



ST. MARY'S UNIVERSITY COLLEGE

SCHOOL OF GRADUATE STUDIES

**Analyzing Factors That Determine Project Success: In
The Case of ACOS Ethiopia Private Limited Company**

BY

NADIA IDRIS

June, 2019

ADDIS ABABA, ETHIOPIA

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NADIA IDRIS

ID NO. SGS/0607/2010A

ADVISOR: TEMESGEN BELAYNEH (PhD)

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BY: NADIA IDRIS

APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature

Advisor

Signature

External Examiner

Signature

Internal Examiner

Signature

DECLARATION

I, hereby, declare that this thesis Analyzing Factors That Determine Project Success: In The Case of ACOS Ethiopia Private Limited Company, prepared under the guidance of Temesgen Belayneh (PhD) and has not been presented for a degree in any other university. All source of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name

Signature

St. Mary`s University, Addis Ababa

June, 2019

ENDORSEMENT

This is to certify that Nadia Idris has completed her thesis Analyzing Factors That Determine Project Success: In The Case of ACOS Ethiopia Private Limited Company. As I have evaluated, her thesis, it is appropriate to be submitted as a partial fulfillment required for the award of Master of Business Administration in Project Management.

Advisor

Signature

St. Mary`s University

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Addis Ababa

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Abstract

Project success objectives in compliance with constraints of cost, time and performance is insufficient to determine projects' success. This research study was conducted with the objective of analyzing on the strategic focus, the people and the marketing factors on private company's project success factors. Furthermore, it attempted to identify the involvement of stakeholder's, competency of project teams, top management involvement and communication through meta-analysis of previous literature and tried to determine the relationship between those attributes and project success. Descriptive and explanatory research design was applied for this research. For data collection self-administrative questionnaires was prepared and distributed for 85 project team members and top managements that was drawn through purposive sampling method. The finding of the study identified the problems and the practices of ACOS PLC. The top management practices were reassuring, also communication and stakeholder participation seemed to have a great impact on the success of project. Communication proved to be vital for the success of projects in ACOS PLC. The study concludes and recommends that more researches should be steered towards private companies and how they conduct a project.

Keywords: Project, Project success, competent project Team, Communication, Top management

List of Acronyms

A.A	Addis Ababa
EMD	Ethanol Micro Distillery
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PMTT	Project management tools and techniques
PLC	Private Limited Company
SPSS	Statistical Package for Social Science

CHAPTER ONE

1. INTRODUCTION

Project success objectives in compliance with constraints of cost, time and performance is insufficient to determine projects' success. The strategic success factors are mainly related, but are not limited to; the various key success factors which are: strategic focus (leadership, management), people (personnel, staff), operations (process, work), marketing (customer's relations, responsiveness), procurement management, risk Management, project scope management, environmental factors, etc... This paper emphasis mainly on the strategic focus, the people and the marketing factors on private company's project success factors.

1.1. Background of the Study

Projects are discrete but multidimensional activities that serve as vehicles of change (Bannerman, 2008). *Project success* variously refers to “on time, within budget, to specification” completion; success of the product produced; or success in achieving the business objectives of the project (Sauer, Gemino, & Reich, 2007). The triple constraints were the actual initial model for project management success, but after some research conducted throughout it was later demonstrated to be a fragment of the general project success. These suggests that many different variables are needed to accomplish a successful project. Kerzner (1987) defined success factors for a project as all the fundamentals that are needed to form an environment where we can manage projects consistently with merit.

According to Kerzner (2009), project Success is to meet the customers' expectations irrespective of whether or not the customer is internal or external. The relationship between clients and project stakeholders is vital to avoid failure of projects, satisfying the customer by meeting the functional requirements, technical specifications and performance measures. Kerzner (2009) also indicates that project managers need to manage projects within the policies, rules, procedure, and the guidelines of the parent organization, in order to preserve its main workflow. Belassi and Tukel (1996) reflect that clients that are outside of the organization ought to moreover be considered as an external factor affecting the project's performance. The project success is governed by the perspective of the means or the end depending on the benefits of the stakeholder.

“We must remember that project management is not a straight-line process, but an iterative process that requires agile rethinking as the known environment changes before your eyes” (Robert Frese & Vicki Sauter,2003). Tukel and Rom (1995) established that top management support is one of the most vigorous factors for projects' success. There is no guarantee that project success can be achieved by any project teams that comprise of the various stakeholders which include owners, the project management teams, operators, end users, and others. However, according to Munns and Bjeirmi (1996) Projects fail when there is no support or commitment from top-level management who are supposed to provide oversight functions to the project team.

According to Tan (2006), to accomplish project success and provide final projects, an intensive determination should come from the entire project team from various disciplines with a suitable project management processes. An absence of commitment and ownership from project team members leads to failures in projects. Tan (2006) further suggested that the strength of project managers apart from leadership skills, also include the people skills to manage and handle all sections of personnel. People-skills in project management are one of the most important components in critical success factor for project success. Without the right team in position, any strategy and plan has the possibility of downright falling apart.

"An architect may consider success in terms of aesthetic appearance, an engineer in terms of technical competence, an accountant in terms of expenditure under budget, and a human resources manager in terms of employee satisfaction " (Shenhar et al., 2002). The way in which a successful project is viewed varies from one individual to the another. Pinto and Slevin (1989) shown appointing project managers with the appropriate administrative and technical skills is an important factor for successful project completion.

1.2. Company background

1.2.1. Ethiopian Household Energy Context

In Ethiopia, domestic energy requirements are mostly met with wood, animal dung, and agricultural residues. About 63.3% of the estimated 3.5 million urban households of Ethiopia meet their cooking needs with firewood, 17.5% use charcoal, and the rest, 12.2%, use electricity, kerosene and LPG. Of this latter group, kerosene is losing market share and LPG has less than 2%

penetration. In rural Ethiopia 99.5% of energy demand for cooking is met by wood, dung, crop residues, and sawdust. Over thirteen million households collect their cooking fuels. A typical household spends 500 hours annually on fuel collection. Women and girls are disproportionately affected by the adverse impacts of cooking fuel collection and use.

1.2.2. Ethanol as a Cooking Fuel in Ethiopia

Ethanol is often overlooked as a fuel for cooking. It is usually thought of as a gasoline additive. It has been clearly identified and prioritized by the Ethiopian government for cooking. Ethanol offers unique benefits as part of a renewable energy matrix because it provides a liquid fuel solution. Liquid fuels are easy to transport and generally safe to handle and this is particularly true for ethanol fuel. Debate occurs in Europe and the US regarding the long term sustainability of ethanol fuel because of controversial examples of biofuels production, but for Ethiopia it is important to emphasize the Ethiopian context. With its resident sugar industry that is important to the nation's economy and its need to produce, not import sugar, Ethiopia also has a need to beneficially use sugar's waste product, molasses, by converting this to a clean burning liquid fuel that meets an urgent need for cooking energy, especially as kerosene withdraws from the market. There are also other various "wastes" which are potential feedstock's suitable for ethanol production. The stove has been tested in 3,000 homes in Addis Ababa and has been in continuous use in more than 7,000 refugee households in refugee camps in Eastern Ethiopia since 2006. The results of the studies and the performance in the camps have been extremely positive and well documented; the stoves and fuel are widely accepted. The camp program has maintained an accident free safety record over more than a decade and more than 10 million stove user days. Steps have been taken to commercialize the stoves and fuel in Addis Ababa and other parts of Ethiopia.

1.2.3. Ethanol Micro Distillery Project

Ethanol micro-distillery (EMD) is a small unit setup to process several starch and sugar-based feedstocks such as sugar, molasses, cassava, sweet potato, corn, rice, sorghum, etc. as feedstock. EMDs can be sized to meet different levels of demand, mostly below 5,000 LPD production capacity of ethanol. EMDs are easily replicable since the scale of investment and technical requirements are manageable for small and medium enterprises in developing countries. A network

of small integrated ecological distilleries could generate a profitable and self-sufficient energy program.

In 2015, Gaia Association conducted a Holistic Feasibility study on ethanol feedstock and feasibility of ethanol micro distillery. The results of the study show that there is huge potential in Ethiopia to use varieties of feedstock's for ethanol production in EMDs. The study also shows EMDs can support and enhance the fuel ethanol market which is currently largely supplied by large distilleries in the country. One of the feedstock's identified by the study was bean rejects from exporters in Adama town, Ormiya region. ACOS-Ethiopia is a major exporter of beans to Europe and other parts of the world. The study showed that ACOS alone presents a daily production 5,000 lit to 10,000 lit ethanol. The production capacity can also be increased by supplementing the EMD with bean rejects from other exporters in Adama town.

The company total capital reached up to 37,646,504 with the mission of adhering the five components which was founded on; safety, quality, dependability, satisfaction and fairness. Including the values which are dedication to customer satisfaction and assurance of growth.

Currently the company administers over 300 employees and top management of 9 people as a permanent and contract based employees. They work inside the new structure, designed to satisfy the most stringent hygiene and health requites. Putting the customer's expectations first is the priority of the company. It focuses closely on the recruitment and training of the employees to increase quality and quantity to satisfy customers. ACOS established a great deal of education programs as part of fulfilling its social responsibility to fulfill the farmers needs which are unable to send their children to school. By providing all the teaching and learning materials required for over 160 children.

This study identifies the critical factors for success of the preeminent practice regarding the factors that has contributed to the success of projects launched by the company of ACOS Ethiopia.

1.3. Statement of the Problem

Most pervious researches conducted focus on the construction sector of projects. On the other hand, private sectors of agriculture projects contribute to the countries 48.1% of the GDP as mentioned by Ramesh kolli (2010). This implies it requires more emphasis to be made on the

private project based area of study. To the researcher's knowledge, studies linking factors with the project success executed by private project based sectors are limited.

Success factors are components of the project that have to be accomplished to a high standard of quality which are acceptable to achieve the goals of the project. Several delays from scheduled time, completion within the budget, misunderstandings between project team members, managerial or leadership efficiencies, and quality specifications for customers are widely known issues that arise in projects. Project Success includes getting the job done within the constraints of time, cost and quality. Success as suggested by Lewis (2008) most authors agree that project success goes beyond simply satisfying the three project constraints, namely, cost, time and performance but only these factors can't insure project success, whilst there are numerous factors yet to be considered within each stage of a project.

Projects fail when there is no support or commitment from top-level management who are supposed to provide oversight functions to the project team. Incompetent leadership team can send a project towards failure. Most projects in private companies have been known for their cost overruns and late completion times. Baccarini (1999) mentioned that being over budget or schedule means failure in project management, however, the project's product could still be a success. large projects usually surpass their plan's deadline, and they subsequently undergo as of enforced penalties such as loss of credibility and various monetary sanctions.

Lack of user involvement and absence of ownership from customers affects the way a project is carried out; a necessity for collaborative atmosphere between project management and end users is not a greatly considered as a factor for success. (Leicht,1999) articulates that high user expectations can in fact be the cause of project failure. Lack of user input and incomplete or changing requirements & specifications was identified as an indicator and a factor for failed projects by Robert & Vicki, (2003).

Record of studies conducted in some companies don't have clear responsibility and accountability of team members which causes project failure. Most of the team members do not have a clear understanding of their roles and duties in the project. They lack knowledge on how expectations and achievements should be measured this factors indicate project success and project failures. This criticism starts from planning—management as planning. The unproblematic realization of

tasks pushed by the plan to the execution is assumed. However, it is very difficult to maintain an up-to-date plan, and thus the tasks pushed by the plan do not correspond to reality Brennan (1996).

Since researches made in the Ethiopian context in project success factor based on private companies are very few. This study recognizes the critical factors for success of the preeminent practice regarding the factors that has contributed to the success of projects. The necessary metrics of the success measures are benefits accumulated to the company's stakeholder's satisfaction and fulfillment of the triple constraints.

1.4. Research Questions

1. What are the factors that have the highest influence on the success of the projects in ACOS?
2. How does the communication between the leadership and the project team member impact the project's success?
3. To what extent does the employee competency and stakeholder participation influence the project's success in ACOS?

1.5. Objectives of the Study

1.5.1. General Objective:

The aim of this study is analyzing the influential project success factors in the case of ACOS

1.5.2. Specific Objectives

The specific objectives of this study are:

- To investigate whether stakeholder's involvement is a success factor for projects and identifying the relationship ACOS has with its customers
- Review top management involvement and communication with the project team and the project team's competency.

1.6. Scope of the Study

This research is intended to find out the determinants of critical success factors concerning the main project stakeholders, the researcher only try to examine the three success factors that are considered common for project types and organizational structures.

Due to time and budget constraints the research focuses on a single private company with two branches located in Addis Ababa and Adama, Ethiopia.

1.7. Significance of the Study

Much work has already been done in researching project success but the main objective of that research is often to unlock the drivers of project success. The aim of this study is to analyze the reality on which a company seeks to help project stakeholders channel their efforts in achieving successful projects. Additionally, the research also helps identify the affiliation between stakeholder's preliminary from the project team members and the management.

The role of customers is very important factor as those of the provider in explaining failures and success in projects. Many researches have been conducted recently that customer and supplier may have different perceptions of project success. Projects are mainly designed by skilled project members and other stakeholders but usually feedback of customers is neglected in private companies. This study validates the importance of customer relations; the communication and leadership in terms of customer centricity opinion being one of the factors that lead to project failures or success.

This study benefits various private companies to take into considerations the effectiveness of each stakeholder for the success of any project. The study helps shine a light on the neglected consumers of any product or service and the importance of taking into account each individual responsible for the implementation of projects and the outcome they bring for project success.

1.8. Research Hypothesis

A hypothesis is the researcher's attempt to explain the phenomenon being studied, and that explanation should involve a prediction about the variables being studied. These predictions are then tested by gathering and analyzing data, and the hypothesis can either be supported or rejected based on the data collected (Geoffrey Marczyk, 2005).

The hypothesis assume that project success is affected by multiple factors including top management support, project team's competency, stakeholder participation and communication. This study aims to figure out the effect of the above stated variables on the project success in a private company. Based on the problem and the research questions of the study, the following hypothesis were developed and tested.

Hypothesis: 1

H₁: Communication is a significant factor for project success.

H₀: Communication has no relationship and significance on project success.

Hypothesis: 2

H₁: Project team's competency is a significant factor for project success.

H₀: Project team's competency has no relationship and significance on project success.

Hypothesis: 3

H₁: Stakeholder participation is a significant factor for project success.

H₀: Stakeholder participation has no relationship and significance on project success.

Hypothesis: 4

H₁: Top management support is a significant factor for project success.

H₀: Top management support has no relationship and significance on project success.

1.9. Limitation of The Study

Due to time and budget constraints, this study was limited to a single company. Also due to the current situations of the country the researcher was unable to incorporate the beneficiaries of the project. This paper is mostly based on the perception of the researcher.

1.10. Organization of the Research

This research consists of 5 segments. The first chapter includes, the Introduction and transitory indication of the research aim and introduces the research question and objectives, as well as, the scope and significance of the research study. The next chapter contains, the literature review which delivers the person who reads with both empirical and theoretical background for the research subject. The third chapter comprises the research methodology, which enables the person who reads identify the total research process as well as its approach, its data collection methods, the sampling method, and the data collection is discussed. The fourth chapter discusses the data analysis and interpretation of data collected using SPSS along with the findings. The fifth chapter covers the conclusion and recommendation drawn as per data analysis results.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Theoretical concept and definition of project success and project management

A project is defined as an activity between improvisation and routine (Wijnen et al, 2001). literature on the topics of project success and critical success factors reveals that there can never be an agreed understanding over the concept of project success, as it is assessed differently based on distinct context.

Project researchers tend to use a fairly rationalistic argument in this respect. First, a project exists because there is something important and complex to be solved. Second, a project organization exists because there is a need for a purposeful organization effort and a high need of coordination in order to execute a number of tasks/activities. As it seems, the “project form” is applied when activities are tightly integrated. Much project management research, even the one that is based on a social science tradition, would thus argue in fairly rationalistic fashion, mainly pointing to the task at hand (Lundin. 1999).

Other explanations from the, however, been suggested. One such explanation is found in the literature on industrial marketing. Here projects are considered to be solutions to generate above normal rents by grouping activities as “turn-key deliveries”. However, alternative explanations, we argue, would be useful for the development of our understanding of project management on a more general level. Important concepts would, for instance, be explained by transaction cost reasoning, by knowledge-based reasoning or power perspectives (Nelson, 1991).

There are, for sure, alternative explanations to be found in the literature. The problem is that these explanations are very few. Kreiner (1989), for instance, puts forward that project work is a way for organizations, and for researchers, to release the creative forces within themselves rather than to plan; and a way to enhance participation rather than to control. He especially stressed “learning,” “participation,” “renewal,” and “innovation” as indispensable in project management terminology as they have been for years in modern organization theory (Goodman, 1994).

Project management is defined as an application of knowledge, skills, and techniques to project activities in order to meet the needs of project requirements, according to Heagney (2011:25). Leadership, in these applications, is required to enhance successful project deliverables. With various leadership styles and methodologies this can be achieved. Kerzner (2013) states four elements, which are essential when exercising good project management leadership methodologies, namely effective communication, effective co-operation, effective team work and trust.

Effective communication can be implemented within the project team, amongst internal customers, and the wider organization. Effective co-operation is required within the wider organization in order to align to its objectives. Effective team work is obtained within the internal projects team, and the element of trust is exercised throughout the life cycle of a project.

Rad and Leven (2002:56) stipulate that project managers should be competent in most or all of the details of the technical area of the project to ensure that those who manage projects have appropriate skills to achieve success for the project or enterprise.

According to Serrador and Turner, (2013), management of scope project management, they define the purpose of scope management as follows:

- 1) an adequate or sufficient amount of work is done;
- 2) unnecessary work is not done;
- 3) the work that is done delivers the stated business purpose. The scope is defined through the work breakdown structure (WBS).

What does Serrador and Turner, (2013) say, from a theoretical point of view?

- Firstly, they (implicitly) claim that project management is about managing work; this is the conceptualization.
- Secondly, the claim that work can be managed by decomposing the total work effort into smaller chunks of work, which are called activities and tasks in the Guide.
- +Thirdly, they claim that this conceptualization and the principle of decomposition serve three essential purposes of project management. Even if not mentioned by Serrador and

Turner, (2013) there is an important, but implicit assumption associated with decomposition, namely that tasks are related if at all by sequential dependence.

In the transformation view, production is conceptualized as a transformation of inputs to outputs. There are a number of principles, by means of which production is managed (Koskela 2000). These principles suggest, for example, decomposing the total transformation hierarchically into smaller transformations, tasks, and minimizing the cost of each task independently. The transformation view has its intellectual origins in economics. The popular value chain theory, proposed by Porter (1985), is one approach embodying the transformation view. An explicit production theory based directly on the original view on production in economics has been proposed by a group of scholars led by Wortmann (1992). However, mostly the transformation view has been implicit—so embedded in thinking and practice that it has formed the basis of an invisible, unspoken paradigm that shapes behavior.

Wiest and Levy (1969) hold it questionable whether the precedence relationships of project activities can be completely represented by a noncyclical network graph in which each activity connects directly into its immediate successors. Supporting empirical observations abound. Cooper (1993) claims that rework typically represents the bulk of development project expenditures and time: in design of large construction projects, there are typically from one-half to two and one-half rework cycles. Friedrich et al (1987) strongly criticize the customary notion that large projects can be measured using yardsticks viewed as simple summations of individual yardsticks taken discipline by discipline, system by system, or component by component. Thus, the overall effects of revisions, repairs, and rework on large projects can be very significant, even when the individual impacts on specific functions and disciplines appear small and within “normal” acceptable practices.

Regarding the lack of value generation conceptualization, evidence is abundant alike. Research shows that as late as the start of construction, significant uncertainty remains as to what is to be constructed—thus, customer requirements cannot be taken as given and unproblematic (Howell et al 1993). Indeed, Sahlin-Andersson (1992) challenges the view that big collaborative projects could be realized on the basis that basic intentions and restrictions are first clarified and then means are derived out of them. Rather, commitments, dependencies, and expectations developing in the process of interaction drive the project to realization. Ambiguity regarding objectives may be

beneficial, because participants can relate the project a meaning according to their interest and contexts (PMBOK,2017).

2.2 Determinants of success or failure of project organizations

Publications both in the International Journal of Project Management and Project Management Journal reflect the search for factors of success and failure for reviews of the literature. Research on critical success factor is also observed in other academic disciplines, for instance in product development. In a project context, this approach seeks to systematically determine the set of generic factors that are critical to project success. The logic of the search for critical success factors has been justified with reference to the many observed examples of project failure and the belief that the identification of generic factors will greatly facilitate the project implementation process in practice.

The study by Pinto and Slevin (1989) published in the renowned Journal of Management Studies presents evidence of the following set of critical factors: clarity of goals, top management support, clear project plans client relationship and communication. The studies by Baker et al. were one of the first to focus on the behavioral dimensions and organizational issues of project organization. This study also employed a broader definition of project success than the typical triple constraints of cost, time and conformance to specifications. However, as has been pointed out by Turner & Zolin (2012) although much of the research into this particular area has adopted broader definitions of project success, the traditional triple constraint criteria seem to prevail.

The critical success writings have been one dominant line in project management research. So“ derlund (2006) traces its history back to the empirical studies of project failures in which writers sought to explain the reasons for the frequent failures of projects in practice. In the1980s, this led to several publications in, not only project management journals and books, but also in other management journals, such as the Journal of Management Studies and Journal of Management. A continuing issue for debate has been how to look up on the success factors, their generic applicability and the sampling methods used. Recent writings have documented the difference in success factors among industries and project types and also extended the original success criteria. Further, recent literature also acknowledges the variation of project success factors along the project life cycle.

2.2.1. Top Management Support, Leadership style and project success

Top management support is a necessary factor in project success, as well as the leadership styles used by various top management personnel. Pinto and Slevin, (2008) mention that absence of top management support is a critical barrier because the top leadership plays an important role throughout the life of the project

An additional area to examine under this topical umbrella is that of a project manager's specific leadership style as a determinant of project success. A study observed this idea through an evaluation of research conducted regarding project style, project success factors and their link with leadership styles, and the influence of leadership styles on project success in order to determine a correlation between leadership style and project success.

Jiang's (2014) work examined a historical summary of leadership theories along with the relevant leadership styles they defined:

Table 2. 1 Jiang's (2014) leadership styles and leadership theories

Theories of leadership	Leadership styles
behavior or styles	laissez-fair, democratic, autocratic, bureaucratic
Contingency	directive, supportive, participative, achievement-oriented
visionary or charismatic	transitional, transformational, laissez-faire
emotional intelligence	visionary, coaching, affinitive, democratic, pacesetting, commanding
Competency	engaging, involving, goal-oriented
Trait	leadership style not defined

The study also examined emotional competencies (EQ), managerial competencies (MQ), and intellectual competencies (IQ), as well as project success factors (e.g. project mission, schedule

and plans, personnel, communication, troubleshooting, etc.), and the results of recent research examining leadership style and project success.

Jiang's (2014) analysis established support for the existence of a relationship between a project manager's leadership style and its influence, or even control over, project success factors. Geoghegan and Dulewicz (2008) stated that in a basic model was created showing how a project manager's leadership influences teamwork, which then influences project success; however, it is important to remember that project type also plays a determinant role between teamwork and project success. For example, if a project manager is new to a project type this may influence teamwork negatively and thus reduce project success, but if the project manager is able to choose the correct leadership style, he/she may be able to weaken the negative effect through careful management and other competencies.

Thus, although much of the research does not focus on a project manager's leadership as a factor in the success of a project, found that it is indeed an influence on various relevant factors including teamwork and client communication. Jiang (2014) also distinguished a project manager's leadership style as a determinant in project success into two mechanisms, direct: appropriate leadership can benefit project success with corresponding competencies and indirect: appropriate leadership improves teamwork, which can help achieve successful project (Jiang, 2014, p. 54-55).

Geoghegan and Dulewicz (2008) research showed a primary focus on behavioral, emotional, and managerial competencies, as well. In this collection of work evidence was found that not only are leadership traits correlated with successful project managers but leadership traits are a contributing factor towards success in projects, of course leading to successful project managers. These studies found managerial and emotional competencies (as factors of leadership) to have important causative effects in determining the success of a project; although it is important to note that this success can be negatively affected if the wrong leadership style is chosen and/or if the project manager is inexperienced with the project type (Geoghegan & Dulewicz, 2008).

Hence, a number of questions might be raised whether the project life cycle is used normatively and if it is an adequate and appropriate description of reality or not. Only a few studies have discussed the behavior of project organizations in theoretical terms. (Lundin RA. 1999)

One fruitful metaphor of projects is that of “temporary organizations”. As it seems, the label temporary organization is used, not only to capture the characteristics of project organizations, but also to clearly separate it from traditional (or more permanent-like) organizations. The basic traits pointed out is that of a time-limited, and often time-pressured, organization that is built up by a group of people who has never worked together before and with limited possibilities of working together again in the future (PMBOK,2017). The literature on temporary organizations has, in this context, emphasized themes as “learning”, “participation”, “commitment” and “action” in order to focus on the behavioral aspects of such organizations. Of course, the aspects of time-limitedness are considered to be at the core of understanding temporary organizations (Wheelwright & Clark, 1992),

2.3 Project Success measures

Although studies of organizational effectiveness and organizational success have been at the heart of organization theory for many years, research into project success has not converged to a standard approach. One widely used approach searches for a simple formula that is unequivocal and easy to apply (Lundin, 1995). Measures of this type have typically equated success with meeting the project’s budget and schedule and achieving an acceptable level of performance. However, these measures, even when taken together, are at most partial. They may count as successful projects that met the planning objectives (schedule, budget and performance objectives), but may not have met end-user needs and requirements or there may have been difficulty in commercializing the final product.

The success rating of a project may also differ according to subjective, individual judgment. Freeman and Beale point out that success means different things to different people. Comprehensive success criteria must therefore reflect different interests and views, which lead to a multi-dimensional, multi-criteria approach. Pinto and Mantel (2008) identified three aspects of project performance as benchmarks for measuring the success or failure of a project: the implementation process, the perceived value of the project, and client satisfaction with the delivered project.

Shenhar & Dvir (2007) used 13 success measures adapted from previous research and showed that these measures could be grouped into four dimensions:

1. Meeting design goals
2. Benefit to the customer
3. Commercial success, and
4. Future potential.

Clearly, not all four-success dimensions are of the same importance. Lipovetsky et al, (2005) who analyzed defense projects, concluded that the success dimensions meeting design goals and benefit to the customer are the most important ones to all stakeholders in the projects (customer, developer or purchasing organization).

2.3.1. Stakeholder Participation

The PMBOK, suggest that key stakeholder's roles on every project include the project manager, customer/user, the performing organization, project team members, sponsors, champions and the project management office. This factor has four items which cover benefactor, steering group, client and organizational objectives.

As stated by the PMBOK, inputs for stakeholder participation include stakeholder management Plan, communication, change log and organizational process assets. The communications management plan includes a documentation of stakeholder's needs for communication requirements. All of this need to be taken into consideration as inputs when managing stakeholder engagement. Lack of stakeholder's participation at the onset of project activities lead to unclear project activities and adoption of poor projects which fail to benefit the community as a whole. Stakeholder involvement makes everyone feel part and parcel of the project, they own the project and take all necessary steps to safeguard the required standards (Briceno, 2010).

The classifications in literature for variables in this factor include stakeholder participation, Product Success and Project Management success. Stakeholder satisfaction has been selected as the label for this factor to cover different groups Turner & Zolin (2012). Customer feedback is data from customers about their perceptions and experiences as a customer. It is typically gathered either directly by companies or outsourced and gathered by market research firms. Feedback can take different forms and can cover a wide range of topics, but is often structured and gathered via surveys conducted by mail, phone, in person or over the web. It is typically focused on aspects of

the customer experience believed to be most critical to customer satisfaction and loyalty (Stewart Nash,2003).

Firms high on the feedback regularly measure magnitudes of their customers' experience and perceptions, and effectively utilize the insights to manage their business. They measure and manage the business to assure high customer satisfaction, high loyalty, high retention, to develop new products to meet evolving customer needs (Stewart Nash,2003).

2.3.2. Project Efficiency

In the public sector “project efficiency” measures how effectively time and resources are utilized to produce outputs with the desired quality. Shenhar & Dvir (2007) define efficiency in terms of the project’s meeting time, cost and performance targets, and this is now more commonly used in the project success literature (Serrador and Turner, 2013). The eight items in this success dimension are related to scope, time and cost performance which are classified in the literature as micro-success, short term success or project management success. This factor has one new variable not commonly found in literature and is relevant for public sector projects, complied with Environmental Regulations.

2.3.3. Communication

For the achievement of project success, clear and open communications is obligatory in the midst of planners, implementers, and all levels of personnel. It includes having a communication plan, information distribution path, progress reporting, and information sharing system for management and customers (Pinto and Slevin, 1987)). Communication is the significant to preserve team members, managers, and stakeholders informed about the project objectives, along with identifying problems, risks, misinterpretations, and additional encounters to project completion. Actual communication is a serious portion of project team efficacy (Pitts et al., 2012).

It is often criticized in which action is thought to flow from authorization of a task. It is assumed that the task is fully understood, started, and completed according to the plan once authorized. This starting is achieved through communicating the authorization that is giving orders to the

responsible. However, this view has been challenged by the language/action perspective (Winograd and Flores 1986). They argue that the work in organizations is coordinated through making and keeping commitments. The commitment cycle begins with an offer or a request, followed by a promise, performance, and declaration of completion. Thus action is coordinated by the commitments people make rather than by central control acting through commands. (In the language action view, orders are understood as strong requests and even here commitment arises from the promise to follow it.)

2.3.4. Competency

The PMI identifies competency in three different dimensions, knowledge, personnel and performance. These competency areas are built around specific pillars. In general management skills, leadership, providing directions and vision, negotiation, communication, effective decision making, team building, etc. in project management skills, PMTT, organizational savvy and fundamental project management skills. In industry, breadth in specific application knowledge and life cycle management are some of the pillars.

As mentioned by Lei and Skitmore (2004) ability of project team members and managers are

- Ability to meet project objectives
- Ability to make decisions
- Ability to make decisions
- Ability to lead project team
- Ability to organize plan

2.3.5. Project team members

Project team members is the group responsible for conducting project activities, they contain pf the internal staff as well as outside vendors. Good project team members are a critical factor of project success. Enabling project team members to perform by having all the information needed to do the job successfully (Juli, 2011)

Team members are the most important source of information relating to stakeholders. They are also very useful when it comes to defining the actions to manage stakeholders but, they need help

to fine tune the stakeholder management actions. In fact, team members are sometimes not able to correctly evaluate the stakeholder's capacity to influence the project thus they may propose actions that exceed the project's needs (Bourne, 2015).

2.4. Reasons for project failure

When a project is initiated there are three factors to take into consideration: time, cost and quality. Time is defined as the timeline for which the outputs need to be met; cost is defined as the amount of budget allocated to the particular project, which needs to be adhered to, considering the scope of work; and quality is defined as the standard of the outputs (Koskela & Howell, 2002,). In reality, project managers find it challenging to ensure that all three factors are met simultaneously. Hence, projects or certain project deliverables often fail owing to one of the three factors not being met according to the organization's objectives.

Sometimes organizations are too concerned with achieving their ultimate objectives that they overlook severe consequences where budgets are over-run; they have limited resources and time constraints, which all lead to a negative effect on quality.

Tracy (2007:129) states that there are four main concerns within project management that cause projects to fail, which are described below:

- Not enough time set aside for certain tasks to be completed;
- Quality, this often leads to errors, which lead to poor quality; and
- Project managers take on too many responsibilities or place too much responsibility on their team members.

Presently, the demand for project work is much greater with the limited supply of skilled resources within organizations. In today's economy, people are faced with many financial difficulties, whilst they have to employ more skilled resources to reduce project failure.

Lindkvist et al (1973), in their analysis, a contingency model of different types of project organization is presented. To be fair, also the work by (Wheelwright and Clarkon ,2001) "heavy-weight project teams" should be acknowledged here. Their work is written in a product development tradition, but has also been considered to be an important contribution to the management of projects. Their categorization has attracted considerable attention from project management researchers. (Devir, 1989)

In sum, the difference between project organizations has not been analyzed thoroughly enough. Only a limited group of references is found in the major research journals. It would thus be advantageous to more clearly pinpoint and analyze the reasons why projects and project organizations differ. It is in mentioned this research about a few important contextual and contingency variables. There are, however, several other questions that might be of interest to project research, such as industry and corporate issues (e.g. strategy, organizational structure, industry regulation and tradition), project issues (e.g. age, size, environmental uncertainty and complexity of various kinds). It is suggested that project management must be understood as a situated practice where cultural, social and institutional traits are paramount. Lorsch, 1967)

2.5. Empirical Literature

This part of literature review will discuss related articles and journals to the topic under study. The Factors that affect the project's success vary with the various project dimensions.

Abraham (2004) states that a comprehensive answer to the question of which factors are critical to project success depends on answering three separate questions: What factors lead to project management success? What factors lead to a successful project? and What factors lead to consistently successful projects? A survey was conducted by the PMA in 1999 to assess the success/failure factors in project management and to examine the relationships between critical success factors and organizational background variables. This study also aims to gain an understanding of how project clients, top management, and project team members present their needs and expectations to ensure project success. The results indicate the importance of project communication that is related to company size, however. In contrast to some prior studies, communication was ranked highest in most project phases.

The fundamental assumption in the majority of project stakeholder literature is that stakeholder management is not only a critical success factor for project success (Aaltonen, 2010; Atkin, Brian and Skitmore, Martin, 2008; Bourne and Walker 2005; El- Gohary *et al.*, 2006; and Yang *et al.*, 2011), but an unavoidable part of any project and project management process. A project is as successful as the stakeholders think it is. As a consequence, a robust body of literature has developed on how to identify and manage stakeholder interests and relationships.

Lewis (2005) explains that the effort of top management in organizations put-in in order to implement a standard project management methodology is outweighed by the benefits which include: completing projects effectively and efficiently, getting better results through planning, quick resolution of problems, resolving future problems before they occur. Ashley et al. (1987) indicated project teams' participation; motivation, capabilities, consistency, and adaptability help elevate the effectiveness of a team and were found to be a 25 major contributor to project success. Therefore, it is important for the team to establish good work ethics and a great working relationship within the team. Poor coordination and management of change orders may increase dissatisfaction between the owner and the project team, and may even cause team members to enter disputes. Therefore, it is important for the project team to have good project manager, especially when there are several change orders to be addressed (Azmy, 2012).

As pointed out by Pinto & Slevin (1988), cost, time and quality should be used as success criteria, but not as a single dimension. de Wit (1988) therefore suggests benefits for the stakeholder is another factor that contributes to success. Projects have many other stakeholders that can have a major interest in a projects outcome. Project success may be perceived differently by different stakeholders. It is important to take the interests of these stakeholders into account as they can negatively influence a project or in a worst case even destroy it (De Wit, 1988).

Porthouse and Dulewicz (2007) argued that project managers should possess leadership qualities because leadership is significantly related with the project success. In addition, the organizations have realized that projects are a fundamental part of a company's success likewise; project leadership is a key factor for project success. Therefore, the companies should focus on developing leadership competencies among project managers through training and development.

Open and clear communications are required among planners, implementers, and all levels of the organization for project success. It includes having a communication plan, information distribution path, progress reporting, and information sharing system for management and customers (Ibbs et al. 2002, Pitts et al., 2012). Another research (Xiao et al., 2014) described two types of communication practices – one regarded forms of communication among team members, who worked in the same location (communication within the teams), and the other one regarded

communication practices realized between cooperating teams (communication between the teams).

Joseph, Eugene, and Peter (2015) analyzed factors, strategies, policies & stakeholders influence for performances in agri-business projects in Bugesera District Rwanda. Being accountable simply means being responsible for decisions made, actions taken, and assignments completed (Carol & Richard, 2004). Partnership for planning is a prerequisite for successful projects is the existence of partnerships for both beneficiaries and owners of the projects. Stakeholder participation is important for projects because they complement the projects efforts in the planning and implementing process and they act as a source of verification for whether objectives of the projects align to intended objectives (Siemiatycki, 2006).

Public sector project management inefficiency is a serious problem for many countries, in particular for developing countries (Kossova and Sheluntcova, 2016). Several researchers, such as Morris and Hough (1991), Nijkamp and Ubbels (1998), and others have studied a large number of major public projects. They found that these projects often and systematically fail to meet expectations of different stakeholders and agreed goals. Even worse, many are delivered too late, at a higher cost and do not meet agreed quality standards, and public resources are wasted (Klakegg, 2009). There seems to be insufficient knowledge on the private sectors.

The competency requirement differs from company to company as the interest in employees' competences is derived from the widespread belief that they are the most valuable asset of the company. The project team members are professionals who possess the competencies to perform the roles which lead the project in to success (Caupin et al., 1999; Beate et al. 2014). Furthermore, project managers' success at managing his or her project is dependent on their competence, particularly their leadership style comprising emotional intelligence, management focus and intellect Turner and Müller (2006). However, In the early days of traditional project management, emphasis was placed on technical skills. Over time however, project teams involved more and more non-engineering personnel, and behavior skills became equally important as technical skills (Liu et al., 2010).

2.6. Conceptual Framework



Figure 1. Conceptual Framework

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Research approach

This study employs a method of quantitative approach; quantitative approach adopts a representational emphasis when developing findings. This means that the evaluation is conducted through measuring the effects of the intervention against quantitative indicators Mark et al. (2005). Quantitative approaches often result in generalized conclusions that emerge from evaluations. Quantitative research is an examination into a social problem, established on testing a hypothesis or a theory collected of variables, measured with numbers, and investigated with statistical procedures, with the aim of concluding whether the hypothesis or the theory hold true results (Creswell, 1994).

The study inclines to produce quantitative data that would be appropriate with the survey approach. Quantitative data is not nonconcrete, it is rigid and consistent; it measures tangible, countable, sensate features of the world (Boumaet al.1995). It uses organized tools to create arithmetical data and uses statistics to deduce data, organize and represent the collected data (Burns et al., 2001).

3.2. Research Design

To positively attain the research objectives and to answer the stated research questions the researcher used a descriptive and explanatory research design. Descriptive methods were needed to describe the link between the identified factors with each success dimensions. A descriptive research design is a design that is preplanned and structured for the collected data that can be statistically inferred on a population. According to Kothari (2004), descriptive design is concerned with describing the characteristics of a particular situation. As the research purpose was to describe a particular phenomenon at a particular point in time.

Explanatory research design is used to examine the current relationship between the dependent variables and the independent variables. Explanatory studies are useful to establish causal relationships between variables (Saunders, 2003). The emphasis in this sort of study is to analyze factors affecting project success.

3.3. Sample size and Sampling technique

3.3.1. Sample size

The total population of the study is 100 employees involved in the project. The respondents of this research are comprised of 9 top management personnel and the remaining project team members. The sample size population for this study is 85.

3.3.2. Sampling Techniques

Purposive sampling which is also known as deliberate sampling or non-probability sampling is used. This sampling method involves purposive or deliberate selection of particular units of the population for constituting a sample which represents the population. In many cases purposive sampling is used in order to access well-informed individuals, top management Staff of firms i.e. those who have in-depth knowledge about particular issues, maybe by virtue of their professional role, power, access to networks, expertise or experience (Kado, 2011).

The target respondents are staffs including, Executive and Managerial staff of firms, according to (Kado, 2011) this is necessary because they are in the right position to have adequate knowledge for the study regarding project management practices and status. The questioner is circulated amongst project team members and top management.

3.4. Data collection and Data analysis

3.4.1. Data Collection techniques

In this research both primary and secondary data would be used. The data collected primarily through questioner from the particular respondents. In contrast, secondary data is collected from related published works, journals, the internet and project documents which contributes for the findings.

To get primary data for the data analysis the researcher used a questionnaire as a data collection method. The questionnaire is divided into two sections, namely a biographical section focuses on the respondent's profile, it is targeted at gathering useful information about the respondents ranging from the educational background and years of experience to the category of company the

respondents belongs to. The second section deals with the respondent's knowledge and involvement in the project management practices. It gathers information on how the firms best define success of projects.

3.4.2. Data Analysis

The researcher took on a deductive approach, by referring different literatures, theories and models. The data collected is analyzed by using descriptive statistical measurements, by using SPSS to analyze the quantitative data.

Data analysis could be Qualitative analysis or quantitative analysis. Qualitative analysis is the analysis of qualitative data such as text data from interview and questioners. Contrasting quantitative analysis, it is profoundly reliant on the researcher's analytic and integrative skills and subjective knowledge of the social setting where the data is collected. Numeric data collected in a research project can be analyzed quantitatively using statistical tools in two different ways these are descriptive analysis and inferential analysis. Inferential statistics are the statistical procedures that are used to reach conclusions about associations between variables (Bhattacharjee, 2012). Regression analysis was carried out to see the association between each independent variable with the project success variable.

3.5. Validity and reliability

Validity is defined as the degree to which the scores amount to which data collection techniques precisely measure what it is proposed to measure (Saunders et. al., 2003). Bhattacharjee (2012) outlines reliability as the amount to which the measured outcome redirects the true effect to get similar results each time. This research directs the applicability of Cronbach's alpha which is stated by Creswell (2014) that the purpose is to utilize in checking the validity and reliability of data in this study. As reliability measures gives greater confidence that the individual variables are consistent in their measurement, the researcher calculates Cronbach's alpha with a commonly used value 0.70-0.90 to measure the reliability of all variables addressed on the questioner which are reliable. Other measures above or below is unacceptable reliability.

Table 3. 1 Reliability Test: Summary of measures

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
Project success	.829	.832
Stakeholder participation	.738	.751
Communication	.824	.808
Project team members	.766	.766
Top management	.766	.766
Competency	.774	.770

The findings show that all the measures had Cronbach's Alpha values greater than 0.7 which fall within the acceptable limit. This indicated a firm internal consistency among measures of variable items.

3.6. Ethical Considerations

Bhattacharjee, 2012 list out four ethical principles in scientific research these are:

- Voluntary participation and harmlessness.
- Anonymity and confidentiality.
- Disclosure the purpose of the research.
- Analysis and reporting should be fit with the real finding of the researcher.

In this research, all the above ethics as well as other ethical concerns which are related to the conducted research will strictly uphold. The researcher followed ethically and morally acceptable processes throughout the research process. The data was collected with the full consent of the participants and they are aware about the purpose of the study.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter specifies the analysis and discussion part from the collected data, the analysis and interpretation of data in which was carried out. It is constructed on the results of the questionnaire, deals with a quantitative analysis of the data. The researcher distributed 85 questioners amongst those, 79 is completed and returned, the remaining were not returned and incomplete replies.

4.1 Description of Demographic Characteristics of Respondents

The first segment of the questionnaire comprised of four items about demographic information of the respondents. General questions about age, level of education, and role of respondents in the implementation of the projects are presented below.

	Variables	Frequencies	Percentiles
Age	<25	19	24.1
	25-29	28	35.4
	30-40	20	25.3
	>40	12	15.2
Educational Background	Masters degree	17	21.5
	Bachelor's degree	44	55.7
	Diploma	15	19
	Below Diploma	3	3.8
Position in Project	Admin/staff	38	48.1
	Manager	5	6.3
	Supervisor	13	16.5
	Project team coordinator	6	7.6
	Project team member	16	20.3
	Others	1	1.3
Years of Work experience	<5 years	27	34.2
	5-10 years	28	35.4
	10-20 years	16	20.3
	20-30 years	4	5.1
	30-40 years	4	5.1

Table 1: Demographic Results of Respondents

As shown in the above table, the demographic characteristics among the total 79 respondents, 35.4% of the respondents are in the age range of 25-29, 24% of the respondents are below 25,

25.3% of the respondents are in the range of 30-40, and the remaining 15.1% of the respondents age is above 40. The majority of the respondents are in their most active and productive years.

As shown in the above table, the demographic characteristics among the total 79 respondents, 55.7% level of education reached by the respondents is a Bachelor’s degree, 21.5% of the respondents have a master’s degree, 18.9% of the respondents have diplomas and the remaining 3.8% have below diplomas. This suggests that majority of the staff members have qualifications for the job.

As shown in the above table, the demographic characteristics among the total 79 respondents, 48.1% of the respondents are administrative staff/project personnel of the company, 20.2% of the respondents are project team members, 16.4% are project supervisors, 7.5% of the respondents are project team coordinators, 6.3% of the respondents are top managers of the projects.

As shown in the above figure: 3 the demographic characteristics among the total 79 respondents, in respect to working experience, 35.4% respondents have 5-10 years of experience, 34.1% of the respondents have 1-5 years of experience, 20.2% of the respondents have 10-20 years of experience and the remaining cover equal proportion of 5% 20-30 and 30-40 years. Majority of the respondents have 5-10 years of working experience. The education qualifications of the respondents suggest the availability of sufficient educational qualification to make the information acquired reliable

4.2. Results of Descriptive Statistics

In this section, the perception of respondents on each project success factors are described as an interpretation of project success, stakeholder participation, communication, project efficiency, project team members, top management, competency, customer feedback and satisfaction. The researcher considers mean scores of

Table 2: Mean scores of descriptive results

Min	Max	Items
1.00	1.49	Strongly disagree
1.50	2.49	disagree

2.50	3.49	neutral
3.50	4.49	agree
4.50	5.00	Strongly agree

According to Zaidaton & Bagheri (2009) the mean score below 3.49 was considered as low, the mean score from 3.50 up to 4.49 was considered as moderate and mean score above 4.50 was considers as high as illustrated by Comparison bases of mean of score of five point Likert scale instrument. Thus, detail of the analysis is presented as follows:

4.2.1. Project Success

The respondents were asked about their perception on the project success in terms of customer satisfaction, compliance with the triple constraints relative to established objectives, delivery on time, Implementation of plans jointly developed by all stakeholders.

Table 4. 1 descriptive results for the parameters of Project Success

Variables	Percent		Mean	Std. Deviation
Compliance with the triple constraints relative to established objectives (e.g., budgets, scope, and quality)	S.D	0	3.9114	.87983
	D	5.1		
	N	27.8		
	A	38		
	S.A	29.1		
Project Success in terms of delivery on time	S.D	2.5	3.9114	1.04009
	D	10.1		
	N	12.7		
	A	43		
	S.A	31.6		
Projects have relevance to Stakeholders	S.D	0	3.6076	.75816
	D	5.1		
	N	40.5		
	A	43.		
	S.A	11.4		
Implementation of plans jointly developed by all	S.D	2.5	3.4304	.85760
	D	11.4		
	N	31.6		

stakeholders for projects success	A	49.4		
	S.D	5.1		

Source: survey data, 2019

As presented on the table above the respondents agreed with the specified variables under project success with means from 3.4 to 3.9. with grand mean of 3.6. This indicates that most criteria's have above average result scores relative to the neutral score. The findings indicate respondents are uniformly in agreement, and there is project success in the company.

The study sought to determine project success in terms of compliance with the triple constraints relative to established objectives (e.g., budgets, scope, and quality), from the research findings the study established that majority of the respondents agreed by 38%. While for Project Success in terms of delivery on time 43% of the respondents agreed, respondents answered if projects have relevance to stakeholders 43% agreed. And 49.4% agreed with Implementation of plans jointly developed by all stakeholders for projects success. In conclusion, the majority of responses show positive agreement on project success dimensions.

4.2.2. Stakeholder Participation

The respondents were asked about their perception on stakeholder participation in terms of Project seen as a treasured resource by the stakeholders, results of stakeholder needs assessments integration into the planning process, actions taken after clients and stakeholders feedbacks, and project priorities based on the actual needs of target groups.

Table 4. 2 descriptive results for the parameters of stakeholder participation

Variables	Percent		Mean	Std. Deviation
The Project is seen as a valuable resource by the stakeholders	S.D	0	3.9873	.83962
	D	5.1		
	N	20.3		
	A	45.6		
	S.A	29.1		
The results of stakeholder needs assessments are integrated into the planning process	S.D	2.5	3.9481	.79300
	D	3.8		
	N	21.5		
	A	48.1		
	S.A	24.1		
	S.D	0	3.8354	.83866

Actions are taken immediately after clients and stakeholders feedback	D	7.6		
	N	21.5		
	A	40.6		
	S.A	20.3		
Project priorities are based on the actual needs of target groups	S.D	5.1	3.6835	1.04445
	D	11.4		
	N	10.1		
	A	57		
	S.D	16.5		

Source: survey data, 2019

As presented on the table above the respondents score with the specified variables under stakeholder participation with mean score for variables range from 3.68 to 3.98. with grand mean of 3.8. This indicates that most criteria's have above average result scores relative to the neutral score. The findings indicate respondents are uniformly in agreement, and there is stakeholder participation in the company.

The research sought to determine stakeholder participation in terms of project seen as a treasured resource by the stakeholders, from the research findings the study established that majority of the respondents agreed by 45.6%. While stakeholder participation in terms of results of stakeholder needs assessments integration into the planning process scored 48.1% respondents in agreement, respondents answered if actions are taken immediately after clients and stakeholders feedback 40% agreed. And 57% agreed with project priorities based on the actual needs of target groups. In conclusion, the majority of responses show positive agreement on project success dimensions.

4.2.3 Communication

The respondents were asked about their perception on communication in terms of project manager's communication skills, understanding of roles and responsibilities, affected projects by the accessible information, awareness of the project team members of projects and causes, and effective communication between project stakeholders, team, and personnel.

Table 4. 3 descriptive analysis results for the parameters of communication

Variables	Percent		Mean	Std. Deviation
	S.D	0	4.1392	.69308
	D	0		

The project manager's communication skills have impact on the project success	N	14		
	A	50.6		
	S.A	31.6		
Roles and responsibilities are clearly communicated in the project	S.D	0	4.0506	.74934
	D	5.1		
	N	10.1		
	A	59.5		
	S.A	25.3		
Projects are affected by the information accessible	S.D	0	3.9114	1.01514
	D	7.6		
	N	21.5		
	A	40.6		
	S.A	20.3		
Employees are fully aware of the projects and their cause	S.D	2.5	3.8608	.93004
	D	5.1		
	N	20.3		
	A	48.1		
	S.A	24.1		
There is effective communication between project stakeholders, team, and personnel	S.D	2.5	3.8101	.97502
	D	7.6		
	N	20.3		
	A	45.6		
	S.D	24.1		

Source: survey data, 2019

As presented on the table above the respondents score with the specified variables under communication with mean score for variables range from 3.81 to 4.13. with grand mean of 3.9. This indicates that most criteria's have above average result scores relative to the neutral score. The findings indicate respondents are uniformly in agreement, and there is effective communication in the company.

From the table above, to determine communication in terms of project manager's communication skills, from the research findings the study established that majority of the respondents agreed by 50.6%. While communication in terms of understanding of roles and responsibilities scored 59.5% respondents in agreement, respondents answered if projects are affected by the accessible information, 40.6% agreed. And 45.6% agreed with effective communication between project stakeholders, team, and personnel affects project outcomes. In conclusion, the majority of responses show positive agreement on project success dimensions.

4.2.4. Project Team Members

The respondents were asked about their perception on project team members in terms of relationship between leadership and project team members, employees experience in similar projects, team members orientation, and team members availability on projects.

Table 4. 4 descriptive analysis results for the parameters of project team members

Variables	Percent		Mean	Std. Deviation
Relationship between leadership and project team members affect the impact of the project's success	S.D	2.5	4.1392	.69308
	D	6.3		
	N	7.6		
	A	59.5		
	S.A	24.1		
Employees have experience in similar projects	S.D	0	4.0506	.74934
	D	5.1		
	N	21.5		
	A	55.7		
	S.A	17.7		
Team members get orientations about the project and working environment before they start their tasks	S.D	2.5	3.9114	1.01514
	D	3.8		
	N	24.1		
	A	46.8		
	S.A	22.8		
Team members are available on the project within the time period needed	S.D	0	3.8101	.97502
	D	15.2		
	N	17.7		
	A	50.6		
	S.D	16.5		

Source: survey data, 2019

As presented on the table above the respondents score with the specified variables under project team members with mean score for variables range from 3.68 to 4.96. with grand mean of 3.8. This indicates that most criteria's have above average result scores relative to the neutral score. The findings indicate respondents are uniformly in agreement, and there are competent project team members in the company.

From the table above, to determine team members influence in terms of relationship between leadership and project team members, from the research findings the study established that

majority of the respondents agreed by 59.5%. While team members influence in terms of employee's experience in similar projects, scored 55.7% respondents in agreement, respondents answered if team member's orientation and availability on projects. 46.8% agreed and 50.6% agreed respectively. In conclusion, the majority of responses show positive agreement on project success dimensions.

4.2.5. Top Management

The respondents were asked about their perception on top management in terms of the project manager's degree of social awareness in the working environment, the project manager's team building and delegation skills, the project teams access to the project manager, the project manager's relationship management approach, and authority distribution.

Table 4. 5 descriptive analysis results for the parameters of top management

Variables	Percent		Mean	Std. Deviation
The project manager's degree of social awareness of working environment has impact on the project success	S.D	0	4.1772	.74695
	D	2.5		
	N	12.7		
	A	49.4		
	S.A	35.4		
The project manager's team building and delegation skills have impact on the project success	S.D	0	4.1646	.80750
	D	2.5		
	N	17.7		
	A	40.5		
	S.A	39.2		
The project team having easy access to the project manager has impact on the project success	S.D	0	4.1392	.76350
	D	2.2		
	N	15.2		
	A	48.1		
	S.A	34.2		
The project manager's relationship management approach with various stakeholders has impact on project success	S.D	0	4.0127	.80851
	D	5.1		
	N	16.5		
	A	50.6		
	S.A	27.8		
The project has clarity as to how authority is distributed below the overall leadership level	S.D	2.5	3.8734	.79044
	D	2.5		
	N	15.2		
	A	64.6		
	S.A	15.2		

Top management has regular meetings with the project team members	S.D	0	3.7975	.95246
	D	11.4		
	N	22.8		
	A	40.5		
	S.D	25.3		

Source: survey data, 2019

As presented on the table above the respondents score with the specified variables under top management with mean score for variables range from 3.79 to 4.17. with grand mean of 3.9. This indicates that most criteria's have above average result scores relative to the neutral score. The findings indicate respondents are uniformly in agreement, and top management and the leadership style has an effect on the project success in the company.

From the table above, to determine top managements influence in terms of project manager's degree of social awareness in the working environment, from the research findings the study established that majority of the respondents agreed by 49.4%. While top managements influence in terms of project manager's team building and delegation skills scored 40.5% respondents in agreement, respondents answered the project teams access to the project manager impacts project success, 48.1% agreed. And 50.6% agreed with the project manager's relationship management approach, and authority distribution. affects project outcomes. In conclusion, the majority of responses show positive agreement on project success dimensions.

4.2.6. Competency

The respondents were asked about their perception on competency in terms of the project teams problem solving capabilities, the project manager and team member's technical knowledge and skill, and team member's availability to the project.

Table 4. 6 descriptive analysis results for the parameters of competency

Variables	Percent		Mean	Std. Deviation
Project team has unexpected problem solving capability	S.D	0	4.1772	.74695
	D	5.1		
	N	27.8		
	A	40.5		
	S.A	26.6		
	S.D	1.3	4.1646	.80750

The project manager and team members has a sufficient experience technical knowledge and skill	D	3.8		
	N	29.1		
	A	49.4		
	S.A	16.5		
Ability to meet project objectives, make decisions, make decisions and, organize plan	S.D	0	3.8734	.79044
	D	7.6		
	N	24.1		
	A	53.2		
	S.A	15.2		

Source: survey data, 2019

As presented on the table above the respondents score with the specified variables competency with mean score for variables range from 3.75 to 3.88. with grand mean of 3.8. This indicates that most criteria's have above average result scores relative to the neutral score. The findings indicate respondents are uniformly in agreement, and the employees and top management are competent success in the company.

From the table above, to competency of both team members and top management in terms of Project team has unexpected problem solving capability, from the research findings the study established that majority of the respondents agreed by 40.5%. While competency of both team members and top management in terms of the project manager and team member's technical knowledge and skill, scored 49.4% respondents in agreement, respondents answered if the team member's availability to the project. impacts project success, 24.1% agreed. In conclusion, the majority of responses show positive agreement on project success dimensions.

Table 4. 7 Grand Mean Scores

Project success factors	Grand mean
Project success	3.68
Stakeholder participation	3.70
Communication	3.97
Project team members	3.82

Competency	3.81
Top management	3.98

As shown in the table above, it directs that each factors contribute to project success with the grand mean score ranging from 3.68-3.98

4.3. Results of Regression Analysis

Regression mathematical expressions that describe in some sense the behavior of a random variable of interest. In all cases, this variable is called the dependent variable and denoted with Y . Most commonly the aimed at describing how the mean of the dependent variable $E(Y)$ changes with changing conditions; the variance of the dependent variable is assumed to be unaffected by the changing conditions. Other variables which are thought to provide information on the behavior of the dependent variable are incorporated into the model as predictor or explanatory variables. These variables are called the independent variables and are denoted by X with subscripts as needed to identify different independent variables (John O. Rawlings, et.al, 1998).

4.3.1. Test of Assumption of Regression Analysis for Project success

4.3.1.1. Multi collinearity test

Multi collinearity shows linear correlations when the independent variables are not independent from each other and the notion is that there is little or no multi collinearity in the data. (Zikmund et al., 2010).

Table 4. 8 collinearity test summary Coefficients

Model	Collinearity Statistics	
	Tolerance	VIF

1	Stakeholder Participation	.591	1.692
	Communication	.528	1.895
	Project Team Members	.557	1.794
	Top Management	.867	1.153
	Competency	.794	1.260

a. Dependent Variable: Project Success

Tests for multi collinearity is done using variance inflation factor (VIF). As a rule of thumb, if the VIF of a variable exceeds 2, and the tolerance is less than 0.1, there is a serious multi collinearity problem. The VIF indicates whether a predictor has a strong linear relationship with the other predictor or independent variable (John O. Rawlings,et.al, 1998). The result revealed that the sample data were normally distributed, which means the variables do not correlate.

4.3.1.4. Auto Correlation (Durbin Watson)

Table 4. 9 Auto Correlation (Durbin Watson) Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.542 ^a	.293	.245	.55935	2.162

a. Predictors: (Constant) Communication, Top Management, Stakeholder Participation, Project Team Members Competency

b. Dependent Variable: Project Success

As mentioned in the above table, R² is a statistical measure of regression analysis on the dependent variable that determine variation in the dependent variable could be explained by the independent variables (John O. Rawlings,et.al, 1998). This shows that, 29.3% positive variation in project

success of the variance is explained by the independent variables. The remaining 70.7% of the variables are yet to be recognized to other factors.

4.4. Regression Analysis

4.4.1. Regression Analysis for Project success

Table 4. 10 Regression Analysis anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.487	5	1.897	6.064	.000 ^b
	Residual	22.839	73	.313		
	Total	32.326	78			

a. Dependent Variable: Project Success

b. Predictors: (Constant), Competency, Communication, Top Management, Stakeholder Participation, Project Team Members

The Anova table shows that, it is noted that the probability value of 0.000 ($p < 0.05$) indicates that the regression relationship was highly significant in predicting how the independent variables influenced project success. The critical F-value is 5.35 at 99% level of confidence.

Thus, with F calculated $6.064 > F$ critical 5.35; the model generally statistically significant. Hence, the significance level result also shows that, the strong linear relationship between the predictor and dependent variable which means all predictors variable have impact on the dependent variable.

Table 4. 11 Regression Analysis coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.119	2.166		5.280	.091

Stakeholder Participation	.137	.066	.163	3.246	.002
Communication	.118	.056	.135	2.096	.039
Project Team Members	.205	.073	.207	2.790	.007
Top Management	.215	.102	.173	2.109	.038
Competency	.081	.123	.073	.657	.514

a. Dependent Variable: Project Success

Multiple regression analysis supported the analysis of the variable relationships as follows: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e_0$

The above table specifies that the regression model is derived from as:

$$Y = 5.280 + 0.137X_1 + 0.118X_2 + 0.205X_3 + 0.215X_4 + \epsilon$$

$Y = \text{Project success}$

$X_1 = \text{Stakeholder Participation}$ $X_2 = \text{Communication}$ $X_3 = \text{Project Team Members}$

$X_4 = \text{Top Management}$ $\epsilon = \text{Standard Error}$

Holding all variables at zero will result in a positive project success equal to 5.280. Other independent variables constant, a unit change in stakeholder participation will result in 0.137 increments in project success. This shows that stakeholder participation has a great impact on increasing the project's success in the company. The statically significance level of this variable is 0.002; this is at 95 percent confidence interval.

The other factor at 0.118 increases in project success with Communication exclusive of the other independent variables. This shows, when communication increases by a level the project success will increase by around 11.8 %, keeping other factors constant. This implies that communication had a significant effect on increasing project's success in the company. The statically significance level of this variable is 0.039; this is at 95 percent confidence interval. The remaining factors are below 0.1, this indicates that they are insignificant.

In addition, a unit increase in competency of project team while holding the rest of independent variables constant would lead to a 0.205 increments. This will increase by around 20.5 %, keeping other factors constant. This implies that competency of project team had a significant effect on increasing project’s success in the company. The statically significance level of this variable is 0.007; this is at 95 percent confidence interval. The remaining factors are below 0.1, this indicates that they are insignificant.

4.4. Hypothesis Testing

Table 4. 12: Hypothesis Test

	Hypothesis	Result
1	H ₀ : Communication has no relationship and significance on project success.	Rejected
2	H ₀ : Project team’s competency has no relationship and significance on project success.	Rejected
3	H ₀ : Stakeholder participation has no relationship and significance on project success.	Rejected
4	H ₀ : Top management support has no relationship and significance on project success.	Rejected

Based on the above regression analysis coefficients table the hypothesis result indicates:

Hypothesis 1: Communication has no relationship and significance on project success was rejected at Beta= 2.096 and p- value = 0.039 which is less than 5% level of significance.

Hypothesis 2: Project team’s competency has no relationship and significance on project success was rejected at Beta = 2.790 and p- value = 0.007 which is less than 5% level of significance.

Hypothesis 3: Stakeholder participation has no relationship and significance on project success was rejected at Beta = 2.073 and p-value = 0.041 which was less than 5% level of significance.

Hypothesis 4: Top management support has no relationship and significance on project success was rejected at Beta = 2.109 and p-value = 0.038 which was less than 5% level of significance.

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Summary of Findings

The findings show that top management and effective leadership has the highest influence on project success in ACOS with grand mean total of 3.98. According to the study, the project manager's degree of social awareness of working environment, the project manager's team building and delegation skills, the project team having easy access to the project manager, and the project manager's relationship management approach with various stakeholders has high impact on the success of projects

Additional factor with highest influence on the project's success is communication with the grand mean total of 3.97. According to the study, the project manager's communication skills, awareness of the roles and responsibilities, accessibility of information on projects have the highest impact on project success. Communication between the leadership and the project team member impact the project's success highly, because relationship between leadership and project team members has the highest mean score of 3.9.

Employee competency influences project success with the grand mean score of 3.81. it indicates that, by the project team's problem solving capabilities and by having the right number and quality of project team members project success can be achieved.

The findings of the analysis for the stakeholder's participation implies that stakeholders involve in the projects of the company. stakeholder participation affects projects successful outcomes by integrating stakeholder needs assessments into the planning process, taking immediate actions after feedbacks and priorities given to target groups. Based on the hypothesis a regression analysis coefficients indicate that the null hypothesis was rejected so we accept the alternative stated hypothesis, all the factors have a positive influence.

In contrast, Project Success in terms of delivery on time, Stakeholders clear understanding of projects, developing of plans jointly by all stakeholders have a neutral grand mean score. This doesn't necessarily imply that there is no success in projects.

5.2. Conclusion

In conclusion this study, analyzed the project success factors in the case of ACOS PLC company, it identified and confirmed the success factors in ACOS PLC to be stakeholder participation, communication, project team members, top management, and, competency. top management and the leadership style has the highest effect on project success outcomes.

This implies that the company has an effective top management which helps projects stay successful. The project manager's degree of social awareness of working environment has impact on the project success by identifying needs of the employees and having a good relationship with the employees for better outcomes. Other variables like team building and delegation also helps the manger to control successful outcomes in projects. Each team member has easy access to the management to bring effective solutions for feedback from each stakeholder. Client and stakeholder feedback is taken seriously in ACOS which indicates most successful outcomes are based on the needs of clients.

Communication is one of the most important factors in any project. In the human aspect of projects tasks would be completed more efficiently if each stakeholder has clear directions and objectives of the outcomes of any project. In this case, employees are fully aware of their tasks and the projects cause. And it shows that each stake holder has effective communication amongst each other. Some projects shown to be short of project efficiency due to budgets, time and scope. This can be a factor that most companies struggle with, as I personally interacted with some of the respondents to speculate why projects are not efficient. It can be concluded that most of the countries bureaucracy causes major delays in time and budgets.

All in all, project success factors in ACOS are communication between project team members and top management, stakeholder's participation and competencies of each personnel in the company.

5.3. Recommendations

This study shows from the analysis that most of the respondents agreed with the factors presented to them. But it would be ideal if most respondents strongly agreed to the stated highly influencing factors. So the company could improve the remaining factors and make them highly influencing factors.

The second recommendation would be many researchers in Ethiopia usually conduct studies aiming at public service projects. But private sectors need more researches to be conducted as well. Even though this study's findings show that this company in particular has no major issues while conducting projects, there are others that lack efficient ways of conducting projects with major outcomes. research needs to be extended to other private industry sectors.

Lastly, although the results of studies show some of the variables seemed to be lower than the others. Factors like: -

- Implementation of plans jointly developed by all stakeholders
- Stakeholders clear understanding of the projects
- Delivery on time
- Completion within budget
- Completion within scope

The company can improve those factors by user involvement, clear statement of requirements, proper planning and realistic expectations. Along with addressing this issues for the ultimate project success, compliance with the triple constraints relative to established objectives (e.g., budgets, cost, scope and quality). As indicated in the conclusion, future studies can consider conducting researches on government bureaucracy and the effect it has on projects in the case of Ethiopia.

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APPENDIXES

Appendix 1

Questioner

ST. MARY'S UNIVERSITY DEPARTMENT OF PROJECT MANAGEMENT

Introduction and Consent Statements

Dear Sir/Madam

Good day! My name is Nadia Idris; I am a graduate student in the postgraduate program at St. Mary's University department of project management and currently working on my thesis entitled as "*Analyzing Factors That Determine Project Success: In The Case of ACOS Ethiopia Private Limited Company.*" Therefore, it is your cooperation that helps the researcher to accomplish the research objectives. So, I am kindly requesting you to share your experience and knowledge, and perception. This questioner will take you approximately 10 minutes to complete. In the course of our discussion I want to assured you that, the information you will share, will be kept confidential and will be used only for educational purpose. You have also the right to refuse not to answer, and also quit; if you feel discomfort with the questions. You are not forced to make any kind of contractual agreement that will abide you to stay till the end of the research. The finding of this study will be presented and reported to St. Mary's University department of project management.

So, are you voluntary to participate in this study?

Yes_____

NO_____

My contact details are indicated below if you inquire any clarification and/or support.

Thank you for your time.

Nadia Idris

solomonemnet@yahoo.com

PHONE NUMBER: 0910983436

Part I: General information

Please put ✓ in the box provided below

1. Age

< 25 25-29 30-40 >40

2. Educational Background

PhD Master's Degree First Degree Diploma Below Diploma

3. Working Experience: _____

4. The Current occupational position in the organization?

Admin/Staff Supervisor Project team coordinator

Manager Project team member Other please specify _____

Part II: General Success Factors questions

Please read each statement and put ✓ to the level of your agreement on the statements in the column using the following rating scale (Likert Scale).

i.e. 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Measures	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Project success	1	2	3	4	5
Project Success in terms of customer satisfaction					
Compliance with the triple constraints relative to established objectives (e.g., budgets, cost, and quality)					
Project Success in terms of delivery on time					
All stakeholders have a clear understanding of projects					
Implementation plans are jointly developed by all the appropriate stakeholders					
Stakeholder participation	1	2	3	4	5
The Project is seen as a valuable resource by the stakeholders					
The results of stakeholder needs assessments are integrated into the planning process					
Actions are taken immediately after clients and stakeholders feedback					
Project priorities are based on the actual needs of target groups					
The results of stakeholder needs assessments are integrated into the planning process.					
Communication	1	2	3	4	5
Roles and responsibilities are clearly understood in the project					
The project manager's communication skills have impact on the project success					
There is effective communication between project stakeholders, team, and personnel					
There is effective communication between project stakeholders, team, and personnel					
Projects are affected by the information accessible					
Employees are fully aware of the projects and their cause					
Project team members	1	2	3	4	5
Relationship between leadership and project team members affect the impact of the project's success					
Employees have experience in similar projects					
The team are competent to the required competencies					

Team members are available on the project within the time period needed.					
team members get orientations about the project and working environment before they start their tasks					
Top management	1	2	3	4	5
The project manager's degree of social awareness of working environment has impact on the project success					
The project manager's team building and delegation skills have impact on the project success					
The project team having easy access to the project manager has impact on the project success					
The project manager's relationship management approach with various stakeholders has impact on project success					

The project has clarity as to how authority is distributed below the overall leadership level					
Top management has regular meetings with the project team members					
Competency	1	2	3	4	5
Project team has unexpected problem solving capability					
The project manager and team members has a sufficient experience technical knowledge and skill					
The right number and quality of team members are available to the project					
Ability to meet project objectives, make decisions, make decisions and, organize plan					

Appendix 2

		Project Success	Stakeholder Participation	Communication	Project Team Members	Top Management	Competency
Project success	Pearson Correlation	1	.518**	.418**	.267*	.141	.163
	Sig. (2-tailed)		.000	.000	.017	.214	.151

	N	79	79	79	79	79	79
Stakeholder	Pearson	.518**	1	.590**	.486**	.278*	.253*
Participation	Correlation						
	Sig. (2-tailed)	.000		.000	.000	.013	.024
	N	79	79	79	79	79	79
Communication	Pearson	.418**	.590**	1	.545**	.297**	.083
	Correlation						
	Sig. (2-tailed)	.000	.000	.000	.000	.008	.468
	N	79	79	79	79	79	79
Project Team	Pearson	.267*	.486**	.545**	1	.316**	.393**
Members	Correlation						
	Sig. (2-tailed)	.017	.000	.000		.005	.000
	N	79	79	79	79	79	79
Top	Pearson	.141	.278*	.297**	.316**	1	.165
Management	Correlation						
	Sig. (2-tailed)	.214	.013	.008	.005		.146
	N	79	79	79	79	79	79
Competency	Pearson	.163	.253*	.083	.393**	.165	1
	Correlation						
	Sig. (2-tailed)	.151	.024	.468	.000	.146	
	N	79	79	79	79	79	79

Linearity Test

Normal P-P Plot of Regression Standardized Residual

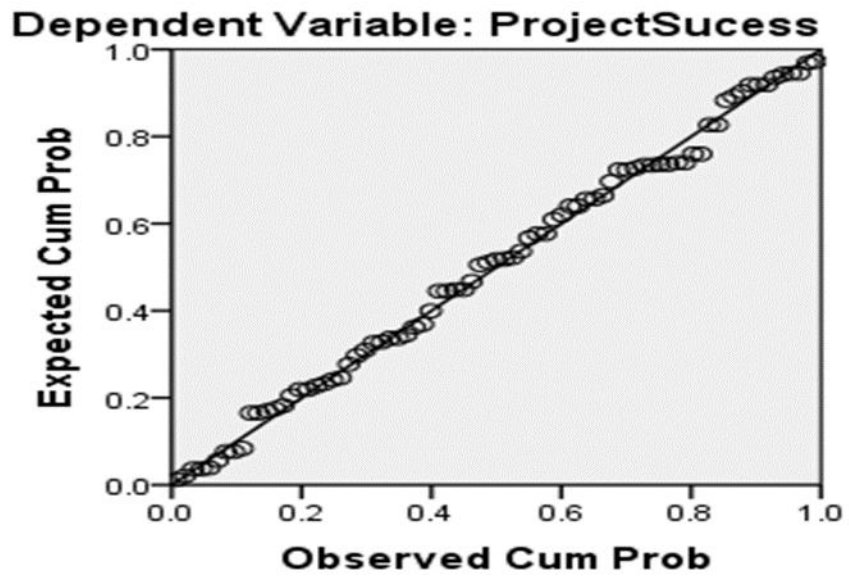


Figure 2: Linearity Test Graph

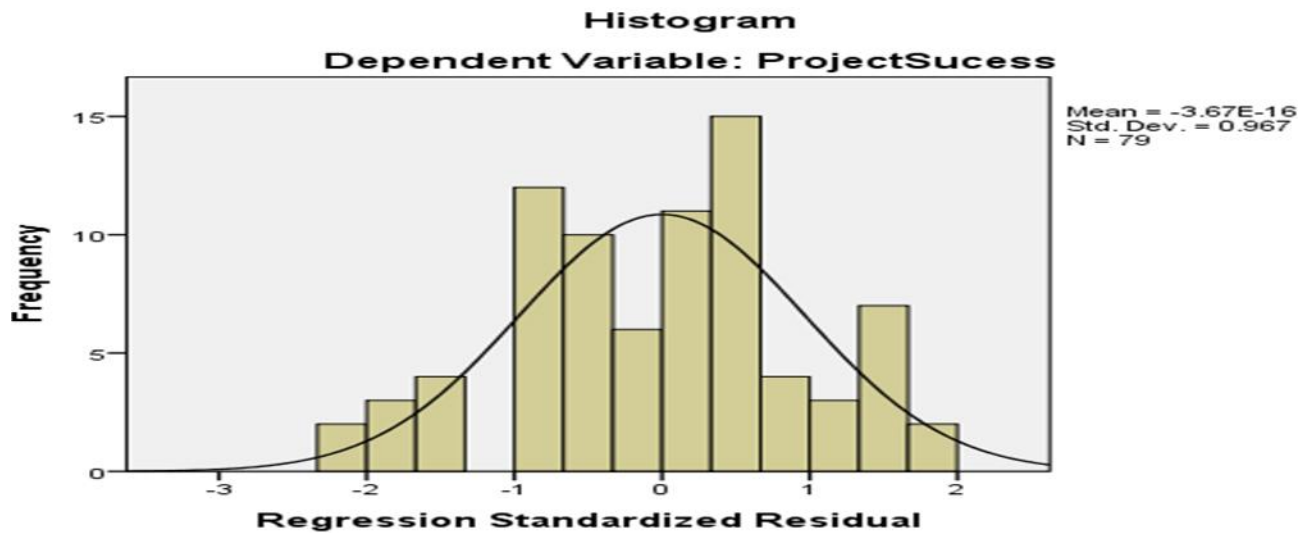


Figure 3: Normality Test Graph