the conceptual stage of projects is comparable to constructing a tall tower without first setting a strong foundation that would support the entire structure.

As a modern management idea, project management has grown in favor as a tool for achieving both commercial goals and the economic growth of emerging nations. Several initiatives in developing nations, particularly those connected to international aid from partners, such as product creation, real estate development, infrastructure development, and event preparation. Planning, organizing, staffing, coordinating, and managing resources are all a part of the field of project management, which is used to achieve specified project objectives and goals. A project is a series of distinctive, intricate, and interconnected tasks with a single objective that must be finished on schedule, on budget, and in accordance with specifications.

When a project meets its objectives, is completed on time, on budget, and leaves consumers happy, it is considered successful (Gido & Clements, 2006; Hedeman, Heemst, & Fredriksz, 2005; Hughes, Tippett, & Thomas, 2004; Kerzner, 2006a; Mescon et al., 1985; Phillips, 2009; PMI, 2004). Although the classic approach to project management success notion is outlined in this definition, a new aspect of defining total project success has evolved. According to Shenhar, Milosevic, Dvir, and Thamhain (2007), the new aspect of project success takes into account the requirement to connect project management and the project's finished result.

According to Shenhar and Dvir (2007), this new perspective on project success refers to business-related processes that are meant to produce business results rather than a list of project tasks that must be finished on time. The project stakeholders sincerely rejoice when a project is successful. Therefore, when projects are successful, the clients, performing companies, project managers, and their teams benefit (Gido & Clements, 2006; Rosenfeld, 2005; Sue, 2005). Therefore, project success benefits all of the project's stakeholders. The roads to project success are, however, determined by internal and external elements that are ingrained in the project management life cycle (Kerzner, 2004; Morrison & Brown, 2004).

The first chapter of this research is split into various categories which comprises of, The Introduction, Background of the study, Statement of the problem, Aim of the study, Research Objectives, Research questions, Delimitation of the study, limitations of the study, Significance of the study and finally The Assumptions. Followed by Chapter two which comprises of The Literature Review and Chapter three being The Methodology section of the research.

1.2 Background of Study

It is impossible to stress the importance of improved project management effectiveness. An organization has to be efficient in order to endure, achieve long-term success, and meet its goals (Mescon, Albert, & Khedouri, 1985). Sound decision-making, goal-setting via prioritizing, and efficient communication with multiple stakeholders are necessary for project management success (Kerzner,2006a).

According to Kerzner, these initiatives will result in clearly outlining expectations, enabling interaction with support departments, and giving the project team the chance for personal and professional growth. Additionally, happier clients, better sales, a growth in market share and intellectual ability, and better project management techniques among the project stakeholders are direct outcomes of enhanced effectiveness (Wysocki, 2007). Wysocki countered that ineffectiveness may result poor subpar goods or services, unsatisfactory customer service, expensive warranty costs, a loss of market share, a backlog of undone work, rejected output, and late output.

Project failure, as described by Mind Tools (2012), is the counterpart of project success, which is the project that is completed "in accordance with expectations." According to allAfrica.com (2011), a project fails when it doesn't live up to the initial expectations (be they expressed in terms of functionality or business edge). Therefore, mismanagement and a lack of money are the main reasons why rural initiatives in Zimbabwe fail. a Tonnie Zibani book titled "Why Projects Fail"? According to a study of a cassava project in the Marondera District, the project's failure was caused by shoddy project planning and management, unattainable goals, poor beneficiary engagement, financial constraints, unfavorable perceptions of cassava, the lack of a mature market, and the economic climate.

Tasiyana Siavhundu claims that adopting a good project management culture would undoubtedly help the organization successfully complete its efforts to generate revenue, particularly at this time when the government is in desperate need of money to carry out a variety of national development projects intended to revive ailing industries and bring the fragile economy back to normalcy.

1.3 Statement of Problem

The overall issue is that among project professionals, the percentage of project failure is excessively high. Despite advancements in technology, the challenges of keeping projects on track (scope), on schedule (timeline), and under budget (cost) to please clients are growing (Gelbard & Carmeli, 2009). Project failure rates can be as high as 50% and as low as 18%. (Gelbard & Carmeli, 2009; Schachter, 2004). According to research, initiatives for computerized maintenance management systems and the installation of information systems have failed in the past at a rate of 70% and 80%, respectively (Pan, Hackney, & Pan, 2008). (Bagadia, 2009).

The vast obstacles of guaranteeing that projects please the consumers are understood by project experts, especially project managers, in diverse businesses. In order to keep the projects on track, under budget, and on schedule, they are thus always under pressure from parties both inside and outside of the projects. Project failure is more likely as a result of these difficulties (Sanchez, Robert, Bourgault, and Pellerin, 2009; Söderholm, 2008; Young, Brady, and Nagle, 2010).

Professionals in diverse project organizations must comprehend how to improve the quality of project deliverables through greater effectiveness incorporated in the early stages of the project life cycle and look for practical solutions to do it.

Therefore, Emmanuel R. Marabuka (2013) asserts that projects fail in the Zimbabwean context for a variety of reasons, including a lack of funding, poor project planning, poor governance, corruption, poor planning, climate changes, a lack of skilled labor, a lack of communication, a lack of consultation with the project's beneficiaries, an inability to work under triple constraints, and elite capture. As a result, the goal of this study is to demonstrate how effective good project management techniques contribute to project success in construction firms in Harare.

1.4 Aim of Study

This study attempts to offer compelling evidence that effective project management techniques increase project success. These findings could increase our understanding of project management from the standpoint of constructive social transformation. The findings may also help organizational managers of construction firms in Harare to enhance project management to increase project success.

1.5 Research Objectives

1. To find out the benefits of efficient Project management.
2. To establish the economic benefits of Construction companies achieving 100 % project success.
3. To find the extent to which project complexity predict project success.
4. To assess the extent to which project management competencies predict Project success.

1.6 Research Questions/ Hypotheses

Based on the results acquired from the Research statistical analysis, The following research questions were answered :

1. To what extent has Project Management been beneficial to project success?
2. What are the best Project management practices that ensure project success?

Hypotheses:

$H_0$1 There is no statistically significant correlation between project management competencies and project success.

H_A1 There is a statistically significant correlation between project management competencies and project success.

$H_0$2 There is no statistically significant correlation between project complexity and project success.

H_A2 There is a statistically significant correlation between project complexity and project success.

1.7 Delimitation of Study

The only factors in this study that had an impact on project success were those related to project management effectiveness. The focus of the study was on project management executives working for construction firms in Harare as a whole. In order to evaluate the effect of effective project management techniques on project success from the front-end phase of the project life cycle. Only the project effectiveness criteria that apply to firms in a particular industry were taken into account by the researcher.

1.8 Limitations of Study

The results of this study are only applicable to project managers in Harare's construction industry who consent to the study and sign the informed consent. As a result, the results won't be applied to generalize the influence of project management practices and project success in other project management chapters or interest groups in Zimbabwe or other countries. Once more, factors such as the time needed to complete the surveys, the general reluctance of project managers in the construction sector to divulge information that could further improve the quality of the research data, bias in the information provided voluntarily by the respondents, and bias in the questions used as a yardstick for the analysis could have also been limiting.

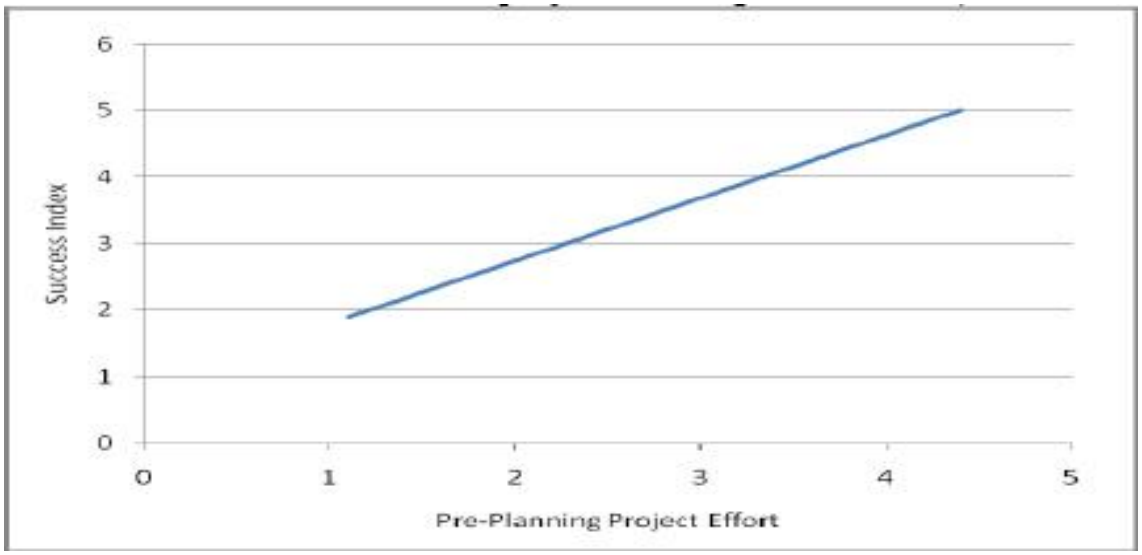
1.9 Significance of Study

By investigating project managers' perspectives, this study may improve our existing understanding of how excellent project management techniques from the front-end phase of the project life cycle affect project success. The gap between theory and practice, which has led to a high percentage of project failure, might be closed by taking a closer look at project professionals, particularly project managers who are members of the PMI Zimbabwe (Gelbard & Carmeli, 2009; Schachter, 2004). This study might contribute to a more effective connection between project management and operations, lower the rate of project failure, and boost total project success.

The study could contribute to the existing body of knowledge in the area of social transformation. The results can point to a link between successful project execution and good project management. In order to enhance economic growth (productivity, cost minimization, profit maximization, etc.), technological advancement (development of new products, on-time project delivery, etc.), unmatched commercial advancements (increase in market share, a specific niche, etc.), and social competitive advantages (effect size, etc.), some enterprises may want to incorporate these project management effectiveness variables into their daily management of projects.

Below is a chart that shows the factors in Project Management that lead to project success:

Figure 1



1.10 Assumptions

In this study that sought to show the impact of good project management practices on project success in the Construction industry of Harare, the researcher assumed that:

- ❖ All survey participants will provide truthful and accurate responses to all survey questions.
- ❖ The responses' information is accurate and trustworthy.
- ❖ The study will highlight more effective contemporary techniques that boost project success.

Chapter 2: Literature Review

2.1 Introduction

The study examined current trends in project management in all Industries in Harare before we move to just the Construction Industry, in order to establish the impact of good project management practices on project success and to identify the successful factors that link the practices effectiveness to the project success. The Taylor (1998) theoretical framework (scientific management) and Drucker (strategic management) theories on management effectiveness are included in the literature study to identify these trends and their relation to the impact of good project management practices on project success.

The goal of the literature review was to (a) connect these theorists' insights to current project management practices; (b) recognize the efficiency and success variables (c) establish fundamental definitions that will help people understand this study; and (d) assess significant ways that these theorists have contributed to refining the fundamental concepts of organizational outcomes in various contexts. This chapter is broken down into five main areas for the sake of order and conciseness: (a) Theoretical Framework; (b) The development of contemporary project management (c)Significance of project management (d)Impact of good project management Planning in relation to Project success and (e) Project success. This chapter also describes the typical variables that are frequently used as efficient tools from the project's beginning to its end.

2.2 Theoretical Framework

This essay focuses on how effective project management techniques affect the project's goals, which in turn affect the crucial success criteria of a project. The purpose of the study is to show how project management techniques and effective project completion are related. This paper's goal is to describe the theoretical underpinnings of an ongoing undergraduate study that aims to create a process that will aid project management teams in Harare construction firms in incorporating stakeholders' viewpoints into the project scope definition procedure at the pre-project planning stage, thereby promoting better project outcomes. According to the background study stated above, For an organization to endure, experience long-term success, and accomplish its objectives, it must be efficient (Mescon, Albert, & Khedouri, 1985).

Project management success depends on wise decision-making, goal-setting through prioritization, and effective communication with several stakeholders (Kerzner,2006a). According to Kerzner, these activities will result in the project team's opportunity for personal and professional growth, the ability to communicate with support departments, and a clear outline of expectations. Additionally, improved efficacy has a direct impact on better project management practices among project stakeholders, happier clients, increased revenues, a rise in market share, and intellectual ability (Wysocki, 2007).

The study's primary goal is to determine how project management methods contribute to project success in the construction industry. A systematic approach to carrying out this research has been created in order to meet the research objectives. To make sure that the study is done is practical and realistic from the perspective of project managers, this study has used the notion of questionnaires. The PMIZ respondents were given a questionnaire that captures all information from demographic data to objective driven questions. The factors that contribute to project success as well as those that cause project failure were investigated using a questionnaire. There are 60 targeted respondents in the target population.

Effective time management, strategic decisions about what helps the practical organization succeed, knowledge and understanding of where and how to mobilize strength for best outcomes, the right objectives, and the connection between all of the governance variables and good decision making are five management practices advocated by Drucker that can significantly improve project success. The Researcher examined Drucker's (1954) theory Taylor's (1998.2007) theory of scientific management to shape the underlying principles of project management effectiveness and success in Construction companies in Harare and these theories provided the best theoretical framework.

Project managers have ingrained into the discipline of project management Drucker's modern management principles of effective knowledge work systems (Eschenbach, 2010; Kozak et al., 2003), the creation of formalized developments (Wallman, 2010), and the capacity to be

stakeholder focused (Barwise & Meehan, 2010). These principles include performance tests, project planning and performance. The goal of this study is to evaluate the current state of the project management success sector in order to comprehend this area of study better. An investigation was conducted using a collection of articles on "project management success" from the Web of Science (ISI) database. Following a survey of a number of literatures, the researcher came up with the following questions and hypotheses that the study will seek to answer:

1. To what extent has Project Management been beneficial to project success?
2. What are the best Project management practices that ensure project success?

Hypotheses:

$H_0$1 There is no statistically significant correlation between project management competencies and project success.

H_A1 There is a statistically significant correlation between project management competencies and project success.

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2.3 The development of contemporary project management

The practice of contemporary project management may be seen from a historical viewpoint in addition to the theoretical one. For instance, the Egyptian Pyramids, the Great Wall of China, and the Greek Pantheon gods, as well as the famous Stonehenge stone structure, have shown

signs Projects are crucial to society (Shenhar et al., 2007) and have had a significant impact on project management today. present-day project management originated in the early 1950s as a branch of operation research (Stretton, 2007). Cicmil & Hodgson (2006); 2008a, 2008b). programs such as the American-developed intercontinental ballistic missile.

Building projects by Civil & Civic, DuPont, and the Air Force served as examples of how to integrate project evaluation techniques, the critical path approach (CPM) and the early 1950s (PERT and CPM) (Shenhar et al., 2007). Scientific instruments like the PERT and CPM are frequently used in the modern project management of complexity Nine schools of thought have developed in project management, which is very significant ever since it began. According to Bredillet (2008c), the key goals of this school are to identify project objectives, ensure proper planning, scheduling, estimating, and execution of project activities, and produce the best results possible. Project's nine schools Optimization, modeling, governance, behavior, success, decision-making, procedure, contingency, and marketing education are all aspects of management (Bredillet, 2008c).

2.4 Significance of Project Management

Any organization's capacity to survive over the long run to some part depends on management to create and implement company plans that are in line with the environment's constant change. Additionally, it is said that a company's strategic alignment with its surroundings is most often accomplished by initiatives like investments, new products, internal reorganization, etcetera. Resources are becoming increasingly scarce for organizations, necessitating the deployment of approaches for project management that will increase the percentage of successful projects. Projects are becoming more strategically important to any organization's ability to survive in today's fiercely competitive and unstable climate for the following reasons:

I. Project scheduling and execution may significantly improve an organization's competitive position. To prevent barriers to entry for rivals, for instance, the length of time needed to introduce a new product to the market can be shortened. This ultimately decides the project's total profitability. Speed of time, in particular,

Execution is now more than ever seen as a strategic asset that must be managed just like any other resource.

II. Projects use up resources including financial flow, personnel, and equipment for the organization. The objective of any project management system is to convert projects into steady operations that will eventually create liquidity since projects only yield a return on investment when they are effectively implemented. Therefore, in order to achieve profitability, the money spent must first be retrieved.

III. Projects typically entail substantial alterations to an organization's infrastructure (and culture). When projects call for re-engineering and restructuring the internal operations of the organization, the pre-existing order must frequently be disrupted. Therefore, projects are a source of deviance that fuels conflict and spurs the demand for change.

The requirement for project-based management typically results from one or more core business variables, or those aspects of the business that are so essential that they frequently define a business' degree of success and competitiveness. The following business factors were found:

- shortened time for product development.
- expanded product offering
- increased usage of collaborations and multi-functional groups.
- establishment of international service centers using multidisciplinary teams.
- increased significance of personal activity regulation.
- international development strategy.
- Information technology standardization.
- industry sectors are rapidly restructured through mergers and joint ventures.
- limited government expenditures.
- management of contract workers and outside resources.

- Access to knowledge and information is simple

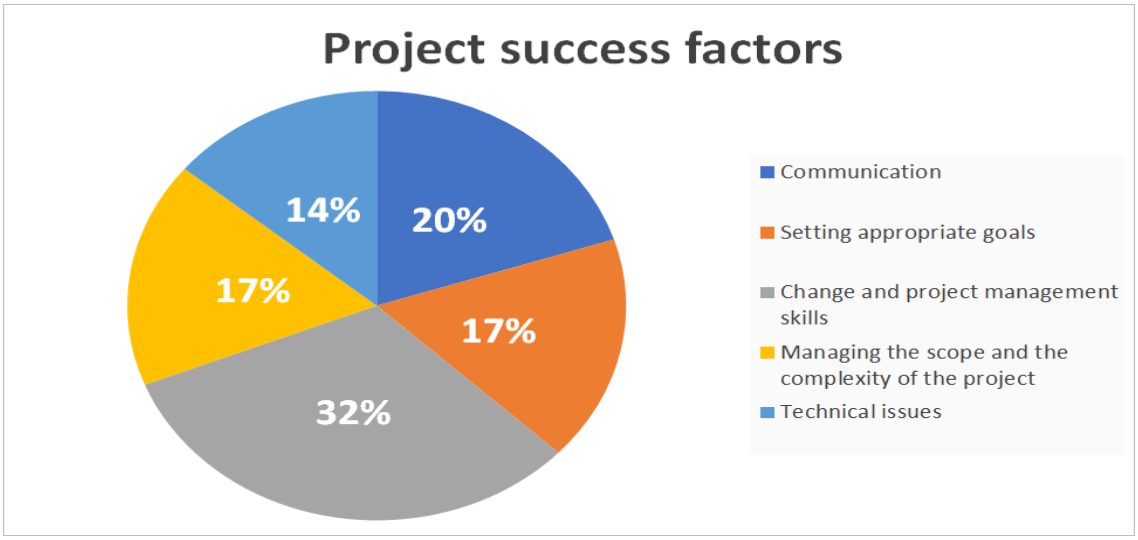
Without the contribution of effective project management, no company can exist (ScottYoung & Samson, 2008; Shenhar et al., 2007). Project management is a significant factor in bringing about change and adding value (Bredillet, 2010; Clarke, 1999). Business innovation and transformation that gives firms a competitive edge and enhances project culture, effectiveness, and efficiency (Martinsuo, Hensman, Artto, Kujala, & Jaafari, 2006). (Martinsuo, Hensman, Artto, Kujala, & Jaafari, 2006). These adjustments span from substantial corporate integration to reorganization, as well as the creation of new initiatives between a firm, its clients, suppliers, and alliance partners (Clarke, 1999).

Additionally, project management produces the intended results, improves project quality and serves as a tool for problem-solving, offers improved scope change control,develops relationships between all project stakeholders, lessens power clashes between important figures, speeds up project delivery, and eventually results in profitability (Reilly, Sauser, & Shenhar, 2009.) Despite these results, firms must be dedicated to a culture of effective practices (Reed, 2008) by building a supportive workplace that fosters team cohesion.

2.5 Impact Of Good Project Management Planning in relation to Project success

In contrast to other industries or other fields of project management, the construction industry has a long tradition of project management, and there have been several studies on the link between planning and project success in this business. According to Hamilton and Gibson (1996), the chance that a construction project will achieve its financial objectives increases with increasing preproject preparation. In terms of planning completeness, the top third of projects had an 82% likelihood of achieving those goals, compared to the worst third's 66% chance—a 16% difference. Schedule and design goals show comparable outcomes. Effective planning had the highest criticality index of all the Critical Success Factors (CSF) evaluated, with a value of .870, according to Shehu and Akintoye's 2009 research on programme management in the construction sector. According to study findings, good preproject planning improves performance in terms of cost, schedule, and operational features, as reported by Gibson, Wang, Cho, and Pappas in 2006.

Figure 2-Project success index in relation to Pre-project management planning effort index,



With a score ranging from one (the least amount of preproject planning work) to five, the index is calculated (the highest level). Please take note that the connection is linear. This can apply to efficiency and success as project success and efficiency are strongly related in the construction sector (Collyer et al., 2010). Only completion is measured by the index; work effort is not. The project scope specification is evaluated for completeness using the project definition rating Index(PDR)I approach. This tool, created in 1996 by the Construction Sector Institute (CII), has been widely used by many owners and designers in the construction industry (Gibson & Gebken, 2003). It has been widely accepted as a gauge of the caliber of preproject planning in the facilities and construction industries. The PDRI provides a thorough checklist of 64 scope defining criteria in the form of a score sheet. A PDRI score of 1000 indicates no planning, while a score of 200 or less indicates effective planning (Wang & Gibson, 2008).

2.6 Project Success

Project success gives the vision for the process, even though process specifies the path to getting there (Bredillet, 2008f). Every project's ultimate aim is success, which is a result of effective management that generates skilled work (Zand, 2010). Project management professionals have, however, been successful in distinguishing between traditional project management success

(traditional method) and project success (adaptive approach) for the purpose of tying projects to continuing operations during the previous two decades. According to the conventional concept of project success, also known as project management success, a project is successful if it appeases all project stakeholders and meets the technical performance standards (Hughes et al., 2004; Thomas & Fernández, 2008); if the project's objectives are met (Mescon et al., 1985); if all stakeholders are happy with the outcomes (Dvir, 2005; Hedeman et al., 2005).

The starting point is that project completion on schedule and within budget are no longer the only criteria for success; now, it's also important to make sure that the final product satisfies the customer (Milosevic & Srivannaboon, 2006; Shenhar et al., 2007). Without considering the total influence on the original idea of the business, defining a project only in terms of achieving the three constraints of scope, time, and cost might result in general consumer discontent. As opposed to a collection of project tasks that must be finished on time, the new approach to project success, according to Shenhar and Dvir (2007), refers to business-related processes that are intended to provide business results.

2.7 Summary of Literature Review

In this chapter, the researcher looked at research that was pertinent to the study's goal of examining how 60 PMIZ-registered project managers perceived the influence of sound project management techniques on project success. Using the conceptual approaches of Drucker, Taylor, and other scholar experts in the field of management, significant effectiveness characteristics were documented on both sides of the parameter (effectiveness) and the independent variable (project success). Chapter 3 discusses the process used to collect the relevant data and assess these factors.

Chapter 3: Research Methodology

3.1 Introduction

The research methodology used to address the research questions stated in chapter one is described in this chapter. This chapter also discusses the applicability of the research strategy and design, and it justifies the study design. There is a description of the sample methods. Data collection and analyses that describe the descriptive analysis utilized in the study, equipment and supplies, data collecting and analyses, and the steps used to safeguard the respondents' rights are all covered.

3.2 Research Design

The influence of strong project management techniques on Project success in Construction businesses in Harare will be established via a quantitative method in the research. There are several common techniques from different authors that may be regarded as the finest techniques for project management. In order to measure the efficacy of project management techniques on project success in the construction industry (the second sub-problem), an evaluation instrument will be created using these criteria. The examination of data that can be quantitatively beneficial in addressing the majority of research questions and achieving the study's goals is part of the quantitative method. This strategy introduces the characteristics of the connections between research variables.

3.3 Population and Sampling

The target population participants in the research must be PMIZ members who work as project managers within the Construction Industry. Harare serves as the home base for PMIZ in Zimbabwe. A total of 60 Project managers from PMIZ will be asked to take part in the study, the researcher will request. The managers will receive an email inviting them to take the survey if permission is given. The objective is to increase the likelihood that the response rate will accurately reflect the target demographic of 60 PMIZ members who are project managers.

3.4 Data Collection

Various instruments to collect data are to be used in this Research. Instruments such as Questionnaires will be used to acquire data from the Project managers part of the Project Management Institute of Zimbabwe and a few selected Construction companies within Harare shall be interviewed. Primary data is acquired in order to represent the study's goals. The core data for this study will be gathered using the aforementioned questionnaires and interviews. As previously mentioned, a typical questionnaire would also be given. In addition, as secondary data is historical data, information is gathered from data that has previously been sampled by another person. Secondary data will be used in this study to gain information on the effects of project management practices across different construction businesses in Harare. The study's information will be gathered from.

3.5 Data Analysis

Descriptive statistical analysis like frequency counts and percentages will be used to analyze the information after it has been compiled, entered into a worksheet, and coded again. The researcher will also use quantitative techniques in relation to categorical variables. In order to show the data, tables, charts, and/or linear regressions will be used. Descriptive statistics like means, median, and standard deviation are used to aid in the analysis of quantitative data gathered from sealed and larked-scale questions.

3.6Hypotheses Testing

To use the multiple linear regression statistical technique, a regression coefficient R2 wasdetermined for each relationship between the predictor and standard variables to measure theeffect of the independent variable on the dependent variable. A standard alpha level of 0.05was applied to determine the significance of the relationship in hypothesis testing (Mew andField,2018).Threemultipleregressionmodelswereexaminedusingstepwisemultipleregressiona nalysis. Stepwise multiple regression analysis was used to investigate three multiple regression models. The association between predictors and standard variables was supported by empirical data. Model 1 only contains project management skills and project success. Model two only incorporated project difficulty and success. Project management ability, project complexity, and project success were all factors in model three. The R value was calculated using SPSS to assess

the relationship between the predictor and the standard variables (Hair et al., 2021). The modified R2 was used to assess the model's ability to generalize to the population. The F statistic was used to evaluate the degree of prediction improvement in the model against the degree of inaccuracy detected in the model (Mew and Field, 2018). The hypothesis was tested using the t statistic, and the alternative hypothesis was rejected if the b-value was equal to zero. The best model fit of a straight line to the gathered data was determined by evaluating the significance level of the estimated probability value (p-value). If p = 0.05, b was substantially different from zero, suggesting that the independent variable played a role in predicting the dependent variable. For the three models, the -values defined the degree and direction of the relationship between the independent and dependent variables.

3.7 Ethical Consideration

I will request a letter of legitimacy from the Institute of Peace, Leadership and Governance and the College of Business as a researcher. Permission refers to requesting authorization from case study organization representatives (Dawson, 2013:531). In this study, approval from the administrative offices and PMIZ will be needed in order to proceed with the study. The researcher will brief the key participants on the project and provide them with the consent form, which they will then sign. The study subjects who participate in it must be safeguarded. Those who take part in this study should be afforded a higher level of privacy and anonymity. No one who is not directly involved in this research project should ever have access to the material that will been collected. I also will not trick participants in order to get information from them.

3.8 Summary

Chapter 3 included an explanation of the study's research procedures and designs. The researcher will use web-based tools and a cross-sectional quantitative survey study methodology to gather the data for the variables covered in the literature review. 60 PMIZ registered project managers in total will be asked to attend. Project managers who would have consented to participate in the study and give their written informed consent will make up the study sample. Participants whose contact information is accessible through the PMIZ membership database will receive an email with a link to the surveys. According to the research questions and

hypotheses addressed in this study, Chapter 4 presents the findings. Descriptive statistics for the demographic factors are also included in the chapter.

Research Budget

The following budget is what will be used in order for my study to be effective in order to support my activities, interviews, and other research-related ventures:

Description	Total (US $)
Field Research journeys	20
Collection of Data	15
Cellphone and Internet Bill	10
Interview Print outs	10
Bond paper and stationery	5
Other Activities	10
Total	70

Time frame

Project Timeline		Start	End
Data Collection			
	Compiling articles Supporting theory	5/11/2022	10/11/2022
	Sample Construction	14/11/2022	17/11/2022
	Conducting Interviews	20/11/2022	25/11/2022
	Compiling collected data	28/11/2022	30/11/2022
Data Analysis			
	Reviewing data collected	5/12/2022	16/12/2022
	Data presentation	18/12/2022	20/12/2022
	Submission of complete research	26/01/2023	26/01/2023
	Uploading complete research	25/03/2022	25/03/2022

Chapter 4: Data Presentation and Analysis

4.0 Introduction

The previous chapter discussed the research methodology adopted for the research study. This chapter serves to present the findings of the study. The results were obtained at PMIZ (Project Management Institute Zimbabwe) and other construction companies in the Harare region, where the researcher sought to get a rich and deep understanding on the Effects of good project management practices in achieving project success in Construction companies in Harare. All quantitative data was analysed using IBM statistical Package of Social Sciences version 20, for windows. A questionnaire compromising of 30 questions were developed with a mixture of multiple choices, five –point Likert scale options alongside key informant interviews. According to a study by Haron 2017, the widely acceptable response rate in the construction industry for electronic questionnaire is 20-30%. The results are presented using tables, graphs and charts as well as descriptive statistics. The findings are as follows:

4.1 Response Rate

Table 4.1 showing the questionnaire response rate

Questionnaires distributed					
		Frequency	Percent	Valid Percent	Cummulative Percent
Valid	Returned	60	100	100	100
	Not Returned	0	0	0	100.0
	Total	60	100.0	100.0	

Source: Primary data (2023).

Table 4.1 above shows that a total of 60 questionnaires were distributed to the respondents to complete. Of these 60 questionnaires, all of them were returned for analysis, giving a 100% response rate. Thus the findings in this study are based on these 60 respondents who returned the questionnaires for analysis. Hence, this high response rate obtained from this study can be

attributed to the fact that the topic under investigation was very relevant to the respondents, hoping that the findings of this study will help improve Project management techniques to assure project success in construction companies.

4.2 Demographic distribution of respondents

The demographic analysis of this study presents the gender, age, level of education, experience and Position of the respondents who returned the questionnaires for analysis.

4.2.1 Gender Distribution of respondents

Figure 4.2.1 showing the gender distribution of the respondents

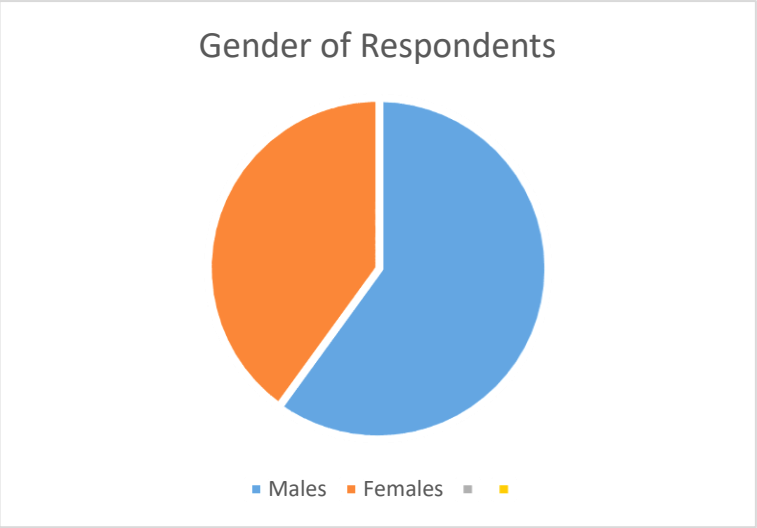
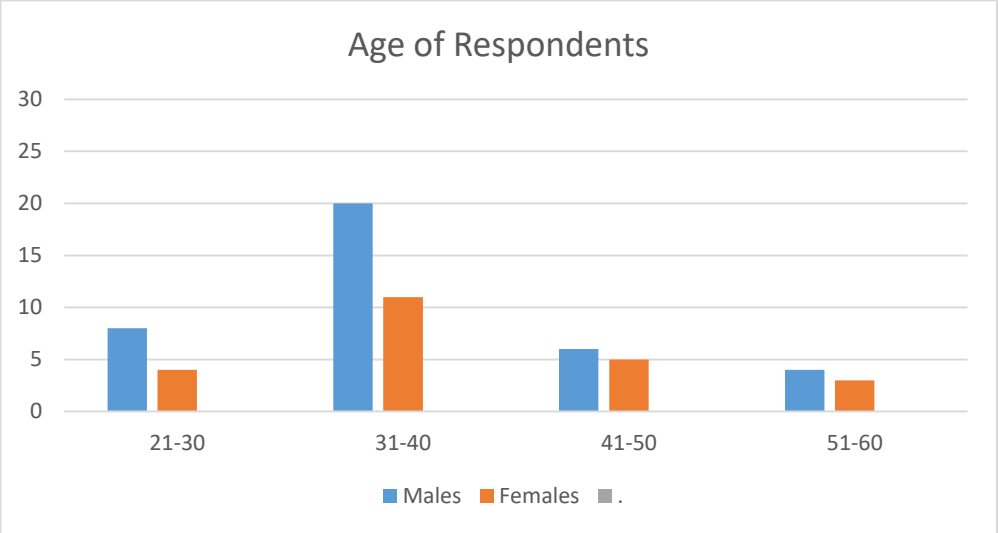


Figure 4.2.1 above shows the gender of the respondents. The study was interested in analysing the gender of respondents in order to determine whether gender has an effect on the types of techniques used in order to achieve project success. The study found that both males and females participated in the study, although there were more males than females, the difference was insignificant to affect the quality of responses.

4.2.2 Age

Figure 4.2.2 showing the age distribution of the respondents



Source: Primary data (2023).

The figure above showed that most of the respondents' age ranged around 30-40 years of age. Majority of the respondents in this age range indicated through the questionnaire that they prefer the old project management techniques and barely have adopted the new modern techniques. This analysis proved that age affected project success directly as most Project managers in Harare do not use modern techniques that can improve the statistics of project success in Construction companies. Project managers ranging around the age of 20-30 had higher statistics of achieving project success through the adoption of modern project management practices.

4.2.4 Level of Education

The study was interested in examining the level of education of respondents in order to determine the quality of responses by the respondents.

Table 4.2.4 showing the level of education of respondents

LEVEL OF EDUCATION OF RESPONDENTS					
		Frequency	Percent	Valid Percent	Cummulative Percent
VALID	O'level	8	13.3	13.3	13.3
	Diploma	12	20.0	20.0	33.3
	Certificate	13	21.7	21.7	55.0
	Undergraduate	14	23.3	23.3	78.3
	Masters	13	21.7	21.7	100.0

	Total	60	100.0	100.0	

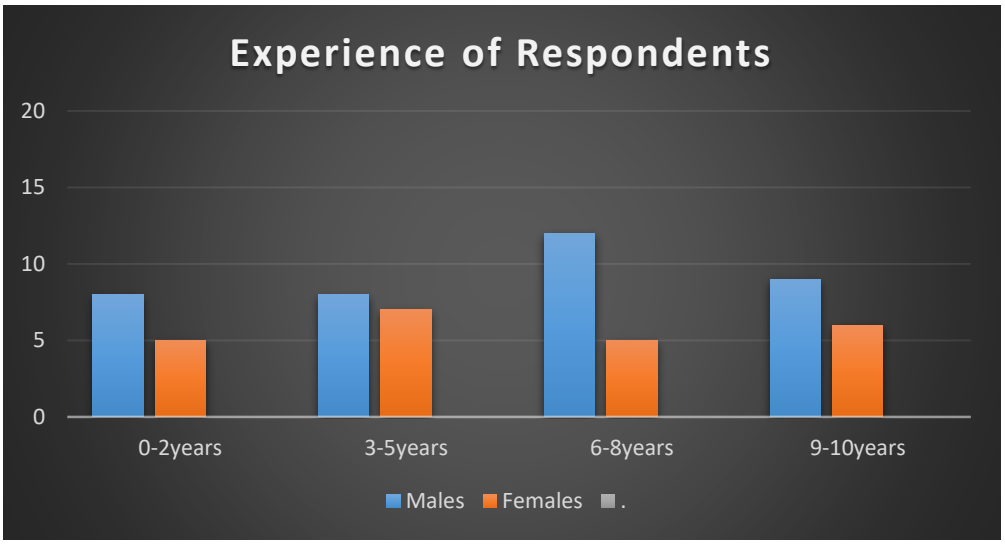
Source: Primary data (2023).

The figure 4.2.4 above shows that the majority of respondents were educated, with the highest having undergraduate degrees in related fields. This educational analysis is very important in this study as it determines the comparative knowledge Project managers have in achieving project success and capability to adopt to newer techniques. Hence, in this study most of the respondents were educated, thus guaranteeing quality responses for quality results.

4.2.5 Experience

The study sought out to also find out the amount of experience each respondent carried so as to develop relatively accurate data on the Effects of good project management practices on project success.

Figure 4.2.5 showing the level of experience in years the respondents have



Source: primary data (2023).

The study was informed that for project success to be more attainable, a Project management requires a bit more number of years of experience as this gives a certainty of them being able to deal with problems and situations that may lead to project failure. This analysis on experience is

important as it provides more quality responses for this study as the respondents can respondent from experience rather than theoretical approach.

4.3 Key Findings

The findings of this study are as follows:

4.3.1 To Find Out The Benefits Of Efficient Project Management

Questions were given to quantify the level of usage for twenty-three (23) study variables that were classified into four categories in order to examine the extent of use of commonly used project management standards, methods, methodologies, tools, and techniques (4). This is seen in Table 4 below.

Table4.DescriptiveStatisticsforExtentofUseofPMPractices

Item	No of Valid Cases	Mean	Std. Dev.	Symmetric Measures Value	Approx. Sig.
ProjectManagementInstitute(PMI)	215	2.91	1.151	0.264	0.000
InternationalProjectManagementAssociation CompetenceBaselines(IPMA)	214	2.79	1.219	0.327	0.000
ProjectsinControlledEnvironments (PRINCE/PRINCE2)	215	2.82	1.201	0.302	0.000
ISO10006.2003	215	3.02	1.298	0.338	0.000
In-houseprojectmanagementmethods	220	3.34	1.079	0.289	0.000
Otherprojectmanagementmethods	160	2.71	1.355	0.224	0.006
Costbenefitanalysis(CBA)	218	3.61	.909	0.128	0.114

Decisionanalysis(DA)	216	3.42	1.004	0.171	0.039
Sensitivityanalysis(SA)	217	3.24	1.046	0.25	0.001
Expressedpreferences	218	3.27	1.043	0.178	0.023
Inhousedecisionmakingtechniques	219	3.48	1.085	-0.025	0.771
Otherdecisionmakingtechniques	157	2.82	1.346	-0.003	0.972
CriticalPathMethod(CPM)	217	3.37	1.198	0.296	0.000
WorkBreakdownStructure(WBS)	214	3.33	1.159	0.253	0.001
Ganttbarchart	216	3.44	1.148	-0.397	0.000
Projectmanagementsoftware	215	3.21	1.202	0.323	0.000
In-houseprojectmanagementtools	217	3.32	1.164	0.212	0.008
Otherprojectmanagementtools	156	2.58	1.344	0.045	0.580
Life-CycleCostAnalysis(LCCA)	215	3.09	1.144	.333	0.000
Eventtreeanalysis	214	3.02	1.150	.227	0.002
ProbabilityAnalysis(PA)	214	3.01	1.190	.304	0.000
In-houseriskassessmenttools	217	3.19	1.156	.156	0.047
Otherriskassessmenttools	158	2.59	1.302	.046	0.581

Source: Primary data (2023)

The relationship between the assessed PM practices was weak to moderate, and not all variables were statistically significant. These results show that the use of various variables is affected by the size and complexity of projects as all 60% of the males chosen for this questionnaire indicated. 20% of the females showed they prefer using the same techniques which leads to some not achieving project success. The other 20% showed that choosing relevant factors helps the company easily reach its aims. Meanwhile, the frequency with which each variable is used ranges from "rarely" to "sometimes," indicating that the industry uses PM practice for project execution less frequently due to a lack of information and exposure based on genuine successful case studies. The optimum use of PM practice related to the size and complexity of projects, as well as selecting relevant techniques, help construction businesses to easily achieve their goals.According to the survey from a research done by Lutful Mandson and Mias Selnes on "Project management efficiency and effectiveness to improve project control in public sector," 85.71 % of the respondents used computerized tools, while 57.14 % also used manual tools in their projects.

4.3.2 To Establish the benefits of Construction Companies achieving 100% project success

Cronbach's alpha was used to assess the reliability of several Likert scale items. The alpha value achieved was 0.928, indicating that the scale has a good level of internal consistency with this

unique sample. Goodman and Kruskal's was also used to see if the three (3) linked factors might better predict by contractor class, and the results are presented in Table 2. The Goodman and Kruskal coefficients were 0.110 for PM maturity, 0.057 for organizational support, and 0.175 for project success.

These results show that when the contractor class is included as an independent variable, there is a commensurate reduction in errors in predicting the following dependent variables. However, there was no statistically significant reduction in the proportion of mistakes caused by the investigated dependent variables as predictors of contractor class. 80% of the respondents (60% male, 20% female) agreed that any size of construction business should select a suitable PM practice based on project demands, and the success of the project is determined by how successfully the practices are used throughout the implementation stage. According to Table 2, the determined project management maturity level is "specified level," and the project success rate ranges from average to more successful.

Table2:LevelofProjectManagementPractice,OrganizationSupportandRateofProjectSuccessVariable

	NominalbyNominal:Lambda			
DependentVariable	Value	Asymp.Std. Error	Approx.T[b]	App r
MaturitylevelofPM	0.110	0.074	1.408	0.159
Organizationsupport	0.057	0.040	1.406	0.160
Rateofprojectsuccess	0.175	0.055	2.945	0.003

Source: Primary data (2023)

In terms of respondent characteristics, the sample contains the following gender distribution: male (47%) and female (53%), with half of the respondents aged over 40 and the other half aged under 40. The age group from 30 to 39 years is the most represented (22% of the sample). The majority of respondents (36%), have 1 to 3 years of project management experience, but there is also a sizable proportion (33%), who have more than 10 years of expertise in the job.

Table 1. Factors influencing project success.

Factors – Project success	Total score	Score (1..10
Data analysis	232	9.85
Good communication	220	8.97
Experienced project managers	221	9.04
Monitoring and control	171	5.35
Stakeholder participation	112	1.00
Competent team	234	10.00
Motivation of the project team	181	6.09
Competence of the project managers	210	8.23
Quality management	189	6.68
Clear vision of objectives	200	7.49

Source: Primary data (2023)

Table 1 displays the findings of the elements that determine project success. Respondents were asked to rank the ten criteria in Table 1 from 1 to 10, with 1 being the most important and 10 being the least important. A total score was calculated for each factor by multiplying the number of answers that placed it in first place by ten, the number of answers that placed it in second place by nine, and so on. To make it easier to relate the values, the total score was normalized into a scale of 1 to 10, with 1 representing the least importance and 10 representing the most importance. In order to learn more about the success rate of projects, the proportion of projects canceled before completion was asked, and only 14% of respondents said no project was canceled. Cancellation rates ranging from 1% to 25%, 26% to 50%, 51%-75%, and 76%-100% were reported by 42%, 22%, 8%, and 14% of participants, respectively.

These statistics imply that the success rate should be increased

4.3.3 To find out the Extent to which project complexity predicts project success.

&

4.3.4 To assess the extent to which project management competencies predict project success.

Research Question	TypeofAnalysis	DescriptiveStatistics	Hypothesis Testing
1	Multiple LinearRegression	Mean,Standard Deviation	H_0i:βi=0 *Hai : βi* G0 Fori=1,2,3 R^2variance
2	Multiple LinearRegression	Mean,Standard Deviation	H_0i:βi=0 *Hai : βi* G0 Fori=1,2,3 R^2variance

Data analysis Summary Table 1

Multiple linear regression was employed in this study to evaluate the strength and direction of two models that included the variables project management competency,

project complexity, and project success. The R-value regression coefficient was calculated to assess the relationship between the predictor and the standard variables. The hypothesis was tested using the t-statistic, and if b = 0, the alternative hypothesis was rejected.

Table 2 shows the Frequency Distribution

Statistics	**ProjectManagementCompetencies**	**Project Complexity**	**Project Success**
Mean	142.77	124.95	57.48
Median	145.00	128.00	59.00
Mode	146	140	63
StandardDeviation	13.507	20.720	8.795
Skewness	-8.24	-1.324	-1.486
Kurtosis	1.057	1.951	3.489
Minimum	93	57	18
Maximum	165	155	70
Range	72	98	52
Percentiles 25	133.00	116.00	54.00
50	145.00	128.00	59.00
75	153.00	140.00	63.00

The independent and dependent variables were subjected to descriptive statistics. Table 1.4 displays the results. For project complexity, = 124.95, CI [57, 155], S = -1.324, K = 1.951; for observed project management ability, = 142.77, CI [93, 165], S

= -0.824, K = 1.057; for observed project management ability, = 142.77, CI [93, 165], S = -0.824, K = 1.057; *= 57.48, CI [18, 70], S = -1.486, K = 3.489, project success.*

Table 3 shows an analysis of variance results

Model	**SumofSquares**	***Df***	**MeanSquare**	***F***	**Significance**
Regression	715.787	1	715.787	17.628	0.000
Residual	4263.503	105	40.605		
Total	4979.290	106			
Regression	2878.281	2	1439.141	71.238	0.000
Residual	2101.009	104	20.202		
Total	4979.290	106			
Model1-ProjectManagementCompetenciesand ProjectSuccess					
Model2-ProjectManagementCompetencies,Project Complexity,andProjectSuccess					

Two different multiple linear regression models were investigated. As a predictive variable, model one incorporates project management competence. The second model incorporates project management talents as well as project complexity. To compare the variation of means between groups, linear regression was utilized. These computations were contained in the analysis of variance (ANOVA). Since ANOVA includes linear regression, the F-statistic assessed the significance of mean differences between and within groups (Mew and Field, 2018). By dividing the amount of measured systematic variance by the amount of unsystematic variation in the model, the F-statistic was utilized to explain the model fit.

This value showed the degree of prediction improvement in the model relative to the model's inaccuracy. A model with an F-statistic larger than one was considered satisfactory. Additionally, because the F- statistic had a probability distribution associated with it, p 0.05 was significant and the null hypothesis was rejected. The regression model summary values indicate that the second model was superior, with F(2,104) = 71.238, p 0.001.

Table 4 Results of Regression Coefficients

Model	**B**	**Standard Error**	Q	*t*	**Significance**	**Tolerance**	**VIF**
(Constant)	27.00	7.555		3.574	0.001		
ProjectManagement Competencies	0.220	0.052	0.379	4.199	0.000	1.000	1.000
(Constant)	8.96	5.607		1.597	0.113		
ProjectManagement Competencies	0.083	0.039	0.143	2.111	0.037	0.886	1.129
Project Complexity	0.295	0.028	0.700	10.346	0.000	0.886	1.129

b0 and b1 were regression coefficients expressing the intercept and slope connection in the line equation. A regression coefficient of 0 indicates that there is no relationship between the result and predictor factors. As a result, the b value is greater than zero. Assume that the test was designed so that if the value of b equals 0, the hypothesis was rejected. As a result, if p 0.05, b was substantially different from zero, suggesting that the predictor pair Predicting Outcomes was significant (New and Field, 2018). Strength and direction are indicated by the -value. The interaction of the dependent and independent variables.

Remember that there was no statistically significant relationship between project management competence and project performance in H01. F (1, 105) = 17.628, p 0.001 rejects the initial null hypothesis. The first alternative hypothesis was accepted. Remember that there was no statistically significant relationship between project complexity and project success in H02.

Because the F-statistic 82 was not generated by SPSS software, the examination of the second null hypothesis was inconclusive. Furthermore, the second model indicated that project management ability (b = 0.083, = 0.143, t = 2.111, p 0.05); and project

complexity (b = 0.295, = 0.700, t = 10.346, p 0.05); and project complexity (b = 0.295, = 0.700, t = 10.346, p 0.05); 0.001) is a good model, so as project management capabilities improve and project complexity increases, so does project success rate. The regression coefficients are displayed.

Table 5 RegressionModelSummary

Model	***R***	***R* Square**	**AdjR^2**	**Std. Error**	**R^2 Change**	**F Change**	***df*1**	***df*2**	**Sig. FChange**
1	0.379	0.144	0.136	6.372	0.144	17.628	1	105	0.000
2	0.760	0.578	0.570	4.495	0.434	107.044	1	104	0.000
Model1-ProjectManagementCompetenciesand ProjectSuccess									
Model2-ProjectManagementCompetencies,Project Complexity,andProjectSuccess									

The R value quantifies the relationship between predictor and outcome variables (Field, 2018; Hair et al., 2011). The modified R2 indicated how well the model generalized to the population. The first model's results revealed that project management competence contributed 13.6% of the variation. The second model added to the project's complexity, accounting for 57.0% of the variation. Table 1.7 displays the linear regression model's findings.

4.4 Discussion of Results

There is a more significant disagreement over project management practice and its relation to project success. Even though the matter has been discussed for a long time, no consensus has been achieved. According to the survey, the top five criteria that determine project success are customer happiness, effective planning and management, financial qualities, reasonable cost and time prediction, and project team competency. The notion of CSFs gives a wiser technique to discover specific elements that might help the project succeed.

Due to its successful use in numerous industries and its demonstrated efficacy and flexibility in achieving project goals and objectives, project management has become an essential problem in many industrialized countries.

Because of its high risk and resource consumption, the construction sector demands greater implementation and usage of efficient and effective PM practices. Investigating the application of PM standards, processes, methodologies, tools, and strategies that are commonly used in this business, acts as a wake-up call for contractors and other decision-makers to better organize their efforts toward the efficient use of PM practice. When used correctly, project management technique may yield tangible advantages in all aspects of project implementation.

The study's findings revealed that, due to the high cost of PM practice, ad hoc alternatives were favoured due to a lack of PM competence and the difficulties of real-world modelling. Because of their simplicity and ease of use, CBA, Gantt Bar Chart, and CPM are among the most often used PM tools and approaches among respondents. Respondents responded that in order to overcome these critical difficulties, that enough training should be given to the employee in the art of PM and on genuine successful case studies. Contractors, on the other hand, are key participants in building projects, and their success is dependent on the actual job completed. The study's findings give a comprehensive grasp of contractors' roles and the potential success of building projects.

The third study question was answered: to what degree do project management competencies predict project success? The findings, as predicted, show that integrating project management competences and project complexity predicts project success. The null hypothesis that there was no statistically significant link between project management competence and project performance was rejected because F (1, 105) = 17.628, p 0.001. (Teece, 2018). F (2, 104) = 71.238, p 0.001 for the second predictive model including project management skills, project complexity, and project success.

Chapter 5: Summary, Conclusions and Recommendations

5.1 Introduction

This chapter contains an overview of the research, as well as the study's results and suggestions. The chapter links back to a summary of the entire research study on how the research was carried out. This establishes the basis for drawing findings and making suggestions about the benefits of strong project management techniques on project success in Harare construction firms. The proposals will also act as guidelines to help the Project Management Institute (PMI) make educated judgments and regulations about the risks associated with, and without, the implementation of new modern methodologies. This chapter will also include suggestions for further research.

5.2 Research Overview

The investigation was done at many construction enterprises in Harare as well as the informal sector in the surrounding area. Where the researcher aimed to gain a comprehensive and in-depth understanding of the benefits of effective project management techniques on project success in Harare construction firms. As such, the study aimed to accomplish four goals: determining the benefits of efficient project management, determining the economic benefits of construction companies achieving 100% project success, determining the extent to which project complexity predicts project success, and assessing the extent to which project management competencies predict project success. The study was guided by the technological adoption paradigm

and the diffusion of innovation model. Methods of mixed method research were applied. The study used a sample of 60 people. Structured surveys and key informant interviews were used to obtain data from respondents. The findings were analyzed using descriptive statistics.

5.3 Conclusions and Recommendations

The following are the findings and recommendations for appropriate PM practice in the Zimbabwean construction sector in general:

PM tools and procedures should be introduced gradually, especially in small businesses. To avoid a disruptive shift in their business, extreme use should be avoided.

Appropriate PM training or courses should be provided in higher education institutions to expand practitioners' awareness of the various PM tools and approaches available for early selection.

To avoid becoming inefficient and unproductive, the government should increase its commitment to using PM practices in all government initiatives. A separate budget should be set out to improve contractors' use of project management tools and procedures.

Construction projects in metropolitan areas are dangerous, competitive, and dynamic due to their complex surrounding surroundings in terms of transportation, the number of direct and indirect players involved, and the management of existing assets.

The paucity of documentation on project management in the construction sector limited the amount of data available for inclusion in the research.

The study solely looked at the extent to which the most frequent project management practice is implemented in this nation.

Because construction has a bigger environmental effect than other industries, there is an urgent need to apply sustainable development concepts to building industry operations.

Meanwhile, more research may be conducted in the same context by incorporating other factors for project execution or applying for other stages of the industry that may have a substantial impact on project success.

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Appendix

AUREC APPROVAL

Investing in Africa's future

AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE (AUREC)

P.O. Box 1320 Mutare, Zimbabwe, Off Nyanga Road, Old Mutare-Tel (+263-20) 60075/60026/61611 Fax: (+263 20) 61785 website: www.africau.edu

Ref: AU2441/22 5 December, 2022

Tinaye Tsikira
C/O CBPLG
Africa University
Box 1320
MUTARE

RE: THE EFFECTS OF GOOD PROJECT MANAGEMENT PRACTICES IN ACHIEVING PROJECT SUCCESS IN CONSTRUCTION COMPANIES IN ZIMBABWE

Thank you for the above titled proposal that you submitted to the Africa University Research Ethics Committee for review. Please be advised that AUREC has reviewed and approved your application to conduct the above research.

The approval is based on the following.
a) Research proposal

- **APPROVAL NUMBER** AUREC 2441/22
  This number should be used on all correspondences, consent forms, and appropriate documents.
- **AUREC MEETING DATE** NA
- **APPROVAL DATE** December 5, 2022
- **EXPIRATION DATE** December 4, 2023
- **TYPE OF MEETING** Expedited
  After the expiration date this research may only continue upon renewal. For purposes of renewal, a progress report on a standard AUREC form should be submitted a month before expiration date.
- **SERIOUS ADVERSE EVENTS** All serious problems having to do with subject safety must be reported to AUREC within 3 working days on standard AUREC form.
- **MODIFICATIONS** Prior AUREC approval is required before implementing any changes in the proposal (including changes in the consent documents)
- **TERMINATION OF STUDY** Upon termination of the study a report has to be submitted to AUREC.

AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE (AUREC) APPROVED P.O. BOX 1320, MUTARE, ZIMBABWE

Yours Faithfully

Miti G.P.
RESEARCH OFFICER: FOR CHAIRPERSON
AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE

Questionnaires

Q1. Participant field of specialization

- ☐ Construction
- ☐ Information Technology

☐ Manufacturing

☐ Other

Q2. What, if any, relationship, is there between project management practice effectiveness and project success?

Q3. What project management qualities should Project managers possess to achieve project success?

Q4. What changes in the world of project management have ensured Project Success?

Q5. What groups are affected or directly affect the success or failure of a project?

Q6. Which Project Management techniques would you recommend to increase the the likelihood of Project Success?

Q7. Do good project management techniques guarantee project success?

Q8. What, if any, certificates does a good project manager have to possess?

Q9. In relation to the above question, kindly answer WHY?

Q10. What challenges do organizations face when changing to new modern project management techniques?

Q11. Is project success more beneficial to The Organization or the Stakeholders?

Name of Interviewer :

Designation: _____

Signature: _____

Date: _____