THE EFFECT OF PROJECT INTEGRATION MANAGEMENT PROCESS ON PROJECT SUCCESS: THE CASE OF COMMUNITY DEVELOPMENT PROJECT IN JIMMA ZONE

A Master Thesis submitted to the School of Graduate Studies of Jimma University in Partial Fulfillment of the Requirement for the Award of Degree of Master of Arts in Project Management and Finance

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CERTIFICATE

This is to certify that the thesis prepared by **Mr**. **Dawit Hailu Tessema** entitled "The effect of Project Integration Management Process on Project Success: the case of community development project in Jimma Zone and submitted in fulfillment of the requirement of the master's Degree in Project Management and Finance with regulation of the University and meets the accepted standards with respected to originality and quality.

Examiner (External)	Date	Signature
Examiner (Internal)	Date	Signature
Advisor (Major)	Date	Signature
Advisor (co-ad)	Date	Signature

DECLARATION

I, under signed, declare that this thesis entitled "**The Effect of Project Integration Management Process on Project Success: The Case of Community Development Project in Jimma Zone**", has been Carried out by me under the guidance and supervision of Mohamed Sultan (Assistant Professor) and Abebe Shantama (MSc).

The thesis is original and has not been submitted for the award of degree of diploma any university or instructions.

Researcher's name	Date	Signature
_____	_____	_____

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Abstract

Project integration management is a component of project management that focuses on the individual procedures during the execution of a process. Project integration managers coordinate plans and help ensure that all processes within a project run efficiently and that team members stay on track toward their final goals. Integration Management is the practice of making certain every part of the project is coordinated.

The overall objective of the study was to assess the effect of project integration management process on project success: the case of Community Development project in Jimma Zone. To achieve the main objective of the research, a mixed methods approach is used. To analyses the data collected, both quantitative and qualitative data analysis method is used. Both primary and secondary data were used in the study.

The result Descriptive statistics shows that out of the 194 questionnaires distributed to the selected respondents all of them were properly completed and returned. The results of the correlation analysis show that Project Initiation ($r=0.609$, $p<.001$), Project Planning ($r=0.674$, $p<.001$), Project Execution ($r=0.780$, $p<.001$), and Monitoring and control ($r=0.629$, $p<.001$) are positively and significantly correlated with the Project Success. Furthermore, the result of the study indicates a positive and significant association between Project Initiation, Project Planning, Project Execution, Monitoring and Control and Project Closure on project success which implies the increase in Project Initiation, Project Planning, Project Execution, Monitoring and Control and Project Closure inevitably increases in the project success of the data center project. Therefore, all concerned bodies should work hard on Project Initiation, Project Planning, Project Execution, Monitoring and Control and Project Closure on project success which implies the increase in Project Initiation, Project Planning, Project Execution, Monitoring and Control and Project Closure for the success of the project. Furthermore, on the basis of the research findings, appropriate recommendations along with implications for further studies have been forwarded.

***Key Words**: Linear regression, Multicollinearity, Project Success; Project Integration.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Project management has evolved over the past couple of decades as researchers and practitioners have attempted to identify the causes of project failure and the various factors that lead to project success. Traditional project management skills were developed from the requirements of construction and defense industries to plan, control and manage large and complex tangible' projects (Guta, 2022; Bourne and Walker, 2019). From these arose the so-called hard concepts of project success criteria in the form of controlling and managing schedule, cost and scope.

Project Management can also be seen as being about managing change (Aman, 2021; Bourne and Walker, 2019) and project managers should consider themselves as change agents adding to the Project Management role an additional focus on so-called soft aspects of relationship management (Bourne and Walker, 2019). Moreover, according to Bourne and Walker (2019) in most organizations, project managers are accountable for the successful delivery of complete projects. Increasingly, this success depends on project managers' processing and utilizing skills and competencies that may initially appear contradictory. A successful project manager must demonstrate flexibility and competency in many area, hard and soft skills, introverted and reflective, extroverted and social behavior. Many of the initiatives for improving the practice and profession of project management have been focused on enhancing techniques and method associated with skills that included effective management of time, cost and scope.

Project integration knowledge areas describe the key competencies that project managers must develop. According to (Feyisa, 2020), the nine knowledge areas of project manager are divided into four core and four facilitating knowledge areas. The four core knowledge areas of project management are: scope, time, cost and quality management. They are the core areas because they lead to specific project objectives. (Feyisa, 2020). The four facilitating knowledge areas are: human resources, communication, risk and procurement management. They are the process

through which the project objectives are achieved. The ninth knowledge area is project integration management, which is an overarching function that affects and is affected by all of the other knowledge areas (Guta, 2022).

Project integration management involves coordinating all elements of a project, including tasks, resources, stakeholders, and deliverables. The purpose of project integration management is to ensure that processes run efficiently and meet predefined goals.

Project management process is an administration process for the planning and control of services or the implementation of a project. Implementation delays, overestimation of project return, and poor project manpower quality have been identified as statistically significant causes of project failures to meet their objectives.

1.2 Statement of Problem

Previous literature regarding project integration management process on project performance does not cover all aspects of challenges and practice of project management in one study. Most of them focus on single aspects project management issues such as stake holder management, risk management, planning and monitoring and evaluation. But a challenging factor in one area will have a significant ripple effect in all other related areas. Little is known about the relationship between the implementation level of a project management process and the success and failure of a project. Identifying and understanding the effective project management process is very effective (Mochal, 2019). Therefore, this issue is considered to be one of the fundamental factors in an efficient project management process. It will be a lesson for other projects, in order to give better recommendations, and because this subject is not well studied and lacks literature.

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of project management processes, which are categorized into five Process Groups (Baca (2021). These five Process Groups are: Initiating, Planning, Executing, Monitoring and Controlling, and Closing

Project managers should pay a great deal of attention to managing a project. Harrington & Mc. Nellis, (2022) argue that one of the most common reasons for project failure is the inability to properly define or effectively manage project scope. The successful project manager has learned that rigorous scope control is essential to deliver projects on time and on budget. An increase in project management processes that doesn't includes a corresponding adjustment to project cost or timeline may result in the project being delivered late or over budget. Baca (2021), states that project management processes changes are to bring disturbances to the project success. Mochal (2019) stated that without proper project management processes, projects end up trying to complete more work than what was originally agreed to and budgeted for. In other words, projects would be heading down the road to trouble.

Successful project execution is an organizational priority. Various researchers have shown that several project success factors can impact a project at all phases. In the execution phase, project success is related to the project 's timely completion, on budget and within agreed quality (Kerzner, 2023). However, the understanding of project success has been altered to include limitation to minimum changes in the scope of the activities, shift in the corporate culture and acceptance of project results by clients (Alexandrova, 2022). Shenhar and Divr (1997) postulated that project success is measured in four dimensions, one of which is project efficiency during execution and immediately after completion. The researchers pointed out that shorter product life cycle and time-to-market increased an organization 's competitive advantage. Further, they affirmed that impact of project management on the performance of an organization can be viewed in two broad dimensions of the commercial success of projects and the future potential created.

In Community Development project context, the Information System department is generally the one that is more project-oriented. To ensure successful implementation of the various projects within the Community Development, proper application of project integration management tools, techniques and methodologies should be exercised from the outset to ensure project success. There are a number of project management weaknesses, which is attributed by inadequate professional skills of some project implementers and inadequate capacity of the project management unit to provide sufficient oversight and supportive supervision. Despite the quest for

project success, some projects experienced time overrun, budget overrun and unmet end product specifications. The purpose of this study is to assess the effect of the project integration management processes (initiation, planning, execution, monitoring and control and closure) on the project success. Therefore, this study will be intended to evaluate the effect of project integration management processes on project success: the case of Community Development project in Jimma Zone.

1.3 Objectives of the study

1.3.1 General objective of the study

The overall objective of the study is to assess the effect of project integration management processes on project success: the case of Community Development project in Jimma Zone.

1.3.2 Specific objectives of the study

- To assess the effect of project initiation process on the success of Community Development project.
- To assess the effect of project planning process on the success of Community Development project.
- To assess the effect of project execution process on the success of Community Development data center project
- To assess the effect of project monitoring & control process on the success of Community Development data center project
- To assess the effect of project closure process on the success of Community Development data center project

1.4 Research questions

The Researcher has designed the following questions:

- How does project integration process affect the success of Community Development project?
- How does project initiation process affect the success of Community Development project?

- How does project planning process affect the success of Community Development project?
- How does project execution process affect the success of Community Development project?
- How does project monitoring & control process affect the success of Community Development project?
- How does project closure process affect the success of Community Development project?

1.5 Significance of the study

This study would give good idea to the researcher about this specific topic and general knowledge about any research. The result of this research will create awareness among project managers of Community Development about project integration processes and activities that contribute to project success, and how the project managers are able to handle projects more effectively to increases the rate of project success in the future. Besides, the study enlightens the internal employees of the Community Development project that engage in various projects as a project team member about project integration management processes and learn how to cope with these activities in the future. In addition to this, the study can have some contribution for further study of the case and valuable to practitioners in developing better project integration management practice in projects. It can also serve as a reference material for further studies on how to use project management knowledge areas and linking it with project integration management processes to achieve project success.

1.6 Scope of the study

The scope of the study is confined to the effect of Project Integration Management process on project success: the case of Community Development project in Jimma Zone. This study only focused on, assessing the effect of project integration process on project success: the case of community development project. It mainly focuses on one of the project management knowledge area: project integration management and associate it with the respective five project management processes (initiation, planning, execution, monitoring and control and closure), and attempt to assess their contribution to the success of the project.

1.7 Limitation of the Study

The major limitation of the study was that, there was limited literature on research concerning the factors affecting Project Integration Management process in Ethiopia and this prompted the researcher to carry an in-depth study. The limitations of this study were materials price inflation, lack of internet service, lack of time, finance and experience in research which makes it difficult to increase sample size and undertake depth study. In some cases, the respondents were not willing to provide adequate information and Unwillingness of respondents on filling the questionnaire since most of them was busy with their work. There was carelessness in responding all questions; some of the data collected through questionnaire were not filed by the respondents properly and accurately.

1.8 Organization of the Study

The study was structured to have five chapters arranged sequentially. The first chapter dealt with background, statement of the problem, objectives of the study, research questions, and significance of the study, scope of the study, limitation of the study and organization of the study. The second chapter deals with Review of related literature. The third chapter focuses on Research methodology: Research design, data source and type, target population, method of data collection, sampling techniques, sample size determination and method of data analysis. The fourth chapter deals with data analysis and discussions. Finally, the last chapter presents the conclusions and recommendations that must be made on the basis of the main finding of the research.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

Literature review is prepared in three parts, the theoretical review, the empirical review part and conceptual framework.

2.2. Theoretical Review

2.2.1 What is Project and Project Management?

Project is defined as a temporary endeavour undertaken to create a unique product, service, or result (Luis emilio alvarez-dionisi, 2023).According to (Muszynska, 2022), a project can be considered to be any series of activities and tasks that: have a specific objective, with a focus on the creation of business value, to be completed within certain specifications, have defined start and end dates, have funding limits (if applicable), consume human and non-human resources (i.e., money, people, equipment), are multifunctional (i.e., cut across several functional lines) (Kerzner, 2020), defined PM as "Project management is the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives.

There are several definitions of projects in the literature. Tuman (1983) said that A project is an organization of people dedicated to a specific purpose or objective. Projects generally involve large, expensive, unique, or high-risk undertakings which have to be completed by a certain date, for a certain amount of money, with some expected level of performance. At a minimum, all projects need to have well defined objectives and sufficient resources to carry out all the required tasks.

Spinner (2023) also defines project as a series of task or activities that have several distinguishing characteristics. Such as: Having specific starting and ending date, achieving a specified result on product, well defined objectives, a unique, non-repetitive endeavour.

According to Pinto & Slevin (1988), a project can be defined as possessing the following characteristics: A defined beginning and end (specified time to completion), specific, preordained goal or set of goals (performance expectations), series of complex or interrelated activities, and limited budget

Turner (2022) stated that ―a project is an endeavor in which human, financial and material resources are organized in a novel way to undertake a unique scope of work, of given specification, within constraints of cost and time, so as to achieve beneficial change defined by quantitative and qualitative objectives.

2.2.2 What is Project Management

Project management has evolved over the past couple of decades as researchers and practitioners have attempted to identify the causes of project failure and the various factors that lead to project success.

Traditional project management skills were developed from the requirements of construction and defence industries to plan, control and manage large and complex 'tangible' projects (Guta, 2022; Bourne and Walker, 2019). From these arose the so-called ―hard‖ concepts of project success criteria in the form of controlling and managing schedule, cost and scope.

Project Management can also be seen as being about managing change (Aman, 2021; Bourne and Walker, 2019) and project managers should consider themselves as change agents adding to the Project Management role an additional focus on so-called soft 'aspects of relationship management (Bourne and Walker, 2019).

Moreover, according to Bourne and Walker (2019) in most organizations, project managers are accountable for the successful delivery of complete projects. Increasingly, this success depends on project managers' processing and utilizing skills and competencies that may initially appear contradictory. A successful project manager must demonstrate flexibility and competency in many area, hard and soft skills, introverted and reflective, extroverted and social behaviour. Many of the initiatives for improving the practice and profession of project management have been focused on

enhancing techniques and method associated with skills that included effective management of time, cost and scope.

Managing a project typically includes, but is not limited to: Identifying requirements; addressing the various needs, concerns, and expectations of the stakeholders in planning and executing the project and setting up maintaining, and carrying out communications among stakeholders that are active, effective, and collaborative in nature and managing stakeholders towards meeting project requirements and creating project deliverables.

2.2.3 The Practice of Project Management

In According to Tan (2018), project management concept and techniques can be applied to any project ranging from simple task, office renovations to complex and complicated projects like the design and construction of an airport or hospital complex. Almost any project requires the application of art and science of project management. The level of technology needed the degree of sophistication of the tools and techniques plus the types and number of personnel involved will depend on the size complexity or nature of the project.

Hendrickson and Au (1989) pointed out that the management process approach emphasizes the systematic study of management by identifying management functions in an organization and then examining each in detail. There is general agreement regarding the functions of planning, organizing and controlling. The project manager ‘s job is regarded as coordinating a process of interrelated functions that are neither totally random nor rigidly predetermined but are dynamic as the process evolves. Furthermore, the management science and decision support approach contribute to the development of a body of quantitative methods designed to aid managers in making complex decisions related to operations and production. In decision support system emphasis is placed on providing managers with relevant information.

2.2.4 Knowledge Areas

PMI has organized the project management knowledge and practice in terms of its component processes into nine knowledge areas. They are: project integration management, project scope

management, project time management, project cost management, project quality management, project human resource management, project communications management, project risk management and project procurement management (Duncan, 2018).

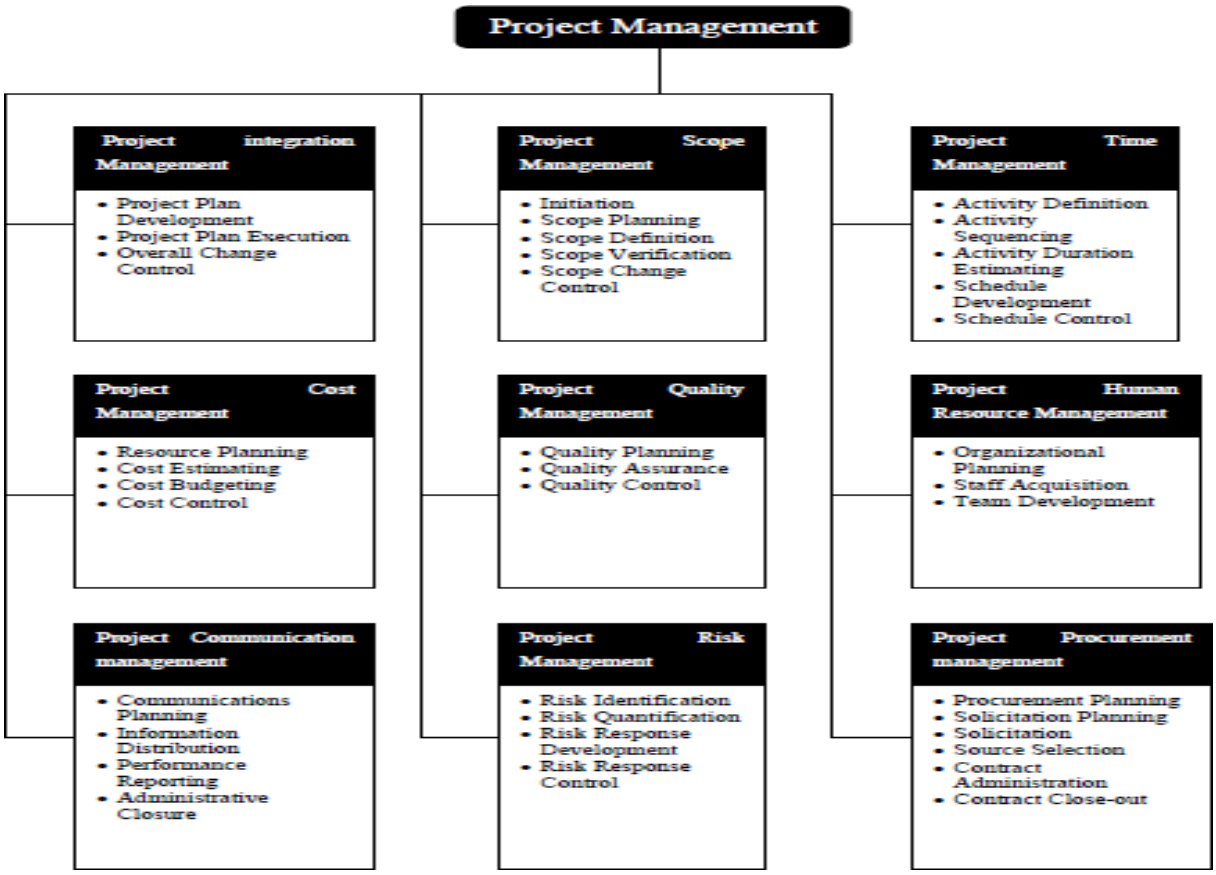


Figure 2- Project Management Knowledge Areas and Project Management Process (DERARA, 2023)

2.2.4. Project Integration Management

Project integration management, describes the process of identifying, defining, combining and coordinating various elements involved in the project in an organized manner to ensure the management of the stakeholder expectations, and meeting of requirement are successfully carried out (Duncan,2018; DERARA, 2023) .There are six sub-processes that are entailed in project integration, they are develop project charter, develop project management plan, direct and manage

project execution, monitor and control project work, perform integrated change control and close project or phase.

Develop project charter- is the process of developing a document that formally authorizes the project and documenting the expectations and needs of the stakeholders.

Develop project management plan- is where the necessary actions to define, prepare, integrate and coordinate are documented.

Direct and manage project execution - is the process of performing the defined task in the project management plan.

Monitor and control project work- is the process of overseeing the project and to review the work progress to ensure it is on the right track.

Perform integrated change control - is the process of reviewing all the change requests and approving the changes to the project work. A change of scope in project is very common. It is up to the project manager to analyze on the impact of the change prior to adopting the changes (Gupta, 2022). Change control is important because it can prevent wastage of time and money due to rework (Gupta, 2022).

Close project or phase - is the process of finalizing all the activities in order to formally complete the project (DERARA, 2023). In project closure, the project manager will review all the information to ensure that the project work is complete and has met the project objectives before considering the project closed (DERARA, 2023). In terms of client, project closure usually involves activities like providing training for client on how to use the product properly (Frost, 2021), handover of project to the team responsible for warranty and further support (Stoemmer, 2020) and also capture feedback on the client for future project (Frost, 2021). In term of internal employees, activities like call for feedback of project members, and carry out post project review (Stoemmer, 2020) will be performed. Post project review is performed to see whether the project meets the business objective.

2.2.5 Project Scope Management

Project scope management on the other hand describes the procedure where all the elements or work required to ensure the success of the project is included in the project. In other words, it is basically to define and control what is and is not included in the project (Duncan, 2018; DERARA, 2023). There are five sub-processes that are included in this process. They are collected requirement, define

scope, create WBS, verify scope and control scope (DERARA, 2023). Collect requirement is where the stakeholders' needs are defined and documented, define Scope is the process where a detailed description of both the project and the product are identified, create WBS is where the project deliverables are being broken down into smaller components (DERARA, 2023), verify scope is the process of accepting the completed project deliverables. The main focus of verify scope is to ensure the work defined in the define scope is done and accepted by the customers (Gupta, 2022). Quality control and scope verification is a similar kind of work, except verify scope is more focused towards customer acceptance (Gupta, 2022). Control Scope is the process of monitoring the project and product based on the predetermined scope baseline (DERARA, 2023). Creating, updating, and formalizing changes to the scope will ensure meeting target time, and cost while at the same time satisfies customers (Papke-Shields et al, 2022). Proper management of scope will prevent scope creep and keep team members inform of any changes (Papke-Shields et al, 2022). Scope creep is caused by uncontrolled changes of the scope without addressing the effect of time, cost, and resources, and without customer 's approval (Derara, 2023).

2.3Project Management Process Groups

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of project management processes, which are categorized into five Process Groups (PMI, 2019). These five Process Groups are: Initiating, Planning, Executing, Monitoring and Controlling, and Closing.

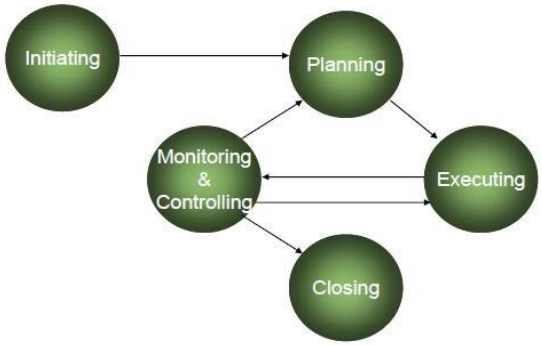


Figure 3- *Project Management Process*

Initiating: The project goal, need or problem is identified. The project manager is assigned to the project and the project charter is created. This basic process includes only one detail process:

Planning: The project manager and the project team works together to plan all of the needed steps to reach a successful project conclusion. The project planning processes are iterative in nature and it‘s expected that planning will happen often throughout the project.

Planning is of major importance on a project—you are doing something unique and you only get one chance to get it right. As a result, there are relatively more detail processes in this section. However, the number of processes does not mean that project management is primarily planning—the amount of planning should always be commensurate with the scope of the project.

Some detail planning processes have clear dependencies that require them to be performed in sequence. For example, tasks must be defined before they can be scheduled or cost is determined. The dependent planning processes include:

Scope definition-developing a written scope statement that includes the project justification, the major deliverables, and the project objectives

Project definition—decomposing the major deliverables into more granular deliverables to provide better control (the top levels of the Work Breakdown Structure)

Task definition—identifying the tasks that will be performed in order to produce the project's deliverables (the lower levels of the WBS)

Task sequencing—identifying dependencies among tasks

Duration estimating—estimating the probable duration of individually schedulable tasks and activities

Schedule development—determining and documenting specific dates for tasks

Cost estimating—developing initial estimates of the overall project cost

Cost budgeting—developing detail estimates of the cost of individual tasks

Plan integration—creating and documenting a coherent project plan from the outputs of the other planning processes

Interactions among other planning processes are more dependent on the nature of the project. For example, on some projects, there may be little or no identifiable risk until after most of the planning has

been done and the team recognizes that the cost and schedule targets are extremely aggressive and involve considerable risk. These facilitating processes are performed sporadically throughout the course of project planning. They include:

Quality planning—determining how to ensure that the project quality objectives will be met

Role and responsibility definition—determining the broad outlines of project responsibilities

Organization planning—deciding how the project will be organized, establishing reporting relationships

Project staffing—deciding who will fill what positions and assume which roles and responsibilities over time

Communications planning—determining who needs what information, when they will need it, and how it will be given to them

Risk identification—determining which risks are likely to affect the project

Risk assessment—quantifying and evaluating the probability of risk occurrence and risk impact

Solution development—defining deflection and mitigation steps for downside risk and enhancement steps for opportunities

Procurement planning—deciding what items will be obtained under contract and how such contracts will be defined and awarded

Solicitation—identifying possible sources for contractual services and obtaining responses from them

Procurement—negotiating and contracting for outside products and services

Executing: Once the project plan has been created, the project team goes about executing the project plan to create the deliverables of the project. The project can shift to project planning as needed throughout project execution. This basic process includes the following detail processes:

Plan execution—carrying out the project plan by performing the tasks identified therein and managing the various technical and organizational interfaces

Contract administration—managing the contractual aspects of the procured products and services

Monitoring and Controlling : As the project is being executed by the project team, the project manager monitors and controls the work for time, cost, scope, quality, risk, and other factors of the project. Monitoring and controlling is also an ongoing process to ensure that the project addresses its targets for each project objective.

Project progress must be measured regularly to identify variances from the plan as well as to determine when the project is finished. Variances are fed into the control processes in the various knowledge areas to the extent that significant variances are observed (e.g., those that jeopardize the project objectives adjustments to the plan are made by repeating the appropriate project planning processes.

Progress measurement and reporting—collecting and disseminating progress information

Scope change management—documenting and controlling changes to project scope

Quality control—measuring project deliverables and activities to assess whether quality objectives are being met

Quality improvement—evaluating project performance on a regular basis to determine how to improve project quality

Time/schedule control—controlling and responding to schedule changes

Cost control—controlling and responding to cost changes

Risk control—responding to changes in risk over the course of the project

Closing: At the end of each phase and at the end of the entire project, project closure happens to ensure that all of the work has been completed, is approved, and ultimately transferred ownership from the project team to operations. This basic process includes the following detail processes:

Scope verification-ensuring that the project deliverables have been completed satisfactorily

Contract close-out—resolution of any outstanding administrative matters and archiving of contract documentation

Project closure—gathering and disseminating information to formalize project completion. According to (DERARA, 2023), the 47 processes are grouped into five categories: 1) Initiating, 2) Planning, 3) Executing, 4) Monitoring and controlling, and 5) Closing. These groupings reflect the logical integration and interactions between the individual processes, as well as the common purposes they serve. That is, the Process Groups band together the project management activities that are relevant to each project phase and provide a means for looking at best practices within one Knowledge Area at a time. For example, in the Initiation Process Group, you ‘ll complete the individual Initiation processes like defining scope, goals, deliverables, assumptions, limitations, etc., that make up the project charter. Within the Initiation Process Group, you would also complete all activities and processes for identifying project stakeholders. Similarly, processes required to track, review, and regulate the progress and performance of the project

are all included in the Monitoring and Controlling Process Group. So, processes with a common goal or theme are grouped together into a Process Group.

2.4 Project Initiation and Project Success

Meredith and Mantel (2022, p. 113) describes the importance of various phases of the project initiation process in the accomplishment of a project. They cover the role of the project manager, the various ways the project can be organized, and the special requirements for managing a cross-cultural project. They also show that the success of a project is largely dependent on the conduct of feasibility study. In addition, emphasis is given to conduct the feasibility study by a specialized firm that has enough experiences. They have shown that the feasibility studies done by inexperienced firms tend to produce inaccurate data and the information of those feasibility studies do not provided good basis for making accurate information. Project charter and project office are also important in order to facilitate the smooth operation of projects.

Kim Heldman (2021, p. 285) shows how important the project initiation process in the success of project accomplishment. He classifies the project life cycle (according to the DERARA Guide) in the following ways initiating, planning, executing, monitoring & controlling, and closing. Among them it is described the project initiation process is the most important because in this phase major decisions regarding the project and the allocation of resource decision are made. So, the companies should consider all phases of the project initiation process very importantly. He also describes the importance of different phases of the project initiation. It is proved that feasibility study is not very much important in the success of the project in the industries that have already saturated. Rather feasibility study is important on the project of new venture or the project in which the company is first time attempting to undertake. He emphasizes on the phase review and the project office in order to find the deviation from the action desired.

Peter Hobbs (2023) also shows the project initiation process in relation to the successful completion of a project. However, his association was related to the most of the cases the developed nation environment. He mostly emphasizes on the phase review of the project initiation process. He says

phase review helps to control and monitor the other phases of the project initiation process. It also shows the conducting of feasibility study.

2.5 Project Planning and Project Success

The process of planning through what is more, making unequivocal the targets, objectives, and procedures important to bring the project through its life-cycle to a fruitful end when the project's item, management, or process assumes its legitimate position in the execution of project proprietor methodologies (Aman & Ireland, 2022, p. 265). Various specialists have explored extend possibilities that impact of anticipating project success. (Zwikael et al. 2023) Planning and determination of the ideal project lifecycle for the project being embraced can significantly affect the success of that project (Rahrovani, Chan, & Pinsonnault, 2023).

Project planning is the process of deciding ideal strategies, arrangement and timing of project exercises, and obliged assets to boost the possibility for a Successful Projects. Extend planning viability can be conceptualized as the degree to which a project accomplishes its arranged targets. (Galvin, Gibbs, Sullivan & Williams, 2023). Choices taken amid the planning procedure have been found to affect the plausible result of a project (Syal et al., 2016). Project Planning can be utilized to devise new items, administrations, inside operations, or hierarchical strategies (Nutt, 2019). Most creators concur that a project is an interesting attempt, an extraordinary undertaking that has not been done some time recently. Subsequently, it is extremely troublesome or even difficult to know exactly at the underlying planning stage that what is every one of the exercises that should be done to finish the project and what are their cost and length parameters (Andersen, 2018).

2.6 Project Execution and Project Success

The execution stage involves the implementation of project activities. Thus, it is the process of leading and performing work as described in the management plan and effecting changes approved to realize the set objectives. This stage is characterized by continuous performance of project activities, change requests, monitoring and control, risk, quality, communication and stakeholder management (Desmond, 2019).

During implementation, a number of factors affect the direction of the project. The PMI (2020) outlines the key aspects in this phase. First, the inputs in this stage include the plan, the change requests, business environmental aspects and organizational policies and assets. Secondly, the available tools and techniques applied during execution influence the progress of the project. These include the project management information systems, stakeholder and project team meetings, communication channels and monitoring and control activities. In the course of execution, deliverables are assessed and measured; change requests are affected and documented; project documents are updated to reflect progress and change requests. The project team directs the project activities and manages the various organizational and technical interfaces existing within the project.

Successful project execution is an organizational priority. Various researchers have shown that several project success factors can impact a project at all phases. In the execution phase, project success is related to the project 's timely completion, on budget and within agreed quality (Kerzner, 2003). However, the understanding of project success has been altered to include limitation to minimum changes in the scope of the activities, shift in the corporate culture and acceptance of project results by clients (Alexandrova, 2021). Shenhar and Divr (2023) postulated that project success is measured in four dimensions, one of which is project efficiency during execution and immediately after completion. The researchers pointed out that shorter product life cycle and time-to-market increased an organization competitive advantage. Further, they affirmed that impact of project management on the performance of an organization can be viewed in two broad dimensions of the commercial success of projects and the future potential created.

To solve the question concerning factors that could be used for successful execution of projects, many studies have been advanced by different researchers. Pinto and Slevin, (2012) assert that, ―a project is generally considered to be successfully implemented if it comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion), is accepted and used by the clients for whom the project is intended (client satisfaction criterion).‖ Although they agree that time, cost and quality are factors which could be used to measure successful implementation of projects, Pinto and Slevin (2012) also advanced an approach of ten

dimensions that are important for consideration measurement of successful implementation of projects. The ten dimensions that they talk about are, Project Mission, Top Management Support, Project Schedule Plans, Client Consultation, Personnel, technical Tasks, Client Acceptance, Monitoring and Feedback and Communication.

2.7 Project Monitoring & Controlling and Project Success

A study by Prabhakar (2023) pointed that Monitoring and Feedback was one of factors leading to project success. Likewise, Papke-Shields et al (2022) also noted that the probability of achieving project success seemed to be enhanced among other factors, by constantly monitoring the progress of the project. According to their study, monitoring and controlling was relevant in management of project scope, time, cost, quality, human resources, communication and risks.

In agreement, Hwang and Lim (2020) also established that Monitoring and evaluating, budget performance, schedule performance and quality performance could lead to project success. Ika et 'al (2021) carried out a regression analysis which shows that there was a statistically significant and positive relationship between each of the five Critical Success Factors and project success. The five critical success factors include monitoring, coordination, design, training and Institutional environment. He further explained that, consistent with theory and practice, the most prominent critical success factors for project supervisors are design and monitoring. Hence Ika *et.al* (2021) ranks monitoring and evaluations highly as one of the major project success factors.

A research carried out by Ika *et.al* (2022) established that project success was insensitive to the level of project planning efforts but on the other hand ascertained that a significant correlation does exist between the use of monitoring and evaluation tools and project "profile," a success criterion which was an early pointer of project long-term impact. Once again Ika *et.al* (2022) accentuates that monitoring and evaluation is even more critical than planning in achievement of project success. Similarly, one of the components of the project management methodology whose main aim is to achieve project success was monitoring project progress (Chin, 2021).

There seems to be consensuses across the project management field of study in the statement that monitoring and evaluation is a major contributor to project success. To crown it all, DERARA (2001)

which is a book which presents a set of standard guidelines which are widely accepted and consistently applied, continually stresses the importance of monitoring and evaluation in achieving project success.

2.8 Project Closure

Maylor (2021) argues that the activities that are due in the closure phase should be planned early in the project; however, uncertainty in the project timeframe may increase the difficulty of planning specifically what should be done and at what time. Regardless, Chemuturi (2020) suggests a number of crucial activities that should be completed before deployment to ensure that the project is ready to move into maintenance at the receiving organization. First the project manager should carefully document the acquired knowledge and the best practices from the project along with a final project report in the organizational knowledge depository. Chemuturi (2020) continues that the project manager should also coordinate a protocol together with the project management office after inviting other project managers to a knowledge-sharing meeting. A post-mortem should be compiled along with a performance evaluation of all team members before the project manager and team members can be released and assigned to the next project (Chemuturi, 2020).

2.9 Project Success

Taylor (2021) defines success as ‒delivering to the sponsor everything specified to the quality agreed on or within the time and costs laid out at the start‖. So, project performance in itself does not tell was project successful or not. Cooke-Davies (2011) makes clear difference between project success and performance. The project success cannot be measured before the project is completed while project performance can and hopefully is measured during project ‘s life-cycle.

Sometimes the problem of defining success roots from different perspectives of people looking at the project (Lim et al. 2022). For managers, employees and other stakeholder’s success appears in very different ways. For example, customer may be satisfied even though end-user benefits are low. A great number of studies define success as meeting all the criteria associated with budget, schedule, and functionality. In practice this means that project is finished on time, within budget and at the same time as offering the promised output. On the other hand, failure is viewed as a flop to meet the same criteria (Dalcher 2023).

The end results of the project are highly dependable on the behaviour and actions of the project manager. Any successful outcomes or fallouts are accredited to the particular steps that the project manager deliberately decided to take. The success factors of each project are measured differently; projects may be quantified by cost savings, on-time deliverables or overall added value to the stakeholders. Although each project will be initially set with specific measurable factors to gauge success, the fundamentals to aim and achieve overall project success require the ability to apply certain core leadership competencies. Some of the high-level leadership attributes that encompass the key set of competencies are planning, leading, team motivation and communication. The more tangible measurable factors are trivial in relation to the significance and value of the core competencies to achieve project success. Subsequently, within some of the analysed literature the term project success has been classified different from project management success. Cooke-Davies (2013) explains that project success could be measured against overall objectives; however, project management success rather is measured against the traditional factors of performance such as completing project within time, cost, budget, scope and quality.

According to Yang (2020), explains that project managers must continuously define and redefine how project outcomes will align with the long-term objectives of the organization. Particularly, project managers should be primarily concerned with how well the project integrates and aligns with the long-term goals of the organization as well as the short-term objectives of the project.

Ika (2020) explains that project success can be defined as an analogy of a hexagon, where, in addition to the traditional dimensions of time, cost, and quality; other requirements must be met such as the strategic objectives of the client organization, the satisfaction of the end users, and the approval of other stakeholders. Typically, the success criteria for a project are identified in the earlier stages, however, in reality; there are a certain number of unknown conditions that must be met in order for a project to be successful. The complexity of project management lies in the fact that not every project is exactly identical (Grosse, 2021). Every project has a certain degree of distinction; this particular disparity is almost as unique as a fingerprint, that no two is ever identical. Therefore, to achieve successful results in project management, certain fundamental factors must be exercised, in addition to meeting the remaining of the project ‘s unique conditions. Accordingly, Turner and Muller (2022) proposed many critical success factors and frameworks; these critical factors are listed below:

End-user satisfaction with the project ‘s product or service, Suppliers ‘satisfaction, Project team ‘s satisfaction, Other stakeholders ‘satisfaction, Meeting project ‘s overall performance (functionality, budget and timing), Meeting user requirements, Meeting the project ‘s purpose, Client satisfaction with the project results, Reoccurring business with the client and Meeting the respondent ‘s self-defined success factor.

The subject of project success is at the heart of project management. Many factors impact the degree of project success. Project success is therefore among the top priorities of project managers and project stakeholders. It is not surprising then that the topic has interested academics and practitioners for decades and continues to be of relevance today. The project management literature frequently refers to two components of project success (Turner, 2022).

(1) Project success factors, which are the elements of a project which, when influenced, increase the likelihood of success; these are the independent variables that make success more likely.

(2) Project success criteria, which are the measures used to judge on the success or failure of a project; these are the dependent variables that measure success.

In recent time, organizations activities are becoming more project based. The implication is that organization tends to split routine work into programs of project in order to quickly achieve organizational goal of value added. Good management of these projects is essential if the organization is going to succeed. Equally important to individual project success is ensuring that the right projects are carried out. Directing all the projects successfully will ensure we are doing the right projects. Judges and Muller (2021) in their article mentioned that in order to define what success means in a project context is like gaining consensus from a group of people on the definition of "good art." Project success is a topic that is frequently discussed and yet rarely agreed upon (Baccarini, 2022). On were limited to the implementation phase of the project life cycle to definitions that reflect an appreciation of success over the entire project and product life cycle (Judges and Muller, 2021).

Rowe et al, (1982) say that "Key result areas (KRAs) and critical success factors (CSFs) provide clue that help to answer the question of whether the organization is able to effectively mobilize its resources where there are conflicting sub goals, environmental uncertainty, and internal politics and constraints". Verme (2021) writes that communication, teamwork, and leadership are vital components of effective management of project human resources and are necessary to accomplish project objectives successfully.

Aman (2022) suggested that "project success is meaningful only if considered from two vantage points: the degree to which the project's technical performance objective was attained on time and within budget; the contribution that the project made to the strategic mission of the enterprise." Freeman and Beale (1992) provided an interesting example of the different points of view of people: "An architect may consider success in terms of aesthetic appearance, an engineer in terms of technical competence, an accountant in terms of dollars spent under budget, a human resources manager in terms of employee satisfaction, and chief executive officers rate their success in the stock market."

Max Wideman (2021) determines project success as a multi-dimensional construct that inevitably means different things to different people. He believes that success is better expressed at the beginning of a project in terms of key and measurable criteria upon which the relative success or failure of the project may be judged. He gives the following principle –The measure of project success, in terms of both process and product, must be defined at the beginning of the project as a basis for project management decision making and post-project evaluation. First and foremost, project success needs to be defined in terms of the acceptability of the project ‘s deliverables, for example scope, quality, relevance, effectiveness, and so forth; secondly in terms of its processes, for example time, cost, and so forth.

2.10 Project Success Factors

Project success is usually discussed in terms of success factors and success criteria. Success factors are considered to be those aspects of management that lead directly or indirectly to the success of the project, while success criteria are defined as the measures by which success or failure of a project or business was judged (Cooke-Davies, 2002). According to Lai (2023) the factors that contribute directly to project success is the ability to stay within the cost, time and performance specifications of the project.

Various authors came up with factors that influence project success this includes: support from senior management and adequate funds (White & Fortune, 2002); adequate resources (Posner, 1987); and the importance of planning, monitoring and controlling, technical, commercial and external issues (Guta *et al.*, 2021). Ashley *et al (*1987) examine the links between success criteria and success factors, finding a direct cause and effect relationship between some factors and criteria. What counts as a successful project depends on how that success is measured? It has been found that the traditional measures of success, time,

cost and goal specifications, are the most cited in the project management literature and were used most regularly as practical judges to project success (White & Fortune, 2002). There is a tendency to rely on time and cost as measures for easy measurement (Pinto & Slevin, 2019).

2.11 Conceptual Framework

After thoroughly examining the associated literatures, this conceptual framework is designed by the researcher. The conceptual frame work is used to explain the effect of project integration management

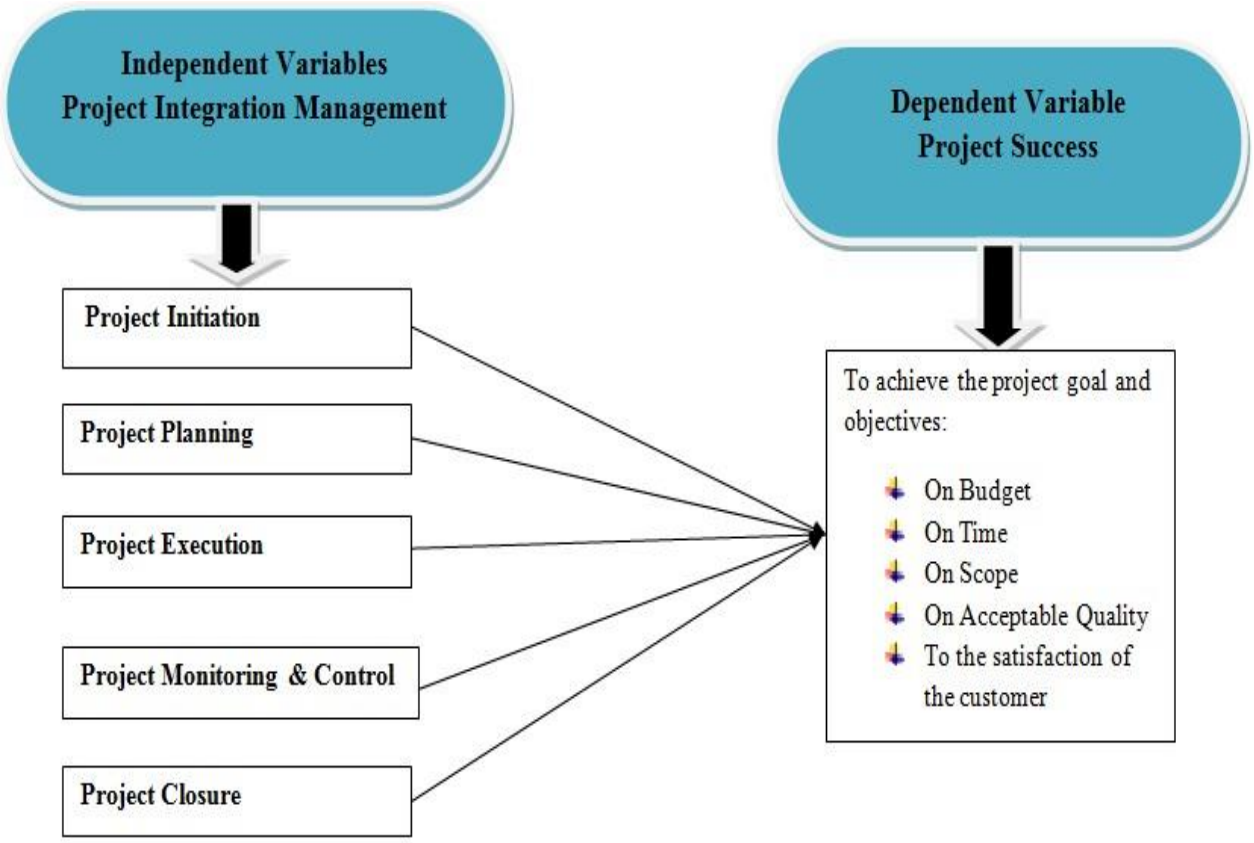


Figure 3- Conceptual Framework (2023)

Process on project success of community development project. The indicators are project initiation, planning, execution, monitoring and control and project closure and the dependent variable is Project Success. The variables and their relationship are shown in the above figure.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Description of the study area

The study was conducted in Jimma Zone. In Jimma Zone there are different Community Development projects such as Techno Serve Ethiopia, Netherland Development Organization, Ethiopian Muslims Relief and Development Association, HUNDEE Oromo Grass-roots Development (Red Plus Initiative and Feed the Future Project), Gera Sustainable Land Management (Digital Green Foundation) and Climate Action Through Landscape Management Program. For the purpose of this study the researcher used all the project managers and project team members who participated in the data center project in HUNDEE Oromo Grass-roots Development (Red Plus Initiative and Feed the Future Project), Gera Sustainable Land Management (Digital Green Foundation) and Climate Action Through Landscape Management Program.

3.2. Research Design

In this research both qualitative and quantitative research approach were used. The study used both descriptive research designs. This study is descriptive because as to Robson (2002) exploratory study is a valuable means of finding out what is happening; to seek new insights; to ask questions and to assess phenomena in a new light. Sounders (2020) also explained it as it is particularly useful if we wish to clarify our understanding of a problem, and if we are unsure of the precise nature of the problem.

3.3 Data Sources and Types

The researchers used both primary and secondary data sources for the study. The primary data is collected through questionnaires by setting self-administered question in person and semi-structured interview. Questionnaires are administered to Chief Information Officer (CIO), Project Managers and project team members engaged in the data center project. A

semi-structured interview is conducted with the Chief Information Officer (CIO) and the three Project Managers in order to grasp important information that may not be fully secured through questionnaire. Secondary data is gathered from various documents, articles and books written on the issues related to the topic.

3.4. Population and Sampling Techniques of the study

The target populations of the study are employees of HUNDEE Oromo Grass-roots Development (Red Plus Initiative and Feed the Future Project), Gera Sustainable Land Management (Digital Green Foundation) and Climate Action Through Landscape Management Program where management staff and professional engineers at head office and project sites were selected. According to human resource of the selected projects there are a total of 53 staffs, managers and engineers in HUNDEE Oromo Grass-roots Development, 65 in Gera Sustainable Land Management and 76 in Climate Action through Landscape Management Program. Therefore, the total population of the study was 194 and all of them were taken for this study. Based on these 194 questionnaires were distributed. This population contains different teams such as managers or project leaders, engineers, permanent and non-permanent employees, human resource team, procurement, Finance team, and other knowledge area of project management with varying information on the research topic with their nature of job, it would be better to select groups who practical experience on the subject matter. Therefore, since the total population is small the researcher has used census.

HUNDEE Oromo Grass-roots Development (Red Plus Initiative and Feed the Future Project), Gera Sustainable Land Management (Digital Green Foundation) and Climate Action Through Landscape Management Program are selected because of their proximity to the researcher and year of establishment. Summary of the population and samples are presented in the table below.

Table 3.1. Sample size and distribution of sample

Target Population	Population	Sampling
HUNDEE Oromo Grass roots Development	53	Census
Gera Sustainable Land Management	65	Census
Climate Action Through Landscape Management	76	Census
Total	**194**	

3.5 Data collection Procedures

With regard to instrument for data collection, the researcher employed questionnaires, unstructured record review to collect manuals, reports, policies and procedures and a semi-structured interview to collect relevant data from Chief Information Officer (CIO) and Project Managers of the data center project. The questionnaire is preferred to other methods of data collection hoping that it may provide an opportunity for obtaining reliable and valid information from the respondents. According to (Sekaran, 2003), questionnaire is a popular method of collecting data because researchers can gather information fairly easily and questionnaire responses are easily coded. Semi-structured interview is important to obtain information with regard to issues that required clarification such as directives, reports, policies and vital information that is not expected to access using questionnaires; and it is used concurrently with the design of the questionnaire. Thus mixed-method analysis helps to provide richer understanding about the problem. Semi-structured interview and a structured questionnaire are used.

3.6. Methods of data analysis

In this study, both descriptive and econometric methods of analysis have been employed. Descriptive method was employed to explain the demographic and socioeconomic behaviour of respondents' characteristics. The specific methods of data analysis were tabulation and cross tabulation, frequency, maximum, Chi-square test, minimum, percentages, and computation of descriptive statistics such as mean and standard deviation. The quantitative analysis is processed

and analysed by Statistical Package for Social Sciences (SPSS) version 20.0. After data collected; data is organized, complied, edited and coded. The organized data is described using frequency and percentiles; and Bar charts.

3.7 Model Specification

Descriptive and inferential statistical techniques were used for data analysis. According to Amin (2005) Descriptive statistics provides us with the techniques of numerically and tables presenting information that gives an overall picture of the data collected. In inferential statistics, Pearson's correlation and multiple regression analysis were used to assess both relationships and effects as per the hypotheses of the study.

In addition, this study applied the Spearman correlation analysis to assess the strength of relationship between dependent and independent variables. Multiple regression analysis also applied to test association of variables with each other and the extent of variance in the independent variable as a result of unit change in the independent variables. Statistical software Stata used for the analysis of data because the researcher has advance knowhow about this version than other versions to process a data and the data was presented by using graphs, charts and tables.

The multiple linear regression model used in this study:

$$Y=\alpha+\beta_1 PI+\beta_2 PP+\beta_3 PE+\beta_4 MC+ \beta_5 PC+\varepsilon$$

Where: Y – Project Success

α - Constant of Proportionality

β - Coefficient Term of Independent Variables

PI-Project Initiation,
PP-Project Planning,
PE-Project execution,
MC-Monitoring and Control and
PC-Project Closure; ε- Error term

3.8. Instrument Development

Basically, the instruments were developed based on the objectives of the study and research questions. The principles of questionnaires such as, use simple and clear languages, statements should not be too long and use of appropriate punctuations is also considered when developing the instrument. In addition, interviews can be taken as an instrument to strength the investigation.

3.8.1 Design of the Instruments

The instruments were designed in such ways that can strength the viability of the study. The questionnaires are designed in English languages because the respondents of the research are educated and more than diploma and they are working in English that implies they understand English. Generally, they understand English language so that respond easily.

3.8.2. Instrument Validity

Validity is the degree to which a test measures what it purports to measure (Creswell, 2021:190-92). Validity defined as the accuracy and meaningfulness of the inferences which are based on the research results. A pilot study was conducted to refine the methodology and test instrument such as a questionnaire before administering the final phase. Questionnaires were tested on potential respondents to make the data collecting instruments objective, relevant, suitable to the problem and reliable as recommended by John Adams et al. (2021:136). Issues raised by respondents will be corrected and questionnaires will be refined. Besides, proper detection by an advisor was also taken to ensure validity of the instruments. Finally, the improved version of the questionnaires was printed, duplicated and dispatched.

3.8.3. Instrument Reliability

The reliability of instruments measures the consistency of instruments. Creswell (2021:190-92) considers the reliability of the instruments as the degree of consistency that the instruments or procedure demonstrates. The reliability of a standardized test is usually expressed as a

correlation coefficient, which measures the strength of association between variables. Such coefficients vary between -1.00 and +1.00 with the former showing that there is a perfect negative reliability and the latter shows that there is perfect positive reliability.

3.9. Ethical Considerations

All the research participants included in this study were appropriately informed about the purpose of the research and their willingness and consent was secured before the commencement of distributing questionnaire and asking interview questions. Regarding the right to privacy of the respondents, the study will maintain the confidentiality of the identity of each participant. In all cases, names are kept confidential thus collective names like ‘respondents’ were used.

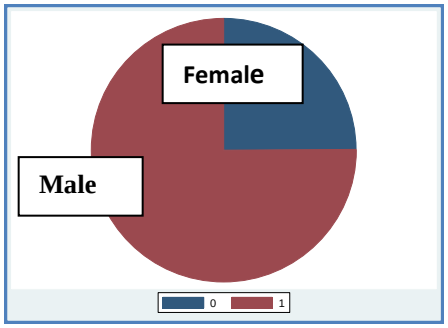
CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter is all about descriptive statistics results and model result. The analysis of this study is based on the data collected from the 194 respondents. HUNDEE Oromo Grass-roots Development (Red Plus Initiative and Feed the Future Project), Gera Sustainable Land Management (Digital Green Foundation) and Climate Action Through Landscape Management Program are selected because of their proximity to the researcher and year of establishment. Out of the 194 questionnaires distributed to the selected respondents all of them were properly completed and returned. In addition to conducting the survey through the questionnaires, the researcher has tried to collect some secondary data form different project offices. Hence, data were organized and analyzed in a manner that enables to answer the basic research questions raised at the beginning of the study. Responses provided by the respondents are analyzed in the following sections.

4.1. Demographic Characteristics of Respondents

From total sample (194), 137 (70.62%) are males and 57 (29.38%) respondents are females.



The chart gives information on the composition of the respondents in terms of gender. The reason that the researcher included this part is for example, to make sure that respondents are in appropriate mix in terms of gender. As the chart indicates, there is an appropriate mix of gender in the study.

Figure 4.1. Gender distribution of respondents

Table 4.1. Gender status of respondents

Gender	frequency	Percent	Cum
0	57	29.38	29.38
1	137	70.62	70.62
Total	194	100.00	100

Source: own computation from survey data (2023)

The result below shows that 42 (21.13%) of the respondents are holding below BA degree, 140 (72.68%) were BA/BSC degree holders and 12 (6.19%) had completed Master degree. The level of education indicates that all of the respondents are literate with 72.68% are BA/BSC degree holders and 6.19% were Master degree holders.

Table 4.2: Educational status of respondents

Educational level	Frequency	Percent
Below BA/BSC Degree	42	21.13
BA/BSC Holders	140	72.68
Master holders	12	6.19
Total	194	100

Source: own computation from survey data (2023)

The average age of the managers is 32 years with a range of 20 to 55 years. The age structure of the respondents reveals that all the 194 (100%) respondents are economically active (b/n 18-64 years).

Table 4.3: Age Group of the respondents

Age groups	Frequency	Percent
20-30	60	30.93
31-40	95	48.97
41-50	26	13.40
51-64	13	6.7
Total	194	100

Source: own computation from survey data (2023)

Regarding the work experience from the respondents, 51.03 percent of survey respondents indicated that they had 1-5 years of work experience; while 23.71 percent of them had 6-10 years of work experience and 20.10 percent had work experience of more than 10 years. The remaining 5.20 percent respondents had work experience below 1 year only. This outcome might depict that respondents had enough experience for their organization.

Table 4.4 Work experience of Respondents

Work experience in Years	**Frequency**	**Percent**
Below 1 year	10	5.20%
1-5 years	99	51.03%
6-10 years	46	23.71
Above 10 years	39	20.10
Total	**15**	**100**

Source: own computation from survey data (2023)

Family size of respondents: The average family size of the research participants was 3 family members with the minimum and maximum number of 0 and 6 family members respectively.

4.2 Findings from the questionnaires

The responses of the research participants were rated and their opinions on the indicators of project integration management processes i.e. Project Initiation, Project Planning, Project

Execution, Monitoring and control and Project Closure on their contribution to the success of the data center project completion within budget, time, scope, quality and to the satisfaction of the customer were analysed.

As per the response, 93.2% of the respondents said that the data center project initiation was taken on the basis of the opportunity. According to the interview conducted with the project managers and the Chief Information Officers, the data center project was initiated taking in to account the current trend of the project's performance and to cope up with the currently rising inflation.

According to the interview, the decision to implement the data center project was analysed thoroughly considering various factors including the project's current status and its future prospects and growth. 93.2% of the respondents believe that the decision to implement the data center project was based on the final output of feasibility study.

From the interview conducted most of the respondents said that a written project charter which acknowledges the existence of the project and that names the project manager and gives that person the authority to assign organizational resources to the project were issued. 85% of the respondents said that there was a project charter for the data center project undertaken. 94% of the respondents were neither agreed nor disagreed. According to the interview response the project managers together with the project teams defined the project scope and developed a detailed description of the project and the deliverable. They said that engaging the project team in such activity helped to create better understanding of the deliverables and smooth communication during project implementation. The response of the participants shows that, 88.6% of them said the project justification, the major deliverables, and the project objectives were properly defined in the project scope.

As per all project managers stated, role and responsibilities at the beginning and while reviewed, briefly clarified to the employees. Similarly, the response of the questioner showed that there were good practices of defining roles and responsibilities. 85% of the respondents said that roles and responsibilities were defined and allocated whereas 194 responded differently.

From the total sample size 88.6% of the respondents said that there was a proper estimate of the overall project cost. Whereas 11.4% said that there was no proper estimate of the overall project cost. According to the interview response from the project managers, the initial project cost was realistically estimated. However, due to a significant change in foreign currency rate within the country, the project cost escalated by 16% in association with the imported equipment which required approval of additional budget.

According to interview response from the chief information officer, a qualified external consultant was hired to monitor the quality standards of all the data center infrastructures and was responsible to identify quality requirements and standards of the project and product and documenting how the project would demonstrate compliance. The response of 88.6% of the participants confirms that quality planning was made to ensure how the project quality objectives would be met; whereas 11.4% responded neither agree nor disagree.

As per the interview response with the project managers much effort was exerted to create a good planning document to guide the project implementation team throughout the project execution process in order to attain the project objectives 89.6% of the respondents believed that overall, the project was well planned; whereas 10.4% disagreed with this statement.

From the survey questionnaire, 77.8% of the respondents said that when problem arises the cause of the problem was investigated and urgent resolution action was executed when necessary. Respondents agreed that identifying the effects of the main problem contributed to the project success. This implied that effective problem analysis process during project execution process influence success of the project to a great extent.

On the other hand, 88.6% of the respondents said that the project was executed in a positive teamwork environment. According to the interview made with the chief information officer, there was a weekly status update meeting with all project managers and team members. According to him this meeting helped to sort out any issues that hinder the project team performance and give possible solution to the issue. This practice made the team more cohesive and interactive one another.

To the question people in the project were motivated for good performance; 85% of the respondents said that there is no formal motivation for good performance. As per the interview conducted, the majority said that they did not received proper recognition for the positive performance they exhibited during the project. Stimulating team member performance requires a project manager to harness many different interpersonal skills. The level of enthusiasm applied toward project efforts has a direct impact on the project results. Because motivation can inspire, encourage, and stimulate individuals to achieve common goals through teamwork, it is in the project manager's best interest to drive toward project success through the creation and maintenance of a motivating environment for all members of the team.

More than 85% of the respondents said that the data center project was not evaluated after closing and also the lessons learned were not compiled for future projects as a reference. As per the interview response obtained from the Chief Information officer, the major problem for this is lack of attention given to this activity. He also added that to execute this type of task additional effort and resource is required since it is time consuming. After the project was completed everyone goes to its originally assigned work and this is usually expected in the absence of project management office

4.3 Test for Multicollinearity

Prior to the estimation of the linear regression model, it is crucial to check the problem of multicollinearity or associations among the potential explanatory variables. If there was multicollinearity problem: standard errors are inflated (creates very large standard errors), sign of the coefficients might be opposite of hypothesized direction. Thus, the help of Variance inflation factor (VIF) for the continuous variables and the values of contingency coefficient (CC) for the dummy variables examine the existence of serious problem of multicollinearity among the variables. For the continuous variables, the VIF greater than ten reveals strong correlation. Based on the results of VIF, the data had no serious problem of multicollinearity. This is because, for all continuous explanatory variables, the values of VIF are by far less than 10 and 1/vif must be less than 1. Therefore, these continuous explanatory variables were included in the model.

Table 4.5: Variance Inflation Factor for variables

Variable	VIF	1/VIF
Project Initiation	2.26	0.441882
Project Planning	2.09	0.477971
Project Execution	1.21	0.826486
Monitoring and Control	1.13	0.884900
Project Closure	1.09	0.920936
Project Success	1.07	0.935639
Mean VIF	1.37	

Source: Own computation from rural survey (2023)

4.4 Correlation analysis

In order to understand the degree of relationship between the independent variables and the dependent variable, a Pearson correlation test was conducted. Based on the questionnaires completed by all the project teams and project managers participated in the data project implementation, the results of the correlation analysis between the variables are shown in below table.

A set of spearman correlations were computed to determine if there were any significant relationships between the variables. The main focus of this section being on the overall relationship between the dependent and independent variables in table 4.7, Correlation coefficient of Spearman was applied to study the relation between constructs. According to (Burns & Burns, 2008) correlation values between 0 and 0.3 (0 and -0.3) indicate a weak positive (negative) linear relationship via a shaky linear rule, Values between 0.3 and 0.7 (0.3 and -0.7) indicate a moderate positive (negative) linear relationship and values between 0.7 and 1.0 (-0.7 and -1.0) indicate a strong positive (negative) linear relationship via a firm linear rule. Therefore, in this study all correlation results are interpreted in light of this rule.

Table 4.5: Correlation Analysis

		PS	PI	PP	PE	MC	PC
Project Success	Pearson Correlation	1					
	Sig. (2-tailed)						
Project Initiation	Pearson Correlation	.189* 5	1				
	Sig. (2-tailed)	.034					
Project Planning	Pearson Correlation	.656**	.644**	1			
	Sig. (2-tailed)	.000	.000				
Project execution	Pearson Correlation	.440**	.694**	.828**	1		
	Sig. (2-tailed)	.000	.000	.000			
Monitoring and Control	Pearson Correlation	.274**	.558**	.704**	.803**	1	
	Sig. (2-tailed)	.002	.000	.000	.000		
Project Closure	Pearson Correlation	.140**	.494**	.728**	.821**	.881** h	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
*. Correlation is significant at the 0.05 level (2-tailed).							

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

Source: Survey Data (2023)

Project Initiation: In the above table we can see the relationship between Project Initiation and Project success. The value of correlation is 0.189. The correlation is significant at the 0.034 level. This shows that there is a moderate positive relationship between Project Initiation and Project success. As it is stated in the above table, Project Initiation also have moderate positive relationship with; Project Planning, Project execution, Monitoring and Control and Project Closure and the correlation values are; 0.644, 0.694, 0.558 and 0.494, respectively. These correlation values are significant at the 1 level.

Project Planning: As it is stated in the above table, there is a relationship between Project Planning and Project success. The value of correlation is 0.440 and the correlation is significant at the 0.00 level. This shows that there is a moderate positive relationship between the two variables.

Project execution: The above table 4.5 reveals that, the value of correlation is 0.475 and the Correlation is significant at the 0.01 level. This shows that there is a moderate positive relationship between **Project execution** and **Project success** whereas **Project execution** has a positive weak relationship with Monitoring and Control.

Monitoring and Control: the table above shows that; the correlation value of Monitoring and Control and **Project success** is 0.274 which is significant at the 1 level. This shows that there is a moderate positive relationship between Monitoring and Control and **Project success**.

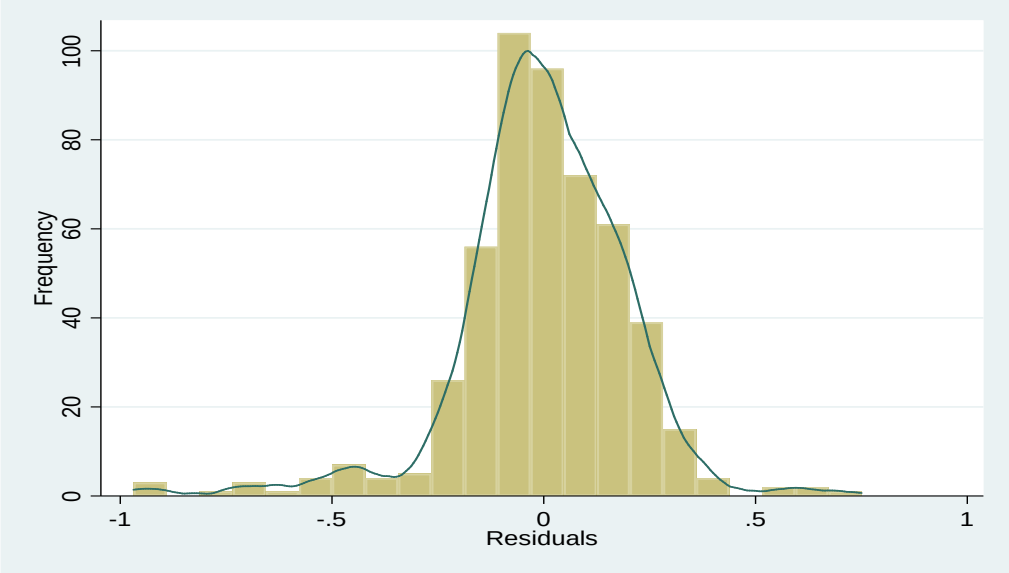
4.5 Normality and Homoscedasticity

Normality and Homoscedasticity are among the assumptions of the ordinary Least Squares. These assumptions can be checked by inspecting the residuals scatter plot and the normal probability plots of the regression standardized residuals that were requested as part of the analysis. These are presented in normal P-P Plots of regression standardized residuals graph. In normal probability plots the points will lie in reasonably straight diagonal line from bottom left to top right. This would suggest no major deviations from normality. The finding from normal P-Plot reveals no violation of normality assumptions.

4.5.1 Test for Normality

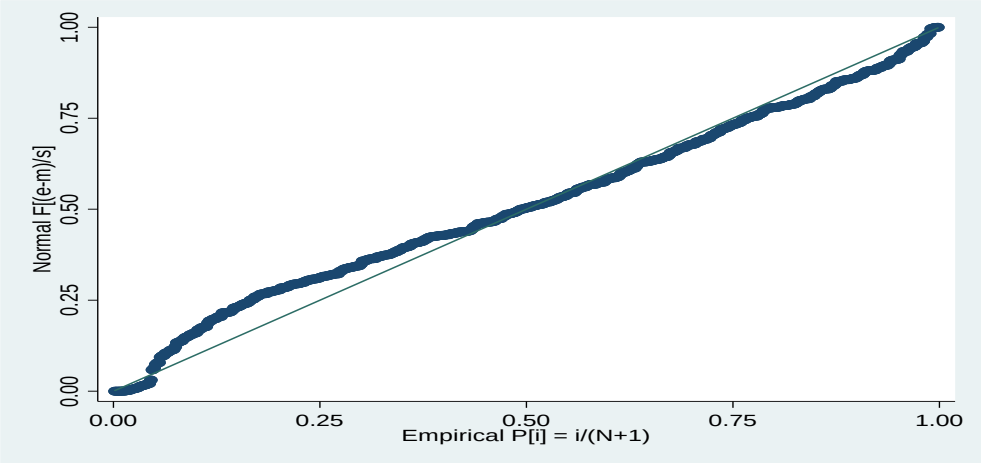
The study used both methods of assessing normality graphically using Normal Probability Plot (P-P) graph and using Skewness and Kurtosis numerically.

Figure 4: *Frequency Distribution of Regression Standardized Residual*



Source: Own computation from survey data (2023)

Figure 5*: Normal Probability Plot of Standardized Residual*



Source: Own computation from survey data (2023)

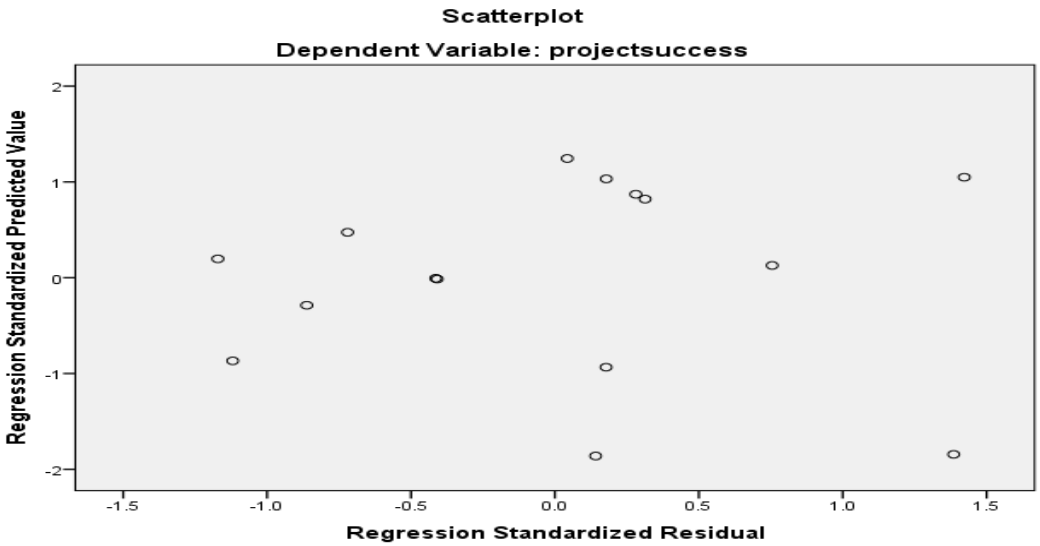
In the Normal Probability Plot points will lie in a reasonably straight diagonal line from bottom left to top right. This would suggest no major deviations from normality. The study applied Normal P-P Plot of regression Standardized Residuals can be seen in the above figure to test

linearity. Since the points were symmetrically distributed around a diagonal line, linearity pattern was observed. Hence, the straight-line relationship between the residuals and the predicted dependent variable scores depicted that linearity was achieved.

4.5.2 Homoscedasticity

Homoscedasticity is the extent to which the data values for the dependent and independent variables have equal variances, as Saunders, et al. (2009) noted. Based on the explanation by Field (2009), at each level of the predictor variables, the variance of the residual terms should be constant which means the residuals at each level of the predictors should have the same variance, therefore checking for this assumption is helpful for the goodness of the regression model. Field (2009) suggested that we should plot the standardized residuals, or errors (ZRESID) on the Y axis and the standardized predicted values of the dependent variable based on the model (ZPRED) on the X axis to get the homoscedasticity result.

Figure 4.4: *Normal Point Plot of Standardized Residual*



Source: Own computation from survey data (2023)

As shown in the above figure, almost all the points are randomly and evenly dispersed throughout the plot and almost there are no obvious outliers on this cloud of dots which are spaced around zero. Therefore, we can conclude that the assumptions of random errors and homoscedasticity have been met.

As Field (2009) and Garson (2012) noted, many statistical procedures assumed that the sampling distribution is normally distributed and so, if the sample data are approximately normal then the sampling distribution will be also. In this regard, it is useful to test for normality of the sample data. Therefore, it was checked for the data to see if they are normally distributed through quantify aspects of a distribution (i.e. skewness and kurtosis) and presented as follows.

4.5.3 Kurtosis and Skewness

Table 4.6: *Kurtosis and Skewness*

	N	Skewness		Kurtosis	
	Statistic	**Statistic**	**Std. Error**	**Statistic**	**Std. Error**
Project Initiation	194	-.098	.579	-.673	1.121
Project Planning	194	-.252	.579	-.165	1.121
Project Execution	194	-.364	.579	-.960	1.121
Monitoring and control	194	-1.384	.579	-1.806	1.121
Project Closure	194	-.046	.579	-1.127	1.121
Project Success	194	-.282	.579	-.466	1.121

Source: Own computation from survey data (2023)

According to Garson (2012), as a rule of thumb, for normality skew should be within the +2 to -2 range, when the data are normally distributed. In this regard, as shown in the above table, the skew value is fit within the limit and ranges between -1.384 and -.046; which is close to zero. Considering the notion of Field (2009), the further the value is from zero, the more likely it is that the data are not normally distributed and vice versa ‘, the data, therefore, in this research, is said to be normally distributed.

Furthermore, as Garson (2012) suggests, kurtosis should be within the +2 to -2 range when the data are normally distributed. When we look at table 4.9 above, the kurtosis value is perfectly fit

within the limit and ranges between -1.806 and -.165. Therefore, we can conclude that, a normality of the data distribution cannot be a problem for this study.

4.6 Multiple Regressions Analysis

The linear regression model was used to estimate the relationship between the project success and the independent variables. From the result the coefficient of determination R^2 is the measure of the explanatory power of the independent variables. It is conducted to investigate the effect of independent variables such as Project Initiation, Project Planning, Project Execution, Monitoring and control and Project Closure on the dependent variable (Project Success). Higher value of R^2 represents greater explanatory power of the independent variables. The data were analysed using multiple regression analysis. The results of the regression analysis are depicted in the below table.

Table 4.7: Multiple Linear Regression result

Model	Unstandardized Coefficients		Standardized	T	Sig.
	B	Std. Error	Beta		
Constant	0.486	.093		.260	.000*1
Project Initiation	0.110	.206	.176	.294	.005
Project Planning	0.501	.300	.560	1.654	.004
Project Execution	0.131	.380	.103	.340	.007
Monitoring and control	0.279	.284	.305	1.069	.021**5
Project Closure	0.204	.273	.176	.645	.008

Source: Own computation from survey data (2023)

4.6.1 Interpretation of the regression result

Project initiation: In accordance with the regression result in the table above, project initiation has influence on project success of the selected projects ($p<0.01$). Besides, the value of beta ($\beta=0.110$) shows the positive effect of project initiation process on project success. This implies that a one-unit increase in project initiation process results in 0.110-unit increase for the project success.

Project planning: In accordance with the regression result in the table above, project planning has positive and significant effect on project success ($p<0.01$). Also, the value of beta in project planning ($\beta=0.501$) demonstrates the positive effect of project planning on the project success. This implies that a one-unit increase in project planning process results in 0.501-unit increase in the success of project.

Project execution: In accordance with the regression result in the table above, project execution has positive and significant effect on project success ($p<0.01$). Also, the value of beta in project execution ($\beta=0.131$) demonstrates the positive effect of project execution on the project success. This implies that a one-unit increase in project execution process results in 0.131-unit increase in the success of project.

Project Monitoring and Control: In accordance with the regression result in the table above, project monitoring and control has positive and significant effect on project success ($p<0.01$). Also, the value of beta in project monitoring and control ($\beta= 0.279$) demonstrates the positive effect of project monitoring and control on the project success. This implies that a one-unit increase in project monitoring and control process results in 0.279-unit increase in the success of project.

Project closure: In accordance with the regression result in the table above, project closure has positive and significant effect on project success ($p<0.01$). Also, the value of beta in project closure ($\beta= 0.204$) demonstrates the positive effect of project execution on the project success. This implies that a one-unit increase in project closure process results in 0.204- unit increase in the success of project.

Model Summary

Table 4.8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.701[a]	0.750	0.741	.2010	0.750	1.140	5	9	.000

Source: Own computation from survey data (2023)

Overall, all independent variables accounted for about 75% of the contribution for project success (R^2 = 0.750). Thus, 75% of the variation in project success can be explained by the five dimensions and other factors may limit contribution of project integration management which accounts for about 25%, as shown in the table above.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1 CONCLUSION

The overall objective of the study was to assess the effect of project integration process on project success: the case of Community Development project in Jimma Zone. The analysis of this study was based on the data collected from the 194 respondents. HUNDEE Oromo Grass-roots Development (Red Plus Initiative and Feed the Future Project), Gera Sustainable Land Management (Digital Green Foundation) and Climate Action Through Landscape Management Program are selected because of their proximity to the researcher and year of establishment. Out of the 194 questionnaires distributed to the selected respondents all of them were properly completed and returned.

From total sample (194), 137 (70.62%) are males and 57 (29.38%) respondents are females. The result below shows that 42 (21.13%) of the respondents are holding below BA degree, 140 (72.68%) were BA/BSc degree holders and 12 (6.19%) had completed Master degree. The level of education indicates that all of the respondents are literate with 72.68% are BA/BSC degree holders and 6.19% were Master degree holders.

The average age of the managers is 32 years with a range of 20 to 55 years. The age structure of the respondents reveals that all the 194 (100%) respondents are economically active (b/n 18-64 years). 51.03 percent of survey respondents indicated that they had 1-5 years of work experience; while 23.71 percent of them had 6-10 years of work experience and 20.10 percent had work experience of more than 10 years. The remaining 5.20 percent respondents had work experience below 1 year only. The average family size of the research participants was 3 family members with the minimum and maximum number of 0 and 6 family members respectively.

Based on the results of VIF, the data had no serious problem of multicollinearity.

As per the response, 93.2% of the respondents said that the data center project initiation was taken on the basis of the opportunity. 93.2% of the respondents believe that the decision to implement the data center project was based on the final output of feasibility study.

85% of the respondents said that there was a project charter for the data center project undertaken. 19% of the respondents were neither agreed nor disagreed. The response of the participants shows that, 88.6% of them said the project justification, the major deliverables, and the project objectives were properly defined in the project scope. 88.6% of the respondents said that there was a proper estimate of the overall project cost. Whereas 11.4% said that there was no proper estimate of the overall project cost. More than 85% of the respondents said that the data center project was not evaluated after closing and also the lessons learned were not compiled for future projects as a reference.

The results of the correlation analysis show that in the above table we can see the relationship between Project Initiation and Project success. The value of correlation is 0.189. The correlation is significant at the 0.034 level. This shows that there is a moderate positive relationship between Project Initiation and Project success. As it is stated in the above table, Project Initiation also have moderate positive relationship with; Project Planning, Project execution, Monitoring and Control and Project Closure and the correlation values are; 0.644, 0.694, 0.558 and 0.494, respectively. These correlation values are significant at the 1 level.

On the other hand, as it is stated in the above table, there is a relationship between Project Planning and Project success. The value of correlation is 0.440 and the correlation is significant at the 0.00 level. This shows that there is a moderate positive relationship between the two variables.

Project execution: The above table 4.5 reveals that, the value of correlation is 0.475 and the Correlation is significant at the 0.01 level. This shows that there is a moderate positive relationship between **Project execution** and **Project success** whereas **Project execution** has a positive weak relationship with Monitoring and Control.

Monitoring and Control: the table above shows that, the correlation value of Monitoring and Control and **Project success** is 0.274 which is significant at the 1 level. This shows that there is a moderate positive relationship between Monitoring and Control and **Project success**.

The linear regression model was used to estimate the relationship between the project success and the independent variables. **Project initiation, Project planning, Project execution, Project Monitoring and Control** and **Project closure** are significantly influencing the success of the project.

Overall, all independent variables accounted for about 75% of the contribution for project success (R^2 = 0.750). Thus, 75% of the variation in project success can be explained by the five dimensions and other factors may limit contribution of project integration management which accounts for about 25%.

5.2 Recommendation

Based on the findings obtained the researcher has drawn the following recommendations to improve project integration management in future project undertakings:

- Most of the respondents said that project was not evaluated after closing and also the lessons learned were not compiled for future projects as a reference. As per the interview response obtained from the Chief Information officer, the major problem for this is lack of attention given to this activity. Therefore, the company should include some formal project management action in to its project management system like formal documentation of requirements and collection of lessons learned for future reference
- The survey result revealed that, while undertaking project there was no a formally established project management office. While undertaking large projects establishing a project management office within the project will help to guide projects from implementation to a successful conclusion, and also create a foundation for consistent project management practices
- To the question about making an on-going project phase reviews, majority of the respondents said that there was no a project phase reviews during each phases of the project. Project phase review is important in order to find out the deviation or the lacking in the process from expectation. Therefore, the practice reviewing the various phases of projects should be exercised to find out deviations and making corrective actions timely
- Through the survey questionnaire majority of the respondents said that there is no formal motivation for good performance. As per the interview conducted, the majority said that they did not received proper recognition for the positive performance they exhibited during the project. Because motivation can inspire, encourage, and stimulate individuals to achieve common goals through teamwork, it is in the project manager's best interest to drive toward project success through the creation and maintenance of a motivating environment for all members of the team.

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Zwikael, O., Pathak, R. D., Singh, G., & Ahmed, S. (2023). The moderating effect of risk on the relationship between planning and success. International Journal of Project Management, 32(3), 435-441.APPENDEX II-A SURVEY

Jimma University

College of Business and Economics

Department of Accounting and Finance

The purpose of this questionnaire is to collect firsthand information for a study being conducted on the topic, " **The Effect of Project Integration Process on Project Success: The Case of Community Development Project**." as partial fulfillment of Masters of Arts in Accounting and Finance program at Jimma University by student **Dawit Hailu Tesema**. To this end, I kindly request you to provide me genuine information, to the best of your knowledge, so that the findings of the study would be legitimate. The study is purely academic research. Therefore, for sure, all your responses would be kept confidential. I would like to thank you for your willingness, effort and sharing precious time to fill the questionnaire and returning it the earliest possible.

Instruction: Please use tick mark (√) or mark (X) in the boxes provided to choose from the options given and answer in writing where appropriate. You don't have to write your name.

This research is believed to produce results that can improve project integration management practices in Community Development Project in future projects. **Your honest responses to each question and statement are extremely valuable to the outcome of this research**. The results of the survey will be used for the purpose of academic research only. Hence, all responses will be kept in strict confidentiality and hence would not affect any one in any case.

I would like to thank you in advance for your kind participation, genuine and on time response to the questionnaire.

Thank you!

Dawit Hailu Tesema

Section I –Demographic Characteristics

1. What is your age?

20 – 25 ☐ 26 – 35 ☐ 36 – 45 ☐ 46 – 55 ☐ Above 55 ☐

2. Sex:Male ☐ Female ☐

3. Work Experience: Less than 1 Year ☐ 1-2 Years ☐ 3-5 Years ☐ 5-10 Years ☐ More than 10 Years

4. Educational Background

☐ Diploma ☐ First Degree ☐ Masters and Above

Section II – Project Integration Management Process Groups

Rate the below questions with regard to project integration management process for the selected Projects on basis of the following parameters by *circling the number*

No.	A.1 Questions on Project Initiation	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
A11	The data center project was taken on the basis of the opportunity	1	2	3	4	5
A12	The data center project was taken on the basis of the problem faced	1	2	3	4	5
A13	The feasibility was considered before initiating the project	1	2	3	4	5
A14	The decision to implement the data center project was based on the final output of feasibility study	1	2	3	4	5
A15	There was a project charter for the data center project undertaken	1	2	3	4	5
A16	The project team was competent with the requirements of the project	1	2	3	4	5
A17	There was a project office for the data center project	1	2	3	4	5
A18	The project initiation phase was followed by a phase review	1	2	3	4	5
A19	The project success was very much dependent on the project initiation process (the steps above mentioned)	1	2	3	4	5

No.	B.1 Questions on Project Planning	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
B11	The project justification, the major deliverables, and the project objectives were properly defined in the project scope	1	2	3	4	5

B12	The tasks that will be performed in order to produce the project's deliverables (the lower levels of the WBS) were properly defined	1	2	3	4	5
B13	Dependencies among tasks were properly identified	1	2	3	4	5
B14	Roles and responsibilities were defined and allocated	1	2	3	4	5
B15	The probable duration of individually schedulable tasks and activities were estimated	1	2	3	4	5
B16	Proper estimates of the overall project cost was made	1	2	3	4	5
B17	The project staffing was appropriately planned	1	2	3	4	5
B18	Quality planning was made to ensure how the project quality objectives will be met	1	2	3	4	5
B19	Overall, the project was well planned	1	2	3	4	5

No.	**C.1 Questions on P r o j e c t Execution**	**Strongly Disagree**	**Disagree**	**Neither Agree nor Disagree**	**Agree**	**Strongly Agree**
C11	Project staffs were committed to the directions given to them	1	2	3	4	5
C12	Project staffs responded well to supervision	1	2	3	4	5
C13	People in the project were motivated for good performance	1	2	3	4	5
C14	Project staff interaction was well coordinated	1	2	3	4	5
C15	Conflicts within the project team did not emerge	1	2	3	4	5
C16	The project was executed in a positive teamwork environment	1	2	3	4	5
C17	When problem arises ,the cause of the problem was investigated and urgent resolution action was executed when necessary	1	2	3	4	5
C18	The project plan was executed by performing the tasks identified in the plan	1	2	3	4	5
C19	Overall, the project was well directed and managed	1	2	3	4	5

No.	**D.1 Questions on Monitoring and Control**	**Strongly Disagree**	**Disagree**	**Neither Agree nor Disagree**	**Agree**	**Strongly Agree**
D11	Collecting and disseminating project progress information was effective	1	2	3	4	5
D12	The request for changes was recorded	1	2	3	4	5
D13	Changes before implementation were approved	1	2	3	4	5

D14	The Change Control process was properly implemented to manage changes to scope, time,qualiy or budget	1	2	3	4	5
D15	Project deliverables and activities were measured to assess whether quality objectives are being met	1	2	3	4	5
D16	Monitoring and recording result of the quality activities for constant improvement were performed	1	2	3	4	5
D17	Controlling and responding to schedule changes was effective	1	2	3	4	5
D18	Controlling and responding to cost changes was effective	1	2	3	4	5
D19	Overall, the project was well monitored and controlled	1	2	3	4	5

No.	**E.1 Questions on Project Closure**	**Strongly Disagree**	**Disagree**	**Neither Agree nor Disagree**	**Agree**	**Strongly Agree**
E11	The objectives for the project were met	1	2	3	4	5
E12	The project deliverables were completed satisfactorily	1	2	3	4	5
E13	The project progress was compared with the scope everyone agreed on at the beginning	1	2	3	4	5
E14	The efforts and accomplishment of project participants was recognized	1	2	3	4	5
E15	There are outstanding actions which needs completion	1	2	3	4	5
E16	Information to formalize project completion was gathered and disseminated to stakeholders	1	2	3	4	5
E17	The project was evaluated after closing	1	2	3	4	5
E18	Project success was celebrated	1	2	3	4	5
E19	The lessons learned were compiled for future projects	1	2	3	4	5

Section III - Questions on Project Success Factors

Rate for the performance of **Cost/Scope/Schedule** for the Data Center Project on the basis of the following parameters by *circling the number*

No.	F.1 Questions on Project Success Factors	Strongly Disagree	Disagree	Neither Agree nor	Agree	Strongly Agree
F11	The project was completed on schedule	1	2	3	4	5
F12	The project was completed within the initially approved budget	1	2	3	4	5
F13	The project quality objectives were met	1	2	3	4	5
F14	The project stayed within the documented scope	1	2	3	4	5
F15	The project achieved its goals	1	2	3	4	5
F16	The product satisfied the requirements	1	2	3	4	5
F17	The project represented excellent work	1	2	3	4	5
F18	The developed product was a success	1	2	3	4	5
F19	Overall, the project was a success	1	2	3	4	5
		1	2	3	4	5

Interview Questions for Project Managers

1. How was the decision to implement the data center project made?
2. How was the project scope defined and developed?
3. Was there a qualified body to monitor the quality standards of all the data center infrastructures? If yes, how it was done?
4. How people during the project were motivated for good performance?
5. How was the data center project evaluated after closing the project?
6. Are lessons learned compiled for future projects as a reference?
7. What was the estimated initial project cost?
8. Was there any change in the initial project cost?

g***alatoomaaa!***

Dawit Hailu Tesema

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.701[a]	0.750	0.741	.2010	0.750	1.140	5	9	.000

Source: Own computation from survey data (2023)