



UNIVERSITY
of
LUSAKA

SCHOOL OF POST GRADUATE STUDIES

**THE INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON
PROJECT SUCCESS OF SMALL AND MEDIUM ENTERPRISE (SME's)
IN THE CONSTRUCTION SECTOR OF ZAMBIA: A CASE STUDY OF
THE RDA ACROW BRIDGE LUSAKA DISTRICT MINOR PROJECTS
FOR THE PERIOD 2020 TO 2022**

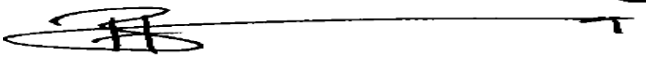
A dissertation submitted to the school of postgraduate studies, University of
Lusaka in partial fulfillment of the award of the Masters of Science in project
management

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DECLARATION

I, Hildah Bunda, hereby declare that this is my original work and has not been presented in any other university. The work of other people, websites and organizations has been recognized using citations and references.

Signature: 

Date: 17.01.2025

DEDICATION

I would like to dedicate this research to my husband, friends and family. Their heartfelt love and support has guided me during this period of my research to raise above unforeseen challenges and obstacles on the way.

ACKNOWLEDGEMENT

I express my gratitude to my Supervisor Dr. Eng. Richard Mwale Kasongo, for guiding me to write this research. Sir, your tireless efforts have been outstanding. I further extend my appreciation to my husband for his unwavering support and encouragement. Last but not the least I would also like to thank the respondents of the questionnaire as they helped to obtain first-hand primary data, which was very fundamental to this research.

Table of Contents

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENT	iii
LIST OF FIGURES	vii
LIST OF TABLES	viii
LIST OF ACRONYMS	ix
ABSTRACT.....	x
CHAPTER ONE	1
INTRODUCTION BACKGROUND	1
1.1 Introduction.....	1
1.2 Background.....	1
1.3 Statement of the Problem.....	3
1.4 Research Objectives.....	4
1.4.1 General objective	4
1.4.2 Specific objectives	4
1.5 Research Hypotheses	4
1.6 Significance of the study.....	4
1.6.1 Link to Research Problem.....	5
1.6.2 Stakeholders Who Will Benefit from the Study	5
1.6.3 Significance to Literature.....	6
1.7 Scope of the study	7
1.8 Key terms and definitions	7
1.9 Chapter summary	8
CHAPTER TWO	9
LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 What is a Project?	9
2.3 What is Project Success?	9
2.4 Project Management body of Knowledge.....	10
2.4.1 Project Integration Management.....	10
2.4.2 Project Human Resource Management.....	10

2.4.3 Project Risk Management	11
2.4.4 Project Stakeholder Management	11
2.5 Empirical Review.....	11
2.5.1 Global perspective	11
2.5.2 African perspective	14
2.5.3 Zambia/Local perspective	17
2.6 Literature Gaps.....	19
2.6 Theoretical Framework.....	26
2.6.1 Stakeholder Theory.....	26
2.6.2 General System Theory.....	26
2.6.3 Resource Based Theory	27
2.6.4 Theory of Constraints (TOC).....	28
2.7 Conceptual framework.....	30
2.8 Operationalization of conceptual framework.....	31
2.8.1 Project integration management.....	32
2.8.2 Stakeholders Management	32
2.8.3 Human Resource Management	32
2.8.4 Project Risk Management	32
2.9 Chapter summary	33
CHAPTER THREE	34
RESEARCH METHODOLOGY	34
3.1 Introduction.....	34
3.9 Chapter summary	36
CHAPTER FIVE	37
PRESENTATION AND ANALYSIS OF RESULTS	37
4.1 Introduction.....	37
4.2 Demographic Analysis.....	37
4.3 Objective one: The influence of project integration management on projects success.....	43
4.4 Objective two: the influence of Stakeholders project management on projects success	44
4.5 Objective three: The influence of HR project management on project success.....	46
4.6 The influence of risk project management on projects success	50
4.5 Chapter summary	50
CHAPTER FIVE	51

DISCUSSION OF FINDINGS	51
5.1 Introduction.....	51
5.1.1 Influence of Project Integration Management on Project Success.....	51
5.1.2 Influence of Stakeholder Management on Project Success	51
5.1.3 Influence of Human Resource Management on Project Success.....	52
5.1.4 Influence of Risk Management on Project Success	53
5.2 Contribution of the study to reviewed empirical literature	53
5.3 Practical contribution to project management practices	54
5.4 Chapter summary	56
CHAPTER SIX.....	57
CONCLUSION AND RECOMMENDATION.....	57
6.1 Introduction.....	57
6.2 Results and conclusions	57
6.2.1 Influence of Project Integration Management on Project Success.....	57
6.2.2 Influence of Stakeholder Management on Project Success	58
6.2.3 Influence of Human Resource Management on Project Success.....	59
6.2.4 Influence of Risk Management on Project Success	60
6.3 Recommendations.....	61
6.4 Research Limitations	63
6.5 Further studies.....	63
References.....	64
Appendix: Reliability test	69
7.1.2 Appendix: Pearson Correlation for all variables.....	74
7.1.3 Appendix: Multiple Linear Regression.....	75
7.1.4 UNILUS-Research Ethics Committee	78
7.1.5 Research questionnaire	79

LIST OF FIGURES

Figure 1 Summary of the theoretical framework of the study	29
Figure 2 Conceptual framework	30
Figure 3: Gender of respondents.....	37
Figure 4: Highest qualification attained.....	39
Figure 5: Years of Business operation	40
Figure 6: Firm size	41
Figure 7 Employment position.....	42
Figure 8: Project execution experience.....	43

LIST OF TABLES

Table 1 Summary of reviewed empirical studies.....	22
Table 2 Pearson correlation test.....	45
Table 3 Multiple regression model	47

LIST OF ACRONYMNS

PMI: PROJECT MANAGEMENT INSTITUTION

RDA: ROAD DEVELOPMENT AGENCY

KPMG: KLYNVELD PEAT MARWICK GOERDELER

GRZ: GOVERNMENT REPUBLIC OF ZAMBIA

SMEs: SMALL AND MEDIUM ENTERPRISES

HG: HIGH GROWTH

BAS: BAHRAIN AIRPORT SERVICE

HRM: HUMAN RESOURCE MANAGEMENT

PMTT: PROJECT MANAGEMENT TOOLS AND TECHNIQUES

GST: GENERAL SYSTEM THEORY

TOC: THEORY OF CONSTRAINTS

ABSTRACT

This study examined the impact of project management practices on the success of construction projects in Zambia, focusing on the ACROW Bridge Lusaka minor projects between 2020 and 2022. The research was guided by four hypotheses and grounded in stakeholders' theory, resource-based theory, general systems theory, and the theory of constraints. A sample of 380 respondents participated in the study. Both descriptive and explanatory research designs were utilized to conduct a comprehensive analysis of how various project management practices influence project outcomes, with data analysis conducted using SPSS software. The study employed descriptive statistics, Pearson correlation, and multiple linear regression to test the hypotheses.

The Pearson correlation analysis revealed that, among the demographic variables, only gender was significantly correlated with project success, showing a negative relationship ($r = -0.158$, $p < 0.05$). Regarding the independent variables, Project Integration Management ($r = 0.573$, $p < 0.05$), Stakeholder Management ($r = 0.548$, $p < 0.05$), Human Resource Management ($r = 0.554$, $p < 0.05$), and Project Risk Management ($r = 0.582$, $p < 0.05$) all demonstrated strong positive correlations with project success. Two multiple linear regression models were tested to further understand the relationships. Model 1 indicated that, aside from gender ($r = -0.169$, $p < 0.05$), no demographic control variables significantly influenced project success. In Model 2, which accounted for demographic variables, Project Integration Management ($r = 0.191$, $p < 0.05$), Stakeholder Management ($r = 0.149$, $p < 0.05$), Human Resource Management ($r = 0.218$, $p < 0.01$), and Project Risk Management ($r = 0.245$, $p < 0.01$) were all positively related to project success.

Based on these findings, the study recommends that the Government prioritize the implementation of robust project management practices—particularly Project Integration Management, Stakeholder Management, Human Resource Management, and Risk Management—within national development projects. This will contribute to improved project success and efficiency. Additionally, it is recommended that the Government engage in regular monitoring and supervision to ensure optimal resource utilization throughout the project lifecycle. Lastly, the study suggests that tenders for public projects should be awarded to companies with a proven track record of successful project execution, to mitigate delays and avoid project stagnation.

Keywords: Project Success, Project Management Practices, Small Medium Enterprise

CHAPTER ONE

INTRODUCTION BACKGROUND

1.1 Introduction

The chapter addresses an introductory overview of the research topic. To achieve this, it provides a background, statement of the problem, research objectives and research questions, significance of the study and scope of the study.

1.2 Background

In promoting employment, economic growth and social well-being, small and medium-sized enterprises plays a crucial role (Chalmers, Mannetta, & Sensini, 2020). This role assumes greater importance in emerging economies. In these situations, small and medium-sized enterprises have to deal with the high complexity and dynamism of the competitive environment. Besides, they have to deal with macroeconomic events that can significantly affect the survival and development of the company (Chen, Wu, Chen, & Huang, 2021).

According to Sensini et al., (2021), new competitive challenges impose on companies of all sizes the efficient use of resources, the control of quality and production and delivery times, introduction of product and process innovations to create value for customers. As such, these challenges require the use of management tools that can support entrepreneurs and managers in the decision-making process.

Several scholars and academicians have proposed various techniques and tools capable of favouring the decision-making process and the competitiveness of businesses (Idehayyat & Anchor, 2008; Kumar et al., 2014; Majumdar & Manohar, 2016; Diaz & Sensini, 2020; Alvarez et al., 2021). Among these techniques, project management practices can favour the control of activities, innovation and the achievement of complex objectives, improving the firm's operations. Generally, there are ten project management practices (knowledge areas), namely, integration, scope, time, cost, quality, human resource, communication, risk management, procurement and stakeholders management (PMI, 2013). On the other hand, effective project management practices provide structured frameworks for planning, execution, monitoring, and control (Pinto & Slevin, 2018).

Of lately, project management practices and theories have advanced and substantial growth has been experienced in the adoption of project management disciplines to accomplish work in different industries and sectors, including the construction sector (Winter & Szczepanek, 2008; Siguroarson, 2009; Gemino et al., 2020; Kryscynski et al., 2021; Bitesigirwe & Ndede, 2023). Although it is difficult to refute the notion that project management practices have improved fairly over the last three decades, there are still issues with the underlying assumptions and practices of project management. In regards to construction projects, they are subject to issues such as resource scarcity, duration uncertainty, project delay, project complexity, budget overrun, and ineffective project management practices (Ma, Wang, Li, Gu, & Ai, 2014).

In Zambia, especially in the construction sector, a number of small medium sized enterprises faces a number of challengers that delay completion of projects, resulting in substantial economic consequences. However, an evaluation report in Zambia discovered that some projects have encountered challenges due to factors such as poor planning, inadequate funding, delays in procurement processes, and contractor performance issues (Mushota, Banda, & Munthali, 2020). However, there exists a clear link between good project management and successful project results in construction, emphasizing the necessity of organized planning and resource management (KPMG, AIPM & IPMA, 2019). As a result, improving project integration management, Stakeholders management, HR project management, and risk management are critical for promoting project success and economic growth in Zambia's construction industry.

In particular, Lusaka Province, in Zambia, has been actively involved in several construction projects that are critical to the country's Infrastructure development and, eventually, its long-term socioeconomic advancement (RDA, 2022). The key performance factors for these projects are timely completion, budget adherence, construction quality, and the efficacy of the improvements they offer. These indicators are frequently used by industry organizations such as the Construction Industry Association to evaluate project success and guarantee that infrastructure developments fulfil the necessary criteria. By conforming to these standards, construction projects can contribute more effectively to the country's overall development objectives.

To be precise, initially, the Government of Zambia (GRZ) through the Ministry of Transport, Works, Supply and Communication and the Road Development Agency (RDA), jointly entered into a contract on 6th September 2013 with ACROW Corporation of America for the arrangement

of financing, design, fabrication and delivery of one hundred and forty-four (144) prefabricated steel bridges at a total project value of US\$73,776,849.00 (RDA, 2022). However, only one hundred and thirty-one (131) bridges were left to be installed in only seven (7) out of ten (10) provinces of Zambia, because there was a reduction due to various reasons such as, some bridges were combined, some bridges were removed since works to construct them were already taking place under other programmes, and some bridges were not approved by Export import Bank of the United States of America. Specifically, the ACROW Bridge minor Lusaka district projects were awarded to GM enterprise and MNS Global for the period 2020 to 2022.

1.3 Statement of the Problem

Despite the fact that project management practices have evolved in the last two decades, there still exist some issues, especially in construction projects such as resource scarcity, duration uncertainty, project delay, project complexity, budget overrun, and ineffective project management practices.

Prior studies from different countries and regions have investigated the effect of project management on project success (Bitesigirwe & Ndede, 2023; Kaluai, 2020; Muhammad, 2019; Ramesh et al., 2018; Thaddee, et al., 2020; Aru, 2022; Fashina et al., 2020; Ng'andu, 2018; Mulambe, 2020). However, these studies have revealed mixed results with varying antecedents of project management practices. These studies have used different theoretical models to guide their research objectives/hypotheses. More than that, Zambian studies like Malumbe (2020) focused on the role of project management soft skills, and overlooked project management practices such as project integration management, stakeholders' management, human resource management and project risk management. Ngand'u (2018) established that to a large extent there was monitoring, evaluation and control of the implementation of strategy in SMEs in Zambia. However, Ngandu" (2018) failed to acknowledge project integration management, stakeholders management, human resource management, and project risk management in their analysis. As such, improving project integration management, stakeholder's management, HR project management and risk project management becomes cardinal to projects success and economic growth and development in Zambia.

Therefore, it was imperative that this study investigates the influence of project management practices, particularly, project integration management, stakeholder's management, HR project

management and risk project management, on projects success of Small and Medium Enterprise (SMEs) in the construction sector of Zambia, a case study of ACROW Bridge Lusaka district minor projects for the period 2020 to 2022. In addition, the study is guided by stakeholders' theory, general systems theory, resource-based theory and theory of constraints.

1.4 Research Objectives

1.4.1 General objective

To investigate the influence of project management practices on projects success of small medium enterprise in the construction sector.

1.4.2 Specific objectives

- i. To analyze the influence of project integration management on projects success.
- ii. To evaluate the influence of Stakeholders project management on projects success.
- iii. To examine the influence of HR project management on project success.
- iv. To investigate the influence of risk project management on projects success

1.5 Research Hypotheses

H1: There is a positive relationship between project integration and project success

H2: There is a positive relationship between stakeholder's management and project success

H3: There is a positive relationship between HR management and project success

H4: There is a positive relationship between project risk management and project success

1.6 Significance of the study

This study is significant in multiple dimensions, particularly in its examination of how specific project management practices—Project Integration Management, Stakeholder Management, Human Resource Management (HR), and Risk Management—affect the success of Small and Medium Enterprises (SMEs) in Zambia's construction sector. Construction projects in Zambia, as elsewhere, are often plagued by issues such as resource scarcity, project delays, budget overruns, and ineffective management practices (Ng'andu, 2018). These challenges persist despite the evolution of project management techniques over the last two decades (Bitesigirwe & Ndede, 2023). The study addresses this gap by investigating the role of critical project management

practices in overcoming these barriers and improving project outcomes, particularly in the SME sector. This is in response to the need for more focused research on these key practices, as highlighted by previous studies (Malumbe, 2020; Ng'andu, 2018), which failed to adequately explore the influence of Project Integration Management, Stakeholder Management, HR Management, and Risk Management in the Zambian context.

1.6.1 Link to Research Problem

The research problem highlights that despite advances in project management, construction projects in Zambia continue to suffer from poor outcomes. As indicated by Ramesh et al. (2018), ineffective project management practices contribute significantly to project delays and budget overruns. Previous studies have not fully addressed the impact of specific project management areas like Project Integration, Stakeholder, HR, and Risk Management on project success. The lack of comprehensive analyses of these practices in Zambia, particularly in SMEs, underscores the importance of this study. By analyzing these four key project management practices, the study seeks to uncover their effects on project success, thus directly addressing the research problem. The study will also offer insights into how these practices can mitigate the challenges of project complexity, duration uncertainty, and resource constraints that have been common in Zambia's construction sector (Kaluai, 2020; Fashina et al., 2020).

1.6.2 Stakeholders Who Will Benefit from the Study

- i. *Government and Policymakers:* The findings of this study will provide critical insights to the Zambian government, enabling it to improve public procurement policies, enhance project monitoring and evaluation frameworks, and allocate resources more efficiently. The study aligns with the need for evidence-based policy formulation in the construction sector (Aru, 2022). Policymakers will be able to design strategies that prioritize the integration of effective project management practices in national development projects, thereby contributing to more successful project delivery and reducing the risk of project failure.
- ii. *Construction SMEs:* SMEs in Zambia's construction industry will benefit directly from the study's recommendations, which emphasize adopting robust project management practices. Improving Project Integration Management, Stakeholder Management, HR, and Risk Management will empower SMEs to navigate common project challenges such as

delays, cost overruns, and resource misallocation, leading to higher project success rates. This is particularly crucial for SMEs, which are often more vulnerable to such issues (Thaddee et al., 2020). The findings will provide SMEs with the tools to enhance their project management capabilities and ensure more effective project execution.

- iii. *Project Managers and Contractors*: For project managers and contractors, the study offers practical recommendations that can be used to improve the effectiveness of their management strategies. By focusing on Project Integration, Stakeholder Management, HR, and Risk Management, project managers can better address project complexities and improve their team's performance (Muhammad, 2019). The study's findings will help them adopt a more systematic approach to handling project risks, stakeholder engagement, and human resource allocation, ultimately enhancing project outcomes.
- iv. *Academia and Researchers*: The study will fill gaps in existing literature by providing empirical evidence on the role of project management practices in the Zambian construction sector. It builds on the work of earlier researchers such as Mulambe (2020), who examined the role of soft skills in project management, by expanding the focus to include more technical project management practices. The integration of multiple theoretical frameworks—Stakeholders' Theory, Resource-Based Theory, General Systems Theory, and the Theory of Constraints—further enriches the academic discussion around project management, offering a comprehensive perspective on the factors influencing project success in developing economies like Zambia (Fashina et al., 2020).

1.6.3 Significance to Literature

This study's contribution to the literature is substantial, as it addresses an evident gap in the current body of knowledge on project management practices, particularly in the context of developing economies. Existing studies, such as those by Malumbe (2020) and Ng'andu (2018), have explored aspects like soft skills and strategy monitoring but have neglected key project management components such as integration, stakeholder engagement, human resource management, and risk management. By focusing on these critical areas, this study advances the understanding of how such practices can influence project success in the construction industry.

Moreover, the study's theoretical foundation, grounded in Stakeholders' Theory, Resource-Based Theory, General Systems Theory, and the Theory of Constraints, provides a more holistic view of

the project management process. This theoretical approach allows for a nuanced understanding of how various project management elements interact and influence project outcomes in a complex, resource-constrained environment (Bitesigirwe & Ndede, 2023). By employing these frameworks, the study contributes to both theoretical and practical advancements in the field of project management in the construction sector.

In conclusion, this study makes significant contributions to the project management literature, offering a novel perspective on how project management practices can be improved to ensure better project outcomes in Zambia's construction sector. It provides valuable insights for practitioners and policymakers and adds to the body of knowledge that can inform future research in the field.

1.7 Scope of the study

The study is a case study of Lusaka district's minor ACROW projects for the period 2020 to 2022. It puts much emphasis on investigating the influence of project management practices on projects success of small and medium enterprise (SMEs) in the construction sector of Zambia. The study relied on first-hand primary data collected from GM enterprise and MNS Global workers.

1.8 Key terms and definitions

Projects

A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources. And a project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal (PMI, 2013).

Project success

Project success can be measured by its efficiency in the short term and its effectiveness in achieving the expected results in the medium and the long term (Jugdev et al., 2001; Müller & Jugdev, 2012). The success rate of these projects can be measured by their completion within the set timelines and budgets, as well as their impact on enhancing national security.

Project management practices (knowledge area)

According to PMBoK (2013), project management is divided into ten areas of practices, namely, integration, scope, time, cost, quality, human resources, communication, risk, procurement and stakeholder management.

Small and Medium enterprise

A Small and Medium-Sized Enterprise (SME) is defined as a business characterized by having a small scale in terms of employees, capital, assets, and turnover, often with a single owner, service, or product, and operating within a localized market (Entrepreneurship in the Gulf Cooperation Council, 2016).

1.9 Chapter summary

This chapter provided the background for the research to aid in identifying the statement of the problem, objectives and research hypotheses, the scope and significance of the study, and the organisation of the study. The next chapter will address the available literature surrounding the influence of project management practices on project success.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The previous chapter introduced the research background, problem statement, research objectives, scope of the study, significance of the study and chapter organisation. This chapter discussed the literature review in terms of the empirical review, theoretical framework and conceptual framework related to the objectives of the research study.

2.2 What is a Project?

It is essential to understand what is meant by a project. Despite so many definitions of what a project is, the following is the definition used in this study.

“A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources. And a project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal” (PMI, 2018).

However, According to PMBoK® guide, the definition of a project can be extended to the construction industry as a temporary activity designed to accomplish the desired outcome and in this case the completion of the definite physical structure (PMI, 2013). Like any other project, a construction project has defined goals with lists of specific tasks to be performed within a defined beginning and end (Kerzner, 2017). On the other hand, Ibrahim et al., (2013) emphasized that a construction project is a specific category of project with strong emphasis on key objectives along with the external environment.

2.3 What is Project Success?

Project success measurements varies as projects themselves vary in size, uniqueness, and complexity (Joslin, R.; Müller, 2015; Cooke-Davies, 2002). However, according to other scholars and academicians, project success can be measured by its efficiency in the short term and its effectiveness in achieving the expected results in the medium and the long term (Jugdev et al., 2001; Müller & Jugdev, 2012). In the light of this, for a project to be successful there must be acknowledgement of the role of project management practices within the project.

2.4 Project Management body of Knowledge

According to Raz and Michael (2001), Project management body of knowledge covers all aspects of managing projects from inception to completion using methods and methodologies, tools, decision making techniques, risk assessment tools, and approaches to improve successful project outcomes and achieve business objectives. According to PMBoK (2013), project management is divided into ten areas, namely, integration, scope, time, cost, quality, human resources, communication, risk, procurement and stakeholder management. However, the present study focused on five types of project management practices, namely, project integration management, stakeholders' management, HR resource management, and risk management.

2.4.1 Project Integration Management

Project integration management consists of all processes and activities which identify and define as well as combining other activities related to project management. In more detail, in the context of project management, project integration management consists of the main characteristics of all consolidation, unification, communication and integrative actions related to the implementation of projects, managing stakeholders in successful ways and meeting the requirements of the project (Chou and Yang, 2012; Kerzner, 2017). Project integration management also includes making decisions about choices of allocation of resources, making trade-offs among competing objectives and alternatives and managing interdependencies among all project management practice areas (ul Musawir et al., 2017).

2.4.2 Project Human Resource Management

Project human resources management consists of several processes such as organizations, managing and leading project team. The team in a project will usually comprise of people who are assigned tasks and responsibilities to complete the project. The project team members have different types of skills and knowledge which enable them to accomplish the assigned tasks and activities. In general, project HR management focuses on planning HR and processes which help in identifying and documenting the roles and responsibilities of staff in the project as well as reporting relationships between team members. HR management considers the availability of team members to complete the activities in projects (Redman and Wilkinson, 2006). It also focuses on developing competencies of the team members that contribute to enhance project performance.

HR management has some inputs such as activity resources requirements, enterprise environmental factors and organizational process assets.

2.4.3 Project Risk Management

Project risk management comprises several processes such as carrying out risk management planning, identifying and analyzing as well as controlling risks in the project (Besner & Hobbs, 2012). Project risk management focuses on identifying which risks may have impact on documenting the characteristics of the project, prioritizing risks for further analysis or actions through assessing and combining the probability of occurrence. This can be done through implementing risk response plans, tracking and monitoring risks. However, some aspects of perceived risk may be cultural (de Camprieux et al., 2007), which may impact on practice.

2.4.4 Project Stakeholder Management

Project stakeholder management comprises of several processes required to identify stakeholders (people related to the project), organizations and groups who may affect the project or may be affected by the project (Boonstra, 2006). Stakeholder management analyses stakeholders' expectations from the project and develops adequate strategies for effective involvement of stakeholders in decisions related to the project. This depends upon stakeholders communicating continuously about the needs and expectations, resolving problems that arise during implementation, and addressing conflicting of interest among stakeholders (Davis, 2014).

2.5 Empirical Review

2.5.1 Global perspective

In the Telecommunication Service Provider Industry of Pakistan, a study aimed to investigate the moderating role of organizational culture between adoption of agile project management methodology and project success, as well as impact of agile project management methodology on project success (Hasan, Khan, & Rehman, 2021). A total sample size of 197 professionals was recorded. A questionnaire was distributed among the participants via hard copy and internet survey websites. The examination of the study included Pearson's correlation coefficient as well as regression using IBM SPSS Statistics Version 20. According to the results, project management methodology had a strong correlation with project success and this correlation was not moderated by organizational support.

In Northern America, a study explored the three project management approaches, namely, traditional, agile, and hybrid on project success (Gemino, Reich, & Serrador, 2020). The Results from the international study, including 477 cross-industry projects, indicated that 52% of projects could be categorized as hybrid approaches. A regression analysis using multiple outcome measures indicated substantial explanatory power ($0.21 < R^2 < 0.41$). Furthermore, analysis suggested that hybrid and agile approaches significantly increase stakeholder success over traditional approaches while achieving the same budget, time, scope, and quality outcomes. The study also discovered that Hybrid approaches were similar in effectiveness to fully agile approaches.

A study was performed in Slovenia and examined the impact of project-management practices on high-growth small and medium-sized enterprises (HG SMEs) from a systems perspective, utilizing structural equation modelling (SEM) and data from a diverse SME sample (Vrečko, Tominc, & Širec, 2023). The study investigated the intricate relationships among several factors: project management system support, project-management processes, stakeholder involvement, project management success, project success, and HG SME growth. The study's finding highlighted the substantial positive influence of project-management processes and stakeholder engagement on project management success. These factors subsequently contribute significantly to both project success and the overall growth of HG SMEs. Notably, project management system support does not exhibit a substantial influence on these success factors. Furthermore, the research uncovered important indirect effects. Project-management processes indirectly impacted both project success and HG SME growth, underscoring their central role. Similarly, stakeholder involvement indirectly influenced HG SME growth through its impact on project success, emphasizing its significance.

In Europe, a sample of 70 Slovenian and 54 Serbian SME's was used to examine the use of project management practices in small and midsize enterprises (SME) and to identify which project success factors (SF) and project success criteria (SC) contribute to project success (Bjelica, Mihić, Kavčičb, & Gošnik, 2023). The research focused on project success factors (SF) and project success criteria (SC) in SME's such as: a causal relationship between project SF and project SC; perception of SC under full time and non-full time project managers and the use of project management tools within projects in SME's. Methodologically, the t-test were used to identify differences in key characteristics between the two countries. The Man-Whitney test was also used

for group comparison. The research showed how certain project SF correlate to project SC and project success. The results strongly indicated that client consultation was a key project SF. Project manager role and soft skills were also key project SC, which directly influenced project success. Organizations employing full-time project managers achieve better appreciation among their users than those who do not. Project goal setting was detected as the most important project SC in both countries. The results also strongly confirmed that early feedback and continuous engagement were key principles of agile methodology, which emphasized customer collaboration over contract negotiation. As such, the study discovers that agile principles most highly correspond to contemporary approaches, particularly for stakeholder engagement, iterations and operating through a feedback culture.

A study purposed to investigate the impact of project management practice on project success (Mohammed, 2019). Accordingly, there were objectives that the researcher sought to achieve included identifying the status of project management practices implementation in BAS and identifying the status of project success. The study was applied on the case of BAS (Bahrain Airport Services Company) which is one of the most well-known service providers in Bahrain.. The study used descriptive research design and quantitative approach. The instrument formation was another major component of the research. The data analysis guided the study to find out that, there were effective project management practices in BAS, as one of the services companies in Bahrain. Project success criteria are effectively found in BAS as one of the services companies in Bahrain and all the practices of project management were significantly correlated with all the indicators of project success in BAS, as one of the services companies in Bahrain.

In India, a study sought to investigate the impact of project management in obtaining success of project completion (Ramesh, Babu, & Rao, 2018). The study had three objectives which were to identify the impact of feasibility study on project success, to examine the impact of managerial activities on success of project, and to identify the role of project manager in project success. To study effect of human resource management (HRM) on project success, the study applied convenient sampling to collect 100 questionnaires from Warangal region. The respondents of the Warangal region were provided with main constructs which were used to measuring the feasibility of the study, Managerial activity such as planning, staffing, coordination and controlling activities, Human Resource Management as well as success of project. However, using regression analysis

and correlation, the study found that all dimensions of independent factors had a positive relationship with the dependent factor, which was project success.

Nevertheless, another study aimed to examine the critical success factors (CSFs) for managing construction small and medium-sized enterprises (SME's) in the developing countries of the Middle East (Sarvari, Chan, Alaeos, Olawumi, & Aldaud, 2021). The statistical population of the study included active experts in the field of construction. The sample size was determined using the Cochran formula, and purposive and convenience sampling were used to select 118 participants as the primary sample. The findings of the study indicated that the mean rank score of the CSFs for managing construction SME's for the CSFs categories and each CSFs item ranged between medium and high, and all CSFs items and areas could be considered significant CSFs for managing construction SMEs in developing countries of the Middle East. Furthermore, in the ranking of the CSFs categories, technology with an average (MS) of 6.38 was rated the most significant CSFs category, followed by human resource management aspect (MS=5.48), dynamic capabilities (MS=5.30), and organizational management (MS=4.76).

2.5.2 African perspective

A study was conducted and investigated the influence of project management practices on project success in Rwanda, the case of the Girinka project, Kamonyi district (Thaddee, Prudence, & Valens, 2020). A case study and explanatory design were both used. The target population was 513 participants from Girinka project beneficiaries, Girinka project partners and local leaders. The sample size was 225 respondents selected using Slovin's formula. The results revealed that project planning, project implementation, project monitoring and evaluation practices all contributed to Girinka project success at very large and large extent as per 4.829; 4.672; and 3.957 mean (\bar{x}) respectively. It was recommended to the project planners to take into consideration the means of project beneficiaries for them to safeguard the cows given to them. The project partners were also recommended to follow up with the selection process of the beneficiaries and Girinka project beneficiaries were advised to raise the cow for the life change and not sell them for short term problem solving.

In Ghana, a research study aimed to investigate the practice of project management at Zoomlion Ghana Limited as a case study (Boampong, 2019). The study was based on a descriptive survey design and adopted both quantitative and qualitative approach in addressing the issues. Fifty (50)

employees from the companies' head office Accra were sampled using a purposive (judgmental) sampling technique to select respondents. The research demonstrated that each project's project management procedures must be conducted in all five stages or phases before execution. It was noted from the findings that the decrease in project income and the rise in project delivery costs have greatly affected the impact on efficiency in project implementation processes. The outcome confirms that the practice of rigid organizational structure within the organization and the inapplicable use of management software hinders the successes of project implementation at Zoomlion Ghana Limited. It was highly recommended that more training programmes on PM practices should be organized as well as employing more experienced and qualified personnel to handle project to avoid cost, time over run and project delays.

In Kenya, a study examined the effect of project management practices in effective implementation of building construction projects (Njau & Omwenga, 2019). This study adopted a descriptive survey design. The target population of the study were the capital intensive building construction projects undertaken by the licensed architectural, quantity surveyor firms and engineering firms, who totaled to 703. The study used stratified sampling to select 96 projects. The sample size was calculated using Krejcie and Morgan's formula. The results of the study revealed that resource planning, monitoring, top management support and communication were significantly and positively related with effective implementation of building construction Projects in Kenya.

Another study in Kenya sought to determine the influence of project management practices on Kenya's Women and Girls Economic Empowerment programme performance in Kiambu and Nairobi city counties (Kaluai, 2020). Specifically, the study sought to determine stakeholder involvement, project planning, risk management, and monitoring and evaluation of programme performance. The study was anchored on the stakeholder theory, prospect theory, contingency theory, and realistic evaluation theory. The study used a census research design. The population target were staff of the CARE's Kenya's Women and Girls Economic Empowerment programme comprising project managers, project coordinators, quality control officers, government officials, and beneficiary representatives. Descriptive statistics and multiple regression were utilized to analyze the quantitative data, while content analysis was used to analyze qualitative data. The study established that stakeholder involvement helps in creating buy-in and project ownership. Further, findings revealed that planning and designing of the project would lead to useful. Project

management tools and techniques (PMTT) also contribute significantly to project implementation success; lack of structured risk management frameworks for risk identification and mitigation is the cause of project implementation failure; effective project monitoring plans, tools, and processes exist. Further, the study established that all four-project management practices were statistically significant in explaining project performance changes. The study concludes that risk management contributes the most to Kenya's Women and Girls Economic Empowerment Programme's performance, followed by stakeholder involvement, Project Planning, and monitoring and evaluation, respectively. The study recommended a need to develop more rigorous strategies for making sure that appropriate monitoring and evaluation processes are adhered to. Further, the program needs to emphasize risk management linked to the economy's empowerment and make staff education on mitigation strategies its priority.

In Tanzania, a study examined project implementation management practices and their effects on the Mnazi Bay Gas Project Performance (Bitesigirwe & Ndede, 2023). The study employed a descriptive approach and utilized primary and secondary research methods. The sample size for the study was 100 respondents which included residents around the project, local government leaders, political leaders as well as managers and officials managing the project. Out of 100 only 84 respondents were reached. The study employed simple random sampling and purposive sampling to recruit study sample. The study revealed a positive relationship between the successful implementation of the Mnazi Bay Gas project and its overall performance, notwithstanding the challenges associated with community involvement. Furthermore, the study highlighted the project's strengths, including effective implementation, skilled personnel, and clear communication channels, but also identified weaknesses, particularly in community engagement. Moreover, the study underscores the impact of various management and implementation challenges, such as difficulties in community involvement, regulatory compliance, and environmental assessments, on the project's performance and ultimate success.

Nonetheless, another study aimed to establish the influence of project management practices on the performance of oil firms' in South Sudan, a case of Nile Petroleum Corporation (Aru, 2022). The specific objectives of the study were guided by three variables namely, project integration, project monitoring and project execution. Pinto's Model of Project Management theory and the General System Theory were used to underpin the study. The target population for the study was

108 employees of Nile Petroleum Corporation. A sample size of 85 employees was obtained using Coolican Formula. Structured questionnaires were used to collect primary data. The study used inferential statistics to test the hypotheses. According to the results, project integration with $p=0.509$ did not have a statistically significant influence on project performance of oil firms in South Sudan. Secondly, project execution with $p=0.011$ showed significantly influence on project performance of oil firms in South Sudan. Finally, project monitoring with $p=0.000$ showed significantly influence on project performance of oil firms in South. As such, the study recommended oil firms in South Sudan to deploy project execution and project monitoring practices as they have a significant influence on project performance of oil firms in South Sudan.

In Somaliland, a study attempted to fill the identified knowledge gap by exploring project management practices that significantly influences the performance of SMEs when executing projects in Hargeisa region (Fashina, Abdilahi, Ahmed, & Fakunle, 2020). With the use of a questionnaire survey design, data were collected from 46 SME stakeholders selected based on simple random sampling. The study's result indicated that project communication management (RII = 0.700), project schedule management (RII = 0.683), and project procurement management (RII = 0.670) were the three most impactful project management practices that influence the organizational performance of SMEs in Hargeisa, respectively. Accordingly, the Government of Somaliland are recommended to formulate policies that can support project management capacity building in SMEs in Hargeisa.

2.5.3 Zambia/Local perspective

The study conducted by Malumbe (2020) explored the role of project management soft skills on project success, specifically focusing on manufacturing companies in Zambia particularly in Luanshya District. The primary objectives were to examine the extent to which various soft skills—motivation, communication, leadership, and decision-making—affected project performance. The study utilized convenience and purposive sampling methods to select a sample size of 50 participants, with 40 completed questionnaires returned (Malumbe, 2020). The findings revealed that project management soft skills significantly influenced project success, with the greatest impact from communication skills (45%), followed by decision-making skills (23%), leadership skills (17%), and motivation (15%). However, the effect of motivation on project success was found to be moderate. The study also found that manufacturing projects were

frequently delayed and exceeded their budgets. Statistical analysis using the Chi-square (X^2) test showed that the observed p-values (0.006, 0.004, 0.004, and 0.004) were all less than the standard p-value of 0.05 at 8 degrees of freedom, leading to the rejection of the null hypothesis in all cases. This indicated a significant association between the soft skills (motivation, communication, leadership, and decision-making) and the success of manufacturing projects. Based on these findings, the study recommended that manufacturing companies should engage project stakeholders with a blend of technical expertise and management soft skills. Additionally, future studies should explore areas such as risk management, team behavior, project control, planning, and conflict management in the manufacturing sector (Malumbe, 2020).

In another study, Ng'andu (2018) assessed the influence of strategic management practices on the performance of selected small and medium-sized enterprises (SMEs) in the construction sector of Zambia in Lusaka District, spanning the period from 2006 to 2016. The study adopted a descriptive research design and targeted SMEs in the construction industry located in the Kalingalinga, Buseko, Mtendere, Mtendere East, and Kabwata areas, which host a significant number of SMEs in the sector. Stratified and purposive sampling techniques were used to ensure that each item in the population had an equal probability of being selected. The sample consisted of 50 SME managers, who were purposively chosen for the study (Ng'andu, 2018). The results indicated that SMEs in the construction sector in Lusaka adopted moderate strategic management practices, according to the strategic management model. The study further revealed that SMEs faced numerous challenges in managing their businesses. Importantly, the strategic management practices that were adopted had a positive influence on the performance of these SMEs. Based on these findings, the study recommended that SME owners in the construction sector, as well as other organizations, should adopt best strategic management practices to improve their performance (Ng'andu, 2018). It was emphasized that the strategic management processes should be as inclusive as possible. Additionally, the study recommended that SME owners focus on improving their managerial skills through regular training to reduce the high failure rate of businesses. Finally, it was suggested that owners formulate superior strategic objectives, including the adoption of technology and innovation, business efficiency, and providing excellent customer service (Ng'andu, 2018).

2.6 Literature Gaps

The reviewed literature provides a wide array of perspectives on the role of project management practices in influencing project success, especially in Small and Medium Enterprises (SMEs) within various sectors. However, several gaps and weaknesses in the existing studies have been identified, particularly regarding the detailed exploration of project management practices within the construction sector. This study aims to address these gaps by focusing specifically on four key project management practices—project integration management, stakeholder management, HR project management, and risk management—and their influence on project success in SMEs in the Zambian construction sector.

Malumbe's (2020) study on the role of project management soft skills in manufacturing companies in Zambia found that communication skills had the greatest impact on project success, followed by decision-making, leadership, and motivation. However, the study's scope was limited to soft skills, and it did not examine technical project management practices such as project integration management or risk management. Additionally, the research did not address challenges specific to the construction sector. This study aims to expand on Malumbe's findings by incorporating technical project management practices, such as project integration and risk management, alongside soft skills, thereby providing a more comprehensive view of factors influencing project success in the construction sector.

Ng'andu's (2018) research on the influence of strategic management practices on SME performance in Lusaka District provided valuable insights but focused primarily on strategic management from a broader perspective. The study did not explore specific project management practices like project integration and stakeholder management, nor did it delve into the operational details that impact the success of construction projects. This study will address this gap by examining the influence of project integration management, stakeholder management, HR management, and risk management on project success in SMEs within the construction sector, particularly in Zambia. It also provides a more detailed exploration of how these practices influence the day-to-day management and successful delivery of construction projects.

Hasan et al. (2021) investigated the role of organizational culture in moderating the relationship between agile project management methodology and project success in Pakistan's telecommunication industry. While this study provided valuable insights into the application of agile methodologies, it did not examine traditional project management practices, such as project integration or risk management, in the context of construction projects or SMEs. This study fills that gap by focusing on traditional project management practices and exploring how these practices affect project success in Zambia's construction sector. It also offers a more context-specific analysis, considering the unique challenges faced by SMEs in the construction industry.

Vrečko et al. (2023) examined the impact of project management processes and stakeholder engagement on the success of high-growth SMEs in Slovenia, finding that these factors significantly contributed to project and organizational success. However, the study did not address risk management or HR management as critical elements influencing project success. This study will address this gap by investigating how project management practices, including risk management and HR management, contribute to the success of construction projects in Zambia. It also takes into account the direct and indirect effects of these practices on project success and SME growth, providing a more comprehensive understanding of the factors that drive success in the construction industry.

Gemino et al. (2020) compared traditional, agile, and hybrid project management methodologies and found that hybrid and agile approaches were effective in enhancing stakeholder success. However, the study did not examine the impact of traditional project management practices, such as project integration, HR management, or risk management, on project success. This study addresses this gap by focusing specifically on the construction sector in Zambia and investigating how traditional project management practices influence project success. By doing so, it provides insights that are more directly relevant to SMEs in Zambia's construction industry, where traditional project management practices are often more applicable.

Bjelica et al. (2023) studied project management practices in SMEs in Slovenia and Serbia, identifying key project success factors such as client consultation and the role of project managers. However, the study did not explore the influence of formal project management processes like project integration and risk management. This study builds on Bjelica et al.'s findings by focusing on the impact of formal project management practices on project success in Zambia's construction

SMEs. It expands the scope by investigating how practices such as project integration management, risk management, and HR management contribute to the success of construction projects (see table 1).

Table 1 Summary of reviewed empirical studies

Study	Region	Study Focus	Key Findings	Gaps Identified	How This Study Addresses the Gap
Hasan et al. (2021)	Pakistan (Telecommunication Industry)	The moderating role of organizational culture in agile project management methodology and its impact on project success	Project management methodology had a strong correlation with project success; no moderation by organizational support.	Did not explore technical project management practices like project integration and risk management.	Focuses on traditional project management practices such as project integration and risk management in construction.
Gemino et al. (2020)	Northern America (Cross-Industry)	Comparison of traditional, agile, and hybrid project management approaches on project success	Hybrid and agile approaches significantly increase stakeholder success, achieving the same project outcomes as traditional approaches.	Did not examine the impact of traditional project management practices on project success in construction.	Analyzes the impact of project integration management, stakeholder management, HR management, and risk management on project success.
Vrečko et al. (2023)	Slovenia (High-Growth SMEs)	Impact of project management practices on high-growth SMEs from a systems perspective	Project management processes and stakeholder engagement positively influence project success and SME growth.	Did not address HR management or risk management as critical elements influencing project success.	Investigates the contribution of HR management and risk management to project success, specifically in construction.
Bjelica et al. (2023)	Europe (Slovenia and Serbia)	Impact of project success factors and criteria on project	Client consultation, project manager role, and soft skills were key	Did not explore formal project management processes like project	Expands the scope by focusing on the formal project management

		success in SMEs in Slovenia and Serbia	project success factors; agile principles emphasized for stakeholder engagement.	integration and risk management.	processes such as project integration and risk management in construction.
Mohammed (2019)	Bahrain (Service Sector)	Impact of project management practices on project success in Bahrain Airport Services	Effective project management practices in BAS significantly correlated with project success indicators.	Did not provide in-depth analysis of project integration, stakeholder management, or risk management.	Provides a more comprehensive view by focusing on project integration, stakeholder management, HR management, and risk management.
Ramesh et al. (2018)	India (Construction)	Impact of project management on project completion success in construction	Feasibility study, managerial activities, and HR management positively correlated with project success.	Did not examine the role of project integration, stakeholder management, or risk management in project success.	Expands on these findings by looking at specific project management practices in construction and their direct impact on project success.
Sarvari et al. (2021)	Rwanda (Agriculture)	Impact of project management practices on project success in Rwanda's Girinka project	Project planning, implementation, and monitoring significantly contributed to the success of the Girinka project.	Did not explore HR management and project integration in the context of project success in construction.	Expands on these findings by examining the impact of technical project management practices such as project integration and HR management in construction.
Boampong (2019)	Ghana (Service Sector)	Investigation of project management practices at	Rigid organizational structures and inadequate use of management software	Did not investigate project integration or risk management in	Focuses on the influence of project integration and risk management, key

		Zoomlion Ghana Limited	hindered project implementation success at Zoomlion.	construction project success.	technical elements for construction project success.
Kaluai (2020)	Kenya (Women and Girls Economic Empowerment)	Influence of project management practices on Kenya's Women and Girls Economic Empowerment Programme	Stakeholder involvement, planning, risk management, and monitoring were significant contributors to program performance.	Did not examine project integration management and its direct impact on program performance.	Focuses on stakeholder management, project planning, and risk management, key components for successful program performance.
Bitesigirwe & Ndede (2023)	Tanzania (Energy)	Impact of project implementation management practices on Mnazi Bay Gas Project performance	Successful implementation of the Mnazi Bay Gas project positively influenced its performance, despite community involvement challenges.	Did not examine the role of HR management and project integration in enhancing project success.	Explores how project integration, stakeholder management, and risk management contribute to the success of the Mnazi Bay Gas project.
Aru (2022)	South Sudan (Oil Firms)	Influence of project management practices on performance of oil firms in South Sudan	Project execution and monitoring had a significant influence on the performance of oil firms in South Sudan.	Did not focus on how project integration and stakeholder management specifically affect project performance in construction.	Investigates the role of project integration, execution, and monitoring in the performance of oil firms in South Sudan.
Fashina et al. (2020)	Somaliland (SMEs)	Influence of project management practices on performance of SMEs in Somaliland	Communication, schedule, and procurement management were key drivers of SMEs'	Did not explore project integration management and its direct role in project success in construction projects.	Examines how communication, schedule management, and procurement management practices impact the

			performance in Hargeisa.		performance of SMEs in construction.
Malumbe (2020)	Zambia (Manufacturing)	Role of project management soft skills in project success in Zambia's manufacturing sector	Project management soft skills (communication, decision-making, leadership, motivation) significantly influenced project success in manufacturing.	Focused only on soft skills and lacked technical project management practice analysis in manufacturing.	Provides a more comprehensive analysis by focusing on both soft and technical project management practices in manufacturing and construction.
Ng'andu (2018)	Zambia (Construction)	Strategic management practices and their influence on SMEs' performance in Zambia's construction sector	Strategic management practices positively influenced SME performance in Zambia's construction sector.	Focused on strategic management practices without addressing key technical project management practices in construction.	Focuses on the influence of specific technical project management practices like project integration management, HR management, and risk management.

While the reviewed literature provides valuable insights into the role of various project management practices in different contexts, the focus on the construction sector, particularly in Zambia, remains underexplored. Existing studies often overlook critical project management practices such as project integration, stakeholder management, HR management, and risk management, which are essential to the success of construction projects. This study aims to address these gaps by specifically analyzing how these practices influence the success of projects in Zambia's construction SMEs. By focusing on these four practices, this study provides a more detailed and context-specific understanding of the factors that contribute to project success in this sector. Additionally, it offers practical insights for improving project outcomes and addressing the unique challenges faced by SMEs in the Zambian construction industry.

2.6 Theoretical Framework

2.6.1 Stakeholder Theory

Freeman, Wicks and Parmar (2004) proposed the stakeholder theory. The idea applies to incorporated frameworks including nature and people. The stakeholder theory contends that project supervisors should settle on choices in order to assess the interests of all stakeholders in a project including money related petitioners, yet in addition representatives, clients, networks and administrative authorities (Gareis, Silvius, & Schipper, 2009).

Stakeholders' theory questions the power supposition of interests of investors and advocates that a programme ought to be overseen in light of a legitimate concern for every one of its stakeholders. The theory accepts that values are fundamentally and expressly a part of a project and that project directors need to explain the common feeling of significant worth they make to unite its key stakeholders. At the point when stakeholders get what they need from a project, a feeling of possession and having a place is determined (Tembo, 2003).

A firm's sustainability relies upon sustaining the relationship with stakeholders; an organization must consider and draw in not only investors, representatives, customers but all the included groups thus, stakeholder connections must be the core principle in making of decisions by management. The whole stakeholder relationship is strategic for the long-haul achievement and survival of an organization; estimation of corporate achievement can't be restricted to the formation of significant worth for just a single stakeholder team (Clarkson, 1995).

2.6.2 General System Theory

The General System Theory identifies the existence of certain system that is properly coordinated to achieve a certain goal objective (Fahrenkrog, Steven, Bolles, Blaine, & Steuer, 2004). In this theory, the system is subdivided into a collection of part of system. Usually, all pieces go together, and while it can indeed, function if one part is taken out, then the functionality is considered impaired and system itself has to change (Mele, Pels, & Polese, A Brief Review of Systems Theories and Their Managerial Applications, 2010). Usually, the parts are organized and tend to interact with each other will give a clear definition of the properties of the system. The behavior of the system is by extension independent of the properties of the elements noted as the holistic approach to understanding phenomena (Mele, Interaction in Social & Technological Networks to Foster Value, 2013).

In line with Skyttner (2005), emphasizes on the existence of several tenets and subsequent important implication associated with the application of the GST Theory to the field of project management systems. First, the overview concept is that it is an open system, that offers the surrounding environment by following a set determinants and explanation of its behavior and controlling its fortunes will depend on the environment. Therefore, the project management control system should be in a position of meeting the needs of the environment so as to enhance performance.

Furthermore, the GST viewpoint when applied in project management tends to affirm that the project system tends to exhibit a certain behavior. In that, the project should always have a set goal objective that needs to be achieved which is directly or indirectly communicated to the members. It is indeed the duty of the management to constantly keep in track that the objectives for the project are clearly understood through the enculturation of the project mission and vision. Normally, the members of the project must be made to appreciate that a goal is not something but rather ascribed to them in the process of studying and carrying out the project as a system (Skyttner, 2005).

Another principal of the general system theory is the actual notion of a system that is considered a set of shared relationship subsystems, in which they are known to be structural components such as information, authority or delegation. The rest can take a form of cultural and behavioral like motivating factors and build the right values. The management practices tend to play a critical role in ensuring that these components are in play and they contribute towards the sustainability of the project (Skyttner, 2005).

The GST is also the system that takes in constant process, in which inputs are taken in and transforming into output. Normally, the project organizations usually have an input, which are instead converted into output. Therefore, for project managers, it is their sole responsibility to ensure that they possess a clear understanding on the situation to get the right inputs, which leads to the designing of good sustainable management and control (Skyttner, 2005).

2.6.3 Resource Based Theory

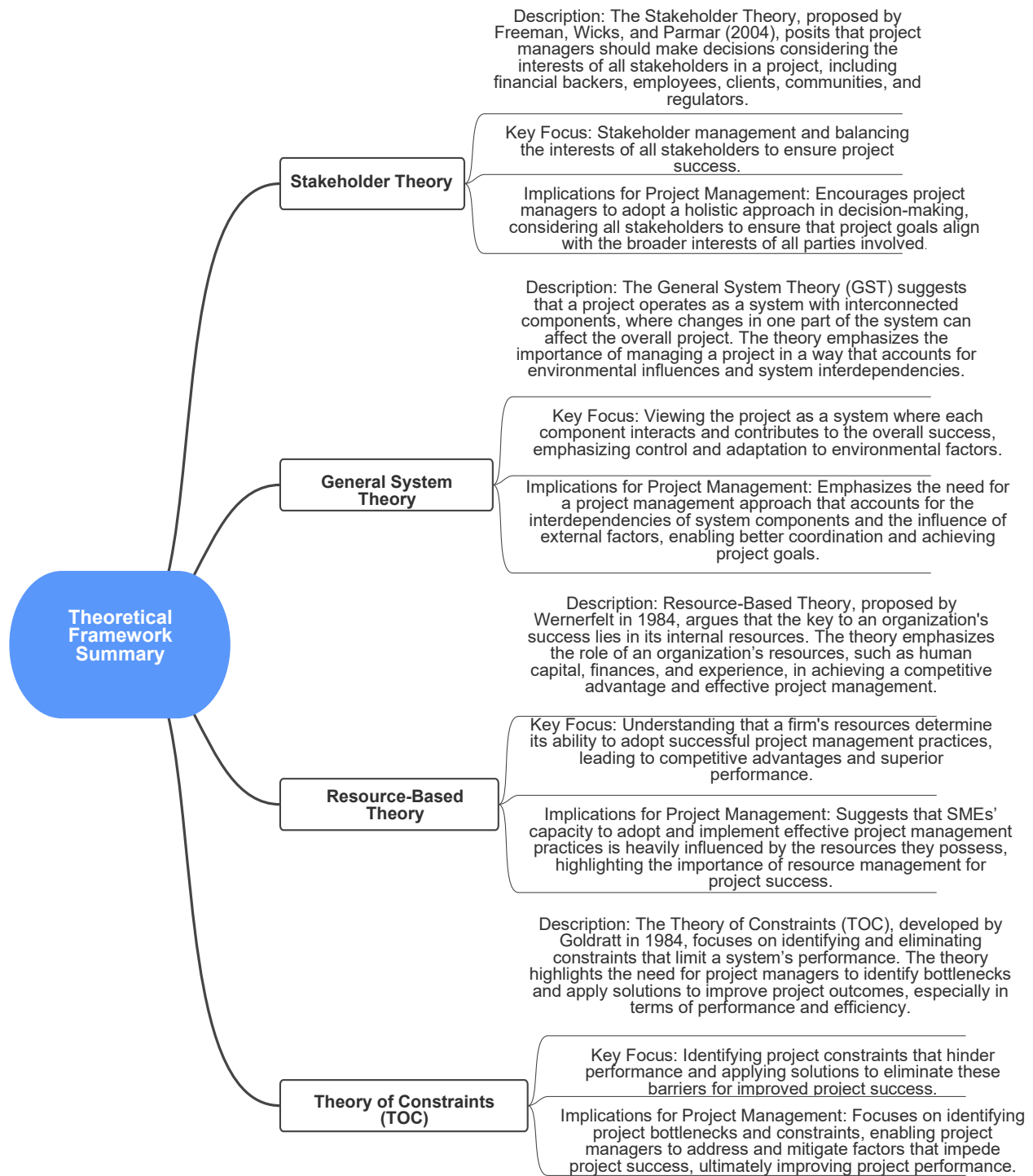
In 1984, Wernerfelt proposed this theory. The core assumption of the theory is that when an organization owns enough resources its strengths and capacity to compete with others become huge (Wernerfelt, 1984). The argument is that it is the resources and capabilities of an organization that determine how efficiently and effectively the organization is functioning. Ehlers and Lazenby

(2004) share the same thoughts when they write that organisational resources have an impact on the management capabilities of the organisation, which in turn are the sources of core competencies that might ultimately lead to a competitive advantage. The resources in question are physical, financial, experiential and human capital resources such as management experience, training judgement, intelligence, relationships, and individual manager insight. These resources can generate a competitive advantage which eventually leads to superior firm performance (Njeru, 2015). Therefore, the adoption of project management practices will depend on the firm's resources. The implication of the theory to the study is that project management practices on SMEs in the construction sector will depend on the resources the SMEs have which are more often affected by SMEs size, legal formation and industry.

2.6.4 Theory of Constraints (TOC)

As developed by Goldratt in 1984, TOC is a systemic way to identify constraints that hinder the system's success and to effect the changes to remove them (Goldratt & Cox, 1984). TOC consists of separate, but interrelated concepts such as performance measurement processes, logical thinking processes, and logistics. The logical thinking process of TOC gives us a series of steps that combine cause-effect, experience, and intuition to gain knowledge. The theory, in this case, addresses dependent variable, project performance. For any project to perform there is a need to minimize the constraints that can otherwise reduce the quality and quantity of the product and services delivered. These constraints may include poor management practices such as cost overruns caused by poor budgeting and corruption. The theory points out the need for project management to identify project constraints that can limit the performance of the project and tries to give direct approaches on how to solve the constraints. This study augurs its discussion on this theory since it checks on issues that create a barrier to project success (see figure 1).

Figure 1 Summary of the theoretical framework of the study



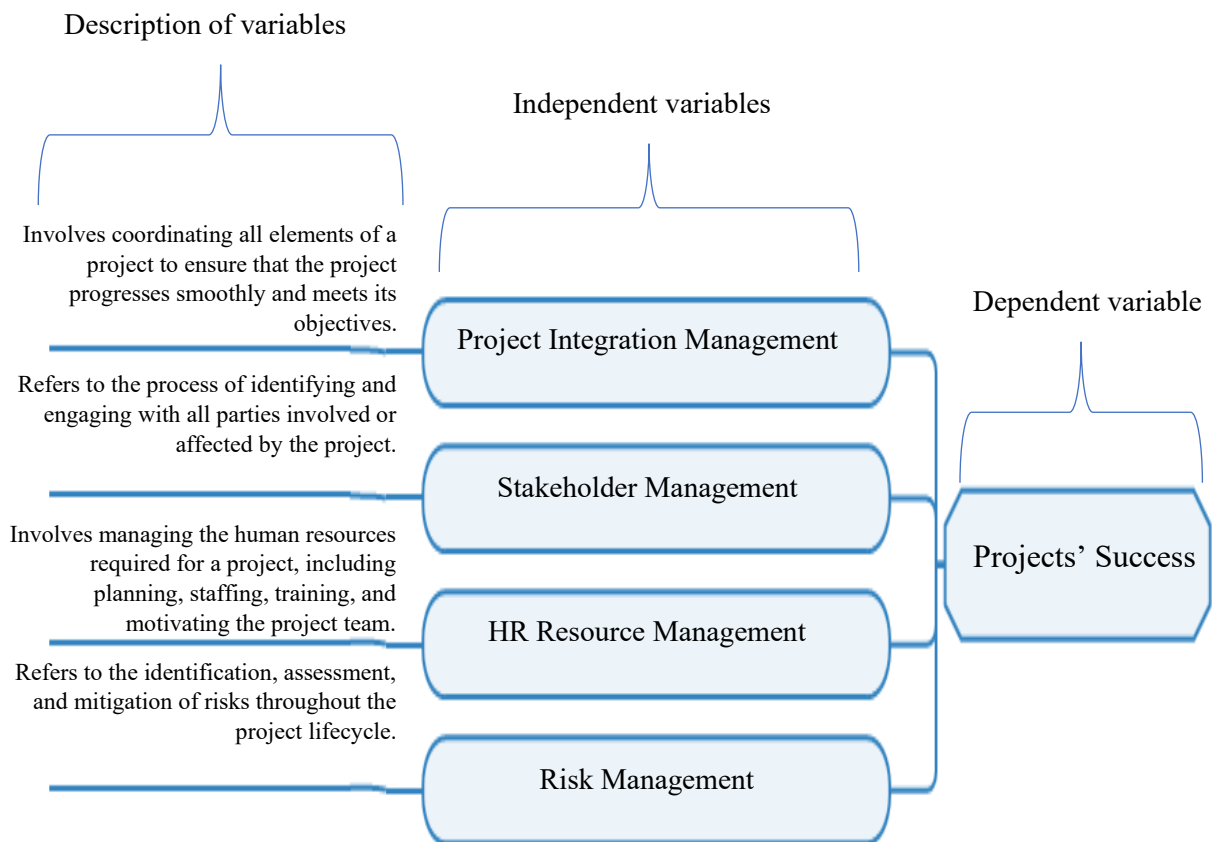
Source: Author (2025)

2.7 Conceptual framework

The conceptual framework of this study explores the relationship between project management practices and project success, with the dependent variable being Projects' Success. The independent variables identified as influencing project success include Project Integration Management, Stakeholder Management, HR Resource Management, and Risk Management.

Project Integration Management involves coordinating all elements of a project to ensure that the project progresses smoothly and meets its objectives. It ensures that all project components are aligned with the overall goals, integrating various aspects of project planning, execution, and monitoring (Sima, 2024). The expected effect of Project Integration Management on project success is positive, as effective integration can help avoid project fragmentation, delays, and misalignment, ensuring that all resources are used efficiently (see figure 2).

Figure 2 Conceptual framework



Source: Adapted from Fashina, et al., (2020).

Stakeholder Management refers to the process of identifying and engaging with all parties involved or affected by the project. This includes understanding stakeholder expectations, managing relationships, and ensuring their needs are addressed throughout the project (Riahi, 2017). Effective stakeholder management is expected to positively affect project success, as it fosters collaboration, minimizes conflicts, and ensures that all key stakeholders are invested in the project's outcomes.

HR Resource Management involves managing the human resources required for a project, including planning, staffing, training, and motivating the project team. The expected effect of HR Resource Management on project success is positive, as it ensures that the right people with the necessary skills are in place and motivated, thereby enhancing productivity and project delivery (Joshi, 2021).

Risk Management refers to the identification, assessment, and mitigation of risks throughout the project lifecycle. It helps to minimize uncertainties that could negatively impact the project's objectives (Gachie, 2017). The expected effect of Risk Management on project success is also positive, as addressing potential risks early can prevent issues that might derail the project.

Research hypotheses based on the conceptual framework:

1. H₀: Project Integration Management does not have a significant effect on project success.
H₁: Project Integration Management has a significant positive effect on project success.
2. H₀: Stakeholder Management does not have a significant effect on project success. H₁: Stakeholder Management has a significant positive effect on project success.
3. H₀: HR Resource Management does not have a significant effect on project success. H₁: HR Resource Management has a significant positive effect on project success.
4. H₀: Risk Management does not have a significant effect on project success. H₁: Risk Management has a significant positive effect on project success.

2.8 Operationalization of conceptual framework

According to Miles et al. (2014), the conceptual framework seeks to clarify the essential topics to be examined visually or narratively, such as key components, constructs, or variables, as well as the supposed link between them.

Based on the research problem and research objectives/hypotheses the study's conceptual framework were as follows: the independent variables of the study included project integration management, stakeholders' management, human resource management, and project risk management. In addition, the dependent variable consisted of project success.

2.8.1 Project integration management

Kavishe and Chileshe (2018) discovered that project integration management plays a crucial role in project success in the private sector. Similarly, a study done by Demirkesen and Ozorhon, (2017) concluded that integration was positively related to project success. Other recent studies that supported the same notion include Kaluai (2020), Thaddee, et al., (2020) and Fashina, et al., (2020).

2.8.2 Stakeholders Management

Wamugu and Ogollah (2017) determined stakeholders' engagement in the CDF project performance in Mathira East constituency in Kenya and discovered that Stakeholders management had the highest impact on CDF project results. Mandala (2018) findings also showed a significant impact of stakeholders on implementing road construction projects. Therefore, the following hypotheses was established.

2.8.3 Human Resource Management

According to Muhammed (2019), HR project management is effectively practiced in BAS, since the average mean score for 6 questions of this practice is 4.14. Similarly, a study conducted by Attarzade and Siew (2015), also discovered that HR project management is a critical factor that influences project success positively. Also, Alotaibi et al., (2019) highlighted a positive relationship between HR project management and project success. In another study, Khosravi and Baradaran (2019) concluded that there was a positive and significant correlation between the success of the project and HR resource management.

2.8.4 Project Risk Management

Empirically, studies done by Kaluai (2020), Fashina, et al., (2020), Muhammed (2019), Carvalho et al., (2015), Wanyonyi (2015), Aduma and Kimutai (2018) and Maghanga (2019), have posited risk management to be a strong predictor of project success.

2.9 Chapter summary

The chapter discussed the literature review in terms of the empirical review, theoretical framework and conceptual framework related to the objectives of the research study. The next chapter addresses the research methodology of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Pertaining to the previous chapter, it defined the empirical review, theoretical framework and conceptual framework of the research study. Nevertheless, this chapter focused on the design and methodology used to obtain required data. Henceforth, it discourses the research design, data collection methods, sampling design, research instrument, constructs measurement, data processing and methods of data analysis.

3.1 Research Approach

This study employed a quantitative research approach to investigate the influence of project management practices on the success of small and medium enterprises (SMEs) in the construction sector. Quantitative research was ideal for this study as it allowed for the collection of numerical data that could be analyzed statistically to identify patterns and relationships between project management practices and project success. The focus was on gathering data through structured surveys that could be quantified and subjected to statistical analysis, ensuring objective measurement of the variables involved.

3.2 Research Design

The study adopted a cross-sectional survey research design. This design was appropriate as it allowed for the collection of data at a specific point in time, providing a snapshot of the relationship between project management practices and project success within SMEs in the construction sector. The research used structured questionnaires as the primary data collection tool. The questionnaires focused on quantifiable data regarding various project management practices and their perceived impact on project success. These were administered to employees of SMEs involved in construction projects in Lusaka District, Zambia.

3.3 Study Population

The target population for this study included employees working in construction SMEs within Lusaka District, Zambia. Lusaka was selected due to its status as the capital and a hub for economic

activities, which includes a significant concentration of construction SMEs. The population consisted of project managers, supervisors, and other key personnel directly involved in construction projects. The total estimated target population was approximately 500 employees from various SMEs involved in the construction industry.

3.4 Sample Size

Using the Yamane (1967) formula with a 2% margin of error, the sample size is calculated based on the target population of 500 employees. The formula is:

$$\text{Sample size } (n) = \frac{N}{1 + N(e^2)} = \frac{500}{1 + 500(0.02^2)} = 417 \text{ Employees}$$

However, based on the response rate, only 380 questionnaires were successfully filled and used for analysis in the study.

3.5 Sampling Technique

The study used a simple random sampling technique to select participants. This method ensured that every member of the target population had an equal chance of being selected, thereby reducing the potential for bias. This approach provided a representative sample of the population, ensuring the findings were generalizable to the broader group of employees working in construction SMEs.

3.6 Data Collection/Instruments

Data was collected using structured questionnaires, which included both closed-ended questions to gather quantifiable data and a few open-ended questions to collect additional insights where necessary. The questionnaire covered aspects of project management practices such as project integration management, stakeholder management, HR resource management, and risk management, and asked participants to rate the influence of these practices on project success. The questionnaires were administered to employees of SMEs involved in construction projects.

3.7 Data Analysis

Data was analyzed using SPSS (Statistical Package for the Social Sciences) software. Descriptive statistics were used to summarize the characteristics of the sample, while Pearson correlation and

multiple linear regression analyses were conducted to examine the relationships between the independent variables (project integration management, stakeholder management, HR resource management, and risk management) and the dependent variable (project success). These analyses helped identify significant predictors of project success within the context of SMEs in the construction sector.

3.8 Ethical Considerations

Participants were fully informed about the study's purpose, methodology, and potential benefits. Their participation was entirely voluntary, and they had the right to withdraw from the study at any point without facing any consequences. To protect participants' privacy, their identities were kept confidential, and all data was anonymized. The study complied with ethical guidelines for research involving human subjects, ensuring that no personal information was disclosed in any reports or publications stemming from this study.

3.9 Chapter summary

The study outlined the design and methodology used to obtain the required data. It discussed the philosophical assumptions, research design, data collection methods, sampling design, research instrument, constructs measurement, data processing, and methods of data analysis. The next chapter addressed the presentation and analysis of results.

CHAPTER FIVE

PRESENTATION AND ANALYSIS OF RESULTS

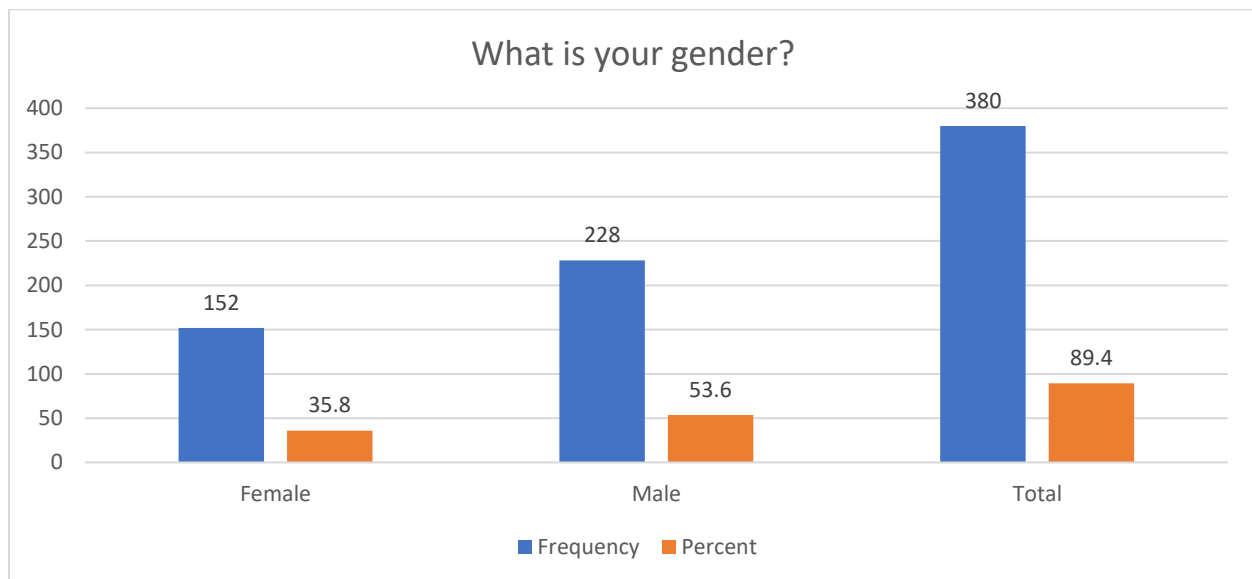
4.1 Introduction

The Chapter addressed the Demographic data analysis, Pearson correlation between explanatory variables and multiple linear regression analysis in order to determine the explanatory variables' relationship with the dependent variable.

4.2 Demographic Analysis

In this study, the gender distribution of the participants was analyzed. A total of 380 respondents provided valid answers to the gender question. Of these, 152 (40%) were female, while 228 (60%) were male. This indicates that a larger proportion of the sample was male. The missing responses accounted for 45 individuals, which represents 10.6% of the total sample. When considering the cumulative percentages, it shows that 40% of the respondents were female and 100% of the respondents (when including the males) were accounted for (see figure 3).

Figure 3: Gender of respondents



The findings suggest that the majority of participants in the study were male, with a smaller proportion of female participants. This gender distribution highlights a gender imbalance within the sample, with male representation surpassing female participation in this context. In conclusion, the gender breakdown in this study reflects a higher representation of male participants in the

sample, potentially indicating a gender disparity in the construction sector workforce or in the selection of respondents for this study. The study may benefit from considering this imbalance when analyzing the results, as gender differences might influence perceptions and responses in the context of project management practices and their impact on project success (see figure 3).

In this study, participants were asked about their education level, and the results indicated a diverse range of educational backgrounds among the respondents. A total of 380 valid responses were recorded, with 45 missing values, making up 10.6% of the total sample. The valid responses provided a clear distribution of educational attainment among the participants.

Out of the 380 valid responses, 57 participants (15%) held a Certificate level of education. This suggests that a smaller proportion of the respondents had completed only the basic educational qualification, indicating that a significant number of workers in the sample may not have pursued further formal education beyond this level (see figure 4).

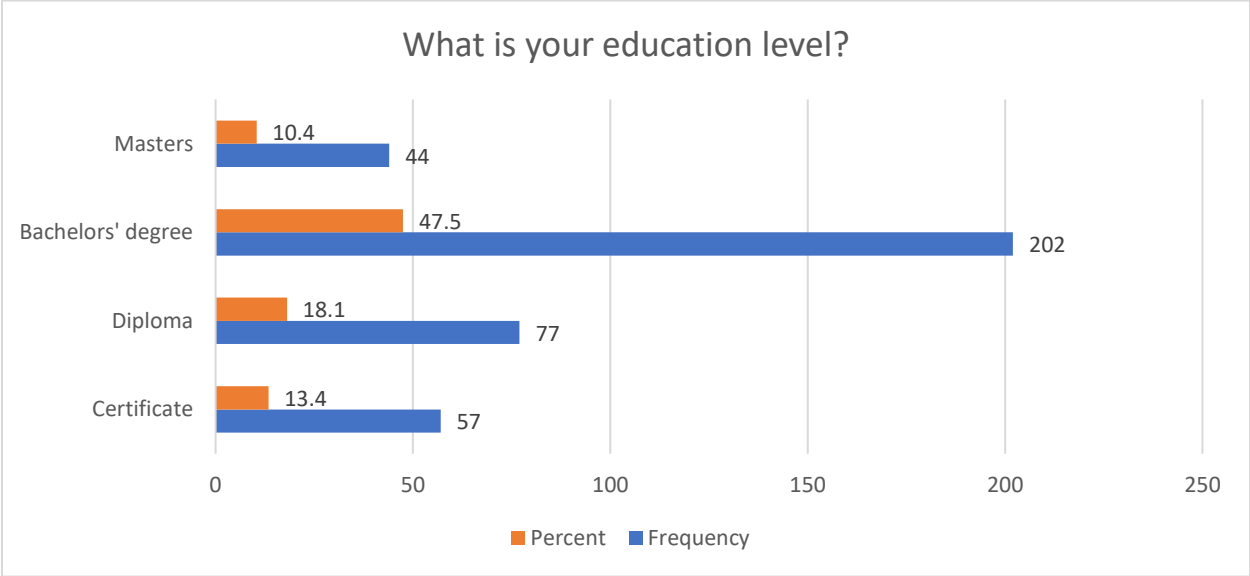
A total of 77 participants (20.3%) reported having a Diploma. This group represented the second-largest educational category, highlighting that approximately one-fifth of the participants had received training beyond the certificate level but had not pursued higher education degrees such as a bachelor's or master's. This level of education is often sufficient for roles in mid-level management or technical positions, indicating a well-educated portion of the sample with relevant vocational training (see figure 4).

The largest proportion of respondents, 202 individuals (53.2%), reported holding a Bachelor's degree. This group made up more than half of the total participants, which indicates a strong prevalence of higher education attainment among those in the construction sector. A bachelor's degree is typically associated with roles in management, leadership, and decision-making, suggesting that many participants likely hold positions with significant responsibility within their organizations (see figure 4).

Additionally, 44 participants (11.6%) had completed a Master's degree, which accounted for the smallest group. Although this group was smaller in number, their educational qualifications suggest advanced expertise and specialization, likely in higher-level management or strategic roles within the construction industry. These individuals may bring a higher level of theoretical knowledge and leadership skills to their respective positions (see figure 4).

The cumulative percentages reveal that 35.3% of the respondents had completed up to a Diploma level, while the remaining 64.7% had attained at least a Bachelor's degree. This implies that the majority of participants were well-educated, with a higher proportion holding Bachelor's and Master's degrees compared to those with only Certificates or Diplomas (see figure 4).

Figure 4: Highest qualification attained



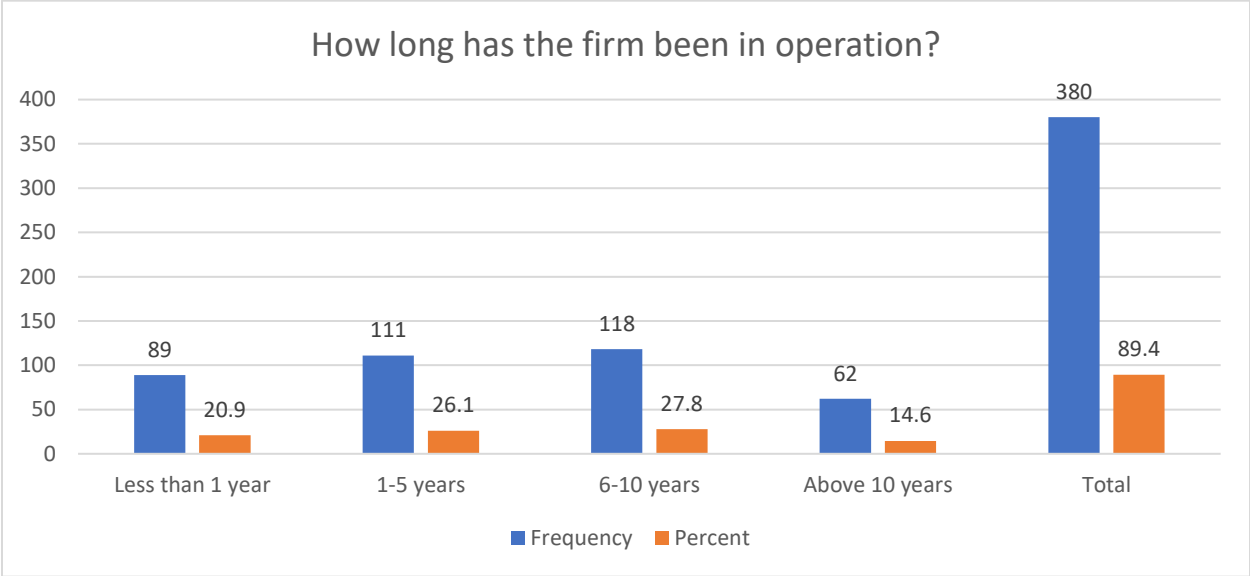
In conclusion, the educational background of the respondents in this study indicates a high level of formal education, with a majority holding Bachelor's degrees. This suggests that the construction sector in Lusaka, Zambia, where the study was conducted, has a workforce that is relatively well-educated, particularly in management and technical roles. The educational distribution may also reflect the increasing demand for skilled labor and professionals in the sector. However, the presence of individuals with only a Certificate or Diploma indicates that there is still a significant portion of the workforce with vocational qualifications, which are equally important in supporting the technical aspects of construction projects. These findings highlight the diverse educational profiles within the sector and may influence the perspectives of the participants regarding project management practices and their impact on project success (see figure 4).

In this study, participants were asked about the duration their firms had been in operation. A total of 380 valid responses were received, with 45 missing values, representing 10.6% of the total sample. The results showed a varied distribution of firm operational durations.

Of the valid responses, 89 participants (23.4%) indicated that their firms had been in operation for less than one year, suggesting that a significant portion of the sample consisted of relatively new businesses in the construction sector. A larger group, 111 participants (29.2%), reported that their firms had been operating for 1 to 5 years. This represents a growing segment of businesses that are establishing themselves within the sector (see figure 5).

Additionally, 118 participants (31.1%) indicated that their firms had been in operation for 6 to 10 years, showing that a significant portion of the sample came from firms that had been in business long enough to have gained experience and stability. The smallest group, 62 participants (16.3%), reported that their firms had been operating for more than 10 years, indicating a small but important portion of long-established businesses (see figure 5). In conclusion, the findings indicate that a majority of the firms in the sample are relatively young, with most having been in operation for 1 to 10 years. This suggests a dynamic and developing construction sector, with firms at various stages of growth (see figure 5).

Figure 5: Years of Business operation



In this study, participants were asked about the size of their firms in terms of the number of employees. A total of 380 valid responses were recorded, with 45 missing responses, accounting for 10.6% of the total sample. The results revealed a diverse distribution of firm sizes.

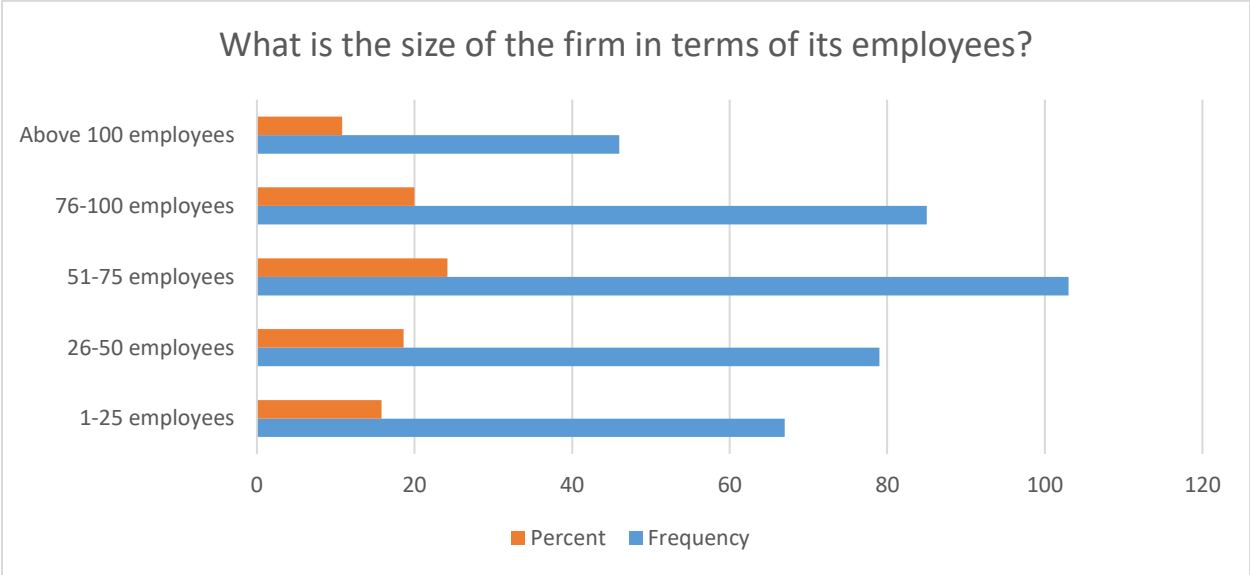
Of the valid responses, 67 participants (17.6%) indicated that their firms had between 1 and 25 employees, reflecting a smaller subset of firms. A slightly larger group, 79 participants (20.8%),

reported having between 26 and 50 employees. This category represents a significant proportion of medium-sized firms within the construction sector.

The largest group, 103 participants (27.1%), reported that their firms had between 51 and 75 employees, indicating a notable number of medium to large-sized firms in the sector. Additionally, 85 participants (22.4%) indicated that their firms had between 76 and 100 employees, representing a considerable number of firms that are larger in scale. The smallest group, 46 participants (12.1%), reported having more than 100 employees, highlighting a small number of large firms in the industry (see figure 6).

In conclusion, the findings indicate a mix of small, medium, and large firms within the construction sector. The majority of firms in the sample fall within the medium-sized range, suggesting a balanced distribution of firm sizes, with both small and larger firms playing important roles in the sector (see figure 6).

Figure 6: Firm size

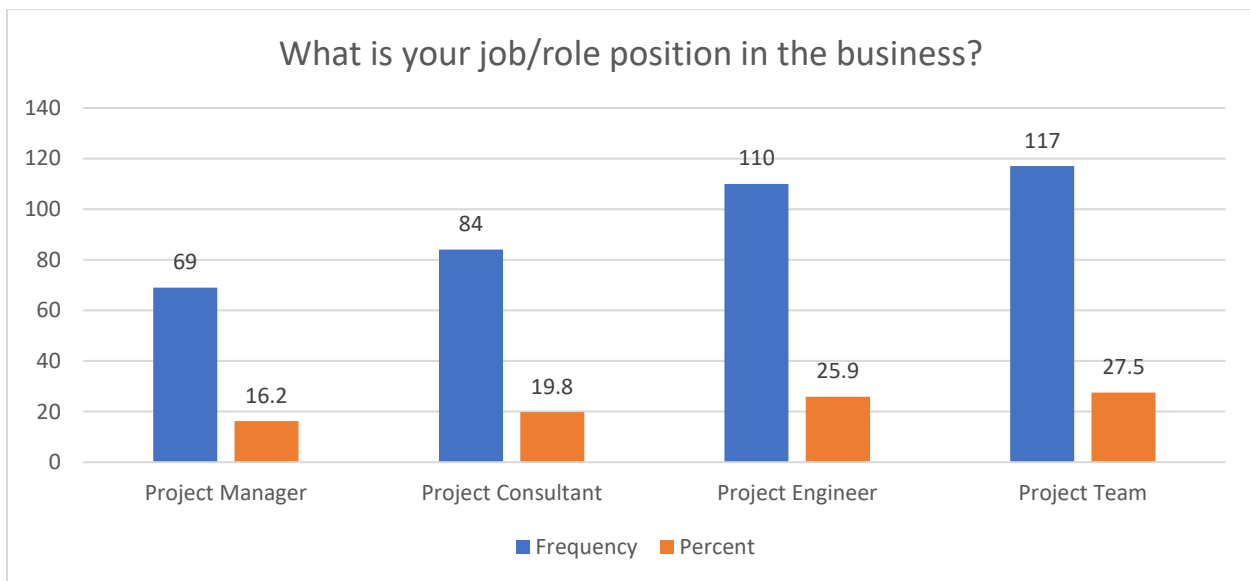


In this study, participants were asked about their job or role position within their respective businesses. A total of 380 valid responses were recorded, with 45 missing responses, representing 10.6% of the total sample. The results showed a diverse distribution of job roles. Out of the valid responses, 69 participants (18.2%) identified as Project Managers, reflecting a smaller proportion of individuals in leadership and decision-making positions within the construction firms. A slightly larger group, 84 participants (22.1%), held the position of Project Consultant, indicating a

significant portion of professionals involved in providing expert advice and guidance for projects (see figure 7).

The largest group, 110 participants (28.9%), were Project Engineers, suggesting that a substantial portion of the workforce in the sample holds technical and engineering roles crucial for project execution. Additionally, 117 participants (30.8%) were classified as Project Team members, representing the broadest category of employees involved in various tasks supporting the overall project objectives. In conclusion, the findings indicate a well-balanced distribution of roles within the construction firms, with a significant number of employees in both managerial and technical positions. This suggests that the construction projects in the sample rely on a combination of leadership, consultation, engineering, and team efforts to ensure their success (see figure 7).

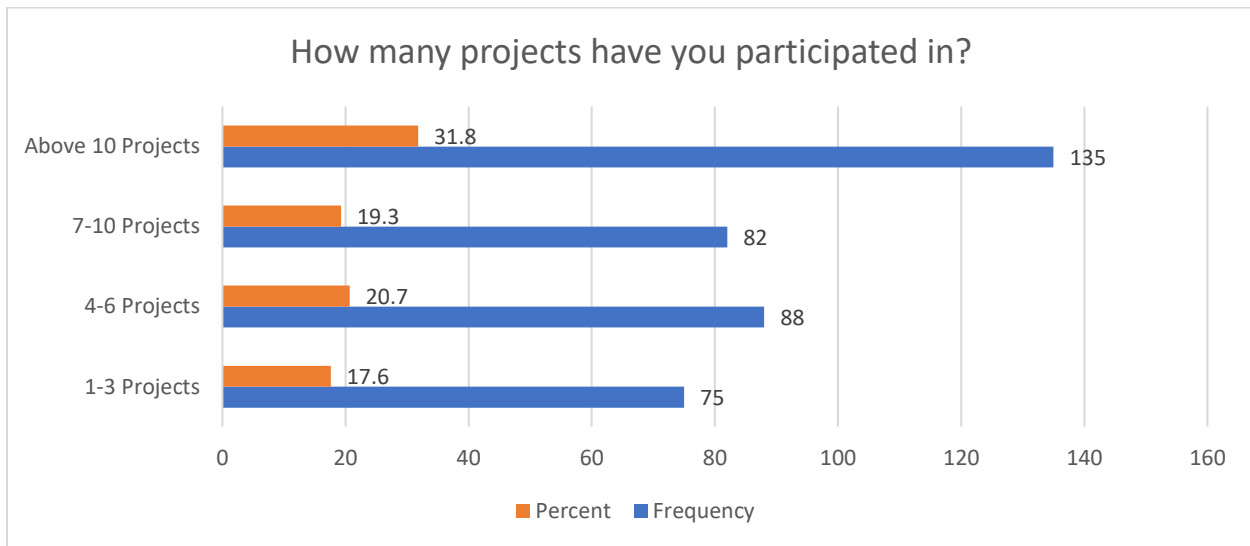
Figure 7 Employment position



In this study, participants were asked about the number of projects they had participated in. A total of 380 valid responses were recorded, with 45 missing responses, accounting for 10.6% of the total sample. The results revealed a wide range of project involvement among the participants. Of the valid responses, 75 participants (19.7%) reported having participated in 1 to 3 projects, indicating that a portion of the sample had relatively limited experience in terms of project participation. A larger group, 88 participants (23.2%), had been involved in 4 to 6 projects, suggesting a moderate level of project experience among this group (see figure 8).

Another group, 82 participants (21.6%), reported having participated in 7 to 10 projects, highlighting that a significant portion of the participants had been involved in multiple projects, indicating a higher level of experience. The largest group, 135 participants (35.5%), had participated in more than 10 projects, showing that many participants had extensive project experience. In conclusion, the findings indicate that a majority of participants have significant experience in managing or working on multiple projects. The distribution of project involvement suggests a well-experienced workforce in the construction sector, with many participants having participated in more than 10 projects, which likely contributed to their insights into project management practices and success (see figure 8).

Figure 8: Project execution experience



4.3 Objective one: The influence of project integration management on projects success

The correlation analysis shows that project integration management has a strong and positive relationship with project success ($r = 0.573$, $p < 0.01$), indicating that effective project integration contributes significantly to the successful execution of projects. This suggests that well-coordinated project elements, including planning, execution, and monitoring, are crucial in achieving positive project outcomes (see table 2).

The multiple regression analysis further confirms the significant impact of project integration management on project success. The regression coefficient ($B = 0.227$, $p = 0.001$) indicates that a unit increase in project integration management leads to a 0.227 increase in project success,

holding other factors constant. The standardized coefficient ($\beta = 0.191$) suggests a moderately strong influence on project success compared to other project management practices.

In conclusion, the results confirm that project integration management plays a fundamental role in determining project success. Organizations that emphasize integration strategies such as effective coordination, communication, and monitoring are likely to achieve higher project performance. The findings highlight the importance of structured project management frameworks that prioritize integration for improved efficiency and project delivery (see table 2).

4.4 Objective two: the influence of Stakeholders project management on projects success

The correlation analysis indicates a strong positive relationship between stakeholder management and project success ($r = 0.548$, $p < 0.01$). This suggests that effective stakeholder engagement, communication, and collaboration contribute to better project outcomes. Stakeholder management ensures that all involved parties are aligned with project objectives, reducing potential conflicts and increasing project efficiency (see table 2).

The multiple regression analysis further confirms the significant effect of stakeholder management on project success. The regression coefficient ($B = 0.152$, $p = 0.009$) indicates that for every unit increase in stakeholder management, project success improves by 0.152, holding other factors constant. The standardized coefficient ($\beta = 0.149$) shows that stakeholder management has a moderately strong influence on project success, reinforcing the importance of active engagement and collaboration (see table 3).

Effective stakeholder engagement ensures that project expectations are clearly defined, risks are mitigated, and necessary resources are secured, leading to successful project implementation (see table 3). In conclusion, the findings highlight the critical role of stakeholder management in achieving project success. Organizations should prioritize strategies that enhance stakeholder collaboration, foster open communication, and align interests to ensure seamless project execution. By actively involving stakeholders in decision-making, projects are more likely to meet their objectives and be completed successfully.

Table 2 Pearson correlation test

Correlations												
		ProjectS uccess	Gend er	Educ	Years_o peration	Numb_e mployee s	Business _positio n	Numb_p roj_parti cipated	P_Integr ationMa nagemen t	Stakehol dersMan agement	HumanR esource Manage ment	P_RiskM anageme nt
ProjectSuccess	Pearson Correlation	--										
Gender	Pearson Correlation	-.158**	--									
Educ	Pearson Correlation	-.058	.062	--								
Years_operatio n	Pearson Correlation	.021	.107*	.375*	--							
Numb_employe es	Pearson Correlation	.040	.125*	.376*	.370**	--						
Business_positi on	Pearson Correlation	-.027	.109*	-.154*	-.173**	-.172**	--					
Numb_proj_par ticipated	Pearson Correlation	-.027	.065	.279*	.305**	.478**	-.226**	--				
P_IntegrationM anagement	Pearson Correlation	.573**	-.183**	-.112*	.047	.071	-.011	-.032	--			
StakeholdersMa nagement	Pearson Correlation	.548**	-.230**	-.145*	-.007	-.038	-.014	-.012	.658**	--		

HumanResourceManagement	Pearson Correlation	.554**	-	-	-.026	-.073	.121*	.016	.605**	.600**	--	
P_RiskManagement	Pearson Correlation	.582**	-	-.082	-.018	.033	.038	.029	.619**	.615**	.624**	--
**. Correlation is significant at the 0.01 level (2-tailed).												
*. Correlation is significant at the 0.05 level (2-tailed).												

4.5 Objective three: The influence of HR project management on project success

The correlation analysis shows a strong positive relationship between human resource management and project success ($r = 0.554$, $p < 0.01$), indicating that effective HR management practices contribute significantly to the successful execution of projects. This suggests that having a well-managed workforce, including skilled personnel, adequate training, and clear role definitions, plays a vital role in project outcomes (see table 2).

The multiple regression analysis further validates the impact of HR management on project success. The regression coefficient ($B = 0.240$, $p < 0.001$) indicates that a unit increase in human resource management leads to a 0.240 increase in project success, holding other factors constant. The standardized coefficient ($\beta = 0.218$) highlights the strong influence of HR management in comparison to other project management practices. In conclusion, the findings emphasize the importance of human resource management in project success. Organizations should invest in workforce development, including training programs, employee motivation strategies, and efficient team management, to enhance overall project performance. A well-structured HR framework fosters productivity and ensures that projects are completed on time and within budget (see table 3).

Table 3 Multiple regression model

Model Summary ^c										
Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.195 ^a	.138	.223	.803	.238	2.458	6	373	.024	
2	.675 ^b	.456	.541	.607	.518	70.855	4	369	.000	2.097
a. Predictors: (Constant), Numb_proj_participated, Gender, Business_position, Educ, Years_operation, Numb_employees										
b. Predictors: (Constant), Numb_proj_participated, Gender, Business_position, Educ, Years_operation, Numb_employees, P_RiskManagement, StakeholdersManagement, HumanResourceManagement, P_IntegrationManagement										
c. Dependent Variable: ProjectSuccess										

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	114.030	10	11.403	30.921	.000 ^c
	Residual	136.078	369	.369		
	Total	250.107	379			
a. Dependent Variable: ProjectSuccess						
b. Predictors: (Constant), Numb_proj_participated, Gender, Business_position, Educ, Years_operation, Numb_employees						
c. Predictors: (Constant), Numb_proj_participated, Gender, Business_position, Educ, Years_operation, Numb_employees, P_RiskManagement, StakeholdersManagement, HumanResourceManagement, P_IntegrationManagement						

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
	(Constant)	.500	.259		1.931	.054	-.009	1.008		
	Gender	.032	.068	.019	.475	.635	-.101	.165	.881	1.136
	Educ	.025	.041	.027	.620	.535	-.055	.105	.761	1.315
	Years_operation	.003	.035	.004	.092	.926	-.066	.072	.766	1.305
	Numb_employees	.033	.031	.052	1.092	.275	-.027	.093	.646	1.548
	Business_position	-.049	.031	-.065	-1.593	.112	-.109	.011	.876	1.141
	Numb_proj_participated	-.056	.032	-.079	-1.737	.083	-.120	.007	.706	1.415
	P_IntegrationManagement	.227	.068	.191	3.308	.001	.092	.361	.442	2.264
	StakeholdersManagement	.152	.058	.149	2.637	.009	.039	.266	.461	2.170
	HumanResourceManagement	.240	.062	.218	3.884	.000	.119	.362	.467	2.139
	P_RiskManagement	.255	.058	.245	4.422	.000	.142	.369	.481	2.080

4.6 The influence of risk project management on projects success

The correlation analysis reveals a strong positive relationship between risk management and project success ($r = 0.582$, $p < 0.01$). This indicates that projects with effective risk identification, assessment, and mitigation strategies tend to achieve higher success rates. Proper risk management helps prevent unforeseen challenges that could derail project completion (see table 2). The multiple regression analysis further confirms the critical role of risk management in project success. The regression coefficient ($B = 0.255$, $p < 0.001$) indicates that for every unit increase in risk management, project success improves by 0.255, holding other factors constant. The standardized coefficient ($\beta = 0.245$) shows that risk management has the strongest influence on project success compared to other independent variables in the model (see table 3).

The inclusion of risk management in Model 2 ($R^2 = 0.456$, $p < 0.001$) significantly increased the model's predictive power, reinforcing the idea that effective risk management is a key determinant of project success. Organizations that actively identify and address project risks are better positioned to handle uncertainties, reduce project delays, and ensure smooth execution. In conclusion, the findings highlight the necessity of integrating risk management strategies into project planning and execution. Organizations should implement proactive risk assessment frameworks, contingency planning, and mitigation measures to enhance project resilience. Effective risk management ensures that potential disruptions are minimized, leading to higher project success rates (see table 3).

4.5 Chapter summary

The chapter outlined the Demographic data analysis, Pearson correlation between explanatory variables and multiple linear regression analysis in order to determine the explanatory variables' relationship with the dependent variable. The next chapter will address the discussion of the findings as well as its alignment to the hypotheses/objectives.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

In this chapter, a discussion of the statistical findings of the multiple linear regression as well as its alignment to the hypothesis was addressed explicitly under this section.

5.1.1 Influence of Project Integration Management on Project Success

The results from this study indicate that project integration management has a significant positive influence on project success. The correlation analysis demonstrated a strong relationship ($r = 0.573$, $p < 0.01$), and the multiple regression analysis confirmed this impact with a coefficient of $B = 0.227$ ($p = 0.001$). This suggests that well-integrated project elements such as planning, execution, and monitoring contribute to higher project performance.

These findings align with previous research. For example, Mohammed (2019) found that effective project management practices, including integration, were significantly correlated with project success. Similarly, Gemino et al. (2020) highlighted that hybrid project management approaches, which incorporate integration strategies, significantly enhanced stakeholder success. The current study reinforces these conclusions by demonstrating that project integration management plays a crucial role in ensuring coordinated project activities and mitigating delays.

In conclusion, project integration management is a critical component of successful project execution. Firms in the construction sector should adopt structured integration frameworks to enhance project efficiency. The findings suggest that integration practices should be strengthened to improve coordination among various project aspects, ultimately leading to better outcomes.

5.1.2 Influence of Stakeholder Management on Project Success

The findings indicate that stakeholder management is a key determinant of project success. The correlation analysis showed a strong positive relationship ($r = 0.548$, $p < 0.01$), and the regression analysis revealed a significant coefficient of $B = 0.152$ ($p = 0.009$), confirming that stakeholder involvement enhances project performance. These results align with findings from previous studies. Vrečko et al. (2023) emphasized that stakeholder engagement significantly contributes to project management success, which subsequently impacts overall project success. Similarly,

Bjelica et al. (2023) found that client consultation and stakeholder collaboration were among the most crucial factors influencing project success in SMEs.

In this study, the findings confirm that involving stakeholders in decision-making and maintaining open communication channels lead to improved project outcomes. The importance of stakeholder engagement is further supported by research from Kaluai (2020), which found that stakeholder involvement was a critical factor in the success of Kenya's Women and Girls Economic Empowerment Programme. In conclusion, stakeholder management plays a fundamental role in project success. Construction firms should prioritize stakeholder engagement by implementing strategies such as regular communication, participatory decision-making, and conflict resolution mechanisms to enhance project performance and ensure alignment with stakeholders' expectations.

5.1.3 Influence of Human Resource Management on Project Success

The study findings indicate a significant positive impact of human resource management (HRM) on project success. The correlation analysis demonstrated a strong relationship ($r = 0.554$, $p < 0.01$), and the regression results showed a coefficient of $B = 0.240$ ($p < 0.001$), suggesting that effective HR practices improve project outcomes.

These results are consistent with findings from previous research. Ramesh et al. (2018) found that human resource management positively affected project success, particularly through activities such as planning, staffing, and coordination. Similarly, Bjelica et al. (2023) emphasized that project managers' roles and soft skills, which are part of HRM, significantly influenced project success.

In the current study, the importance of HRM is evident in its role in ensuring well-trained personnel, clear role definitions, and proper workforce planning. The findings reinforce recommendations from Malumbe (2020), who suggested that SMEs should blend technical expertise with management soft skills to improve project performance. In conclusion, HRM is essential for successful project execution. Construction firms should invest in employee training, motivation, and workforce planning to enhance productivity and project efficiency. Strengthening HRM practices will lead to better project performance and sustainability.

5.1.4 Influence of Risk Management on Project Success

The study findings reveal that risk management is one of the most influential factors in project success. The correlation analysis showed a strong positive relationship ($r = 0.582$, $p < 0.01$), and the regression analysis confirmed its significance with a coefficient of $B = 0.255$ ($p < 0.001$). This indicates that projects with effective risk identification, assessment, and mitigation strategies achieve better outcomes. These results are supported by previous research. Kaluai (2020) found that structured risk management frameworks significantly contributed to project performance. Similarly, Sarvari et al. (2021) highlighted that risk management was a critical success factor for managing construction SMEs in the Middle East.

The current study aligns with these findings by demonstrating that risk management ensures that potential project disruptions are minimized. The importance of proactive risk management strategies is also evident in research by Thaddee et al. (2020), who found that effective monitoring and risk assessment contributed to project success in Rwanda. In conclusion, risk management is a crucial component of project success. Construction firms should adopt comprehensive risk assessment frameworks and contingency planning measures to mitigate potential project challenges. Effective risk management enhances project resilience, reduces uncertainties, and improves overall project success rates.

5.2 Contribution of the study to reviewed empirical literature

This study contributes to existing literature by addressing key gaps identified in previous research on project management practices and project success in SMEs within the construction sector. While Malumbe (2020) examined project management soft skills, this study expands on that by incorporating technical project management practices such as project integration and risk management, thereby providing a more comprehensive understanding of factors influencing project success.

Ng'andu (2018) focused on strategic management practices in SMEs but did not specifically investigate project management practices such as project integration and stakeholder management. This study fills that gap by offering insights into how these specific project management practices impact project success, particularly within Zambia's construction sector.

The study also builds on findings from Hasan et al. (2021), who investigated agile methodologies in Pakistan's telecommunication industry but did not explore traditional project management practices in the construction sector. By focusing on traditional project management methodologies, this study provides context-specific insights relevant to construction SMEs in Zambia.

Additionally, Vrečko et al. (2023) examined the role of stakeholder engagement but overlooked the impact of risk management and HR management. This study addresses that limitation by analyzing how risk management and HR management influence project success, contributing to a more holistic understanding of project management dynamics.

Similarly, Gemino et al. (2020) and Bjelica et al. (2023) identified project success factors in SMEs but did not specifically examine project integration and risk management. This study extends their work by demonstrating how these two elements significantly contribute to project success in Zambia's construction industry. Overall, this study adds to the body of knowledge by highlighting the significance of project integration, stakeholder management, HR management, and risk management in improving project success. The findings provide valuable insights for SMEs in the construction sector, guiding them toward better project execution strategies.

5.3 Practical contribution to project management practices

This study provides significant practical contributions to project management in SMEs within Zambia's construction sector by offering insights into the critical role of project integration management, stakeholder management, HR management, and risk management in enhancing project success. The findings have substantial implications for SME project managers, policymakers, and industry stakeholders in improving project execution and sustainability.

One of the key contributions of this study is highlighting the importance of project integration management in ensuring seamless coordination among various project elements. SMEs in Zambia often struggle with fragmented project processes, leading to inefficiencies and delays. The study's findings suggest that adopting structured project integration practices can enhance project coordination, improve resource utilization, and minimize project delays. Practical steps such as implementing standardized project management frameworks, utilizing project management software, and establishing clear communication channels among teams can significantly improve project efficiency.

Stakeholder management emerged as another critical factor influencing project success. Many SMEs in Zambia face challenges in managing stakeholder expectations, leading to project disputes and inefficiencies. The study emphasizes the need for proactive stakeholder engagement strategies, including regular consultations, participatory decision-making, and transparent communication. SMEs should establish structured stakeholder engagement frameworks to align project goals with stakeholder expectations, reducing conflicts and fostering project buy-in.

Furthermore, the study underscores the significance of human resource management (HRM) in project success. Many SMEs in the construction sector experience workforce challenges, including skill shortages, inadequate training, and high employee turnover. The findings indicate that investing in employee training, workforce planning, and performance management enhances project execution. Practical implications include implementing continuous professional development programs, strengthening HR policies, and fostering a positive work environment that motivates employees to contribute effectively to project outcomes.

Risk management was identified as the most influential factor in project success. SMEs in Zambia often encounter project risks such as cost overruns, supply chain disruptions, and regulatory compliance issues. The study's findings suggest that a proactive approach to risk assessment and mitigation can significantly enhance project resilience. Practical recommendations include integrating risk management practices into project planning, conducting regular risk assessments, and developing contingency plans to address unforeseen challenges. SMEs should also leverage technology-driven risk management tools to monitor potential risks in real-time and implement corrective measures promptly.

The practical implications of these findings extend beyond individual SMEs to policymakers and industry regulators. Government agencies and industry associations can use these insights to develop training programs, project management guidelines, and supportive policies that enhance SME performance in the construction sector. By institutionalizing best practices in project management, SMEs can achieve higher success rates, improve project delivery timelines, and contribute to national economic development. Overall, this study provides actionable insights for SMEs in Zambia to improve project management practices, enhance efficiency, and achieve greater project success. By integrating structured project management approaches, SMEs can

overcome common challenges and strengthen their competitive position in the construction industry.

5.4 Chapter summary

The chapter provided a comprehensive discussion of the findings, their contribution to literature and the practice of project management. However, the next chapter will outline the conclusion and recommendations of the study.

CHAPTER SIX

CONCLUSION AND RECOMMENDATION

6.1 Introduction

The preceding chapter discussed the findings of this research and interpreted the statistics as well as reported them. This chapter discusses the findings from previous chapters, the contribution to knowledge, the implications, limitations, future research directions, and ultimately the research conclusion. The major goal of this study was to investigate the influence of project management practices on project success of Small and Medium Enterprise in the construction sector of Zambia.

6.2 Results and conclusions

6.2.1 Influence of Project Integration Management on Project Success

The first specific objective of this study was to analyze the influence of project integration management on project success. Project integration management involves the coordination of various project components to ensure smooth execution, alignment of resources, and timely delivery of project objectives. The study sought to establish whether integrating different elements of project management positively impacts project outcomes within Small and Medium Enterprises (SMEs) in Zambia's construction sector.

The correlation analysis revealed a strong positive relationship between project integration management and project success ($r = 0.573$, $p < 0.01$), indicating that effective integration of project activities significantly contributes to the achievement of project goals. This suggests that well-structured integration mechanisms, including comprehensive planning, execution, monitoring, and control, are essential in ensuring project efficiency. The ability to coordinate multiple elements within a project enhances efficiency, minimizes conflicts, and ensures seamless workflow, leading to successful project completion.

The multiple regression analysis further confirmed the significant impact of project integration management on project success. The regression coefficient ($B = 0.227$, $p = 0.001$) indicates that a one-unit increase in project integration management leads to a 0.227 increase in project success, assuming all other factors remain constant. The standardized coefficient ($\beta = 0.191$) suggests that project integration management exerts a moderately strong influence on project success compared to other project management practices. The inclusion of project integration management in the

regression model significantly improved its predictive power, as shown by the R^2 value, reinforcing its importance in determining project performance.

In conclusion, the findings confirm that project integration management plays a fundamental role in achieving project success. Organizations that prioritize integration strategies, such as coordinated planning, execution, and monitoring, are more likely to enhance project performance. Structured project management frameworks that emphasize integration contribute to improved efficiency, resource optimization, and overall project success. This underscores the need for SMEs in Zambia's construction sector to adopt systematic project integration practices to improve their project outcomes.

6.2.2 Influence of Stakeholder Management on Project Success

The second specific objective of this study was to evaluate the influence of stakeholder management on project success. Stakeholder management involves identifying, engaging, and maintaining effective communication with all individuals or groups affected by a project. Effective stakeholder management ensures that project expectations are aligned, conflicts are minimized, and all parties are committed to project goals.

The correlation analysis indicated a strong positive relationship between stakeholder management and project success ($r = 0.548$, $p < 0.01$). This suggests that when stakeholders are actively engaged, communicated with effectively, and their concerns are addressed, project outcomes are significantly improved. Ensuring that all key players, including clients, employees, suppliers, and regulatory authorities, are involved in the decision-making process contributes to project efficiency. Aligning stakeholder interests and expectations helps in resource allocation, risk mitigation, and overall project coordination.

The multiple regression analysis confirmed the significant effect of stakeholder management on project success. The regression coefficient ($B = 0.152$, $p = 0.009$) indicated that for every unit increase in stakeholder management, project success improves by 0.152, holding other variables constant. The standardized coefficient ($\beta = 0.149$) suggests that stakeholder management has a moderately strong impact on project success, reinforcing its importance in achieving desired project outcomes. The inclusion of stakeholder management in the regression model further increased the explanatory power of the model, demonstrating its contribution to project performance.

In conclusion, the findings highlight the critical role of stakeholder management in project success. SMEs in Zambia's construction sector should prioritize stakeholder engagement, clear communication, and collaboration to enhance project outcomes. Organizations should adopt strategies such as transparent communication channels, participatory decision-making, and active conflict resolution to ensure stakeholder buy-in and commitment. Effective stakeholder management ultimately contributes to increased efficiency, minimized risks, and higher project success rates.

6.2.3 Influence of Human Resource Management on Project Success

The third specific objective of this study was to examine the influence of human resource management on project success. Human resource management involves recruiting, training, and managing personnel to ensure that the right skills and expertise are available for project execution. Effective HR management is crucial in ensuring workforce productivity, team collaboration, and timely project delivery.

The correlation analysis revealed a strong positive relationship between human resource management and project success ($r = 0.554$, $p < 0.01$). This suggests that efficient workforce planning, training programs, and employee motivation significantly enhance project outcomes. Skilled personnel contribute to better problem-solving, effective communication, and improved coordination, which are vital for successful project implementation. Properly managed teams can work cohesively towards achieving project goals, minimizing delays, and maintaining high-quality standards.

The multiple regression analysis further validated the impact of HR management on project success. The regression coefficient ($B = 0.240$, $p < 0.001$) indicated that a one-unit increase in human resource management leads to a 0.240 increase in project success, assuming other variables remain constant. The standardized coefficient ($\beta = 0.218$) shows that HR management has a significant influence on project success, ranking among the strongest predictors in the model.

In conclusion, the findings emphasize the importance of human resource management in project success. SMEs in Zambia's construction sector should invest in employee training, leadership development, and workforce motivation to enhance productivity and efficiency. Organizations should implement policies that foster teamwork, professional growth, and performance evaluation

to optimize human capital. By prioritizing HR management, construction firms can achieve higher project success rates, improved team dynamics, and enhanced project delivery.

6.2.4 Influence of Risk Management on Project Success

The fourth specific objective of this study was to investigate the influence of risk management on project success. Risk management entails identifying, assessing, and mitigating potential threats that could negatively impact project performance. Effective risk management strategies help in preventing delays, cost overruns, and resource wastage.

The correlation analysis revealed a strong positive relationship between risk management and project success ($r = 0.582$, $p < 0.01$). This indicates that projects with well-defined risk management strategies tend to experience higher success rates. Proper risk identification and mitigation measures reduce uncertainties and enable project managers to develop contingency plans that minimize disruptions.

The multiple regression analysis confirmed the significant role of risk management in project success. The regression coefficient ($B = 0.255$, $p < 0.001$) indicated that for every unit increase in risk management, project success improves by 0.255, holding other factors constant. The standardized coefficient ($\beta = 0.245$) shows that risk management has the strongest influence on project success compared to other project management practices. The inclusion of risk management in the regression model significantly improved the model's predictive power, demonstrating its vital role in ensuring project efficiency.

In conclusion, the findings highlight the necessity of integrating risk management strategies into project execution. SMEs in Zambia's construction sector should adopt proactive risk assessment frameworks, develop contingency plans, and implement effective mitigation measures. Organizations that prioritize risk management are better equipped to handle uncertainties, minimize financial losses, and ensure project stability. Strengthening risk management practices leads to higher project resilience, increased efficiency, and improved overall project success.

6.3 Recommendations

1. Strengthening Project Integration Management

Given the significant positive influence of project integration management on project success, SMEs in Zambia's construction sector should prioritize the adoption of structured integration strategies. Organizations should:

- **Enhance project coordination** by developing standardized project management frameworks that facilitate the seamless integration of planning, execution, and monitoring activities.
- **Implement advanced project management tools** such as project management software to streamline information flow, reduce errors, and improve real-time decision-making.
- **Invest in cross-functional teams** to ensure that different departments work collaboratively and project components are aligned.
- **Strengthen change management practices** to effectively handle adjustments in project scope, resource allocation, and execution timelines. By reinforcing these strategies, SMEs can improve efficiency, minimize project conflicts, and achieve higher success rates.

2. Enhancing Stakeholder Engagement for Project Success

Since stakeholder management significantly contributes to project success, construction firms should implement effective stakeholder engagement strategies. Organizations should:

- **Establish transparent communication channels** that allow continuous dialogue between project managers, clients, suppliers, and regulatory bodies to align expectations.
- **Adopt participatory decision-making** processes where stakeholders are involved in critical project discussions, enhancing project ownership and reducing resistance to change.
- **Conduct stakeholder needs assessments** to identify and address key concerns, ensuring that all involved parties are satisfied with project deliverables.
- **Develop stakeholder engagement frameworks** that define the roles, expectations, and responsibilities of each stakeholder, minimizing conflicts and delays. By fostering strong

stakeholder relationships, SMEs can improve project coordination, enhance collaboration, and ensure that project goals are met efficiently.

3. Investing in Human Resource Management

Since human resource management has a significant impact on project success, SMEs should invest in workforce development to enhance productivity. Organizations should:

- **Provide continuous training and capacity-building programs** to equip employees with the necessary technical and managerial skills for efficient project execution.
- **Develop employee motivation and reward systems** to enhance commitment, reduce staff turnover, and promote teamwork within project teams.
- **Implement structured workforce planning** to ensure that skilled personnel are allocated effectively, reducing project delays and inefficiencies.
- **Encourage leadership development** within project teams to build a competent and proactive workforce capable of handling challenges in construction projects. By investing in human capital, SMEs can optimize their workforce potential and achieve higher project success rates.

4. Strengthening Risk Management Practices

Since risk management was found to have the strongest influence on project success, SMEs should adopt comprehensive risk management strategies. Organizations should:

- **Conduct thorough risk assessments** before project initiation to identify potential threats and develop mitigation strategies.
- **Develop contingency plans** that outline alternative courses of action in case of project disruptions, minimizing delays and cost overruns.
- **Establish a risk monitoring system** to continuously track project risks and make adjustments as needed.
- **Train project managers in risk management methodologies** to improve their ability to anticipate and mitigate challenges. By integrating proactive risk management measures,

SMEs can enhance project resilience, reduce financial losses, and improve overall project performance.

To enhance project success in Zambia's construction sector, SMEs must adopt strategic project management practices focusing on integration, stakeholder engagement, workforce management, and risk mitigation. Implementing these recommendations will lead to improved efficiency, reduced project failures, and higher profitability. By embracing structured management approaches, SMEs can contribute to sustainable growth and competitiveness in the construction industry.

6.4 Research Limitations

Firstly, the findings of this research are limited to the Lusaka ACROW Bridge project of the period. As a result, this may not be applicable to other types of projects and regions. Secondly, the study used a descriptive and explanatory research design to investigate the influence of project management practices on project success. The explanatory research design's limitation means that it offers a more complex and resource-based analysis. It also limits the generalization of findings to broader populations or settings. The descriptive research is not designed to establish a causal relationship between variables and does not probe deeply into underlying reasons for observed patterns. Despite the study using descriptive and explanatory research design, future studies should also employ correlational design or experimental design. Thirdly, the study collected data at a single point in time, which does not account for changes over time. Finally, the study was limited to four (4) types of project management practices, namely, project integration, stakeholder's management, HR management and project risk management, and overlooked other important types of project management practices that can influence project success.

6.5 Further studies

By the way, further studies should use pooled data as well as time series data in their analysis. Besides that, further studies should also explore project management practices in terms of the scope, time, cost, quality, communication and procurement. Last but not least, further studies should also focus on a country specific study as whole rather than a single a province or city.

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Appendix: Reliability test

Project Success

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.670	.674	5

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PS1	12.55	11.467	.420	.285	.667
PS2	13.02	12.519	.216	.117	.776
PS3	12.62	10.844	.422	.266	.659
PS4	12.56	11.344	.335	.153	.610
PS5	12.36	11.992	.268	.135	.749

Project Integration Management

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.701	.502	6

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PIM1	15.22	12.869	.318	.228	.726
PIM2	15.71	13.788	.181	.183	.792
PIM3	15.29	13.280	.216	.235	.776
PIM4	15.23	12.143	.317	.137	.722
PIM5	15.26	12.514	.290	.112	.737
PIM6	15.13	12.892	.220	.089	.776

Stakeholders Management

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.657	.658	5

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SH1	12.14	10.694	.401	.171	.652
SH2	12.57	11.692	.265	.135	.731
SH3	12.43	11.559	.300	.141	.711
SH4	12.22	11.246	.279	.090	.625
SH5	12.23	11.054	.347	.136	.683

Human Resource Management

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.868	.870	6

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
HR1	15.23	13.419	.489	.299	.740
HR2	15.82	15.312	.232	.114	.756
HR3	15.48	15.200	.255	.209	.845
HR4	15.32	14.407	.313	.118	.820
HR6	15.41	15.028	.278	.143	.735
HR7	15.47	14.714	.290	.091	.730

Project Risk Management

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.749	.749	5

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PRM1	12.59	10.141	.394	.226	.642
PRM2	13.06	11.337	.261	.088	.821
PRM3	12.68	10.176	.408	.225	.834
PRM4	12.78	11.119	.271	.077	.716
PRM5	12.64	11.350	.230	.080	.741

7.1.2 Appendix: Pearson Correlation for all variables

Descriptive Statistics			
	Mean	Std. Deviation	N
ProjectSuccess	3.15	.812	380
Gender	1.60	.491	380
Educ	2.61	.878	380
Years_operation	2.40	1.019	380
Numb_employees	2.91	1.271	380
Business_position	2.72	1.087	380
Numb_proj_participated	2.73	1.143	380
P_IntegrationManagement	3.06	.685	380
StakeholdersManagement	3.08	.797	380
HumanResourceManagement	3.09	.737	380
P_RiskManagement	3.19	.780	380

Correlations

		ProjectSuccess	Gender	Educ	Years_operation	Numb_employees	Business_position	Numb_proj_participated	P_IntegrationManagement	StakeholdersManagement	HumanResourceManagement	P_RiskManagement
ProjectSuccess	Pearson Correlation	--										
Gender	Pearson Correlation	-.158**	--									
Educ	Pearson Correlation	-.058	.062	--								
Years_operation	Pearson Correlation	.021	.107*	.375**	--							
Numb_employees	Pearson Correlation	.040	.125*	.376**	.370**	--						
Business_position	Pearson Correlation	-.027	.109*	-.154**	-.173**	-.172**	--					
Numb_proj_participated	Pearson Correlation	-.027	.065	.279**	.305**	.478**	-.226**	--				
P_IntegrationManagement	Pearson Correlation	.573**	-.183**	-.112*	.047	.071	-.011	-.032	--			
StakeholdersManagement	Pearson Correlation	.548**	-.230**	-.145**	-.007	-.038	-.014	-.012	.658**	--		
HumanResourceManagement	Pearson Correlation	.554**	-.257**	-.147**	-.026	-.073	.121*	.016	.605**	.600**	--	
P_RiskManagement	Pearson Correlation	.582**	-.196**	-.082	-.018	.033	.038	.029	.619**	.615**	.624**	--

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

* . Correlation is significant at the 0.05 level (2-tailed).

7.1.3 Appendix: Multiple Linear Regression

Model Summary ^c						
Model	R				Change Statistics	

		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.195 ^a	.138	.223	.803	.238	2.458	6	373	.024	
2	.675 ^b	.456	.541	.607	.518	70.855	4	369	.000	2.097

a. Predictors: (Constant), Numb_proj_participated, Gender, Business_position, Educ, Years_operation, Numb_employees

b. Predictors: (Constant), Numb_proj_participated, Gender, Business_position, Educ, Years_operation, Numb_employees, P_RiskManagement, StakeholdersManagement, HumanResourceManagement, P_IntegrationManagement

c. Dependent Variable: ProjectSuccess

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.511	6	1.585	2.458	.024 ^b
	Residual	240.596	373	.645		
	Total	250.107	379			
2	Regression	114.030	10	11.403	30.921	.000 ^c
	Residual	136.078	369	.369		
	Total	250.107	379			

a. Dependent Variable: ProjectSuccess

b. Predictors: (Constant), Numb_proj_participated, Gender, Business_position, Educ, Years_operation, Numb_employees

c. Predictors: (Constant), Numb_proj_participated, Gender, Business_position, Educ, Years_operation, Numb_employees, P_RiskManagement, StakeholdersManagement, HumanResourceManagement, P_IntegrationManagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3.655	.233		15.714	.000	3.197	4.112		
	Gender	-.274	.086	-.165	-3.186	.002	-.442	-.105	.960	1.042
	Educ	-.083	.053	-.090	-1.565	.118	-.187	.021	.786	1.272
	Years_operation	.040	.046	.050	.869	.386	-.050	.130	.776	1.289
	Numb_employees	.065	.040	.101	1.633	.103	-.013	.142	.675	1.482
	Business_position	-.008	.040	-.010	-.190	.850	-.086	.071	.913	1.096
	Numb_proj_participated	-.041	.042	-.057	-.960	.338	-.124	.042	.731	1.368
2	(Constant)	.500	.259		1.931	.054	-.009	1.008		
	Gender	.032	.068	.019	.475	.635	-.101	.165	.881	1.136
	Educ	.025	.041	.027	.620	.535	-.055	.105	.761	1.315
	Years_operation	.003	.035	.004	.092	.926	-.066	.072	.766	1.305
	Numb_employees	.033	.031	.052	1.092	.275	-.027	.093	.646	1.548
	Business_position	-.049	.031	-.065	-1.593	.112	-.109	.011	.876	1.141
	Numb_proj_participated	-.056	.032	-.079	-1.737	.083	-.120	.007	.706	1.415
	P_IntegrationManagement	.227	.068	.191	3.308	.001	.092	.361	.442	2.264
	StakeholdersManagement	.152	.058	.149	2.637	.009	.039	.266	.461	2.170
	HumanResourceManagement	.240	.062	.218	3.884	.000	.119	.362	.467	2.139
	P_RiskManagement	.255	.058	.245	4.422	.000	.142	.369	.481	2.080

a. Dependent Variable: ProjectSuccess

7.1.4 UNILUS-Research Ethics Committee



UNIVERSITY
OF
LUSAKA

SCHOOL OF POSTGRADUATE STUDIES

Plot No. 37413, Off Alick Nkhata Mass Media. P. O Box 36711, Lusaka.
Phone: +260211258505, 258409 Fax +260211233409; Cell +260976075850,961917862,
E-mail: unilus@zanmet.zm, ictar@zanmet.zm

UNILUS-RESEARCH ETHICS COMMITTEE

Ref no:

FWA00033228-2711/24

Date: 6th November 2024

STUDENT NAME: hildah bunda

INVESTIGATING THE INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON PROJECT SUCCESS OF SMALL MEDIUM ENTERPRISES (SMES) IN THE CONSTRUCTION SECTOR OF ZAMBIA: A CASE STUDY OF RDA ACROW BRIDGE LUSAKA DISTRICT MINOR PROJECTS FOR THE PERIOD 2020 TO 2022

The above research was submitted to the research ethics committee for review. The study has no major ethical problems and is approved subject to the following:

1. The study cannot be changed without express permission of the UNILUS research ethics committee.
2. Approval from the necessary authority should be sought.

The committee wishes you success in your work.

Professor Kasonde Bowa

MSc(Glasgow),M.Med(UNZA),FRCS(Glasgow),FACS,FCS,DPH(LSTMH),MPH(UCL)

Chairman- UNILUS REC

Professor of Urology and Consultant Urologist

Deputy Vice-Chancellor – Research and Innovation

Executive Dean - School of Medicine and Health Sciences

7.1.5 Research questionnaire



SCHOOL OF POST GRADUATE STUDIES

**THE INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON
PROJECT SUCCESS OF SMALL AND MEDIUM ENTERPRISE (SME's) IN
THE CONSTRUCTION SECTOR OF ZAMBIA: A CASE STUDY OF THE
RDAACROW BRIDGE LUSAKA DISTRICT MINOR PROJECTS FOR THE
PERIOD 2020 TO 2022**

RESEARCH QUESTIONNAIRE

Introductory letter

Dear Respondent,

RE: Request for participation of workers for GM Enterprise and MNS Global (ACROW Bridge minor project in Lusaka District for the period 2020 to 2022)

My name is Hildah Bunda pursuing a Masters' of science in Project Management at the University of Lusaka (UNILIU). Am conducting a research titled “ The Influence of Project Management Practices on Project success of SME's in the construction sector of Zambia, a case study of the RDA ACROW Bridge Lusaka District minor projects for the period 2020 to 2022”.

The answers you submit will only be used for academic purposes. Participants can also choose to withdraw at any time they feel like. Also, participants are also assured confidentiality and privacy in regards to their names, emails, and job positions.

Name: Hildah Bunda

Phone No: +260 978453650

Email: Hildahbunda1@gmail.com

SECTION A: DEMOGRAPHICAL DATA (PERSONAL INFORMATION)

1. What is your gender?
 - a) Male
 - b) Female
2. What is your highest level of education?
 - a) Certificate
 - b) Diploma
 - c) Bachelors' degree
 - d) Masters'
 - e) PhD
3. How long has the firm been in operation?
 - a) 1-5 years
 - b) 6-10 Years
 - c) 11-20 Years
 - d) More than 20 Years
4. What is the size of the firm in terms of employees?
 - a) 1-25
 - b) 26-50
 - c) 51-75
 - d) 76-100
 - e) Above 100
5. What is your role or position in the firm?
 - a) Project manager
 - b) Project consultant
 - c) Project engineers
 - d) Project team member
6. How many projects have you participated in?
 - a) 1-3 Projects
 - b) 4-6 Projects
 - c) 7-10 Projects
 - d) Above 10 Projects

SECTION B: INDEPENDENT VARIABLES

Please indicate your views on the following statements on the independent variables. These questions are structured on a 5-point Likert scale as well, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. You may tick (√) for the response that best reflects your view.

PROJECT INTEGRATION MANAGEMENT

	STATEMENT	RESPONSE				
		1	2	3	4	5
1	Project integration ensures that the project is schedule as this defines the period of the project					
2	Project integration ensures that the scope of the project is developed as this is a key in providing a roadmap on how to ensure project's success					
3	Project integration keeps track on the quality of the project					
4	Project integration ensures that projects are monitored and controlled					
5	Project integration is essential for the management of project knowledge so as to make informed decisions					
6	Project integration ensures that the project charter is developed and implemented					

STAKEHOLDERS MANAGEMENT

	STATEMENT	RESPONSE				
		1	2	3	4	5
1	Stakeholder provide expertise that increase the feasibility of the project success					
2	Stakeholder promotes public confidence and reputation necessary for the success of the project					
3	Stakeholders engagement keeps everyone on track and mitigates potential issues or conflicts before they arise					
4	Stakeholders foster collaboration among team members to achieve the best outcome					
5	Stakeholders involvement in management of funds enables smooth running of the project					

PROJECT HUMAN RESOURCE MANAGEMENT

	STATEMENT	RESPONSE				
		1	2	3	4	5
1	HR resource management is a core component in realizing the success of a project					

2	HR resource management determines the sustainability of a project performance					
3	HR project management ensures that the right people are assigned to the right tasks with necessary skills					
4	HR project management maximizes the productivity of workers					
5	HR project management allows for timely resolution and prevents risks from escalating					
7	HR project management minimizes conflicts and misunderstanding					

PROJECT RISK MANAGEMENT

	STATEMENT	RESPONSE				
		1	2	3	4	5
1	Project risk management mitigates unforeseen risks					
2	Project risk management enhances confidence in the execution of task					
3	Project risk management provides a back-up plan					
4	Project risk management ensures clear expectations from the project					

5	Project risk management minimizes the probability of failure.					
---	---	--	--	--	--	--

SECTION C: DEPENDENT VARIABLES

Please indicate your views on the following statements on the independent variables. These questions are structured on a 5-point Likert scale as well, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. You may tick (√) for the response that best reflects your view.

PROJECTS’S SUCCESS

	STATEMENT	RESPONSE				
		1	2	3	4	5
1	Project success increases competitive advantage and market share					
2	Project success produce quality deliverables					
3	Project success meets customer expectations					
4	Project success reduce project delivery costs and ensures increased profits					
5	Project success increases efficiency in service delivery					

END OF QUESTIONNAIRE

THANK YOU

17.93%

SIMILARITY OVERALL




11.06%

POTENTIALLY AI

SCANNED ON: 14 JAN 2025, 9:38 PM

Similarity report

Your text is highlighted according to the matched content in the results above.

 IDENTICAL 2.92%  CHANGED TEXT 15.01%  QUOTES 0.34%

AI Detector Results

Highlighted sentences with the lowest perplexity, most likely generated by AI.

 LIKELY AI 8.19%  HIGHLY LIKELY AI 2.87%

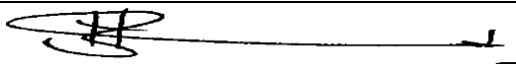
Report #24424289

SCHOOL OF POST GRADUATE STUDIES THE INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON PROJECT SUCCESS OF SMALL AND MEDIUM ENTERPRISE (SMEs)



SCHOOL OF POSTGRADUATE STUDIES

12TH TO 20TH JANUARY 2025 GBS800 DISSERTATION SUBMISSION

No	Item	Done
1	Were you registered for GBS800 in the JUL-DEC 2024 semester?	Done
2	Has your FINAL DISSERTATION been signed by your supervisor ¹ ?	Done
3	Have you attached the plaigarism similarity report to the appendix?	Done
4	Is your plaigarism similarity report below 20 percent together with the AI generated? Please append the similarity report to your dissertation.	Done
5	Have you submitted a soft copy version of your dissertation to the UNIVERSITY CLASS called “GBS 800 FINAL SUBMISSIONS- 12TH -20TH JAN 2025?” See point (3) on the next page for more details.	Done
6	What is your dissertation’s total word count (including references and appendices)?	16,286 WORDS
	Candidate Name: HILDAH BUNDA	
	Student Number: MSCPM23118250	
	Signature: 	
	Date: 17.01.2025	

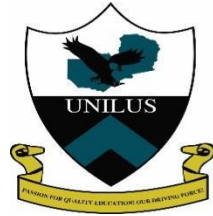
¹ Please ensure that the “SUBMISSION OF DISSERTATION FOR EXAMINATION FORM” (available on page 43 of the dissertation guidelines) is printed and signed by your supervisor and included as part of your submission.

EACH STUDENT MUST ATTACH THE FOLLOWING SIGNED CHECKLIST AS PART OF THEIR DISSERTATION SUBMISSION.

A STUDENT WHO DOES NOT MEET ALL REQUIREMENTS LISTED IN THE CHECKLIST ABOVE MAY NOT BE READY FOR SUBMISSION AND MAY HAVE TO RE-REGISTER FOR GBS800 IN THE FIRST SEMESTER OF 2025.

DETAILS REGARDING EACH ITEM ON THE CHECKLIST

No	Item
1	<p>If you were not registered for GBS 800 for the period JUL-DEC 2024 you must do so otherwise you risk:</p> <ul style="list-style-type: none"> • Not being scheduled for dissertation defense • Not receiving communication • Not receiving your GBS800 results • Not meeting graduation criteria
2	<p>If supervisor can't sign off the hard copy dissertation, approval for submission can be submitted by either:</p> <ul style="list-style-type: none"> • Appending an electronic signature in the dissertation, or • Sending consent via email to abby.nakalinda@unilus.ac.zm or jmwewa@unilus.ac.zm (copying the student) the email must then be printed and included as part of the submission.
3	GBS 800 FINAL SUBMISSIONS- 12TH -20TH JAN 2025
4	Ensure your word count is as per University requirement (i.e. 15,000-20,000 words).
5	If anything is unclear, email the GBS800 coordinator or postgraduate office.



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SUBMISSION OF DISSERTATION FOR EXAMINATION

Name of student: Hildah Bunda

Student number: Mscpm23118250

Programme of study: Masters of Science in Project Management

Dissertation title: THE INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON PROJECT SUCCESS OF SMALL AND MEDIUM ENTERPRISE (SME's) IN THE CONSTRUCTION SECTOR OF ZAMBIA: A CASE STUDY OF THE RDA ACROW BRIDGE LUSAKA DISTRICT MINOR PROJECTS FOR THE PERIOD 2020 TO 2022

Signature of student:

Date: 09/12/2024

Supervisor's Comments:

I recommend this dissertation for submission for examination (If you do not recommend, kindly provide a written report and attach hereto).

Name of Supervisor: Eng.Dr. Kasongo Mwale Richard

Signature of

Supervisor:

Date: 09.10.2024