

Review Article

How Effective Project Management Contributes to Project Success: A Review

ABSTRACT

Objective: The purpose of this research is to find out how effective project management contributes to a successful project outcome.

Methods: All of the papers that were considered used a cross-sectional research design. Research journals' online databases and other relevant materials were consulted in order to compile this systematic review. Project management and successful completion of projects were the primary foci of the search terms used to perform this investigation. The study's focus was on the connection between effective project management and successful project completion.

Findings: This study's results were all deemed significant ($p < 0.05$) by Akewushola et al. (2012). Companies' bottom lines have no impact on project quality management, according to the null hypothesis. Based on Pace's Pearson's correlation coefficient test findings ($R(51) = 0.369, p < 0.01$), the technology group showed a relatively positive association between the project management approach and the project's reported success (Pace, 2018). Excessive satisfaction was reported by 89.9% of contractors and 86.3% of clients in Dinesh and Gangaram's 2017 study.

Conclusions: When projects adhere to certain project management principles, the likelihood of success for a company's initiatives is significantly enhanced.

Keywords: Relationship, Project, Management, Success, Project Management, Delivery

INTRODUCTION

More and more people are arguing over whether or not strong management is directly related to a successful project. assertions that one approach is better than another are not borne out by the evidence of scientific studies that look into these assertions. In spite of having access to more resources, project managers still fail often (Aga et al., 2016; Agbejule and Lehtineva, 2022; Kivijarvi, 2020; Zwikael and Huemann, 2023). Projects often go over budget and behind time, and surveys reveal that the majority of organizations have had project failures in the last year (Castillo, 2016; Waseem et al., 2022; Standish Group, 2013). Up to seventeen percent of the time, studies reveal that a project's failure could have such severe consequences that they endanger the whole business (Blumen, 2016). Due to the high failure rate, experts in both academia and business are scrambling to find a solution that would make projects routinely complete on schedule. With this issue description in hand, we can begin to craft our core research question. Project success factors, or the things that make sure a project ends well, are crucial for organizations seeking to earn a fast profit. Although our processes, standards, and tools have been enhanced, a significant number of efforts continue to fail. We need further study on the project management KPIs that are linked to successful completion.

Project

A project is a planned, organized effort that has an end goal, scope, and timeline for completion. The possibility of resource scarcity necessitates the distribution of a one-time program, a life cycle with beginning and ending points, a budget, and other

assets among several stakeholders. A project is an organized set of steps with a beginning, middle, and finish (Zwikael et al., 2022). In 2012, Meredith and Mantel, who claim that projects are often new endeavors with well-defined objectives (Zwikael et al., 2022). It could be easier if I broke it down into smaller chores. There are a lot of moving pieces in a project, so it's important to plan ahead, define goals, work together, and monitor the budget and progress. According to Maylor (2010) and Turner et al. (2015), a project is a planned and sequential effort to produce an item or items (Maylor, 2010; Turner et al., 2015). Generally, a project is "a temporary multitasking effort with a defined beginning and end, a clearly defined scope of work, a budget, and, typically, a temporary team" (Lewis, 2001). Projects are "any collection of activities and tasks undertaken with the intent of accomplishing a unique goal by a defined deadline" (Kerzner, 2013). Any undertaking that calls for the use of these resources is certain to face constraints in terms of time, money, and other tangible assets.

The Essence of Project Management

The Institute for Project Management, the preeminent body in the field, has shown that there are many commonalities across the many different kinds of projects that need project managers' attention and skills (Prabhakar, 2008). There are ten (10) different types of data used in project management, which may be categorized into five (5) different approaches. The ability to "start a project," "manage a project," "close a project," and "track a project" are just a few of the many process categories that comprise project management expertise. The Project Management Institute (2018) states that all projects should have the aforementioned stages. Project management as we know it now did not arise until the 1950s, despite the fact that it had been ubiquitous in business life for decades. Project management is becoming

more and more valuable to individuals across all sectors and professions. This is becoming more important due to upcoming changes in the environment, society, culture, and technology (Ika, Pinto, 2022; Lawani et al., 2023). Construction, engineering, and manufacturing are just a few of the many industries that may benefit from project management. Originally used to help architects and master builders coordinate their work throughout a building's design phase, project management has now spread across the construction industry (Crawford, 2021).

Achieving Project Satisfaction- **use the variables of the topic**

A successful project may be defined as one that completes its tasks within the specified time frame, financial constraints, and performance benchmarks. According to Kerzner (2013), there are currently several approaches to defining project performance. These include achieving or surpassing the following goals: completing the project to the satisfaction of the client or end user; finishing on time and within budget; producing the desired level of quality; and lastly, sticking closely to the agreed-upon scope with minimal or no changes (Kerzner, 2013).

Professionals have traditionally utilized the "iron triangle" of time, money, and quality to measure a project's performance (Yan, Li, 2022). Using the same time-tested definition, Ofori (2006) states that a project is considered successful if its requirements, budget, and schedule are all well-managed. Ofori left out key stakeholders while calculating the project's success (Akpamah, Matko, 2023). Some successful projects have gone over budget in the past, but some scholars now think this method is excessively limiting. The effectiveness and impartiality of a project, according to Mensah (2007), are directly proportional to its success. This is why we

employ metrics that have their origins in the project's original goals to monitor how far along we are (Oduro et al., 2023).

According to Attarzadeh and Ow (2008), there are many regularly used metrics for project evaluation, such as project scope, environmental effect, health and safety standards, project team coordination, support from senior management, and the classic project success criteria (time, money, and quality) (Lester, 2021).

Criteria for a Successful Project

When everyone's needs are met, only then can a project go ahead. Everyone from owners and organizers to designers and temporary workers to administrators is a part of this. The reliability with which a team achieves its goals is indicative of its efficacy. The investigators Scientists Naeem et al. According to Agbejule and Lehtineva (2022), a project is considered successful if it meets all of its objectives, stays under budget, and does all of its duties on schedule.

Project performance may be measured in three ways: by the quality of the service provided, by how well the project was carried out, and by how valuable it was judged to be (Agbejule and Lehtineva, 2022, citing Dvir et al., 2003, who cite Pinto and Mantel). The primary objective of the first literature on project management was to identify the factors that contributed to a project's ultimate success. A growing number of writers have recently highlighted the reality that different pursuits have different success determinants. Time, money, stakeholder satisfaction, management skills, strategic advantages, and endorsement from upper-level management are the nine aspects that contribute to a project's success (Belleui et al., 2016).

According to Agbejule and Lehtineva (2022), there are three ways to measure the success of a project: planning objectives, end-user advantages, and construction company benefits. The contractor's potential profits and the quality of their job should be your last consideration. By evaluating and analyzing the impacts of different project management approaches on the quality of the final product, Agbejule and Lehtineva (2022) filled a knowledge vacuum.

Zwikael and Huemann (2023) found that agile project management improved timelines (such project delivery time) but had no effect on other limitations. But research by Suetin et al. (2016) indicated that using agile project management practices actually made projects less successful. These contradictory findings make it hard to draw any conclusions about the connection between project management approach and declared success, say Suetin et al. (2016).

*Key Factors and Objectives for a Fruitful Project-**contribution to project success***

Project assessment criteria and key performance indicators are emphasized by both Pankratz and Baston (2022) and Pinto et al. (2022). The first stage in ascertaining a project's success or failure is the formulation of success criteria. Essential success factors are those parts of a project that, when considered alone, increase the probability of the project's success. According to research by Pinto et al. (2022) and Pankratz and Batson (2022), project maturity is one of these traits that, when handled correctly, enhances a project's chances of success.

Success criteria for projects have been offered by a number of writers throughout the years. whether you want to know whether a project was successful or not, Schultz and Slevin say you should look at how well it performed, how well it adhered to the budget and timeline, and how well it was overall (Schultz, Slevin, 1975).

Both Khomas and Vdovychyn (2021) and Schlötz and Slevin (1975) state that the project "must work" and provide a competent solution to the first problem. If a project is successful, it will have met the needs of its users, exceeded the expectations of its stakeholders, and helped the business achieve its strategic goals (the project owner), as stated by Baccarini (1999). Early definition and ongoing updates, additions, or evaluations of project success criteria are recommended by Joslin and Müller (2016). It is the system, not the person, that is often to blame when a project fails, according to Jitpaiboon, Smith, and Gu's (2019) theory. According to many sources, including Jitpaiboon et al. (2019), Keshavarzian and Silvius (2022), Khamzin and colleagues (2022), and Toledo and colleagues (2019), project managers are expected to make use of project management tools and take into account the organization's project management maturity level when overseeing a project. According to Wang et al. (2022), the crucial success factor approach has been quite popular and well-known in the last two decades.

While many writers may place varied emphasis on different aspects, research has established a number of critical success elements for each given project (Alias et al., 2014). Karamasa et al. (2021), Murphy & Fisher (1983), Pinto & Slevin (1988), and Thamhain & Wilemon (1986) are a few instances of the empirical studies conducted by researchers in the 1980s to determine the elements that result in a successful project. Two of the most essential factors in deciding the success of a project were having a good understanding of the current task and a competent team, according to a qualitative content analysis done by Masubelele and Mnkandla in 2021 (Masubelele, Mnkandla, 2021).

Pankratz and Basten ranked sixty-three studies from 2022 and found that having clearly stated goals, support from higher-ups, and enough resources were the three

most important variables for success (Pankratz, Basten, 2022). Good project results can't be achieved without competent leadership (Besteiro et al., 2015). Experts have not agreed on a fundamental set of result criteria that must be satisfied, despite widespread agreement on certain subjects. We relied heavily on the respondents' subjective assessments of the project's success for this purpose. We relied on several previously published criteria, such as those pertaining to time, money, and quality (Zid et al., 2020; Kan, Khalid, 2021; John, Dani, 2021).

RESEARCH QUESTION

1. How effective is project Management on contributing to project success?

METHODOLOGY

Every single study that was taken into consideration was a cross-sectional study. A systematic study was carried out using in-context resources such as online research journal websites. The correlation between effective project management and a project's final outcome was important to the search query that yielded these results. The study's primary objectives were project management and the achievement of project goals. This led to the citation of other studies that proved the link between good project management and successful results. According to the researcher, action research is a fantastic method for discovering the best way to complete a job. The researcher collected data via the use of questionnaires and interviews. The study's methodology is appropriate and reasonable since there is a direct correlation between good project management and positive results.

RESULTS

All of the results were deemed significant ($p < 0.05$) in the 2012 research by Akewushola et al. According to the null hypothesis, project quality management has no bearing on the bottom line of businesses. Rejecting the null hypothesis, the research found that project standardization's perceived and real benefits should be better understood. Managing the perceived returns on investment in the system's administration is something the project management group is known to spend a lot of work into. Second, according to Akewushola et al. (2012), technical performance is unrelated to project quality. Our findings disprove the null hypothesis and point to several reasons why companies, especially those with multiple locations, struggle with process standardization and defining best practices. According to Pace's Pearson's correlation coefficient test ($R(51) = 0.369, p < 0.01$), the technology group showed a moderately positive relationship between the project management approach and the project's reported success (Pace, 2018). There is a favorable correlation between project management approach and project success, according to studies conducted in the technology industry.

Results showed that 86.3% of consumers and 89.9% of contractors were happy with the outcome (Dinesh and Gangaram, 2017). Since one-third of the project managers polled failed to keep their endeavors inside the iron triangle, it seems that stakeholders' pleasures are seen as separate. Based on these results, it seems that the way a project is seen is related to how well its management was. All four aspects of project planning—human factors, management factors, technical factors, and organizational structures—correlate somewhat positively, according to Opoku et al. (2021). With an r -value of 0.026, the connection between technological and human variables was the lowest, while the maximum was 0.543. There has been a positive effect on project success rates from human factors. The impact of human variables on

project performance is statistically significant (0.347). The initiative was successful due to both tactical and strategic reasons.

DISCUSSION

An option may be to make people more aware of all the ways in which project management is beneficial (Akwushola et al., 2012). The degree to which a company innovates directly correlates to the quality of the services it provides, which in turn boosts its market share, overall revenue growth, profitability, and customer loyalty. The research found that waste and duplication of labor might be decreased by making sure that all members of the project management team utilize the same vocabulary and improving communication across sites. By way of illustration, one way is to exchange documents, papers, and protocols.

When it comes to project management software, rules, regulations, and mandatory reporting forms may be too restrictive, even if they are useful for ensuring consistency across a company. Even worse, in the haste to create consistency across the board, it's easy to lose sight of the reality that a multinational workforce may exhibit notable regional and cultural variations. To add to this, certain regions may be in the dark regarding the project management "standard" while others may have more relevant experience due to their longer history. Unless they have extensive training or expertise in project management, some workers could be unwilling to implement company rules. Project management technique was shown to be significantly related to reported success in projects regardless of level of expertise (Pace, 2018). Although a little association existed in non-technology businesses, it was very strong in technology sectors. Surprisingly, project management expertise had no effect on the

correlation between PMM and reported project success. While there isn't enough evidence to draw firm conclusions, what little there is suggests that one's potential is directly proportional to their level of experience (Zanezi, Carvalho, 2023). Most project managers secretly hope that their technical competence, understanding of the business culture, and people skills will improve with time, leading to more trustworthy results (Obradovic, 2018).

UNDER PEER REVIEW

Table 1. Review of literature

UNDER PEER REVIEW

Author/s	Title	Country	Method	Results
Addo-Parker N.R, Arthur K.G., Darko .A.J., Afram. A.V., Essel .F., Opoku. A.O. 2021	Assessing the Relationship between Project Planning Effort and Project Success in the Construction Industry of Ghana	Ghana	The research explained quantitatively. Study topics included Glenshire Hills Estate management and Incept Architectural Consult. Stratified sampling selected 134 participants for the study. Surveys were the main data collection method. SPSS version 21's data analysis packages includes descriptive and inferential statistics such means, standard deviations, percentages, Pearson's correlation, and multiple regression.	The survey revealed that chosen corporations built mostly residential buildings with little commercial, health, educational, and religious amenities. Planning also boosts project success. Apart from organizational structure, human, technological, and managerial elements boost project success.
Akewushola, R. O., Olateju, O.I., Hammed, O.G. 2018	Effect of Project Management on Project Success	Nigeria	For surveys, researchers used judgmental and stratified sampling methods. We polled 40 companies' upper and middle	Project quality is linked to commercial and technical success, according to study.

			managers. When it came to content-vetted questionnaire scales, the reliability correlation was 0.11. Chi-Square distribution and descriptive statistics were used in the analyses.	
Dinesh, M.G., Gangaram, B. 2017	Influences of Project Management on Project Success.	Nepal	Project management techniques may not guarantee success, even after extensive training and study. It could be vital to know how effective project management impacts project success. The impact of project management techniques on final results is explored in this article.	This research examines 10 countries' project practitioners' data. It seems that most successful projects do not fully use current project management tools and procedures.
Pace, M., 2018	A Correlational Study on Project Management Methodology and Project Success	USA	We randomly selected North American project managers with a minimum of 25 years of experience and five years of expertise using a range of methodologies.	Across all industries and levels of managerial expertise, research shows only a minimal correlation between project management approach and the reported

			<p>All fifty-eight survey questions were scored on a 5-point Likert scale. The survey inquired about demographics, successful projects, and troubled or unsuccessful companies. We received 367 appropriate responses. Through the use of linear regression and Pearson's correlation, the moderating variables were investigated.</p>	<p>performance of projects. We need to explore success factors and modifiers since the results differ from past research.</p>
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Summary of related articles on this article.

UNDER PEER REVIEW

Conclusion

As a conclusion, the selected companies mostly connected pre-existing apartment buildings to nearby businesses, hospitals, schools, and churches. The effort and time invested in preparing a project will determine how successful it is. Several elements, such as management, technology, human resources, and organizational structure, influence a project's likelihood of success. A number of factors, including human error, cost efficiency standards, and unclear project objectives, diminished the positive impact on the construction industry. If you're interested in the subject and want to see how your team is performing or how you might be more involved in project planning, you may utilize these figures. Every business does not need to be at the most advanced level of maturity. Instead of "wasting" resources on unimportant regions, businesses can prioritize their proficiency areas based on the sector's importance (Nicholas, Steyn, 2021). Nesensohn et al. (2014) argues that growing up is more of a process than an endpoint. If project managers want their efforts to succeed, they should seem very mature in their profession, according to Nesensohn et al. (2014).

According to the findings, a company's chances of attaining financial success are substantially increased when projects follow certain project management principles. Consequently, this is directly related to the increasing expenses of production. A decrease in the number of indigenous building firms operating in the market recently might be attributable, in part, to rising production prices as well as other environmental issues. Because the country's energy supply is so erratic and unpredictable, industries are facing a power outage. According to the study's authors, maintaining a project's quality is essential for ensuring its integrity after completion.

Managers and team leaders must ensure that their teams understand the project's objectives. There will be a precipitous decline in the probability of accomplishing such goals. Since subsequent evaluations will be based on previous ones, professionals should keep project management techniques and abilities in mind when they plan and execute initiatives. If you follow these steps, your tasks will be finished well and on schedule. Project managers need to be creative and inventive with their budget allocation if they want to keep client costs down. You can finish a job on a tighter budget without sacrificing quality.

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