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Project Management Capacity Impact on Companies' Response for Market and Consumer Satisfaction

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CERTIFICATION AND DECLARATION

I, ELIAS ASGEDOM ZEWOLDE, declare that this thesis is my original work, and it has not been presented before by others and shall not be allowed to be presented to any other university for a similar or any other degree award.

Signature: _____

Date: December 2024

The undersigned certify that supervisor has read and recommended the thesis entitled: “Project Management Capacity Impact on Companies’ Response for Market and Consumer Satisfaction ”

Supervisor’s Signature

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Abstract

This study was initiated under the premise that today's rapid changes and global competition require organizations to be quicker, more responsive, and more competitive than ever. So, projects implementation capacity must be perceived as a means for achieving overall organizational success through responding to the market and consumers satisfaction.

The objective of this paper is to examine the relationship between project management performance and overall organizational success. Specifically, the study investigates the relationship between project management capacity and company overall success by meeting the market and customer satisfaction

The result shows that well-defined project management processes are directly linked to organizational success. help to ensure smooth business operations, task tracking and control. effective project managers optimize resource utilization, maximum value creation and achieving intended outcomes, contributing to both short term and long-term success.

In addition, Customers satisfaction is a critical factor in project success. Satisfied customers are more likely to return and contribute to business growth. Integrating customers feedback into the project management process enhances stakeholders' engagement and overall satisfaction and effective project management practice contributes to operational efficiency and successful project delivery. in addition, long term impact, successful project boost employee morale and support new initiatives leading to sustained organizational growth.

Therefore, understanding customer satisfaction by answering what factors influence it, and how to improve it are essential for any business looking to grow and succeed in today's competitive market.

Key words: project management, project success measures, Africa, Ethiopia

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CHAPTER ONE

1.1. INTRODUCTION

In a world of infinite choice and unbounded opportunities for innovation, the change in the lifestyles and consumers' demand behavior let business competition stiff. Considering the increasing competitive global market, Continuous improvement and innovative business administration is required in production of goods and services as per the needs of the market, this is the only way to survive for businesses. Consequently, project management has become a vital in any organization because of the changing nature of managing organizations due to technological advancement (Maylor et al., 2006). There are a few empirical studies which support that innovator firms are more profitable than other firms. (Geroski, Machin and van Reenen (1993), Cefis (2003a), Cefis and Ciccarelli (2005), Roberts (1999), Dosi (2007)).

New technologies have become a significant factor in many businesses, where every industry is changing at a fast pace. Because of this project management techniques continue to evolve and adapt to changing industry needs and global best practices. However, in addition to the changes, clearly defined project management is the reason for organizational success (Korhonen et.al, 2023). "About one-quarter of the world's gross domestic product is spent on projects. Projects make up a significant portion of work in most business organizations or enterprises, and successfully managing those projects is crucial to enterprise success" Shewalb (2015, p.13). Effective project management capacity plays a pivotal role in achieving overall organizational success.

Methodology of measuring project success has continuously keep changing over the past thirty years (Davis, 2014; Ika, 2009). The early time project management focus was predominantly on the "iron triangle" of cost, time, and scope/quality and the application of knowledge, skills, tools, and techniques to meet the project requirements (Rose,2013; Pinto and Prescott, 1988; Pinto and Slevin, 1988; Shenhar and Dvir, 2007). The new project management focuses on that project success must also be measured from the satisfaction level of all involving stakeholders (Atkinson, 1999; Gemunden, 2015; Turner and Zolin, 2012). Customers are the major portion of these stakeholders and for such reasons, most studies considered customer satisfaction as one of the determinant factors for project success (Davis, 2014; Dvir et al., 2003; Ireland, 1992; Serrador and Turner, 2015).

Understanding a project's contribution to wider organizational success is a more difficult task and measuring the "success" of innovation projects is difficult as well. Nevertheless a project considered to be successful in terms of time, cost, and quality may fail in its strategic importance (Pinto, Davis, Ika, Jugdev & Zwikael, 2022). On other hand, a project considered to be failed may be successful strategically (Samset & Volden, 2016; Shenhar & Dvir, 2007). Overall

organizational success should take into consideration in practice is the impact in long-term performance from operational activities that are based on and adhere to organizational missions and values (Nørreklit, 2017).

The purpose of this study is to bridge the knowledge gap and contribute to the empirical studies on how project management impact the overall success of companies by respond to the market and consumers' satisfaction from the context of Africa. Therefore, the research question of this study is: how can project management capacity has impact on companies' performance in response to market and consumers' satisfaction? The objective of this paper is to examine the relationship between project management performance and overall organizational success. Specifically, the study investigates the relationship between project management capacity and company overall success by meeting the market and customer satisfaction.

The paper is organized as follows. First chapter presents importance of project management for the success of any organization by meeting market requests and customer satisfaction. In second chapter it briefly describes the theoretical and empirical literatures and a conceptual framework. In chapter Three, the dependent and independent(explanatory) variables are clearly defined, data analysis and interpretation tools are data sources are identified and will be clearly describe. in chapter four data analysis and the result of the study will present. Finally, chapter five briefly summaries the findings of the study on its conclusion part and recommendation for further study and policy implication will be highlighted.

1.2. BACKGROUND

1.2.1. OVERVIEW OF PROJECT MANAGEMENT CAPACITY IN AFRICA

Approach estimation, \$2.5 trillion (about 25 percent of the African gross national product) are spent on projects each year in the Africa. despite, this huge investment, Project implementation capacity in is much lesser as compared to other geographies of our planet. Even though Africa is rich in abundant natural resources and young work force, underdeveloped infrastructures and untrained work force can be considered as the main reasons for these weak performances. political instabilities, brain drain, lack of proper risk assessment, shortage of funding and disagreement between contractors and financers, poor stockholders' engagement with local communities and poor reporting and communication also amongst reasons. With out a proper project management skills projects remain a commonplace activity and not link with business strategy. (Gale,2012).

In Africa on average, 8 out of 10 project managers have a lacking project management knowledge base PM training, is falling short of some fundamental knowledge areas. and organizations which are supposed to be centered on programs and portfolios are, in practice, project-oriented organizations in practice (Rwelamila & Purushottam, 2012). This statement is further supported by Standish Group, which says that 65% of projects undertaken globally fail, because of lack of looking projects from the strategic goal of a company . Moreover, Empasis should be given for infrastructure development and for public-sector leadership to address the slow pace of skills development in the industry. Hereafter, it is important to do on improve the quality of secondary and tertiary education. Africa need academic content that is relevant to what is required(Consulting Engineers South Africa CEO Chris Campbell).

Deficiency of project managers has directly hinder efficiency in planning, organizing and directing the projects. In recent years, the importance of project management has been steadily proven by the growing numbers of organizations doing on digital, cultural and organizational transformation projects. Organizations are also increasingly developing mentoring programs in the public and private sectors ,it suggests using mentors as a best practice, because organizations are recognizing programs and projects as key approaches. Project economic activity is expected to convert into a yearly demand of 2.3-million new project managers (PMI). expanding access to university education is critical to bridging the project management skill gap. Considering that skills shortages hinder some sectors more than others, notes that the “biggest challenge” to government’s plan to build post pandemic prosperity would be the lack of project management skills, which are vital to keep deadlines, budgets and productivity in line (PMI business development lead George Asamani).

what makes success in implementation projects in Africa?

One of the solutions is use of local implementing agencies, Contractors should develop capacity for project management office (PMO) functions. However, few governments can maintain on the PMO function in multilateral development bank (MDB) grants and contracts. Moreover, most people negotiating the funding don't have the knowledge of project management nor sufficient appreciation for the value add of the PMO function. And in truth, MDBs situated aware or convinced of that value, either. Once MDBs (or bilateral banks) start hiring certified Project Management Professional (PMP)® certification holders in their own shops and having them write project implementation units and international contracts into funding agreements, then by example, local private consultants and contractors will go for the certification to stay viable (Oren Whyche-Shaw, PMP).

It's better continuously strain and construct capacity locally, and only look for from external when a skill or expertise can't be found, advises Mohamed Nouredin, independent construction consultant and former associate director at Davis Langdon, Maadi, Egypt. On the Mall of Egypt project, he hired Egyptian contractors for all the excavation, with foreigners and locals overseeing project management and construction. "By using a mix of local and international experts, you can guarantee the quality of the product and the project reporting that you require,". He worked with vendors in Ghana who brought in foreign laborers who couldn't communicate with local team leaders, causing delays and daily hindrances.

1.2.2. Project management and project success indicators, comparison between global and Africa

Mindset of values and principles, and as a way of working, has gained even more prominence in the digital age, as organizations are required to adapt quickly to marketplace changes, and rapidly evolving customer demands and expectations. In Africa the emphasis is given for organizational performance indicators like customers satisfaction is much lesser as compared to the global.

WHAT IS THE TOP PRIORITY FOR YOUR BUSINESS IN THE NEXT 5 YEARS?

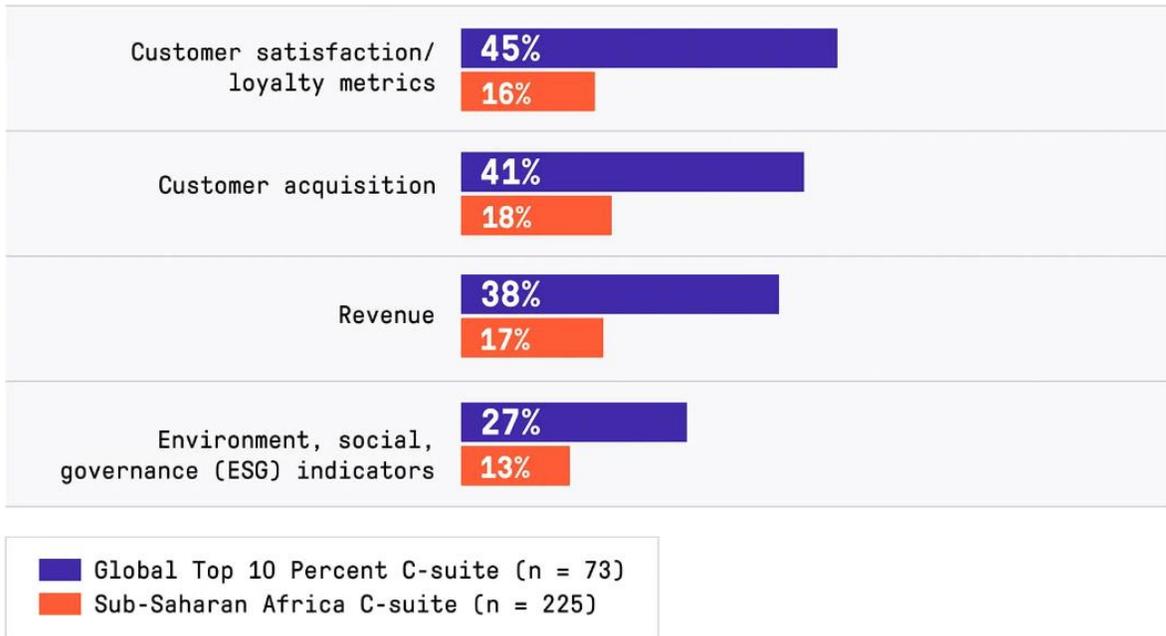


Source: super office

Graph 1:top priority given by business professionals

From the total of 1,920 business professionals interviewed to share their number one priority for the next 5 years, respond they will give higher priority for customers.

The percentage of C-suite respondents who stated their organization performed much better in 2020 compared to 2019 in the following key metrics:



Source: PMI and PwC Global Survey on Transformation and Project Management 2021. Responses from C-suite level respondents only.

Graph 2 1:key Metrics in performance global vs Sub Sahara Africa.

In addition, in a survey conducted by PMI and PwC global survey on transformation and project management, respondents stated that to perform better next than this year they will give attention for customers satisfaction. Customers satisfaction is the crucial metric that decides the success of a project. According to super office report, 86% of the buyers are willing to pay more for better customer experience, therefore, the importance of customer satisfaction is justifiable. Globally customer satisfaction as a metric given 45% as compared to 16 % in SSA as indicated in Figure 1 depicts that customer satisfaction give little consideration in Africa as compared to global as measures of project success.

EXAMPLES OF FAILED PROJECTS AND CONTRIBUTING FACTORS IN AFRICA

Sl.No	Project	Contributing factors
1	1. International Donor Agencies – Africa Project type: Boreholes and wells (developing community water sources) Date: Jul 2016 Cost: \$360M	Operational dysfunction, lack of support to ensure long-term sustainability, insufficient capacity building at local level, Failure to ensure availability of sufficient resources, Lack of project management training and support.
2	2.Organization: Nelson Mandela Bay Metropolitan Municipality (NMBMM) – South Africa Project type: Metro bus purchase Project name: Integrated Public Transport System (IPTS) Date: February 2015 Cost: R2 billion ZAR (approximately \$130M USD)	Poor requirements management and a lack of attention to detail (resulting in faulty requirements); Dysfunctional decision making; Failure to engage stakeholders; High staff turnover levels
3	3. Organization: Ghana-STX Building Project, Project type: Housing Project, Project name: Integrated Public Transport System (IPTS) Date: December 30, 2011, Cost: \$10 billion.	Effective governance shortage, Corruption, Poor planning and absence of credible feasibility studies
4	Organization: Egypt’s Toshka Project Project type: New Valley Project Project name: Integrated Public Transport System (IPTS) Date: December 30, 2011, Cost: \$90 billion.	planning. It is observed that canceling the second phase did not increase the project’s chances of success, because so many initial targets had not been met.

Table 1:failed projects and factors

All failed projects will have its own reason sometimes one and most of the time more packs of problems that added and result in failure. Usually, these issues fall into two categories. First, when Goal and vision fails to meet the real needs of the organization, what are we really trying to achieve? Failure to document a clear vision that can be used to communicate the project’s goal to the organization and as a focal point for planning. Project objectives are misaligned with the overall business goals and strategy of the organization. moreover, Project defines its vision and goals, but the document is put on a shelf and never used as a guide for subsequent decision making. Moreover,

lack of coordination between multiple projects range throughout the organization results in implementing different projects misaligned or possibly in conflict with each other (Ackah,2017)

In general, as compared to global experiences in implementing projects, in Africa, it is by far under the performance's other continents like north America, Europe and Asia. this in efficiencies in project implementation performances, therefore, Africa countries should look for highly trained project administration personnels, especially those with project management skills are highly required (Asare,2017). Developing countries necessitate a couple types of trained project administrators, individuals who can plan and coordinate the entire project cycle as an integrated process and those who can manage the project as an organizational entity once it is selected and approved (Rondinelli, 1976).

1.2.3. Overview of project management capacity in Ethiopia

Most of the projects implemented by a government and private sectors in Ethiopia are the following

- Public Housing and real estates
- Industrial parks
- Commercial Buildings
- Hydro Power Plants
- Agro industrial processing and manufacturing
- Irrigation Systems development
- Roads and Dams
- Information and communication infrastructures development
- Urban development and beautification
- Agriculture and environmental protection

All the above-mentioned projects are highly affected by lack of project management skill, extended approval procedures for projects at each stage and frequently changing the scope of projects are contributing for less project implementation capability (Alem tesfahunege, construction in Ethiopia), 70% of projects in Ethiopia are under failure category (Tsfaye,2016). this is because equipment/material failure, non-availability of equipment and materials and labor poor productivity (Mitikie et al,2017). Besides, customers satisfaction is not considered as project success dimension in the construction projects in Ethiopia. satisfaction of the stakeholders' needs be considered as a measure of project success especially in construction industry (Samuel,2020).

1.2.4. Overview of Ethiopia Construction Market

The Ethiopian construction market size was \$69.5 billion in 2023. The market is projected to attain an annual average growth rate of more than 8% during 2025-2028. Investments in the infrastructure, energy, and mining sectors are majorly driving the construction market in Ethiopia. The government's target of increasing power generating capacity from 2020 to 2030 will also propel Ethiopian construction market share growth during the projected period.

1.2.5. Ethiopia Construction Industry Analysis

The construction industry in Ethiopia is currently experiencing growth, driven by several large infrastructure projects and the government's efforts to improve housing and urban development. However, the industry is also facing some challenges, including a lack of funding and a shortage of skilled labor. One of the major drivers of growth in the construction industry in Ethiopia is the government's investment in infrastructure projects. These projects include the construction of new highways, bridges, airports, and power plants, as well as the expansion of existing facilities. These investments are helping to improve transportation and connectivity in the country, which is driving economic growth and creating job opportunities.

Another driver of growth in the construction industry is the government's efforts to improve housing and urban development. The government is investing in the development of new housing projects and the renovation of existing ones, particularly in urban areas. This is helping to address the shortage of affordable housing in the country and providing job opportunities. However, the construction industry in Ethiopia is also facing some challenges. One of the major challenges is the lack of funding. The country's economy is relatively small, and a large portion of its population lives in poverty, which makes it difficult for companies to secure funding for large-scale projects. Additionally, the government has limited resources to invest in infrastructure projects.

Another major challenge is the shortage of skilled labor. With a relatively large population, there is a limited pool of skilled workers to draw from, and many of those who are available lack the training and experience needed for more complex construction projects. This makes it difficult for companies to undertake large-scale projects and results in poor quality of work. research indicates that people's competence at all levels plays a significant role in overall public construction project cost performance.

Developing countries should target their investments in education and training at the best programs aimed at producing professionals, technicians and skilled people suited to deliver the best possible public construction projects in the context of the country. Further, foreign consultancy firms in Ethiopia should also offer effective training programs at appropriate intervals to project participants to produce competent people in the sector and thereby help to enhance the domestic capability (sinesilasie,2018).

Overall, the construction industry in Ethiopia is currently experiencing growth, driven by the government's investment in infrastructure projects and the efforts to improve housing and urban development. However, the industry is also facing some challenges, including a lack of funding and a shortage of skilled labor. Despite these challenges, the outlook for the industry is generally positive, and the industry is expected to continue to grow in the coming years.

1.2.6. overview of study sample real estate development projects

1. La Gare

La Gare is one of the largest mixed-use developments in Ethiopia, with over 4,000 residences, a five-star hotel, a shopping mall, office towers, and a cultural center. The project is located on a historic site that used to be a railway station and aims to create a new urban hub in the heart of Addis Ababa. The project offers various types of apartments, from studios to penthouses, with prices ranging from \$1,500 to \$2,500 per square meter. The project covers an area of 360,000 square meters and construction on the first tower has started. Project website: <https://lagare.com/>

2. Platinum Real Estate

Platinum Real Estate is one of the leading and innovative real estate companies in Ethiopia, offering a range of options for different budgets and preferences. The company was established in 2010 and has since developed several projects in Addis Ababa, such as Platinum Apartments, Skyview and Platinum Tower. Website at <http://www.platinumpropertieset.com>

3. Ayat Real Estate

Ayat Real Estate is a pioneering and prominent real estate company in Ethiopia, with a portfolio of over 7,000 residential units and several commercial properties. Ayat specializes in building affordable homes in gated communities, with amenities such as schools and clinics. At one point they were the largest real estate company in Ethiopia, but persistent rumors of shoddy work and delayed projects have damaged the company's reputation. They seem to have a rebirth of some sort in recent years with the construction of the largest mall in the country. Website: <http://ayatrealestate.com>

4. Yaya Real Estate

Having been in business since 2007, this company has a wealth of experience in the construction of apartment buildings, hotel and resort as well as residential homes. Projects completed and underway include Millennium Apartment, Yaya Village, Top View Residence, Gerji Residence and Stadium Apartments. Its latest project is close to the new Adey Abeba stadium, a G+8 building comprising of 2 and 3-bedroom luxury apartments. Website: <http://www.yayarealestate.com>

5. Betopia Properties

Betopia is a real estate and property company presently engaged in developing a range of residential and commercial units using state-of-the-art design and an in-house team of experts. They are a relatively new to the sector having been established in 2016, however the list of projects they are working on look impressive and are designed for the high-end customer. Some of their projects are Afro ville, New Hope, Kazadis and German Square Apartments. Website: <http://www.betopiahomes.com>

6. Gift Real Estate

GRE was established in 2005 and has since been engaged in the development of Residential and Commercial buildings and selling of Real Estate property. The company has delivered over 2000 apartment units and is currently planning to build another 12,000 units in the coming years. Website: <http://www.giftrealestate.com.et>

7. Noah Real Estate

In business since 2012, they have dozens of completed and in-progress projects throughout the city. They originally got their name as the one company that delivers their homes on time, although that promise has since been questioned due to delays on some projects. Projects include Sunrise, Convention, Centrum Apartments, City Point, Victory Apartments and Figga Apartments. Website: <https://noahrealestateplc.com>

8. Metropolitan Real Estate

Established in 2012 with a vision to redefine luxury living in Ethiopian homes, they offer high-end apartments in key areas of Addis Ababa such as Bole, Sarbet, CMC, etc. Projects include: Sarbet Gabriel Apartments: A four-story building with 32 units ranging from one to three bedrooms. Located near the African Union headquarters. Bole Tower: A 12-story building with 27 units ranging from two to four bedrooms. Located near Friendship Hotel. The Metropolitan Tower in front of Mamokacha café in Bole Rwanda. Metropolitan Central Tower Luxury Apartments, around AU headquarters, and the Metropolitan Residence is located around Bole Main Road, in front of the Mega Building. Website: <https://metropolitanaddis.com/>

9. Flintstone Homes

This is another leading real estate company in Ethiopia, established in 2008. It has completed over 1,000 residential units, including apartments, houses and villas. It also provides property management and maintenance services to its clients. One of its popular projects is the Flintstone Megenagna Apartments, a gated community that consists of four blocks of apartments with different sizes and types. The project also has a children's playground, a basketball court, a gym and a supermarket. Website: <https://www.flintstonehomes.com/>

10. Evergrand real estate

Evergrand PLC is a real estate company in Ethiopia that develops and delivers high quality apartments at premium locations in Addis Ababa. It was established in 2013 as a building material researcher, developer and manufacturer, and later ventured into real estate development in 2014. Evergrand PLC has a vision to incorporate the most modern features and quality finishing in its residential projects. Some projects include Tsehay Real Estate, Sky Apartments and Q Apartments Tropical Garden, Bole Cameroon Embassy, and Mexico Embassy. Website: <http://www.evergrandrealestate.com>

CHAPTER TWO

2.1. LITERATURE REVIEW

2.1.1. Introduction

This chapter gives an overview of the relevant literatures studied by different academics to stipulate insights on project management capacity and its impact on the overall success of a company. It briefly describes the theoretical background concepts and conceptual framework used to illustrate how project management performance affects overall companies' success. The empirical literatures are reviewed from different journals chosen and examined and compare based on their objectives and methodologies.

2.1.2. Theoretical Literature

What is project management?

Several have endeavored to define project management. Oisen (1971) from the 1950's, may have been one of the early attempts.

Project Management is the application of a collection of tools and techniques (such as the CPM and matrix organization) to direct the use of diverse resources toward the accomplishment of a unique, complex, one-time task within time, cost, and quality constraints. Each task requires a particular mix of these tools and techniques structured to the task environment and life cycle (from conception to completion) of the task.

A **project** according to PMBOK Guide (Project Management Book of Knowledge) is “a temporary endeavor undertaken to create a unique project service or results” (Project Management Institute, 2008, p.434)

“Why align projects with business strategy? it's simple when you think about it. If a project has been granted funding, approved and resources provided but it isn't tied to the organization's strategy, then where is it going?” (Tharp,2007). A business to perform achieving toward organizational strategy, any activity accomplished in business should align with it, which includes projects.

Project can be characterized as “a temporary endeavor undertaken to create a unique product, service or result” (PMBOK®guide, 2013). In other word a project is commonly oriented on one specific product, product family or product portfolio. Therefore, the definition of a project needs to be extended to comply with the hierarchical structure of the management on the international (global) level with its position within this hierarchy comprising the program and portfolio

(Kerzner, 2014; Rosenau, 2007; Svozilová, 2016). Thus, considering this structure, a project may be seen as “time and cost constrained operation to realize a set of defined deliverables (the scope to fulfil the project’s objectives) up to quality standards and requirements” (Máchal et al., 2017).

However, the project itself can be seen from the helicopter points of view to understand the aspects of the project. project management can be derived from the characterization of the project lifecycle, the evolving development of the project that leads the idea to the successful implementation and then to the production (Baum, 1970). The project lifecycle can be described in various forms as it mentioned by Kanda (2011), Schwalbe (2011), Korecký & Trkovský (2011), Fotr & Souček (2015), Allen (2010) or Morris et al. (2012).

international level approaches to project management

The conducting of tasks related to project management and the approaches adopted in this area on an international level are closely associated with the methodology of project management (Brière et al., 2015). The description of these approaches could be provided for example in accordance with three ranges of competence (technical, behavioral, and contextual competences) that are fundamental for the proposed success of the project (Máchal et al., 2017).

The structure of international project management is commonly hierarchically differentiated to provide better planning and scheduling and simultaneously to be monitored in terms of project deliverables accomplishment from the point of compliance to the global business strategy of the organization. This approach described in (PMBOK®guide, 2013) diversifies the project management to the portfolio management level, program management level and project management and strategic planning level. Other approaches to project management on an international level are described in Muriithi & Crawford (2003), Collyer (2009), Bond & Hulme (1999), Rondinelli (1979), and Harrison & Lock (2004).

The link between project management capacity and overall organizational success is mainly via the ability of achieving strategic objectives. Therefore, in assessing the theoretical background of this study, it was important to examine the strategic alignment of projects. There are different theoretical concepts related to project management capacity and organizational success. An ever-increasing advancement in technology, innovation, and high competition, businesses are relying on innovative project management to address strategic objectives. Project success / failure contribute to the success / failure of business strategies and that is why now a day’s projects are considered as a center of gravity for businesses operating in this highly competitive market. (Kasravi, Mahmoudi, & Feylizadeh, 2019).

Challenges Of Project Management

Every project is not similar by its nature, type, size, geographic location, uniqueness, personnel involved in the project and methodology. According to (PMI, 2017) project execution is difficult and lack appropriate approach to addressing the risks which ended to undesirable results. The major challenges of project management are to achieve all the objectives and goal of the project while balancing the constraints of the projects, time, cost, and quality are the major project

constraints. Thus, designing project for different scope and sectors organization, needs a special attention as project management practices depends on the existing organizational culture, which directly influences the project (Lewis, 2005).

Project setting of modern world is branded and driven by increase complexity, uncertainty, and involvement of multiple stakeholders competing for the project goals and objectives. So, project management practices which are influenced by the theoretical approaches and models developed by different academics, practitioners and professional institutions are challenged by the reality (Ilieș, Crișan, & Mureșan, 2010). That's why Significant deviations are observed from project management practice. As the nature of project has transformed in scale, uncertainty, and size of investment, involvement of several stakeholders in project and increase interests in project benefits (Zewdie, 2016).

Project success dimensions

Project success dimensions are varying across organizations. According to Fonvielle and Lawrence (2001) designing projects that can have results in consistent with strategic objective is important for organizational success. In such designed Projects, management can create significant value for their organizations (Thomas & Mullaly, 2007). In an ideal world, the organization's mission or goals translated into a business strategic plan (Holbeche, 2009). In practice, those projects their completion time exceeded its due date, or expenses overran the budget, or outcomes did not satisfy an organization's predetermined performance criteria, the project is assumed to be fail (Alexander, 1996).

One of the success dimensions in project management success parameter is the business outcome (Shenhar et al., 2007). Nevertheless, in many organizations large projects implementing projects without seen the business strategy or organizational goals (Miller, 2002). If project link with strategies, it can generate significant value for organizations (Thomas & Mullaly, 2007). According to Zhai et al (2009) the quality of project management in mega-projects creates great value for different stakeholders. The value includes increasing revenue, saving cost, time, and improving quality. It also addresses improving the satisfaction of customers.

Project success can be measured by four criteria's, The first three criteria (time, cost, and project performances/scope) are called, in the literature, the "golden/ iron triangle" or "project management success" measures because they are concerned only with the efficiency of the project management process (Jha and Iyer, 2007). However, it is also important to analyze the organizational benefits of a project (Jugdev and Müller, 2005; Kerzner, 2006), the last project success measurement (customer satisfaction) estimates the benefits to the organization, based on the impact on the customer, the business impact on the organization, the opening of new opportunities for the future, and other stakeholders' satisfaction (Kerzner, 2006). In other words, "project management success" is only a dimension of project success (Zwikael, 2009).

Each project is different in nature, i.e. type, size, geographic location, uniqueness, and personnel involved in the project. Therefore (PMI, 2017) project management is associated with risks and the

lack of an appropriate management method to deal with these risks leads to many undesirable consequences. One of the biggest challenges in project management is achieving all project goals and objectives while minimizing project constraints. Scope, time, cost, and quality were identified as the main limitations of the project. Thus, the role of top management is crucial in shaping the project organization. Because the implementation of project management practices in a project depends on the existing organizational culture, which directly affects the project organization (Lewis, 2005).

Operationally managed projects focus on work and meeting time and budget goals, but strategically managed projects focus on achieving business results and winning the market (A. J. Shenhar, M. Poli and T. Lechler, 2000). Strategically driven project management teams spend much of their time and attention on activities and decisions aimed at improving long-term business performance. They care about customer needs, competitive advantage, and future market success, and instead of sticking to the original plan, they constantly make changes that create better business results. However, such projects happen quite rarely, many projects are still managed operationally, focusing on short-term results and implementation.

Most projects are planned from a business perspective, often with the aim of achieving better results and better organizational performance - more profit, more growth, and a better market position. Several recent studies have shown the effect of effective projects on firm performance (eg Menke, 1997 and Ittner and Larcker, 1997). This operational mindset is expressed in most of the project management literature, which has traditionally used time, budget, and performance as key indicators of project success. All these measures, or even all of them together, can lead to an incomplete and misleading measure of success. For example, a project that ran into time and budget constraints.

They can be considered successful but did not meet the needs and demands of clients or a project where the commercialization of the final product proved very difficult (Atkinson, 1999). Some studies have suggested adding a new element to the concept of project success - customer satisfaction and customer well-being. (Lim and Mohamed, 1999) DeCotiis and Dyer (1979). they emphasized the importance of customer satisfaction. According to Fonvielle and Lawrence (2001), engineering projects can have results consistent with a strategic goal that is important for organizational success. This type of project management could create significant value for organizations (Thomas and Mullaly, 2007).

It is important to examine other dimensions of success, such as business performance (Shenhar et al., 2007). Because in many organizations, large projects were implemented without a strong connection to business strategy or organizational goals and without taking them into account (Miller, 2002). For project management to bring significant value to organizations (Thomas and Mullaly, 2007) Project success can be measured by four criteria. The first three criteria (time, cost, and project performance/scope) have been referred to in the literature as "golden/iron triangle" or "project management success" measures because they only concern the effectiveness of the project management process. Jha and Iyer, 2007).

However, it is also important to analyze the organizational benefit of the project (Jugdev and Müller, 2005; Kerzner, 2006), the last measure of project success (customer satisfaction) evaluates the organizational benefit based on the effect on the client. the impact of business on the organization, the opening of new opportunities for the future and the satisfaction of other stakeholders (Kerzner, 2006). In other words, "project management success" is only a measure of project success (Zwikael, 2009). Today many have realized that the long-term aspects of the effectiveness of any organization are equally important (shenarand devir, 1996).

Technology-based firms operating in rapidly evolving markets and environments must survive in the long term (Hamel and Prahalad, 1994), in their bestselling book “Competing for the Future”, they recommended new ways of looking at the modern organization that faces it. with constant change. These companies must have the vision to take advantage of the emerging opportunities by investing in their core competencies for the future and thus help shape the future of their industry. Customer satisfaction (or dissatisfaction) can be defined as the customer's perception of product features that meet (or fail) his prior expectations (Kotler et al., 2013). Customer satisfaction is achieved when a project meets predefined goals, such as completion within budget by a certain date (Fortune et al., 2011; Leung et al., 2004; Yaghootkar and Gil, 2012).

2.1.3. Conceptual framework

The conceptual framework describes the theoretical framework of this study. three dimensions are considered, the first (defined project objectives) time, budget and performance and other requirements. The second (related to customer benefits such as satisfaction, influence, and loyalty) and the third dealt with the benefits received by the operating organization such as profit, market share or growth. The dependent variable is the organization's success in responding to market and customer satisfaction. The explanatory factors are project success factors (market and customer satisfaction). The framework below illustrates that project success led to organizational success through marketing success and customer satisfaction.

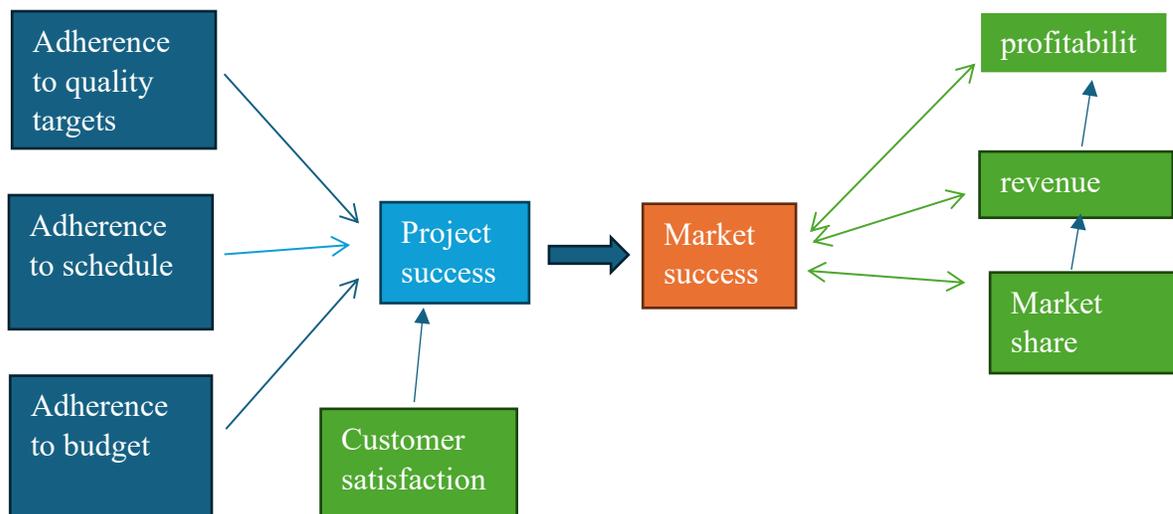


Figure 2: Theoretical performance model adapted from Al-Teemy et al. (2006)

2.1.4. Empirical Literature Review

In this section, related empirical literatures are reviewed based on their contribution for “project management impact on overall organizational success”.

2.1.4.1. customers satisfaction as project management success

The traditional measures of time, cost, and quality are seen to be more important in the early stages of the project, while project success factors such as overall customer benefit and customer satisfaction are more important at later stages (Lim and Mohamed, 1999; Lipovetsky et al., 1997). Several previous studies have shown that most projects do not finalize on time and on budget and they failed to satisfy either the customer's or company's expectations (Miller, 2002; Mankins and Steele, 2005).

Study by Ika (2009) reflected that project success includes a “virtuous square” where customer satisfaction is added to the iron triangle criteria which diverts the study perspective to the importance of customers in project management. The main factors that can be measured for the success of a project are time management, cost spending performance, quality of the project outcomes, resources management and performance in fulfilling the needs and desires of the customer that will lead to customer satisfaction (Blanas G.et, al,2012).

Customer satisfaction is widely acknowledged to be an important high level project outcome, but little research has examined in investigating exactly how projects should be managed to achieve it. In his study, Ireland (1992) identified nine different customer groups, with different expectations, that project managers needed to respond. He also suggested that customer satisfaction must be included as project success criteria. Though there is a long history of the role of customer satisfaction as project success criteria, relatively few studies examined the relationship between project management success factors, project efficiency, and customer satisfaction (Serrador and Turner, 2015).

2.1.4.2. Project management success and its impact on overall Organization success.

Alsudiri et al (2012) In their study, factors that causes misalignment between the project management and the business strategy by investigating the case studies in the telecommunications industry in Saudi Arabia. they found both internal and external factors, internal factors like effective communication, executive support, involving the project manager in the business strategy development, and the project manager leadership competence. According to a study by (Lindhard & Larsen, 2016). Shift from project scope, resources, and time scarcity, missing critical requirements and inadequate project testing are reasons for failed of projects. Also, late delivery of critical tasks, lack of adequate authority, late approve of strategic decisions, insufficient project funding and lack of critical skills.

A worldwide Conference Board study of Chief Executive Officers (CEOs) of multinational corporations found that improving customer satisfaction and loyalty are among the top challenges facing their organizations (Briscoe, 2002). As firms realize customer satisfaction generally outperform their competitors financially. In another study it has explained that higher satisfaction leads to increased cash flow, revenue growth, profitability, market share, and stock price (Anderson et al., 2004; Gruca and Rego, 2005; Homburg et al., 2005; Morgan and Rego, 2006; Williams and Naumann, 2011).

Customer satisfaction has emerged as a dominant driver of customer loyalty in B2B markets (Bolton, 1988; Capraro et al., 2003). The concepts of relationship quality, product quality, service quality, and customer value are considered the major drivers of satisfaction in B2B exchange (Anderson and Mittal, 2000; Cooil et al., 2007; Lam et al., 2004). Despite the importance of customer satisfaction to business performance in general, there have been relatively few studies in the project management literature that have empirically assessed the drivers of satisfaction, and their inter-relationships with project success (Yang and Peng, 2008).

Customer or client satisfaction may be the most studied topic in the business literature because it is a universal concept that can be applied to virtually all types of products and services (Zeithaml et al., 2006). Accordingly, a large body of research has examined the background of customer satisfaction in a wide variety of contexts. Homburg and Garbe (1999) renowned that supplier customer relationships typically have structural quality of the core product and/or service, process quality, project management performance, and outcome quality of the completed system are that emerge as drivers of customer satisfaction.

In their empirical study (Malts et al,2013), described that, the project efficiency (first) dimension can be assessed during project execution and right after project completion. The third dimension (Impact on the Customer) is assessed after the customer has used the project's product. Business success can be assessed after reaching a significant level of sales; this may take several years, depending on the industry.

Understanding the “real” needs of the customer is extremely important and reflects the basic notion of success. This dimension addresses the importance to the customers' requirements, and to meeting their needs. This dimension also includes the level of customer satisfaction, the extent to which the customer is using the product, and whether the customer is willing to come back for another project or for the next generation of the product (Malts et al,2013).

In a study of the relative importance of success dimensions, shenar et al., (2001) has found that project managers perceive this dimension far more important than the other success dimensions .By conducting a survey on companies Matti and Kacy (2016) Results showed that product superiority in project management has a significant direct impact on perceived customer satisfaction throughout the project.

It is factual truth that customer satisfaction is a key driver of financial performance (Eklöf et al., 1999; Ittner and Larcker, 1998; Matzler et al., 2004). It has been claimed in these studies and

many others that satisfaction leads to increased loyalty, reduced price elasticity, increased cross-buying, and positive word of mouth. As the customer gained more satisfaction or “payment equity” (Bolton and Lemon, 1999) in their purchases, the amount of money the customers were willing to pay for the product increased also. Thus, the company with the highest customer satisfaction levels would enjoy the greatest economic gains (Williams and Naumann, 2011).

From the theoretical and empirical literatures, it can conclude that, in recent studies and literatures customers satisfaction considered as one dimension for measuring success of a project management. Moreover, projects should align with the organizational long-term objectives and goals which is doing maximum revenue from businesses by meeting the needs of the market and customers satisfaction. Therefore, project management impact the overall company’s performance by responding to the market and customer satisfaction.

In today's fast-paced and competitive business world, customer satisfaction has become more important than ever. It is the cornerstone of any successful business and is vital to building long-term relationships with customers. Simply put, customer satisfaction refers to the degree to which a customer is pleased with the products, services, and overall experience provided by a business. It is an important indicator of a business's success and can directly impact its profitability, reputation, and growth potential.

One of the primary reasons why customer satisfaction is so crucial is that it directly affects customer loyalty. Studies have shown that customers who are satisfied with their experience are more likely to return to a business and make additional purchases. They are also more likely to recommend the business to others, which can help to increase its customer base and revenue. On the other hand, dissatisfied customers are more likely to take their business elsewhere, potentially damaging the business's reputation and bottom line.

Furthermore, customer satisfaction can be a powerful tool for improving operational efficiency and reducing costs. When customers are satisfied, they are less likely to make complaints or require additional support, which can free up staff time and resources. Satisfied customers are also more likely to provide valuable feedback and insights that can help businesses to identify areas for

Grasps Customer Satisfaction

Customer satisfaction is a crucial feature of business success. It refers to the degree of satisfaction customers experience when interacting with a product or service. Customer satisfaction is defined as "a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations." In other words, customers evaluate their experience based on what they expected to receive and what they received. Customer satisfaction is an essential metric for any business as it determines the success or failure of a product or service. Satisfied customers are more likely to become loyal customers and recommend the product or service to others, resulting in increased sales and profits. Dissatisfied customers, on the other hand, are likely to share their negative experiences with others, leading to a decline in sales and damage to the company's reputation.

Moreover, customer satisfaction is not just about meeting customers' expectations. It is about exceeding their expectations and delivering a memorable experience that will differentiate the business from its competitors. In today's competitive business environment, where customers have access to a wide range of options, businesses must go above and beyond to provide exceptional customer experiences to retain customers and gain a competitive edge. Customer satisfaction is a critical component of business success. It is defined as the degree of satisfaction customers experience when interacting with a product or service. Meeting or exceeding customers' expectations is essential to retain loyal customers, increase sales, and gain a competitive advantage. The following sections will explore the factors that affect customer satisfaction and the strategies that businesses can use to improve it.

customer satisfaction leads to customer loyalty, Customers who are satisfied with their experience are more likely to continue doing business with a company. They are less likely to switch to a competitor, even when offered lower prices or more attractive deals. In fact, studies have shown that it costs five times more to acquire a new customer than to retain an existing one. In addition to customer loyalty, customer satisfaction is also linked to increased revenue and profitability. Satisfied customers are more likely to make repeat purchases and to spend more money on each transaction. They are also more likely to recommend the business to others, which can lead to new customers and increased sales. On the other hand, dissatisfied customers are more likely to leave negative reviews and to discourage others from doing business with the company. This can lead to lost revenue and damage to the brand's reputation.

Several factors can affect customer satisfaction, including product quality, pricing, convenience, and customer service. A product or service that meets the customer's needs and expectations is likely to result in higher satisfaction levels. In contrast, a product or service that fails to meet the customer's expectations is likely to result in low satisfaction levels. Pricing is another factor that can affect customer satisfaction. Customers are likely to be satisfied with a product or service that is reasonably priced, while they may be dissatisfied with one that is overpriced.

Convenience is another crucial factor that can affect customer satisfaction. Customers are likely to be satisfied with a product or service that is easy to use and readily available. For instance, online shopping has become popular because it is convenient for customers to purchase goods and services from the comfort of their homes. Customer service is another important factor that can affect customer satisfaction.

Understanding the factors that affect customer satisfaction is crucial for businesses looking to improve their customer experience. By understanding what customers expect and need, businesses can develop strategies to meet those needs and increase customer satisfaction levels. Therefore, businesses that prioritize customer satisfaction are likely to experience growth in their customer base, leading to increased revenue and profitability.

CHAPTER THREE

3.1. MATERIALS AND METHODS

Shenhar, Poli, and Lechler (2000) have suggested a distinction between two types of projects operationally managed projects, and strategically managed projects. Operationally managed projects are focused on getting the job done and meeting time and budget goals, while strategically managed projects are focused on achieving business results and winning in the marketplace. Management teams in strategically managed projects spend a great deal of their time and attention on activities and decisions aimed at improving business results in the long run. They are concerned with customer needs, competitive advantage, and future market success, and rather than sticking to the initial plan, they keep making adjustments that will create better business outcomes.

Such projects, however, are quite rare many projects are still managed with an operational mindset, focusing on short-term results and delivery. This study was initiated under the premise that today's rapid changes and global competition require organizations to be quicker, more responsive, and more competitive than ever. So, projects implementation capacity must be perceived as a means for achieving overall organizational success through responding to the market and consumers satisfaction.

In today's quick changing world, there is no time to share this responsibility in the previous way, where project managers they are concerned with "getting the job done," while other managers are responsible for business aspects. Indeed, many projects are undertaken today in small, start-up companies, where the project team is involved in all business aspects, and there is no distinction between project success and product success. With increased pace and competition this trend will only accelerate, and it will become the norm in large organizations as well. Projects in the future will no longer be just operational tools for executing strategy—they will become the engines that drive strategy into new directions.

Based on the previous literature, this study has observed project management success impact on overall organizational success by respond to the market and customers satisfaction. however, this could be achieved if project implementation capacity as per the required speed and quality by the market. the objective was to see the relationships among project success, customers satisfaction and market and overall organizational sucess.it is important to start by defining the three major dimensions of project success adopted from Aron &Dov,1997. The first dimension is related to meeting specified project goals such as time, budget, and performance and other requirements.

The second dimension is related to customer benefits, such as satisfaction and loyalty. And the third dimension is related to the benefits derived by the performing organization, such as profits, market share, or growth. The study first, test if these are the actual major dimensions that have

a role in defining project success, and second, to see the relationship between project success measures.

Success dimension	Measures
1. Project efficiency	Meeting schedule goal Meeting budget goal
2. Impact on the customer	Meeting functional performance Meeting technical specifications Fulfilling customer needs Solving a customer's problem The customer is using the product Customer satisfaction
3. Business success	Commercial success Creating a large market share

Table 2 :success dimension and measures (Aron &Dov,1997)

3.1.1. Defining success dimensions

Success dimension 1: project efficiency (meeting constraints)

Project success is frequently measured by time, cost, and quality considerations. This “iron triangle” of success factors is an important measure of success for a project (Atkinson, 1999; Chou and Zolkiewski, 2010). This is a short-term dimension expressing the efficiency with which the project has been managed. It simply tells us how the project meets its resource constraint, it finished on time, and within the specified budget. This is the immediate dimension with which a project can be assessed as soon as the project is finalized. Gaddis (1959, p.98) defined a project as “an organization unit dedicated to the attainment of a goal—generally the successful completion of a developmental product on time, within budget, and in conformance with predetermined performance specifications”.

Although success in this dimension may indicate a well-managed, efficient project, it may not suggest that this project will be considered a success in the long run and benefit the organization later. However, with increased competition and shorter product life cycles, time to market, (time from initial concept to market introduction) becomes a critical competitive component. Thus, success in this dimension will often help the company’s business, and so enhancing a project ’s efficiency and leading to early product introduction may be adding to product competitiveness.

Success dimension 2: impact on the customer

The second dimension relates to the customer, and it is speaking the importance consigned on customer requirements and on meeting their needs. dimensions of success like customer satisfaction and relationship quality should be assessed after the project achievement (Toor and

Ogunlana, 2010). Meeting performance has a countless impact on the customers who will assess how the product or service is meet their needs. From the developer 's point of view, this dimension also includes the level of customer satisfaction, the extent to which the customer is using the product or services, and whether the customer is willing to come back for future generations of the product or for another project. Obviously, the impact on the customer is one of the most important dimensions in assessing project success. Given the importance of customer satisfaction to the development of ongoing long-term business goal (Rauyrueen and Miller, 2007).

Success dimension 3: business success

The third dimension addresses the impact of the project may have on the organization. It is further claimed that project efficiency should also have long term impact on the overall business success (Mir and Pinnington, 2014; Shenhar and Dvir, 2007). In the business context, it provides sales, income, and profits as expected and it help increase business results and gain market share. This dimension may also apply to projects not aimed at building new products.

Internal reengineering projects, or the development of new manufacturing processes, are examples of this sort, and this is the dimension in which such an assessment should be made. It will include measures of new process performing time, cycle time, yield, and quality, all of which assess the project' s direct impact on the performing organization.

Research hypothesis.

Ho: there is a relation between project management capacity and organization overall success by responding to market and consumer's satisfaction.

Due to the limited research on the alignment of project management and business strategy (Srivannaboon, 2009; Shenhar, et al., 2007), the methodology used in this paper is a case study.

3.1.2. Description of study area and target population

The study location is Ethiopia, Addis Ababa and the target population are top ten real estate development projects.

Sl.no.	Namae	Total number of projects	selected
1	• La Gare	1	1
2	• Platinum Real Estate	3	3
3	• Ayat Real Estate	25	19

4	• Yaya Real Estate	6	6
5	• Betopia Properties	4	4
6	• Gift Real Estate	21	21
7	• Noah Real Estate	12	12
8	• Metropolitan Real Estate	6	6
9	• Flintstone Homes	15	1
10	• Evergrande real estate	7	7
	○ Total	100	80

3.1.3. Sampling technic and sample size

The study's target populations were purposively conducted on only professional officials because the researcher believes that these peoples have better theoretical and technical knowledge and information concerning the study's issues. From the ongoing 50 projects 50 project managers and 42 marketing managers are purposively considered as target population. The sample size is calculated using the following Slovin's formula [10-11], with a margin of error of 5% and 95% confidence levels.

$$n = \frac{N}{1 + N * e^2} \text{-----(1)}$$

$$n = 100 / [1 + 100(0.05)^2] = 80$$

Where: n = sample size

N = the population size

e = the error margin

The sample size is 80 respondents.

3.2. Data collection and measurement

The study used smart survey as data collection method through structured questionnaire. The questionnaire was designed to assess the success measures the identified 10 success measures. The first part of the questionnaire deals with the personal details and professional experiences of the respondents. project managers, project supervisors and marketing managers are responsible for filling the questionnaires. this time peoples are very busy in doing their own business and by considering the time constraint the questionnaire is very specific and sent to the respondents and collected through social media (telegram).

Project effectiveness may be assessed by different interest groups like managers, customers, employees, and so on. Criteria for measuring project success must therefore reveal different views (Stuckenbruck,1986), Using structured questionnaires, distributed among 100 real estate development projects and for 200 customers of these real estate developer companies, and interviews are made for selected professionals.in addition secondary sources from the website and other publications were referred. A total of 80 distributed questionnaires, were received and only 75 were completed and found suitable for analysis, representing a response rate 75% of collected from real estate development projects target population and 194 from customers were returned (97 %).

By adopting on scales from previous literatures (Cooper & Kleinschmidt, 1987; Dvir & Shenhar, 1992; Pinto & Slevin, 1988; Stuckenbruck, 1986), data was collected on 10 measures of success on a scale of 1 to 5, designated from “Not significant” to “Extremely significant.” These measures were initially grouped into three categories and a single measure to assess the overall success of the project. For this to measure the interviewees were asked to rate overall project success on a scale from 1 to 5.i.e 1 = Not significant 2 = Slightly significant 3 = Moderately significant 4 = Very significant 5 = Extremely significant.

Measuring Customer Satisfaction

Measuring customer satisfaction is critical in evaluating the success of a business and its ability to meet customer needs. Online surveys have become increasingly popular due to their convenience and cost-effectiveness, and they can provide businesses with instant feedback so in this study the survey of customers satisfaction conducted on social media.

Customer Satisfaction Scale of 1-100

The Customer Satisfaction Index is an index comprising hard measures of customer buying/use behavior and soft measures of customer opinions or feelings. Index is weighted based on how important each value is in determining customer overall customer satisfaction and buying/use behavior. Includes measures such as repeat and lost customers (30%), revenue from existing

customers (15%), market share (15%), customer satisfaction survey results (20%), complaints/returns (10%), and project-specific surveys (10%).

3.3. Data Analysis

In this study Relative Importance Index (RII) Technique is used to determine the relative importance and significance of the project success dimensions which are ten and clustered in to three namely project efficiency, impact on customers and business success .in addition percentage, mean and standard deviation values are used to measure success factors.

RII is calculated using the following formula (Rajgor, 2016).

$$RII = \Sigma W / (A*N)$$

Where: W is the weighting given to each factor by the respondents (ranging from 1 to 5), A is the highest weight (i.e., 5 in this study), and N is the total number of respondents (75, in this case). It is to be noted that the higher the value of RII, the more significant dimension of success of a project. SPSS software is used to find the RII of each factor of success dimensions of a project. Then the factors of the success dimensions are ranked as per their value of RII.

3.4. Reliability test

Reliability measures the internal consistency of the items in a scale and indicates that the extent to which the items in a questionnaire are related to each other. (Middleton, 2023). Specifically, tests “how well a group of item focuses on a single idea or construct” (Cronbach,1951). From the table below we can say that from the ten-project success measures the first two shows strong relationship so they can be categorized in project efficiency success dimension. the next six success measures also show strong relationship to categorized under same project success dimension called impact on customers and the last two project success measures shows strong relationship so categorized under business success dimension.

Variables	Number of items	Cronbach’s alpha value
Project efficiency	2	0.865
Impact on customers	6	0.749
Business success	2	0.886

Table 3:Cronbach’s alph

CHAPTER FOUR

4.1. RESULT AND DISCUSSION

4.1.1. Results

Demography of respondents

Gender

As shown in table below, out of the 75 respondents, 34 participants (45%) are female, and 41 participants (55%) are male. This indicates that there is almost balanced in terms of gender composition.

<i>Gender</i>	<i>frequency</i>	<i>percentage</i>
<i>Femail</i>	34	45
<i>Male</i>	41	55
<i>Total</i>	75	100

Table 4:gender composition

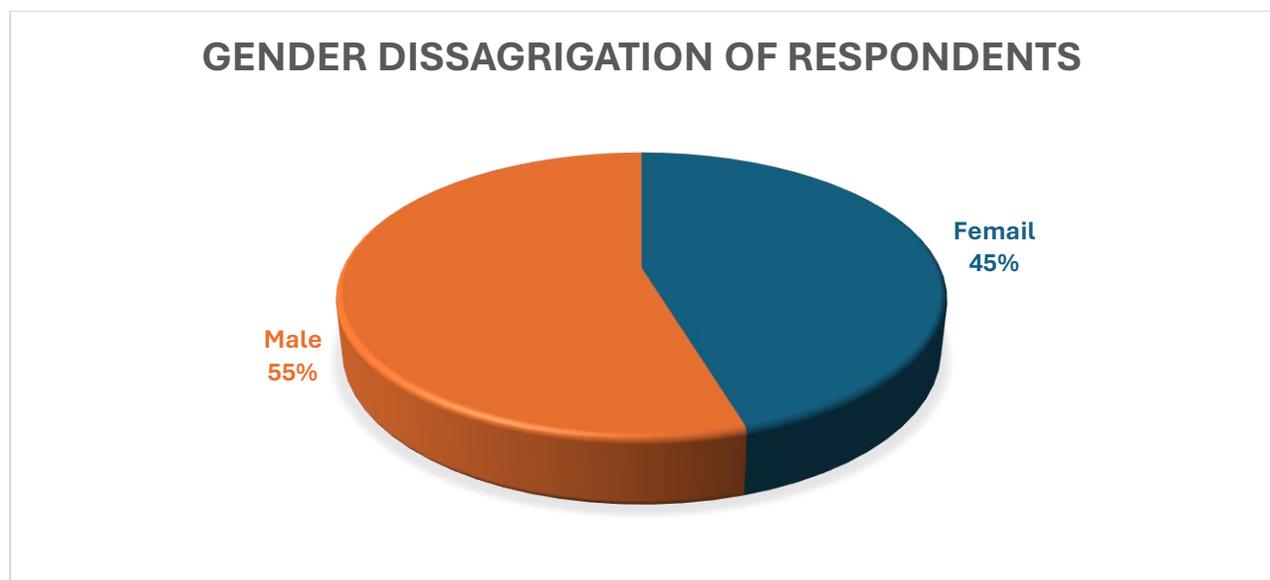


Figure 3:Gender disaggregation of respondents

Work Experience

From the table we can see that 26 (34.7%) of the respondents have project work experience of more than 15 years, 14 (18.7%) of the respondents have project work experience between 11 to 15 years, and 22 (29.3%) of the respondents have experience of 6 to 10 years. From this we can concluded that they have enough experience of project management.

<i>Years of experience</i>	<i>frequency</i>	<i>percentage</i>
0-5	13	17.3
6-10	22	29.3
11-15	14	18.7
>15	26	34.7
<i>total</i>	75	100.0

Table 5:work of experience composition of respondents (own analysis from survey)

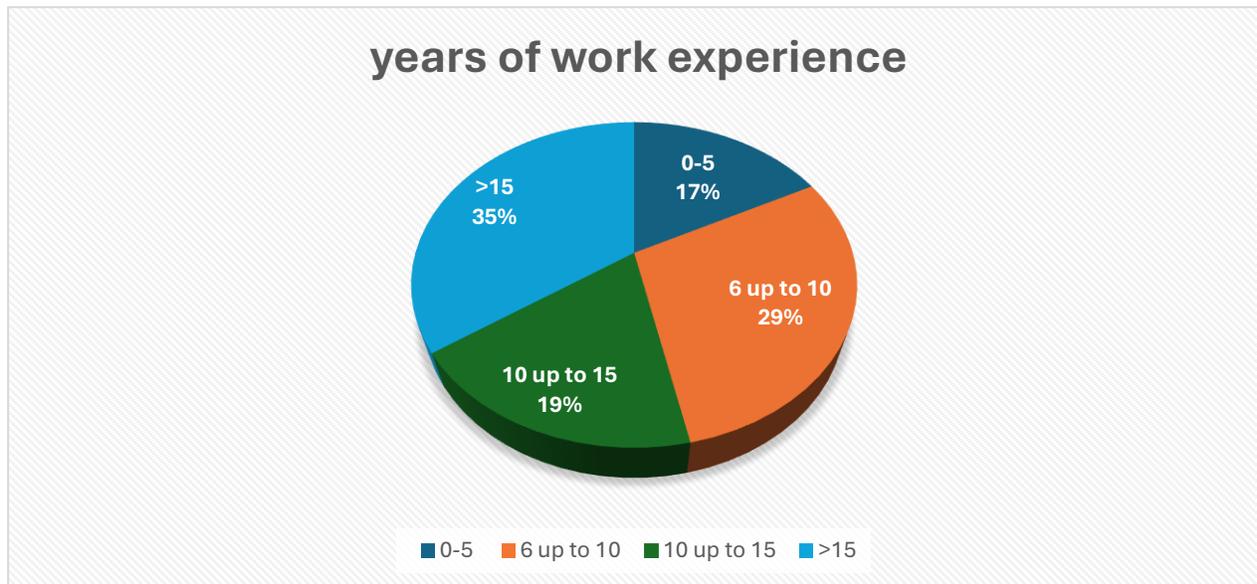


Figure 4:years of work experience.

Education

<i>education</i>	<i>frequency</i>	<i>percentage</i>
<i>First degree</i>	28	37
<i>Master's degree</i>	15	20
<i>Postgraduate diploma</i>	20	26
<i>PhD</i>	12	16
<i>total</i>	75	100

Table 6: educational composition

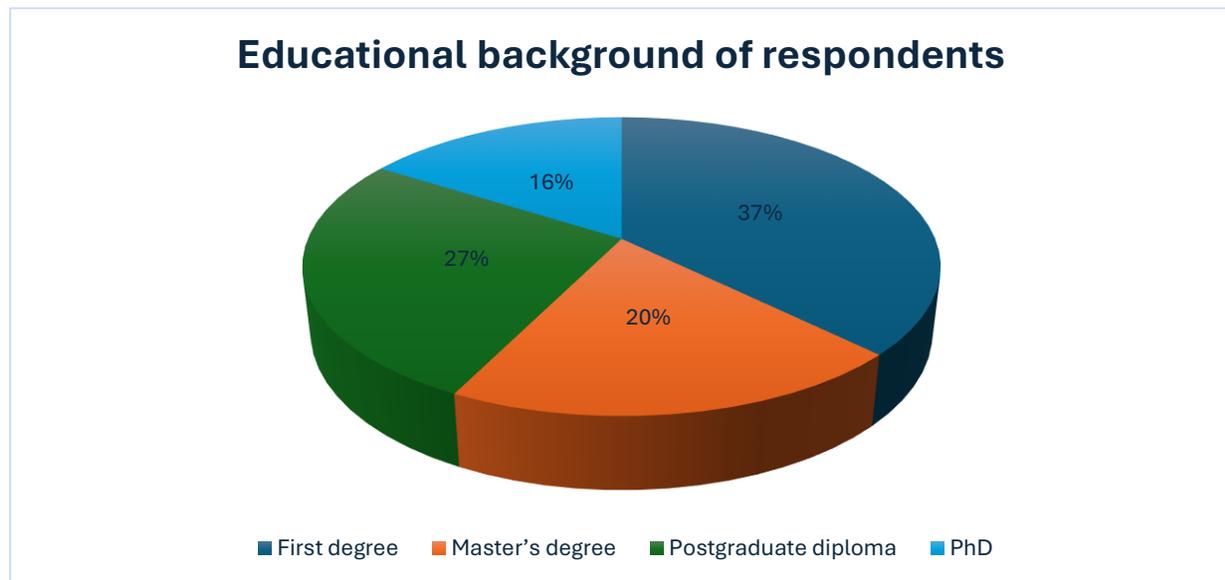


Figure 5: educational background of respondents.

4.2. Descriptive statistics

Table presents the results of the factor analysis performed on the 10 distinct measures used in the study to assess the success of projects. They involved 75 questionnaires that had a record of all 10 measures of project success. project has three underlying dimensions. The title given to each factor in Table 2 reflects a theme common to the measures having the highest weights on the specific factor. It was also tested the correspondence between the assessment of various success dimensions and assessment of total project success.

The hypothesis, project success has three different dimensions, was tested by analyzing the 10 measures as it summarized in Table 3

Table 7: response on project success dimension 1

Measures of success	1	2	3	4	5	RII	Rank
Meeting operational specific				3	72	0.9920	1
Meeting technical specification			1	2	71	0.9760	2
Meeting time goals		3		65	7	0.8027	3
Meeting budget goals		3	2	60	10	0.8053	4
Fulfilling customers' needs	12	12	49	1	1	0.5120	5
Solving a customer problem	23	18	33	1		0.4320	6
Customer using the product	34	27	14			0.3467	8
Customer satisfaction	41	31	3			0.2987	9
Market success	50	23	2			0.2720	10
Market share	13	60	2			0.3707	7

Measures of success	Mean score	Standard deviation	Rank
Meeting operational specific	4.96	1.85	1
Meeting technical specification	4.91	1.80	2
Meeting time goals	4.01	2.98	4
Meeting budget goals	4.03	2.86	3
Fulfilling customers' needs	2.56	3.17	5
Solving a customer problem	2.16	3.67	6
Customer using the product	1.73	4.13	8
Customer satisfaction	1.49	4.38	9

Market success	1.36	4.52	10
Market share	1.85	3.94	7

Table 8: dimension 1 response rank by mean score and SD

Dimension 2: impact on customer

Measures of success	1	2	3	4	5	RII	Rank
Meeting operational specific	2	71	2			0.4000	5
Meeting technical specification	3	70	2			0.3973	6
Meeting time goals		3		65	7	0.8027	2
Meeting budget goals		3	2	60	10	0.8053	1
Fulfilling customers' needs	12	12	49	1	1	0.5120	3
Solving a customer problem	23	18	33	1		0.4320	4
Customer using the product	34	27	14			0.3467	8
Customer satisfaction	41	31	3			0.2987	9
Market success	50	23	2			0.2720	10
Market share	13	60	2			0.3707	7

Table 9: response on dimension 2: impact on customer

Measures of success	Mean score	Standard deviation	Rank
Meeting operational specific	2.00	3.75	5
Meeting technical specification	1.99	3.77	6
Meeting time goals	4.01	2.98	2
Meeting budget goals	4.03	2.86	1
Fulfilling customers' needs	2.56	3.17	3

Solving a customer problem	2.16	3.67	4
Customer using the product	1.73	4.13	8
Customer satisfaction	1.49	4.38	9
Market success	1.36	4.52	10
Market share	1.85	3.94	7

Table 10: dimension 2 response rank by mean score and SD

Dimension 3: business success

Measures of success	1	2	3	4	5	RII	Rank
Meeting operational specific	2	71	2			0.4000	9
Meeting technical specification	3	70	2			0.3973	10
Meeting time goals		3		65	7	0.8027	6
Meeting budget goals		3	2	60	10	0.8053	5
Fulfilling customers' needs	1	12	6	12	43	0.8160	3
Solving a customer problem		1	22	24	28	0.8107	4
Customer using the product		1	34	14	26	0.7733	7
Customer satisfaction		31	41	3		0.4933	8
Market success			2	2	71	0.9840	1
Market share			2	4	69	0.9360	2

Table 11: response on dimension 3: business success

Measures of success	Mean score	Standard deviation	Rank
Meeting operational specific	2.00	3.75	9
Meeting technical specification	1.99	3.77	10
Meeting time goals	4.01	2.98	6

Meeting budget goals	4.03	2.86	5
Fulfilling customers' needs	4.12	1.56	3
Solving a customer problem	4.05	1.91	4
Customer using the product	3.87	1.84	7
Customer satisfaction	2.63	3.08	8
Market success	4.92	1.83	1
Market share			2

Table 12: dimension 3 response rank by mean score and SD

In addition, data obtained from the survey was analyzed using mean score together with standard deviation to rank the level of project success measures in the three success dimensions. the result agrees with (Aron &Dov,1997) who categorized meeting operational specification and meeting technical specification under project efficiency success dimension.in dimension 2 , impact on customer all success measures like and meeting time &budget goal, fulfilling customers need and solving customers problem categorized under project success dimension 2 which is impact on customers except the other three success measures two categorized under dimension 1 and the remaining one go to dimension three which is business success. market success and market share categorized as dimension three.

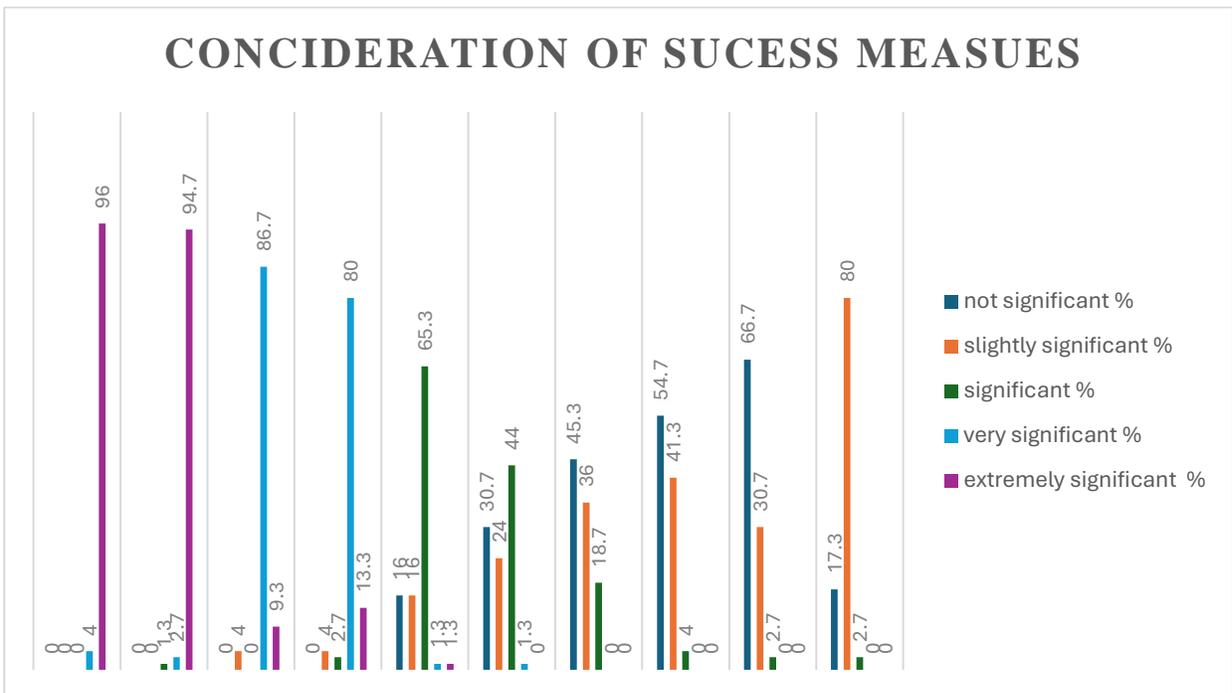
Response percentage of project success measures considered in project

Table 13 shows that large proportion of respondents considered project success measures as meeting operational and technical specifications and meeting time and budget goals.

	<i>not significant</i>	<i>slightly significant</i>	<i>significant</i>	<i>very significant</i>	<i>extremely significant</i>
Measures of success	%	%	%	%	%
<i>Meeting operational specific</i>	0.0	0.0	0.0	4.0	96.0
<i>Meeting technical specification</i>	0.0	0.0	1.3	2.7	94.7
<i>Meeting time goals</i>	0.0	4.0	0.0	86.7	9.3
<i>Meeting budget goals</i>	0.0	4.0	2.7	80.0	13.3

<i>Fulfilling customers' needs</i>	16.0	16.0	65.3	1.3	1.3
<i>Solving a customer problem</i>	30.7	24.0	44.0	1.3	0.0
<i>Customer using the product</i>	45.3	36.0	18.7	0.0	0.0
<i>Customer satisfaction</i>	54.7	41.3	4.0	0.0	0.0
<i>Market success</i>	66.7	30.7	2.7	0.0	0.0
<i>Market share</i>	17.3	80.0	2.7	0.0	0.0

Table 13: success factors considered as projects success measures



Graph 3: consideration of success factors in projects

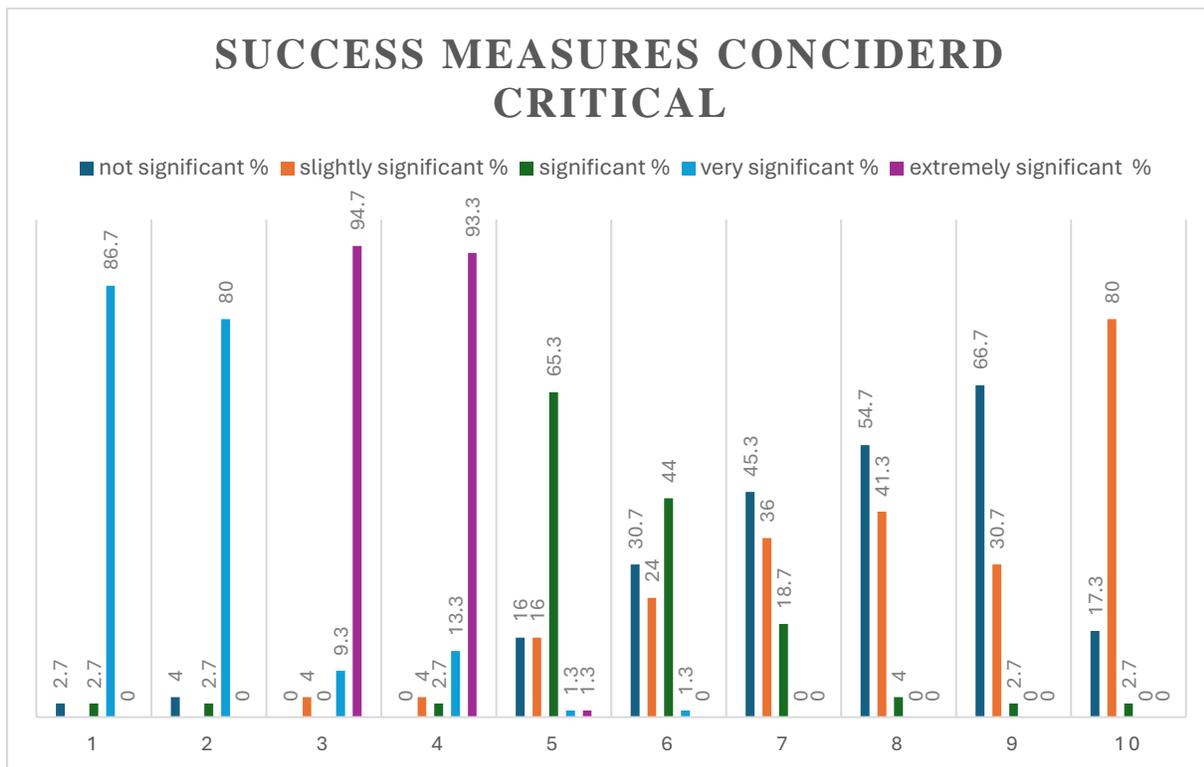
Source: survey (2024)

Response percentage of project success measures reflected critical in project

	<i>not significant</i>	<i>slightly significant</i>	<i>significant</i>	<i>very significant</i>	<i>extremely significant</i>
Measures of success	%	%	%	%	%
<i>Meeting operational specific</i>	2.7		2.7	86.7	0.0
<i>Meeting technical specification</i>	4.0		2.7	80.0	0.0
<i>Meeting time goals</i>	0.0	4.0	0.0	9.3	94.7
<i>Meeting budget goals</i>	0.0	4.0	2.7	13.3	93.3

<i>Fulfilling customers' needs</i>	16.0	16.0	65.3	1.3	1.3
<i>Solving a customer problem</i>	30.7	24.0	44.0	1.3	0.0
<i>Customer using the product</i>	45.3	36.0	18.7	0.0	0.0
<i>Customer satisfaction</i>	54.7	41.3	4.0	0.0	0.0
<i>Market success</i>	66.7	30.7	2.7	0.0	0.0
<i>Market share</i>	17.3	80.0	2.7	0.0	0.0

Table 14: response for measure of success considered critical



Graph 4: critical success factors in projects

Source: survey (2024)

4.3. Discussion

The purpose of this study was to investigate the relationship between project management capacity impact on overall organizational success. It was also interested in considering market and customers satisfaction as success factors of project management. A project that satisfies customers will have large market share and because of this overall organizational success can be achieved because of the revenue and profit. Here, the implication and contribution of this study is therefore

understanding success factors from the short term and long-term perspectives is very important. In this study the following dimensions of success factors are considered.

The first dimension, meeting time, budget, and requirements goals, the first question tested was the perception of respondents toward meeting time, budget, and other project requirements. Not surprisingly, this dimension seemed critical to them all. Furthermore, most project managers were convinced that this was their major job that their performance was assessed by how well they met their project's immediate goals, and above all, adhering to timescales and budgets. However, as the following discussion proves, while all saw time and budget as important, the emphasis on meeting these goals varied according to the project type. (Interestingly, meeting performance was virtually a non-issue for all respondents. almost all projects we studied seemed to have met their performance requirements.

The second dimension, customer satisfaction, As the results indicate, meeting performance measures, functional requirements, and technical specifications are all part of this second dimension.

The third dimension, business success, normally once the projects ensure customers satisfaction organization will have word of mouth and loyalty to have market. revenue and profit and other business-related results. Achieving overall organizational success However, vary with project type.

CHAPTER FIVE

5.1. CONCLUSION AND RECOMMENDATIONS

5.1.1. Conclusion

project management success impact in achieving overall organizational success. This could be achieved by responding to the market through satisfying customers need. the relationships of project success and business success is as follows:

1. project management and organizational success.

well defined project management processes are directly linked to organizational success. help to ensure smooth business operations, task tracking and control. effective project managers optimize resource utilization, maximum value creation and achieving intended outcomes, contributing to both short term and long-term success.

2. customer satisfaction and project success

Customers satisfaction is a critical factor in project success. Satisfied customers are more likely to return and contribute to business growth. Integrating customers feedback into the project management process enhances stakeholders' engagement and overall satisfaction.

3 benefits of project management in organizations

effective project management practice contributes to operational efficiency and successful project delivery. in addition, long term impact, successful project boost employee morale and support new initiatives leading to sustained organizational growth.

5.1.2. Recommendation

It is important to understand that project management is not about completing tasks. it is about driving organizational success by delivering projects effectively which are geared to the organizational strategic goal and respond to the market requirements and satisfying consumers. Since customer satisfaction is a critical component of business success, it not only helps businesses retain customers but also attracts new ones, leading to increased revenue and profitability. Understanding what customer satisfaction means, by answering what factors influence it, and how to improve it are essential for any business looking to grow and succeed in today's competitive market.

Key Strategies for Improving Customer Satisfaction

Providing exceptional customer service is an essential strategy for improving customer satisfaction. To provide excellent customer service, businesses need to invest in training their employees to be knowledgeable, empathetic, and responsive to customer needs. They should also establish clear communication channels to enable customers to reach out to them quickly and efficiently.

Additionally, businesses need to ensure that their products and services meet or exceed customer expectations. This requires a focus on quality control, timely delivery, and consistent performance.

Actively seeking and responding to customer feedback is another important strategy to improve customer satisfaction. Customers value being heard, and it is essential to take their feedback seriously to improve the overall customer experience. One way to achieve this is by using customer surveys or feedback forms to gather insights and opinions on the services or products provided. Companies can also use social media platforms to monitor and respond to customer feedback quickly. It is crucial to acknowledge both positive and negative feedback and take necessary actions to address any issues raised promptly.

In addition to gathering feedback is equally important to respond to customers promptly. Customers appreciate companies that take their concerns seriously and respond to them within a reasonable time frame. Companies should have a dedicated team or personnel responsible for handling customer feedback and ensuring that every feedback is attended to. The feedback should be used to make necessary improvements to products or services, and customers should be informed of any changes or improvements made based on their feedback. Actively seeking and responding to customer feedback can help build trust and loyalty, and customers are more likely to recommend a business that takes their opinions seriously.

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Developing countries require two types of trained project administrators: those who can plan and coordinate the entire project cycle as an integrated process and those who can manage the project as an organizational entity once it is selected and approved (Rondinelli, 1976)

Tesfaye Hailu Zewdie, The Effectiveness of Project Management Processes on Performance of Construction Projects: Case Study Analysis in Selected Companies in Addis Ababa, *Management*, Vol. 6 No. 6, 2016, pp. 203-212. doi: 10.5923/j.mm.20160606.04.

APPENDICES

Appendix A. The questionnaire

A1: for individuals involved in projects.

two minutes only!

Elias Asgedom, MBA student

Selinus University, Ragus, Italy

Barcode

Greetings!

You are kindly requesting to fill my dissertation questionnaire. use the above QR code or the link below.

Thanks for sharing your knowledge!

Please put “√” mark for your choice

Gender:

Male		Female	
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Age:

18-30		31-49		50-60		>61	
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level of education.

Master’s		PhD.	
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Work experience.

< 5 yr.		5-10		11-15		>16	
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Which of the following project success measures are considered in your project?

Measures of success

<i>Meeting operational specific</i>	<input type="checkbox"/>
<i>Meeting technical specification</i>	<input type="checkbox"/>
<i>Meeting time goals</i>	<input type="checkbox"/>
<i>Meeting budget goals</i>	<input type="checkbox"/>
<i>Fulfilling customers’ needs</i>	<input type="checkbox"/>
<i>Solving a customer problem</i>	<input type="checkbox"/>
<i>Customer using the product</i>	<input type="checkbox"/>
<i>Customer satisfaction</i>	<input type="checkbox"/>
<i>Market success</i>	<input type="checkbox"/>
<i>Market share</i>	<input type="checkbox"/>

Which of the following project success measures are critical in your project?

1 = Not significant 2 = Slightly significant 3 = Moderately significant 4 = Very significant 5 = Extremely significant.

<i>Measures of success</i>	1	2	3	4	5
<i>Meeting operational specific</i>					
<i>Meeting technical specification</i>					
<i>Meeting time goals</i>					
<i>Meeting budget goals</i>					
<i>Fulfilling customers' needs</i>					
<i>Solving a customer problem</i>					
<i>Customer using the product</i>					
<i>Customer satisfaction</i>					
<i>Market success</i>					
<i>Market share</i>					

A.2. Questionnaire for customers

Dear Respondent, this questionnaire has purely academic purpose as I am conducting a study at Selinus University, Business school in fulfillment of the requirements for the degree of Master of Business Administration in Project Management. The questionnaire is designed to collect data for a research paper entitled “Project Management Capacity Impact on Companies’ Response for Market and Consumer Satisfaction”. I believe your experience and educational background will greatly contribute to the success of my study. Please try to answer all the questions openly and from the best of your knowledge, as your answers will have an influence on the outcome of the research. Thank you in advance for your time and effort for responding to this questionnaire.

With regards,

Elias Asgedom

Part I. General background of the respondent Please put “√” mark for your choice in the blank space.

1. Gender: Male (____) Female (____)

2. Age :18-30(____) 31-49 (____) 50-60 (____) >61(____)

3. The highest level of education.

Diploma (____) BA/BSc. (____) MA/MSc. (____) Phd. (____)

3. work experience

less than 5 years (____) 5-10 (____) 11-15 (____) >16 (____)

Overall, how you are satisfied by the real estate company?

- Extremely satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Extremely dissatisfied

Based on your most recent interaction with the real estate company, how likely are you to purchase home products or services again?

- Extremely likely
- Very likely
- Moderately likely
- Slightly likely
- Not at all likely

Based on your most recent interaction with real estate company, would you recommend the company products or services to a friend or family member?

- Would
- Probably would
- Not sure
- Probably would not
- Would not

If you would like to share any additional comments about your most recent interaction with our company, please enter them below.

Appendix B: RII Results

Dimension 1: project efficiency

<i>Measures of success</i>	1	2	3	4	5	RII
<i>Meeting operational specific</i>				3	72	0.9920
<i>Meeting technical specification</i>			1	2	71	0.9760
<i>Meeting time goals</i>		3		65	7	0.8027
<i>Meeting budget goals</i>		3	2	60	10	0.8053
<i>Fulfilling customers' needs</i>	12	12	49	1	1	0.5120
<i>Solving a customer problem</i>	23	18	33	1		0.4320
<i>Customer using the product</i>	34	27	14			0.3467
<i>Customer satisfaction</i>	41	31	3			0.2987
<i>Market success</i>	50	23	2			0.2720
<i>Market share</i>	13	60	2			0.3707

1 = Not significant 2 = Slightly significant 3 = Moderately significant 4 = Very significant 5 = Extremely significant.

Dimension 2: impact on customers

<i>Measures of success</i>	1	2	3	4	5	RII
<i>Meeting operational specific</i>	2	71	2			0.4000
<i>Meeting technical specification</i>	3	70	2			0.3973
<i>Meeting time goals</i>		3		65	7	0.8027
<i>Meeting budget goals</i>		3	2	60	10	0.8053
<i>Fulfilling customers' needs</i>	12	12	49	1	1	0.5120
<i>Solving a customer problem</i>	23	18	33	1		0.4320
<i>Customer using the product</i>	34	27	14			0.3467
<i>Customer satisfaction</i>	41	31	3			0.2987
<i>Market success</i>	50	23	2			0.2720
<i>Market share</i>	13	60	2			0.3707

1 = Not significant 2 = Slightly significant 3 = Moderately significant 4 = Very significant 5 = Extremely significant.

Dimension 3: business success

<i>Measures of success</i>	1	2	3	4	5	RII
<i>Meeting operational specific</i>	2	71	2			0.4000
<i>Meeting technical specification</i>	3	70	2			0.3973
<i>Meeting time goals</i>		3		65	7	0.8027
<i>Meeting budget goals</i>		3	2	60	10	0.8053
<i>Fulfilling customers' needs</i>	1	12	6	12	43	0.8160
<i>Solving a customer problem</i>		1	22	24	28	0.8107
<i>Customer using the product</i>		1	34	14	26	0.7733
<i>Customer satisfaction</i>		31	41			0.4933
<i>Market success</i>			2	2	71	0.9840
<i>Market share</i>			2	4	69	0.9360

1 = Not significant 2 = Slightly significant 3 = Moderately significant 4 = Very significant 5 = Extremely significant.