

Impact of Role Clarity and Strategic Fit on Average Project Success: Moderating Role of Market Turbulence on Telecom Companies of Pakistan

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ABSTRACT

Advancement in technology has reshaped the businesses across the globe forcing companies to perform tasks and activities in the form of projects. Stakeholder behavior, stakeholder management, strategic fit, role and task clarity are some of the factors that redesign the project success. The current study examine the impact of strategic fit and role clarity on the Average project success and further it enlightens the moderating role of Market turbulence on the relationship between the aforementioned independent and dependent variables. The population of the study comprises of telecom sector of Pakistan. The Data was collected from 201 project team members working on diverse project in Telecom companies of Rawalpindi and Islamabad. The Data was gathered through a questionnaires measured on Likert scale adopted from the study of Beringer, Jonas & Kock (2013). Each Questionnaire comprises of 3 items to measure each variable. SPSS 20.0 Version was used to analyze the data by applying Pearson correlation and multiple regression analysis technique. Findings depicted that role clarity and strategic fit contributed significantly in enhancing success of a project. Results further evidenced that market turbulence negatively moderated the relationship of independent variables on Average project success. The study at the end highlights recommendations for the future researchers.

KEYWORDS: *project success, market turbulence, telecom companies, project team members*

JEL CLASSIFICATION: *M1*

1. INTRODUCTION

The revolution of information technology across the globe has transformed the business world into a Globe Village which has also contributed to increase competition manifolds. Organizations perform diverse projects for the better functioning of the organizations. Carly (2004) in PMBOK defined Project as an activity or set of activities performed temporarily with an aim to produce unique product or services within a specified time period. Pinto & Mantel (1990) narrated five steps of project management i.e. Initiating, Planning, Executing, Monitoring & Controlling and Closing in their book “Project Management: A Managerial approach”. According to Meredith & Mantel Initiating involves formal startup of a project after the approval from the stakeholders while Planning involves organization of all project activities in order to complete it successfully and on time. Meredith & Mantel further illustrated that Executing involves integration of different resources i.e. Material, Financial,

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Human resource & Technological to perform the project activities effectively while Monitoring and controlling to enhance the project quality. The last step of the process involves the formal closure of project after the project deliverables have been produced and objectives have been achieved.

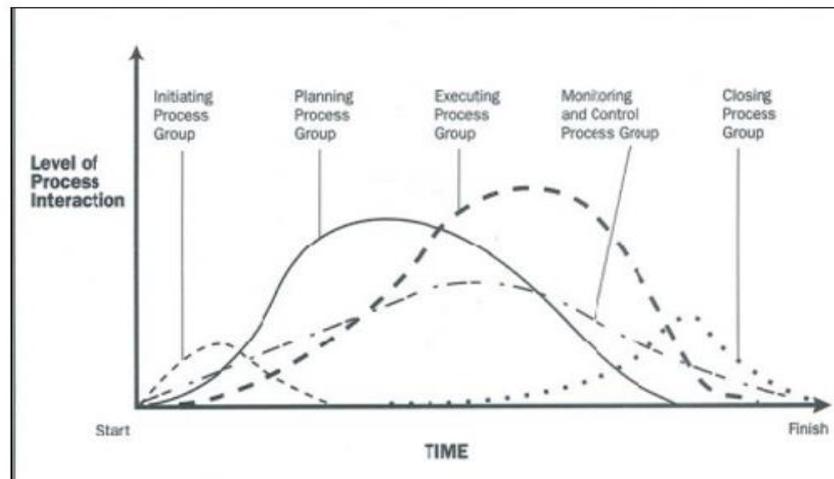


Figure 1. Defining project management

Source: authors after Project Management Institute (2004)

Carly (2004) defined in PMBOK guide that all the projects are usually performed with an objective to achieve success. According to PMBOK guide (Bureau of Reclamation, 2004) when a project fulfills the triple three constraints i.e. Scope, time & Cost it is considered as successful. Numerous Studies investigated different factors responsible for project success Elonen and Arto (2003) in his research described that companies require structured and practical approach to efficiently manage different projects and are marked successful when they fulfill the time, Scope and Cost constraints related to the concerned project (Carly, 2004; De Bakker, Boonstra & Worthmann, 2010). Moreover, clear project plans, clarity of goals, client relationship, communication and top management support also plays an important role in project success or failure (Baker, Fisher & Murphy, 1974).

Shenor, Devir and Levy (1997) identified significant impact of organizational success, project effectiveness, impact and importance of project on project success. Furthermore, Human resource management, budget, role clarity, strategic fit, customer satisfaction, quality and schedule contribute significantly in success of a project (Levine, 2005). Studies also investigated relationship while considering the moderating role of different variables like turbulence in market Portfolio size, Technological advancement and intensity of a competition, portfolio interdependency, share of different projects and different factors related to research and development (Voss & Kock, 2013).

Beringer, Jonas and Kock (2013) studied involvement of internal stakeholders on Project portfolio success and reported negative contribution of senior managers while positive contribution of line managers to project portfolio success. Furthermore the study confirms the moderation of clarity of role among the aforementioned variables (Beringer, Jonas & Kock, 2013). Shah and Naqvi (2014) reported significant connection between involvement of external stakeholders and Project portfolio success in software industry of Pakistan. The findings evidenced partial moderating effect of role clarity among the study variables (Shah & Naqvi, 2014).

Some studies investigated the moderating impact of role clarity between external stakeholders and strategic fit. Numerous studies investigated moderation between economic instability, Technological advancement, Competitive intensity, size, portfolio interdependency, and share of projects on project success but still no study was found that investigated the impact of Strategic fit and role clarity collectively on the Average project success (Voss & Kock, 2013; Levine, 2005).

Likewise, Moderating behavior of different variables on project success and its determinants were also being studied frequently which predominantly includes turbulence in market Portfolio size, Technological advancement relative and intensity of a competition in market, portfolio interdependency, share of different projects and different factors related to research and development (Voss & Kock, 2013). Findings showed significant moderating impact of size and technological advancement however, the market turbulence as a moderator for project success was found to be insignificant (Voss & Kock, 2013). An empirical research was thus required to explore and quantify the moderating role of market turbulence in Pakistani environment where market fluctuations is a common practice.

Hence the current research was conducted to examine the association among Strategic fit and role clarity collectively on the Average project success along with investigating moderating role of market turbulence on the relationship between role clarity & Strategic fit on Average project success. Shah and Naqvi (2012) recommended the investigation of aforementioned study model in different sectors of Pakistan predominantly construction & IT sector. For the purpose of the current study the Telecom sector was selected because of the diversified and complex projects being performed in telecom sector of Pakistan.

Research Questions

- To investigate the impact of strategic fit on Average project success.
- To investigate the influence of role clarity on Average project success.
- To investigate the moderating effect of market turbulence on the relationship between the role clarity and Average project success.
- To investigate the moderating effect of market turbulence on the relationship between the Strategic fit and Average project success

Objective of research

- Examining the relationship between strategic fit and Average project success.
- Investigating relationship between role clarity and Average project success.
- Determining the moderating effect of market turbulence on the relationship between the role clarity and Average project success.
- To verify the Moderating effect of market turbulence on the relationship between the Strategic fit and Average project success.

Study Significance

The objective of project based organizations is to enhance the performance and achieve project success. The findings of the current study highlighted certain factors i.e. role clarity and strategic fit which can contribute significantly in project success further the results could be beneficial for the manufacturing and service organization which are involved in performing different projects.

The findings of the current study would also suggest project based organizations to spend maximum time on devising better mission and vision statements along with SMART strategies in order to practically execute a project keeping in view the different internal and external aspects which have a potential to cause a project success or even can contribute significantly in causing failure of a project. The findings also imply that project based organizations must consider the reorientation of their projects in order to manage the market turbulence. Further the organizations must manage internal and external risks and prepare contingency plans in order to minimize the impact of market turbulence.

2. LITERATURE REVIEW

According to the report of economist intelligence about 80% of executives across the globe considered project management as core competency in achieving competitive advantage and reduce risk and cut cost narrated by PMBOK guide 4th edition (2008). Project management enhances the success rate of a project. Cost, Time, Quality, Resources, Risk and Scope were found to promptly contribute in project success.

Stakeholder theory of organizational management and ethics proposed by Phillips and his associates narrated that organizations has a strong relationship between different component groups of person within company and its external environment which play a significant role in organizational success and also protects the interest of different stakeholders. This concept had been applied to numerous domains including project management as well as strategic management. Studies evidenced the scarce availability of literature on stakeholder behavior unambiguously (Aaltonen & Kujala, 2010; Aaltonen, Kujala, & Oijala, 2008). Few researchers have completely covered different aspects regarding strategic management, role of employees and external environment to explain stakeholder's engagement and its end product i.e. average project success. The current study revealed primarily three perspectives. The role of strategic management in Average project success and role of employees in average project success and thirdly how turbulent environment impacts average project success.

Murphy, Baker and Fisher (1974) proposed Coordination among the project team, development of social Relation, clarifying Success Criteria for a particular project, Clarity of roles and responsibilities of a project team, timely decision making and achieving Competitive advantage in a market to be the determining factors for a project success. Collins and Baccharini (2004) suggested Cost, Time and Quality as three factors responsible for project success.

Avots (2001) identified that inefficient Project manager, ineffective strategic management, inaccurate identification of roles & responsibilities, vague tasks, poor project management techniques, lack of proper planning and commitment to project may cause project failure. The study further suggested that effective planning of activities, hiring competent project manager, clear role and responsibilities, efficient communication and effective problem solving may contribute significantly to average project success (Avots, 2001). Projects are considered as strategic weapon and project managers as strategic leaders who contribute in create economic value (Shenhar, Dvir, Levy & Maltz, 2001). Strategic planning regarding employees, staff, role clarity, project teams, corporate structure and culture may help reduce the problems and achieve average project success (Kerzner, 2001). Kock and Jonas (2012) further emphasis the importance of strategic fit for a project and narrated that the project which do not conform to the corporate strategies must be terminated as they can potentially contribute in a project failure. Shenhar, Dvir, Levy and Maltz (2001) conducted a research to investigate different

dimensions of project success by applying different qualitative and quantitative methods. Findings evidenced that customer, project efficiency, organizational achievement and adherence to strategic fit contribute significantly in Average project success (Dietrich & Lehtonen, 2005).

Studies further evidenced that project often face technological and market uncertainty (Dahlgren & Söderlund, 2010). Pinto and Mantel (2012) found a significant relationship between turbulence and project success. Study narrated that firms in order to flourish in the competitive environment must have dynamic capabilities which would help the organization to meet its long term and short term goals and objectives (Teece, Pisano & Shuen, 1997). Danneels and Kleinschmidt (2001) conducted a study regarding Product Innovativeness and its dynamics in regards of selection and Performance of a project. The data was collected from 262 industrial product development projects to study innovativeness & its different dynamics, the study also investigated the impact of innovation on decision making with respect to different activities and product performance. The findings evidenced that turbulence do exists in the market and projects often face uncertainty with respect to technology or environment which adversely affects the success of a project. Clarkson (2003) suggested that project manager require guidance and training on managing market turbulence in order to improve corporate performance. Calantone (2003) also investigated the impact of market turbulence on strategy planning for NPD. The findings evidenced that project innovativeness; strategic planning and risk management are significantly greater in highly turbulent environments.

Voss & Kock (2013) investigated a connection between relationship value & average Project success. The study explored the moderating role of technological, market and environmental turbulence on aforementioned variables. . The data was collected from cross-industry sample of 174 German, Swiss, and Austrian medium sized and large companies. The findings showed a significant relationship between study variables as well as moderating effects of technological& environmental turbulence and however findings signifies a moderating effect of market turbulence between the independent and dependent variables relationship.

3. THEORETICAL FRAMEWORK

The current study investigates the moderating role of market turbulence between the relationship of role clarity and strategic fit on average project success in Pakistani Telecom Industries. Numerous researchers have related this study with stakeholder theory in the context of average project success.

Literature narrates that stakeholders are basically a group of people which are directly or indirectly affected by the accomplishment of Goals of an organization. Beringer and its coauthors evidenced that project stakeholders are the major parties that are involved in achieving project success. So this theory also supported present study as it proposes that internal stakeholder's i.e. Management and employees contribute significantly in average project success.

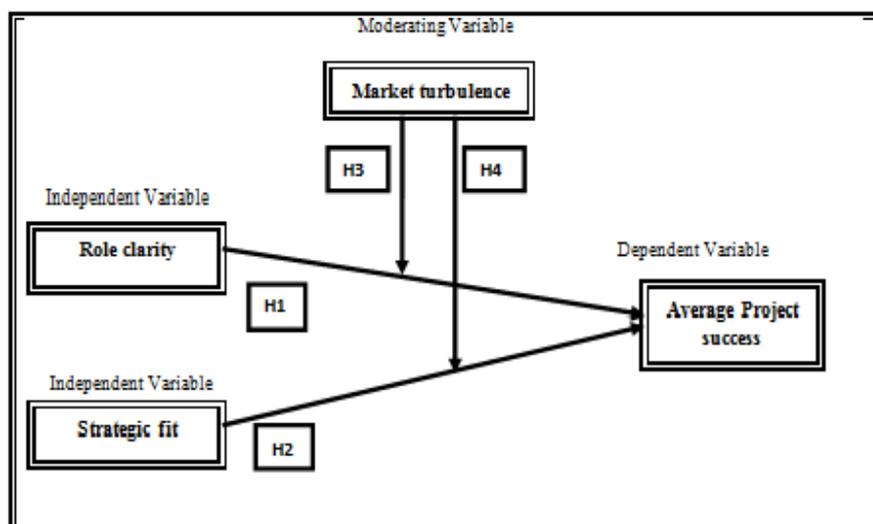


Figure 2. Study Model

Source: Author's Model representation

Hence the above figure represents the model of the study and demonstrates the impact of strategic fit and role clarity on Average project success. The study also explores the moderating impact of market turbulence on the relationship between strategic fit & Average project success. Further the moderating role of market turbulence between role clarity & Average project success was also investigated on diverse project being performed in telecom Industry of Pakistan.

4. METHODOLOGY

The present study is cross sectional conducted in Telecom industry Islamabad, Pakistan. The study selected 10 well known and highly reputed telecom organizations. Data has been collected by simple random sampling in those telecom firms dealing in the multiple technologies. The obtained response was 201 and the study was pre-tested by valid and reliable scales, moreover valid scale adopting items from the studies of Beringer, Jonas & Kock (2013) for collecting, and measuring the data related to Role clarity, Strategic fit ,Average project success and Market turbulence. The reliability and validity of the entire instrument were greater than 0.65 and the data was tested by using SPSS 20.0 for performing the analysis of frequency distributions, Pearson's Correlation and Regression analysis.

4.1. Research Design/Research Layout

Purpose of the study is mainly hypotheses testing with an objective to test a correlation and moderation by establishing an association between two independent variables i.e. strategic fit and role clarity and a dependent variable i.e. Average project success. Later the study further investigated the moderating role of market turbulence between aforementioned variables with an objective to reach a conclusion that whether strategic fit & role clarity has any contribution in project success or failure. Further the study also measured the moderating role that market turbulence play in achieving average project success. The data for the current study has been collected through self-administered questionnaires, given to 201 projects managers and project team members working on different projects in telecom sectors of Islamabad, Lahore Pakistan. Hence, this study was cross-sectional because the data was collected once. The

study setting natural environment hence, non-contrived and individual workers were considered as unit of analysis.

4.2. Study Hypotheses

H₁: Role clarity is significantly related to Average Project success

H₂: Strategic Fit is significantly related to Average project success

H₃: Market turbulence moderates the relationship between Role clarity & Average Project Success

H₄: Market turbulence moderates the relationship between Strategic fit & Average Project Success.

4.3. Population Frame/ Sample Design

The revolution of IT has given a big boost to telecom sector of Pakistan and has opened a market for new telecom companies which created a huge competition and innovation. Telecom sector is one of the progressive sectors which is actively performing their services with an objective to satisfy the customer needs. High competition forces these companies to work on diverse nature projects hence; the current study was conducted on Telecom industry of Pakistan.

The data was collected mainly from the 10 telecom companies operating in Islamabad. Non probability: Convenience sampling technique was used to collect the data from the employees of Mobilink, Ufone, Telenor, Nayatel, Wi-tribe, Zong, Warid, ComSap, Huwawei and PTCL.

4.4. Data collection procedure

The data regarding the study variables were collected by using an administered questionnaire which was distributed among respondents in person. After assuring confidentiality of information the study questionnaires were distributed among 350 employees working on different projects in 10 companies out of which 201 filled Questionnaires were returned; hence the response rate of the study was 57.4%.

4.5. Measurement and instruments

The scale for the current research was collected from the study of Beringer, Jonas & Kock (2013). The first 3 items were used to measure role clarity which focused on clarity of roles and responsibilities regarding a project Similarly 3 items were used to measure Strategic fit which mainly focuses on strategic planning and future orientation of the project. Likewise 3 items were used to measure market turbulence and Average project success each, mainly focusing on the impact and consequences of economic crisis of project activities and how the projects can be made successful respectively. The reliability and validity of the instrument was established by distributing the questionnaire to 60 respondents initially which showed significant results. Table attached at Appendix 1

5. RESULTS AND FINDINGS

The results of the Pearson's Correlation values for all study variables were described in the above table. Findings evidenced that all the variables are either highly significant i.e. $p < 0.01$

or significant $p < 0.05$. The inter-correlation matrix demonstrates that role clarity are positively significantly related to Average project success ($r = 0.290^{**}$, $P < 0.01$).

Table 1. Inter Correlation Matrix (N = 201)

	Item	I	II	III
1	Role Clarity	1		
2	Avg Proj success	.290**	1	
3	Strategic Fit	.263**	.475**	1
4	Markt Turbulence	.137*	-.166*	.215**

Source: Author's calculation

The findings also highlighted a positive significant correlation between strategic fit and Average project success ($r = .475^{**}$, $P < 0.01$). Findings also evidenced a positive significant correlation between Role clarity and Market turbulence ($r = .137^*$, $P < 0.05$) and strategic fit and Market turbulence ($r = .215^{**}$, $P < 0.01$). Lastly the findings showed a negative significant correlation between Average project success and Market turbulence ($r = -.166^*$, $P < 0.05$).

Table 2. Regression analysis (Role clarity & Strategic fit) and dependent variables (Avg Project Success)

	B	β	T
Constant	1.345		5.628
Role clarity	.174	.063	2.780*
Strategic fit	.399	.059	6.746*

Source: Author's Calculation

$R^2 = .255$ $\Delta R^2 = .248$

$F = 33.894$ * $p < .005$

Dependent Variable: Average project success

Study proposed the significant relationship between role clarity and Average project success along with the moderating role of Market turbulence. Results of the regression analysis in table 4 shows that role clarity positively impact the average project success ($R^2 = .255$) and ($\beta = .174$, $p < .001$). The results indicated that greater the role clarity to the project managers the more would be the chances of project success which were in line with the findings of (De lone et al., 1992). Further the results of regression analysis also evidenced that the market turbulence negatively moderates the relationship of role clarity and Average project success ($\beta = -.098$, $p < .005$). Results were in line with the findings of Didenko & Konovets (2009).

Table 3. Moderated regression analysis (Market Turbulence, Role Clarity & Average Project Success)

Model	R	R ²	Adj R ²	F Change	Sig
1	.316	.100	.091	11.003	.000
2	.391	.153	.140	11.88	.000

Source: Author's Calculations

Predictor (Constant): Role clarity

Predictor (Constant): Role clarity, Market turbulence, Role Clarity* MT

"**R Square Change**" shows the increase in variation explained by the addition of the interaction term (i.e., the change in R^2) and is reported as **0.075** or **7.5%** ($p < .005$) which shows the percentage increase in the variation explained by the addition of the interaction term. Hence, the findings concluded that Market turbulence does moderate the relationship between Role clarity and Average project success.

Table 4. Regression Equation Coefficients (Role clarity, MT & Avg Project success)

Model	B	SE	β	t
Constant	1.894	.322		5.882
Role Clarity	.268	.067	.272	3.996*
Market turbulence	-.137	.073	.128	1.886
Constant		.029	.066	.440
Role Clarity	.261	.066	.261	3.93*
Market turbulence	-.098	.067	.098	1.475*
Role clarity*Mrkt turbulence	-.213	.060	-.233	-3.518*

* $P < .005$

Source: Author’s calculations

The beta value (β) for the interaction term Role clarity*Market turbulence = -.213 with $p < .005$ which shows significant moderating effect on Average project success. Study further proposes significant relationship between strategic fit and Average project success along with the moderating role of Market turbulence. Results of the regression analysis illustrated positive impact of strategic fit on average project success ($R^2 = .255$) and ($\beta = .399, p < .001$). Findings were in line with the study of Morris & Hugh (1986); Avots (2001). Further the results of regression analysis also confirmed that market turbulence negatively moderates the relationship of Strategic fit and Average Project success ($\beta = -.078, p < .05$) which is in line with the findings of Didenko & Konovets (2009)

Table 6. Moderated Regression analysis (Market Turbulence, Strategic fit & Average Project Success)

Model	R	R^2	Adj R^2	F Change	Sig
1	.480	.230	.222	29.608	.000
2	.486	.236	.225	20.324	.000

Source: Author’s calculations

Predictor (Constant): Strategic fit

Predictor (Constant): Strategic fit, Market turbulence, Strategic fit* MT

"**R Square Change**", shows the increase in variation explained by the addition of the interaction term and is reported as **0.06** or **0.6%** ($p^* < .005$) which explains the variation in the interaction term. Hence concluding that Market turbulence does moderate the relationship between strategic fit and Average project success.

Table 7. Regression Equation Coefficients (Strategic fit, MT & Avg Project success)

Model	B	SE	β	t
Constant	1.490	.296		5.041
Strategic Fit	.429	.059	.461	7.222*
Market turbulence	-.071	.068	.067	1.045*
Constant		.041	.063	.222
Strategic Fit	.455	.064	.455	7.11*
Market turbulence	-.078	.065	.078	1.275*
Strategic Fit*Market turbulence	-.213	.060	-.233	-3.218*

P<0.005

Source: Author's Calculations

The beta value (β) for the interaction term Strategic fit *Market turbulence = -.218 with $p < .005$ which shows significant moderating effect on Market turbulence.

6. DISCUSSION

Main objective of this study was to identify the relationship between role clarity & strategic fit with average project success. Beringer and coauthors (2013) evidenced significant relationship between internal stakeholders (management & employees) and Average project success. Present study finds significant relationship of role clarity & Average project success and strategic fit & Average project success. While in context of moderating role of market turbulence study proved all hypotheses related to role clarity & Average project success and Strategic fit & Average project success.

The study hypothesized that **greater the role clarity, the better prospects for Average Project success (H₁)**. The results of the Pearson correlation matrix shows that there is a positive and significant correlation between the role clarity and average project success ($r = 0.290^{**}$, $P < .01$). Results of the regression analysis show that role clarity positively impact the average project success ($R^2 = .255$) and role clarity has a considerable positive ($\beta = .174$, $p < .001$) on average project success. The results indicated that greater the role clarity to the project managers the more would be the chances of project success. Hence accepting H₁ and Results are in line with the findings of (De lone et al., 1992).

The study further hypothesized that **the greater the strategic fit; the better will be the chances of Average Project success (H₂)**. The results of the correlation matrix demonstrate that there is a positive and significant correlation between the strategic fit and average project success ($r = 0.475^{**}$, $p < .05$). The results indicated that greater the strategic fit of a project the more would be the chances of project success. Results of the regression analysis also shows that strategic fit positively impact the average project success ($R^2 = .255$) and has considerable positive ($\beta = .399$, $p < .001$) on average project success. The results indicated that greater the strategic fit the more would be the chances of project success. Hence accepting H₂ Findings were in line with the study of Morris and Hugh (1986).

Thirdly it was hypothesized that **the higher the market turbulence, the weaker the positive effect of Role clarity on Average Project success (H₃)**. The results of the Pearson correlation shows that market turbulence has a negative and significant relationship with role clarity ($r = -0.137^*$, $p < .05$) as well as Average project success ($r = -0.166^*$, $P < 0.05$). The

negative impact of **market** turbulence actually decreases the positive impact of role clarity on average project success. Further the results of regression analysis also showed that the market turbulence has a negative relation with the role clarity ($\beta = -.098, p < .005$) which is in line with the findings of Didenko and Konovets (2009).

Fourthly it was hypothesized that **the higher the market turbulence, the weaker the positive effect of strategic fit on Average Project success (H4)**. The results of the Pearson correlation shows that market turbulence has a negative and significant relationship with strategic fit ($-.215^{**}, p < .05$) as well as Average project success ($r = -0.166^*, P < 0.05$) which actually decreases the positive impact of strategic fit on average project success. Further the results of regression analysis also showed that the market turbulence has a negative relation with the Strategic fit ($\beta = -.078, p < .05$) which is in line with the findings of Didenko and Konovets (2009).

The results of the regression analysis to test moderation highlights that the value of "**R Square Change**", shows the increase in variation explained by the addition of the moderating variable i.e. market turbulence. The findings demonstrated that the change in R^2 is reported as **.075 for moderating effect of market turbulence between Role clarity and average project success**. More usually, this measure is reported as a percentage so we can say that the change in R^2 is **7.5%** (i.e., $0.075 \times 100 = 7.5\%$), which is the percentage increase in the variation explained by the addition of a moderating variable i.e. market turbulence between the relationship of Role clarity and average project success. Further the "Sig. F Change" column demonstrates that market turbulence does moderate the relationship between Role clarity and average project success. Hence **verifying (H3)** the greater the market turbulence the weaker the impact of role clarity on average project success. Results were in line with the findings of De lone et al. (1992) and Didenko and Konovets (2009).

The results of the regression analysis to test moderation further highlights that the change in R^2 was **0.06 for moderating effect of market turbulence between strategic fit and average project success**. More usually, this measure is reported as a percentage so we can say that the change in R^2 is statistically significant at **0.6%** (i.e., $0.06 \times 100 = 0.06\%$), which is the percentage increase in the variation in the relationship of strategic fit and average project success explained by the addition of a moderating variable i.e. market turbulence. Further a result we obtain from the "Sig. F Change" column we can safely conclude that market turbulence does moderate the relationship between strategic fit and average project success. The greater the market turbulence the weaker the impact of strategic fit on average project success hence, further **verifying (H4)**. Results were in line with the study of Didenko and Konovets (2009), Morris and Hugh (1986).Comprehensively the results of moderation analysis through moderated multiple regressions evidenced that market turbulence act as moderator between the relationships of role clarity & average project success and strategic fit and average project success. The results signifies that role clarity and strategic fit do contribute positively in increasing average project success but when there exists a turbulence in a market, the positive effect of role clarity and good strategic fit neutralizes and average project success declines due to the presence of turbulence in the market. Hence market turbulence moderates the relationship of independent and dependent variable in the current study.

7. CONCLUSION

Huge economic crisis has contributed significantly in creating market turbulence in Pakistan which may impact the working and success of different projects undergoing in Pakistan. The result of the study evidenced that role clarity and better strategic fit contribute significantly in enhancing the average success of a project. The study further evidenced that market turbulence moderates the relationship of two independent variables i.e. role clarity and strategic fit with average project success and findings indicated that the presence of turbulence in the market decreases the average project success in spite of better strategic fit and role clarity.

8. FUTURE RESEARCH

The future researchers may conduct this study at massive level by considering all telecom organization in Pakistan to ascertain the results obtained. Further it may be extended internationally or over the continent to recommend the project based organization the way to manage the success in highly tabulated. Future researches may investigate the moderating role of internal and external risks and the impact of political, Economic, Social, legal, technological factors on average project success.

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APPENDIX 1.

Table 1. Summary of Respondents profile

Variables	Responses	Frequency	Percentages
Gender	Male	161	80.1%
	Female	40	19.9%
Age	20-25 years	52	25.9%
	26-30 years	97	48.3%
	31-35 years	39	19.4%
	36-40 years	5	2.48%
	40 years and above	7	3.48%
Experience	1-5	94	46%
	6-10	64	31.8%
	11-15	38	18.9%
	16 and above	5	2.5%
Qualification			
	Matric/SSC	3	1.5%
	Intermediate/HSSC	12	6.0%
	BBA/BSC	80	39.8%
	Masters/Higher Studies	105	52.2%

Source: Author's Calculations

Table 2. Reliability test

Variables	No of Items	Alpha
Role Clarity	3	0.69
Strtegic Fit	3	0.79
Market turbulence	3	0.82
Avg Project Success	3	0.73

Source: Author's Calculations