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PROJECT FAILURE AS A REOCCURRING ISSUE IN DEVELOPING COUNTRIES: FOCUS ON ANAMBRA STATE, SOUTH EAST NIGERIA.

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ABSTRACT: Project failure has become a recurrent feature of construction projects in developing countries as revealed by research works. This manifests not only as abandonment of projects, but in the form of structural defaults leading to structural collapse, prolonged projects delivery time, cost overshoots and client dissatisfaction. The aim of this research therefore was to critically analyse the factors that may lead to project failure in Anambra State, South East, Nigeria, with a view to ameliorating the high level of project failure. Primary information used in the research were sourced from a survey of one hundred (100) project professionals, with a minimum of 5 years of experience. Structured questionnaires based on the Likert-5-Point Scale of Responses were used to capture their opinions on the reasons for project failure, while Secondary information were sourced from review of literature. Results were analyzed using appropriate statistical tools based on the Statistical Package for Social Sciences (version 16.0). Our results show that indeed, the rate of failure of projects is high (p =0.000). We have established and firmly ranked the first five factors responsible for project failure in Anambra State, South East, and Nigeria. The researchers concludes that the most important factor for project failure is increase in the price of starting materials. It is recommended that the results presented in this research be widely disseminated and used in community enlightenment, and in further policy guidance and regulation. It is also recommended that the study be applied to the entire South East, Nigeria in order to generate better client satisfaction in subsequent projects.

KEYWORDS: Project Failure, Developing Countries, South East Nigeria.

INTRODUCTION

Background of the Study

The Nigerian construction project industry in particular is dotted with too many cases of failed, abandoned or uncompleted projects. These include both publicly-owned facilities and private projects. Project failure manifests as inability to deliver a project to time, cost and quality specifications, or inability to satisfy consumer expectations (Amachree, 1988). Going by this definition, it may be observed that few projects in Nigeria go to completion on time, and few also utilize the amount initially budgeted for them. More often than not, the projects drag on for years and in some instances, they become functionally obsolete on completion. This is because times are changing fast, and new innovations driving the way things are done are being introduced every

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day. A typical example is the Ajaokuta Steels Project. The amount of money invested so far runs into billions of naira yet, because it has dragged on for years, the project has no prospects of ensuring steel production at a competitive rate. This is because parts installed initially in the early stages of the project have become obsolete and cannot guarantee steel production at a competitive rate. The waste occasioned by this project is monumental, because the money could have been channeled into other needed priority projects like equipment of Universities, or maintenance of roads.

The failure of projects from a cost perspective is a worrisome trend in the construction industry in Nigeria. Whereas in many cases, project cost variation is inevitable because of inflation and other unforeseen events, more often than not, poor project conception and design by themselves make it impossible to make credible estimates of the costs of materials and of the project itself. This trend has become a handy excuse for corrupt contractors and administrators who resort to varying the cost of ongoing projects in order to make money from the situation. Sometimes, the ultimate cost of the project after all the variations done is several magnitudes higher than the projected cost at the start. This is wrong and points at the inability of governments and projects. In fact, technical competence in architecture, or building, civil engineering or management alone cannot qualify one as a professional project manager without the requisite training.

The inability to complete projects on schedule or to cost projections has sometimes led to total project abandonment. This has been encountered in road construction projects, where initial excavation and grading work can worsen the state of pre-existing roads, only for the project to be abandoned for one reason or other. This has created untold hardship in many rural and urban road construction projects, because such roads serve entire communities and could affect their economic fortunes. In other instances, public building projects of a crucial nature such as proposed hospital projects could drag on for years, even while the populace battles epidemics.

The question then is, "why are more and more projects failing?" And, what can the project manager do about the menace? The reasons for failure are numerous. They could range from technical problems associated with poor project conceptualization and design, to economic problem associated with their implementation. Others include political, environmental, cultural factors, etc. As credible and unpredictable as these reasons are, the truth is that professional project management can go a long way in envisaging the barriers to project success and curtailing them. Above that, professional project management can ensure that all relevant factors needed for successful project implementation are identified, factored in, and harnessed, in order to ensure successful delivery.

The ability of projects to deliver value to customers or users on completion is another crucial measure of importance and in many cases, this condition is not met. There are several cases of white elephant projects embarked upon by the government that have little inherent value, even after gulping billions of naira. This means that, in order to be seen as performing, a project must be conceptualized to address a specific desired and justifiable purpose, which ranks very well on the scale of importance and priorities. For instance, in most resource-poor settings with no

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infrastructural provisions, there is hardly any justification to embark on a project for an amusement park, when there is no provision for pipe borne water, or electricity, or good roads. The conceptualization is therefore very important, because once it is poorly done, there is a wider room for abandonment, in that incoming administrations may fault it and starve it of funds.

The design of a project is also very important, and is intimately linked to the conceptualization of its very idea. Poor design eliminates the possibility of deriving maximum value from the project, because functionality is lost. Poor design could lead to early dilapidation and short utility life. Sometimes, structural collapse may occur. This has happened in many residential building projects all over Nigeria, and has led to high casualty figures. In other countries such as China, cases of bridges collapsing in the course of construction have been recorded, leading to very high fatalities. Of late in Nigeria, there has been a move to regulate the standards of building materials more stringently, as the poor qualities of such building materials have been adduced as a reason for the high rate of collapse, fires and dilapidation, etc.

Statement of Problem

According to Nwachukwu, et al. ((2010), the rate at which infrastructure construction projects fail, or are abandoned, some even under construction, is retrogressive in most developing economies. So one understands why it is a problem in Anambra State, South East Nigeria. Besides the very high numbers of abandoned projects defacing the landscape, of recent, a high rate of collapse of privately-owned building projects has been recorded, with the attendant fatalities. In June, 2012, a building collapsed at Ifite, near Awka, claiming two fatalities with a number of other injured persons (Ujumadu, 2012). Very recently, in September 2014, another storey building collapsed at Adazi-Ani, killing one and injuring over 200 persons (Ameh, 2014). It is appalling that this can be happening when we have not been attacked by some natural disasters such as tsunamis and earthquakes, which test the strength of even the strongest buildings. The problems posed by failed projects are not limited to private buildings. In fact, some glaring cases of public buildings such as the Federal Secretariat Project, buttress this point. The rate of Project failure is indeed alarming. Projects of moderate scale go on for a long time and this has created skepticism in the population about the sincerity of governments to complete any projects embarked upon on schedule. Sometimes, communities make projections about the likelihood of early completion or not, or even outright abandonment, judging solely by the reputation of the contractor handling the work. Even more worrisome is the prevalence of abandoned projects, mostly private properties, due to one reason or another.

Aim and Objectives of the Study

The aim of this research is to critically analyse the factors responsible for project faiure in Anambra State, South East, Nigeria .

Objectives of the Research include:

• To find out if indeed high rate of project failure is a problem in Anambra State, South East, Nigeria.

• To determine the factors responsible for project failure their contributions.

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• To find out if the award of contract without reference to availability of fund is the major reason for project failure in Anambra State

Research Questions

There are certain research questions that need be answered in the course of this research, These include:

- Is high rate of project failure a problem in Anambra State, South East, Nigeria ?
- •
- What are the factors responsible for project failure in the case study?
- •

• Is award of contract without reference to availability of fund the major reason for project failure?

Significance of the Study

The can bring to the lime light strategies which can be successfully applied to boost project delivery in Nigeria. This can go a long way in informing policy development on the subject matter, and can provide project guidance to professionals involved in construction projects in Nigeria, from design to implementation. It can also establish a clear need for professional project managers in Nigerian construction enterprises. Because of paucity of literature on project management principles and practices in Nigeria, it is hoped that empirical studies such as this can help enrich the indigenous literature on the concept.

REVIEW OF RELATED LITERATURE

Concept of Project and Project Management

By definition, a project can be considered to be a series of coordinated activities and tasks embarked upon by organizations, with clearly defined objectives, commencement date, duration, requirements for resources and also funding limits. A project is delivered to quality and time and cost specifications and in order to realize them, proper organization of resources is crucial (Nwankwo, 2006). This need for proper organization of resources informs the concept of project management. Project organization therefore is referred to by Benjamin (2001) as the "overall design and structure of the body of entity that would undertake the task of project execution" By this definition there is no disparity between project organization design and organization design/instruction. Project management has been defined as "managing and directing time, materials and costs to complete a particular project in an orderly and economical manner, so as to meet established objectives in time, budgeted amount and to achieve technical results" (Ntamere, 1995). It can also be defined as planning, directing, organizing and managing of a company's resources for a relatively short-term objective.

Project management is believed to be justified as a means of avoiding the ills inherent in the construction and production sectors of the economy and for which reasons most projects fail and or are abandoned (Nwachukwu & Emoh, 2011). Project management is concerned with

Vol.3, No.3, pp.1-20, September 2015

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"implementation of strategy". "Strategy" is an old word concerned with a plan of action geared towards achievement of a particular goal (Ghemawat, 2002). Modern project management, which is not the same as Strategic is a means to adapt for change and be a tool for strategy implementation. Project management is most crucial to the development of businesses and enterprises, in which it offers a platform for harnessing and integrating the various components of resources, labor, and communication towards project success. It evolved from the need for management to stay informed about all aspects of an organization's activities asnd commitments given the complexity of the organizational structure. It is dynamic as it can change its composition to suit the need of the project wherever necessary.

The project manager should be informed about the general principles of management. He also needs to understand how the various principles are inter-related, and how they work together to achieve organizational goals. He needs to understand how the various participants operate and appreciate their individual skills and peculiarities and work pattern and also weaknesses. This demands that he should be very knowledgeable and with a good deal of experience.

His task is to obtain results from the integrated effort of many functions and sub-functions, through planning and within the limits of available resources. He also maintains regular communication with executive management and administration regarding the status and progress of ongoing projects. He is the leader of the project team and his job consists in directing members of the project team. He negotiates for the resources needed for the project and should be able to resolve any conflicts deriving from the utilization of those resources. The roles of the project manager can be summarized thus:

THE ROLE OF THE PROJECT MANAGER

1. He manages and coordinates the initiatives needed to enhance the organization's systems and processes.

2. He provides informed strategic advice on project design and implementation for effective analysis.

3. He is involved in the development and implementation of short and long term goals, objectives and procedures.

4. He is involved in the development of project plans, work schedules and cost estimates for long-term projects produces and manages annual budgets.

5.He represents the project in Institutional matters and also externally.

6.He communicates with executive management regarding the status of current project initiatives, and seeks and obtains executive guidance and approval as needed.

Though not very different from the forgoing, Samaras and Yensuang (1989) summarized the functions of a project Manager thus:

- 1) Establishment of project objectives
- 2) Definition of tasks and subtasks needed for goal implementation
- 3) Setting of milestone

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- 4) Allocation of resources
- 5) Assignment of responsibility

The project manager also performs other duties as assigned to him, and assembles the members of the project team for periodic review. The project manager is different from top management officials and is the professional who is able to plan, direct and control organizational resources towards successful project implementation. Each project has its unique nature, and so project management tries to accommodate each project's peculiarity in order to achieve project-specific goals and objectives. This implies a great deal of flexibility. This call for flexibility is actually one of the reasons management executives must delegate the core tasks of project management to a project manager who is responsible for the day-to-day implementation of the project.

The flexibility of a project manager entails a capability to foresee a change in project requirements, since we live in a constantly changing environment. According to Neal (1995),

Because projects can be very complicated in nature, their implementation involves a myriad of non-structured undertakings, in order to complete them on time and meet cost and performance specifications. A project manager may be added to every project, but he must work in the context of general organizational goals, and be able to carry out the needed multi-disciplinary coordination. A project manager is very crucial to the survival of organizations and projects and can be the difference between a successful project and a failed one, because 'whatever the size of a project and how properly the project is planned, proper management guarantees the success of the project (Ndionu, 1994).

FACTORS AFFECTING PROJECT IMPLEMENTATION

There are several factors affecting project implementation process and these have been discussed from different perspectives by different authors. Metzger (1983) listed problems mostly encountered as: Poor planning, undefined contract, unstable problem definition, inexperienced management, political pressure, ineffective change control and unrealistic deadline. In the views of this author, the successful project implementation may depend to an extent on careful regulation of the factors as stated below:

- 1. Insufficient capital
- 2. Inflation
- 3. Poor planning
- 4. Political pressures and Government Bureaucracy
- 5. Contractor competence and organization
- 6. Variation of project scope and design
- 7. Changes in consultancy service providers
- 8. Change in the original design
- 9. Business/Geographical environment
- 10. Project complexity

There is a tendency for successive governments to discontinue projects initiated by their

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predecessors (Fubera, 1985). Rather than do this, the new regimes prefer to start their own projects altogether. A major reason for this is that many contracts are awarded to serve political purposes and so continue to be credited to the regime that awarded it, even if they did not complete it. Again, because many contracts are actually inflated, rather than continue to fund ongoing projects, successive governments tend to use this knowledge to discredit past governments in order to score political points. This has led to a dive in confidence in the public sector, such that funding partners approach long term public sector projects with a lot of caution. (Nwachukwu, 1988). This greatly erodes the operation of public-private funding partnerships.

Sometimes, this lack of continuity derives from more sincere reasons like inflation, which affects the cost of raw materials and changes the amount of money required to complete a project by many orders of magnitude. For projects which have been going on for a long time, several cost variations may be occasioned by this, which greatly increases the temptation to abandon them.

PROJECT FAILURE

The inability of many projects to generally satisfy the desires and aspirations of the end user is also an instance of failure (Nwachukwu & Nzotta 2010). A project, irrespective of completion time or cost fitting is indeed a failed one if it does not justify its cost and the value derivable from its use. This refers to a case of a white elephant project. In a study (Baker, Fisher & Murphy, 2010) to gauge the value of customer satisfaction as a measure of project success, analysis of responses from project managers caused the researchers to conclude that that project success means much more than merely meeting cost schedules and performance specifications. In fact, the level of satisfaction of the client is a very strong index of project failure or success.

Projects evaluation is a crucial task which x-rays the conformance of any given project with international best practices and with the projects own objectives and goals. A failed project is a drain on government funds and a waste of tax payers' money and goodwill. It seriously limits the ability of the government or the individual project sponsor to undertake other needed projects and defaces the landscape. It is therefore necessary to x-ray the factors that trigger project failure as a step towards minimizing project failure and the accompanying wastefulness.

RESEARCH METHODOLOGY

Research Design

The research employed the field survey approach which took the researchers to several project sites for the collection of data. The factors bearing on project management were analyzed to find out their individual and collective impacts using suitable analytical tools (see Statistical analysis).

Study Population, Sample Size and Sampling Technique

One hundred 100 professionals were targeted. These included project professionals of different backgrounds including project managers, architects, surveyors, engineers, builders, etc. The fraction of the targeted study population responding to the questionnaire constituted the sample size. A random sampling technique was used, targeting skilled and very experienced project

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professionals in the middle and top hierarchies.

Data Sources

Data sources included both primary and secondary data sources. The primary data refers to first hand information obtained from the surveys while the secondary data refers to already published information which were further applied to the research. The secondary data helped establish the theoretical background and modify the research questions and pointed out the limits of previous researches on related topics.

Secondary data sources included:

- Textbooks (print and online)
- Journals articles
- Real estate magazines and newspapers
- Conference/Workshop papers and proceedings

Instruments for Data Collection

An Objective Evaluation Questionnaire (OEQ) was used in primary data collection. The questionnaire was distributed to a hundred and nineteen (119) project professionals, out of which 100 was returned. This no then constituted the sample size for the analysis.

Structure of the Questionnaire

The questionnaire was structured in the "Likert-5-Point Scale of Responses" format. This has the advantage of flexibility for several choice responses.

Additionally, the respondents were allowed to include any other factors not captured in the questionnaire and which they deemed important towards project failure.

Primary Sources of Data

The major sources of data used in this research included Project Managers, architects, Estate Agents, quantity surveyors, civil and structural engineers, and builders. Those included in the sample had post-qualification experience of 5 years at the least.

In this sources of data collection, (18) factors of project failure as identified in the literature were used in forming the questionnaire (see appendix 1).

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Table	3.2: Coding of factors responsible project failure	
S/n	Factors of project Implementation	Code
1	The level of project collapse in Anambra State is high	VA1
2	The rate of project abandonment in Anambra State is high.	VA2
3	The rate of overall project failure(Cost overshoot, delayed completion,	VA3
	structural collapse) in Anambra State is high	
4	Spiritual factors contribute to project failure in Anambra State	VA4
5	Difficult terrain, e.g. erosion, waterlogging and sticky soil, may lead to	VA5
	project failure.	
6	Nature of subsoil,e.g. presence of clay, causes structural failure.	VA6
7	Insecurity leads to project failure	VA7
8	Political pressure can result in project failure	VA8
9	Use of academically qualified project managers does not result in a different	VA9
	outcome from use of uneducated but experienced building contractors	
10	1 Increase in prices of raw materials and services leads to project failure.	VA10
11	Variation of project scope leads to project failure	VA11
12	Cange in original design leads to project failure.	VA12
13	Poor planning of project implementation leads to project failure	VA13
14	Change of project manager which may lead to change in project team leads	VA14
	to project failure	
15	Award of contracts without reference to funds availability leads to project	VA15
	failure.	
16	Frequent changes in government and government policies lead to project	VA16
	failure	
17	Contractors performing below expectation lead to project failure	VA17
18	Scarcity of raw materials leads to project failure.	VA18

Factors for project failure

Tools for data analysis

All analyses were done using SPSS. They included the following:

Factor Analysis

Factor analysis is a quantitative multivariate analysis which tries to represent the interrelationship among a set of continuously measured variables using a number of underlying linearlyindependent reference variables called factors (Ubani & Okoroji 2013). It seeks to condense the numerous influences into fewer dimensions of interrelated attributes called components. In this procedure, the relative influences of different factors held by different experts to be responsible or contributory to project failure were ranked, using Statistical Package for Social Sciences. These included 18 factors ranked in order of importance relating to project failure. This enabled the most important factors to be isolated, in order to help prioritize the factors affecting project implementation in Anambra State, South East, Nigeria.

3.1

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The Correlation of Coefficient (R):

The correlation coefficient r measures the strength of correlation between quantified weight of critical success (or failure) factors and level of successful or unsuccessful project management, respectively.

This is calculated using the formula:

$$\mathbf{R} = \pm \sqrt{\mathbf{R}^2}$$

Where: $1 \le R \le +1$

The Paired T-test:

The T-test value is calculated using the formula:

 $\mathbf{t} = \frac{d}{S_d \sqrt{n}}$

3.2

Where the distribution has n-1 degree of freedom; d is the difference in mean, S_d is the standard deviation and n is the sample size. The above formula is for illustration only and the analysis was generated directly using SPSS.

DATA PRESENTATION AND ANALYSIS

Data presentation

One hundred responses were obtained, and their responses are presented in the weighted scores table below.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37
1	5	5	5	5	5	5	5	5	4	4	4	5	5	4	4	4	5	4	5	4	4	4	1	4	4	4	4	2	4	4	4	5	3	4	4	5	5
2	5	5	5	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	5	5	5	5	1	4	4	4	4	3	4	4	4	5	2	4	4	4	5
3	5	5	5	5	5	5	5	2	5	4	4	4	4	4	4	4	4	4	4	4	4	4	1	5	5	5	5	1	5	5	5	5	1	5	5	5	5
4	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	4	4	5	4	4	2	5	4	4	4	2	4	4	4	5	3	4	4	4	4
5	5	5	5	5	5	5	5	3	5	4	4	4	5	4	4	4	4	4	4	4	4	4	2	4	4	4	4	1	5	5	5	5	1	4	4	5	4
6	5	5	5	5	5	4	4	2	5	5	5	5	5	4	5	4	5	4	5	4	5	5	1	4	4	4	5	1	5	5	5	5	1	5	5	5	5
7	5	5	5	5	5	5	5	3	5	4	4	5	5	5	4	5	5	4	5	4	4	4	2	4	4	4	4	2	4	4	4	5	3	4	4	5	4
8	2	4	4	4	4	4	4	4	5	4	5	5	4	4	5	4	4	2	4	3	3	3	1	3	3	3	2	1	3	3	2	4	2	4	3	4	4
9	5	4	4	5	5	2	2	5	1	2	2	2	5	4	1	4	3	4	5	3	3	3	1	5	1	4	3	4	1	1	1	1	2	3	3	4	4
10	4	5	5	5	5	5	4	5	5	4	4	5	5	5	5	5	5	5	5	4	4	5	2	5	5	4	4	5	4	4	4	5	3	4	4	4	5
11	4	4	4	5	5	4	4	4	5	3	5	5	5	4	5	4	5	4	4	4	3	3	4	5	5	3	4	3	4	5	4	5	4	5	4	5	4
12	5	5	5	5	5	5	5	5	5	2	5	5	5	5	5	5	5	1	4	3	5	3	1	4	4	4	5	1	5	4	4	4	3	5	5	5	5
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15	5	5	4	5	5	4	5	4	4	4	4	4	4	5	5	4	4	3	4	4	4	3	3	4	4	3	4	1	3	4	4	5	2	3	4	4	4
16	5	5	5	4	4	4	5	4	4	4	5	5	4	4	4	5	5	5	5	4	2	3	1	5	4	4	5	5	5	5	1	5	5	4	4	5	4
17	4	4	5	3	4	2	5	5	4	4	1	5	4	3	3	5	1	4	4	2	4	4	4	1	5	2	1	2	2	2	2	1	5	2	5	4	3
18	4	5	3	5	5	4	4	5	5	3	4	5	5	4	5	3	4	5	5	5	4	3	3	5	5	5	4	3	4	3	4	4	5	4	4	5	5
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25	4	3	4	5	3	4	5	4	5	4	3	5	5	4	5	4	4	5	4	3	2	4	1	4	2	4	4	2	4	4	3	4	2	4	4	4	3
26	5	4	4	5	4	4	2	5	4	2	5	5	5	4	5	4	5	2	4	4	3	3	2	2	2	1	4	4	2	4	1	4	2	4	3	3	2
27	5	5	4	4	4	4	4	3	4	3	4	5	5	5	5	4	4	2	3	5	3	5	1	3	5	4	4	1	4	4	4	5	4	5	4	5	5
28	5	5	5	5	5	4	5	4	4	4	4	5	4	4	5	5	5	4	5	1	2	2	2	2	2	2	2	2	1	1	2	1	1	1	2	2	2

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32	4	4	4	4	4	4	4	5	4	4	5	4	4	5	5	4	4	2	3	3	3	ĩ	2	4	4	7	4	3	4	4	3	4	3	4	4	4	4
33	5	5	4	5	4	4	4	4	4	3	5	5	5	4	4	4	4	3	4	2	2	4	2	4	4	3	4	2	4	4	4	4	2	4	4	3	4
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33	4	-	4	4	4	-	4	4	4	3	5	5	3	5	5	2	4	4	3	1	5	1	2	1	1	4	3	2	2	4	5	2	5	3	-	5	5
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3/	ີ	4	4	4	4	2	4	4	4	2	4	4	4	4	2	4	4	2	2	4	2	3	2	4	4	3	4	3	4	4	4	4	2	4	4	5	4
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30 59	4	4	3	4	4	5	5	4	3 4	4	3	4	5	3 4	5	4	5	ĩ	4	4	4	4	ĩ	2	1	1	2	ĩ	3	2	1	4	i	4	3	4	3
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66	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	2	2	4	4	3	2	2	2	2	3	2	4	Ā	4	4	2	4	4	4	4
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71	5	5 E	5	5	3	4	4	4	3	4	5	5	5	5 E	5	4	5	2	4	2	2	2	2	3	5	4	4	4	4	4	2	5 E	2	5	4	5	2
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78	4	4	5	4	5	5	4	4	4	3	4	4	3	3	4	4	3	2	4	3	4	3	3	3	4	2	1	1	3	4	3	3	3	4	5	2	4
79	5	5	4	5	4	4	5	5	5	4	5	5	5	4	5	3	5	5	5	1	4	1	1	5	3	5	4	3	5	4	4	5	5	5	5	5	5
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82	5	5	4	3	4	4	4	5	4	3	4	5	4	4	4	3	4	3	3	4	4	3	1	4	4	3	4	2	2	3	2	4	2	4	4	4	1
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85	4	4	3	4	4	4	3	5	3	3	5	5	3	3	3	4	5	2	4	4	4	4	2	4	4	4	4	2	4	4	4	4	4	4	4	4	4
86	4	4	3	4	4	5	5	4	4	4	3	4	5	4	5	4	5	1	4	4	4	4	1	2	1	1	2	1	3	2	1	4	1	4	3	4	3
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89	4	4	4	4	4	4	4	4	4	3	5	5	5	3	5	2	4	2	3	1	3	2	1	1	1	4	5	3	3	4	5	5	3	5	4	3	3
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92	92 5 5 5 5 4 5 4 5 4 4 3 4 4 4 5 4 4 2 4 4 4 4 4 2 3 4 4 2 3 2 2 4 3 5 4 4 3 3 93 5 5 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 2 2 4 4 3 2 2 2 2															3																					
93	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	2	2	4	4	3	2	2	2	2	3	2	4	4	4	4	2	4	4	4	4
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96	96 5 </th <th>2</th>															2																					
97	5	5	5	5	5	5	5	5	5	5	5	5	4	4	5	5	5	5	5	4	4	2	2	5	5	5	5	2	2	2	2	5	2	5	4	4	2
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So	ur	ce	e:	Fi	el	d S	Su	r	vey	7 R	es	poi	ise	S																							

Data analysis

Reliability test Table 4.2: Cronbach's Alpha Statistic for test of reliability of responses

	Cronbach's Alpha Based	
Cronbach's Alpha	on Standardized Items	N of Items
.887	.890	37

Source: Generated from SPSS Package

The value of Cronbach's Alpha shows that responses can be used for decision making as the value is greater than 0.60. In other words, the responses are reliable

Cronbach's Alpha Statistic for Detection of Insignificant Items in the Questionnaire

Table 4.3:Item-Total Statistics

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•		-		-	

Item-Total	Statistics
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	Scale Mean if	Scale Variance if	Corrected Item-Total	Squared Multiple	Cronbach's Alpha if Item
	Item Deleted	Item Deleted	Correlation	Correlation	Deleted
VAR0001	138.5500	182.715	.220		.856
VAR0002	138.4600	182.291	.255		.854
VAR0003	138.6300	187.246	.101	•	.858
VAR0004	139.9200	188.377	.113		.856
VAR0005	138.1500	173.442	.486		.847
VAR0006	138.2000	172.000	.503		.847
VAR0007	138.2100	174.188	.486		.847
VAR0008	138.0600	179.208	.357		.851
VAR0009	139.3200	190.604	015		.861
VAR00010	138.3600	177.384	.420		.849
VAR00011	138.3500	181.644	.289		.853
VAR00012	138.4000	182.646	.212		.856
VAR00013	137.4300	177.561	.552		.847
VAR00014	138.8400	182.984	.194		.857
VAR00015	137.3900	178.442	.521	•	.848
VAR00016	137.7300	179.835	.476		.849
VAR00017	137.3400	179.823	.497		.848
VAR00018	138.0700	178.207	.384		.851

Source: Generated from SPSS Package

The table shows item-by-item Cronbach's Alpha to determine insignificant item in the research tool. From the result, all the values are less than 0.887 which implies the removal of any of the items will not lead to improvement in the alpha value.

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Estimation of the Intensity of the failure factors

Table 4.4: Estimation of the intensity of failure factors Communalities

	Initial	Extraction
	1.000	
VAR0001	1.000	.809
VAR0002	1.000	.817
VAR0003	1.000	.802
VAR0004	1.000	.793
VAR0005	1.000	.766
VAR0006	1.000	.841
VAR0007	1.000	.697
VAR0008	1.000	.769
VAR0009	1.000	.859
VAR00010	1.000	.890
VAR00011	1.000	.835
VAR00012	1.000	.685
VAR00013	1.000	.753
VAR00014	1.000	.846
VAR00015	1.000	.772
VAR00016	1.000	.824
VAR00017	1.000	.819
VAR00018	1.000	.865

Extraction Method: Principal Component Analysis.

Source: Generated from using SPSS Package

Variance in level of application of the factors

This was generated using the maximum likelihood extraction of the Factor Analysis tool of the Statistical Package for the Social Sciences.

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	Initial Eig	envalues		Extraction S	Sums of Square	ed Loadings
Comp onent	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.544	25.246	25.246	4.544	25.246	25.246
2	2.702	15.012	40.257	2.702	15.012	40.257
3	2.030	11.277	51.534	2.030	11.277	51.534
4	1.578	8.767	60.301	1.578	8.767	60.301
5	1.420	7.891	68.192	1.420	7.891	68.192
6	1.169	6.496	74.688	1.169	6.496	74.688
7	1.001	5.562	80.250	1.001	5.562	80.250
8	.635	3.527	83.778			
9	.572	3.176	86.954			
10	.497	2.759	89.712			
11	.409	2.274	91.986			
12	.350	1.946	93.932			
13	.315	1.749	95.681			
14	.232	1.290	96.971			
15	.200	1.110	98.080			
16	.175	.970	99.050			
17	.101	.562	99.613			
18	.070	.387	100.000			

Table 4.5: Variance in level of application of failure factors
Total Variance Explained

Extraction Method: Principal Component Analysis.

A total of 7 principal components have been extracted for failure factors. When they were Varimax rotated, they generated the same sum of squares loading.

Source: Generated from SPSS Package

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Correlation of the factors for project failure

	Compone	nt					
	1	2	3	4	5	6	7
VAR01	.237	.087	.727	163	.166	.097	.391
VAR02	.207	.057	.696	249	.473	009	.008
VAR03	.307	240	.568	418	271	.278	046
VAR04	.095	.011	.414	.474	508	354	069
VAR05	.523	596	.086	.263	214	.025	.120
VAR06	.512	478	.281	.469	227	.027	022
VAR07	.591	460	006	123	.162	020	308
VAR08	.619	346	224	289	055	.252	257
VAR909	065	235	201	.357	.114	.743	.260
VAR10	.732	.390	244	145	270	.059	.214
VAR11	.677	.388	171	114	416	.106	018
VAR12	.409	.692	080	078	.059	.115	094
VAR13	.687	340	290	195	.114	009	.176
VAR14	.185	.411	.095	.643	.341	.308	098
VAR15	.637	117	272	.086	.429	275	110
VAR16	.605	.304	.242	.217	.178	.004	477
VAR17	.541	199	152	.162	.302	374	.455
VAR18	.583	.671	.045	.046	110	057	.235

Table 4.6: Decision matrix for failure of projects

Extraction Method: Principal Component Analysis.

Source: Generated from SPSS Package

The results show that the above 18 factors can be grouped into 7 decision-making components responsible for project failure. The e-principal components were extracted for effectiveness. The order of positive maximal loading is: VAR10, VAR13, VAR11, VAR15, VAR 08, VAR16, VAR 07, VAR18, VAR17, VAR 05. In component 2, the factor loading positively maximally is VAR12 while the one loading positively maximally in component 3 is VAR01.

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Table 4.7: Correlation matrix for factors responsible for project failure

													-						
		VA20	VA21	VA22	VA23	VA24	VA25	VA26	VA27	VA28	VA29	VA30	VA31	VA32	VA33	VA34	VA35	VA36	VA37
Correla	VA20	1.000	.566	.413	.095	.124	.134	027	.028	119	.063	.057	.060	.049	.145	051	.168	.128	.234
tion	VA21	.566	1.000	.355	.024	027	.055	.231	059	118	064	093	.150	.064	.054	.109	.295	.062	.139
	VA22	.413	.355	1.000	.067	.237	.327	.287	.265	057	.141	.182	056	.150	231	080	.148	086	.045
	VA23	.095	.024	.067	1.000	.198	.407	.000	175	153	026	.125	035	124	.068	108	.135	010	.151
	VA24	.124	027	.237	.198	1.000	.699	.445	.434	.131	.150	.153	204	.432	039	.255	.127	.367	.000
	VA25	.134	.055	.327	.407	.699	1.000	.382	.246	.158	.133	.142	126	.318	.118	.263	.307	.308	.000
	VA 26	027	.231	.287	.000	.445	.382	1.000	.588	.002	.198	.134	002	.453	061	.452	.235	.339	.040
	VA27	.028	059	.265	175	.434	.246	.588	1.000	.046	.355	.372	.094	.578	108	.304	.289	.227	.031
	VA28	119	118	057	153	.131	.158	.002	.046	1.000	076	100	106	.079	.237	066	184	019	161
	VA29	.063	064	.141	026	.150	.133	.198	.355	076	1.000	.782	.485	.439	.096	.309	.335	.316	.764
	VA30	.057	093	.182	.125	.153	.142	.134	.372	100	.782	1.000	.488	.369	.094	.287	.394	.095	.604
	VA 31	.060	.150	056	035	204	126	002	.094	106	.485	.488	1.000	.111	.293	.159	.389	.028	.627
	VA32	.049	.064	.150	124	.432	.318	.453	.578	.079	.439	.369	.111	1.000	125	.605	.121	.463	.110
	VA33	.145	.054	231	.068	039	.118	061	108	.237	.096	.094	.293	125	1.000	.146	.455	.049	.328
	VA34	051	.109	080	108	.255	.263	.452	.304	066	.309	.287	.159	.605	.146	1.000	.404	.495	.200
	VA35	.168	.295	.148	.135	.127	.307	.235	.289	184	.335	.394	.389	.121	.455	.404	1.000	.158	.430
	VA36	.128	.062	086	010	.367	.308	.339	.227	019	.316	.095	.028	.463	.049	.495	.158	1.000	.281
	VA37	.234	.139	.045	.151	.000	.000	.040	.031	161	.764	.604	.627	.110	.328	.200	.430	.281	1.000

Source: Generated from SPSS Package From the correlation matrix, the highest correlations as follows: VA30 and VA 29:0.782 VA29 andVA30: 0.782

Table 4.8: Descriptive Statistics for factors responsible for failure Descriptive Statistics

-	Maan	Std Doviation	Analysis N		
	Ivieali	Stu. Deviation	Allarysis IN		
VAR0001	3.0900	1.19844	100		
VAR0002	3.1800	1.12259	100		
VAR0003	3.0100	1.05883	100		
VAR0004	1.7200	.75318	100		
VAR0005	3.4900	1.26726	100		
VAR0006	3.4400	1.32817	100		
VAR0007	3.4300	1.21651	100		
VAR0008	3.5800	1.12976	100		
VAR0009	2.3200	1.05294	100		
VAR0010	3.2800	1.12887	100		
VAR00011	3.2900	1.08521	100		
VAR00012	3.2400	1.24007	100		
VAR00013	4.2100	.87957	100		
VAR00014	2.8000	1.27128	100		
VAR00015	4.2500	.86894	100		
VAR00016	3.9100	.84202	100		
VAR00017	4.3000	.81029	100		
VAR00018	3.5700	1.14816	100		

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Answers to research Questions

There are certain research questions that need be answered in the course of this research. These include:

- Is high rate of project failure a problem in Anambra State, South East, Nigeria ?
- •
- What are the factors responsible for project failure in the case study ?
- •

• Is award of contract without reference to availability of fund the major reason for project failure?

Question No. 1: Is high rate of project failure a problem in Anambra State, South East, Nigeria? Yes. From the responses obtained from professionals, which were analyzed using paired t-test.

Question No. 2: What are factors responsible for project failure in the case study ?

From the factor loading matrix for project failure, the five most important factors responsible for project failure are:

- 1) Increase in the price of raw materials
- 2) Poor planning of Project Implementation
- 3) Variation of Project Scope
- 4) Award of Contract without reference to availability of funds
- 5) Political Pressure

Question No. 3: Is award of contract without reference to availability of fund the major reason for project failure?

No. It ranks as the fourth most important reason for project failure after 1) Increase in the price of raw materials, 2) Poor planning of Project Implementation and 3) Variation of Project Scope.

FINDINGS, CONCLUSION AND RECOMMENDATIONS

Findings

Because failure is not really the other side of success, project failure may have its own factors, which may not be the exact opposites of the ones identified by Pinto and Slevin. As an aim, therefore, this project strives to ascertain if the rate of project failure is indeed high, and has also tried to rank the factors responsible in main for project failure. The major findings of this investigation can be summarized thus:

• The rate of project failure, manifesting as abandonment, structural collapse, cost overshoots and client dissatisfaction, is indeed high

• Many of the factors established as being highly important border on having the right skills and expertise. As far as project success is concerned, the inference made is that possibly, the many cases of abandonment or collapse may not be unconnected with lack of the required expertise. Uneducated men are known to parade the streets looking for contracts to implement. Because they cannot make accurate design or cost estimates, the outcome is a high rate of project failure.

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- The five most important causes of project failure are:
- 1) Increase in the price of raw materials
- 2) Poor planning of Project Implementation
- 3) Variation of Project Scope
- 4) Award of Contract without reference to availability of funds
- 5) Political Pressure

• Variation of project scope is an important cause of project failure and should, where possible, be avoided. This may be because such variations are accompanied by sometimes serious contract price variation of several times the original project cost. When the client cannot pay, the result is project failure

There should be clear articulation of needs and designs from the outset, to give little room for this variation.

• The frequent changes in the prices of raw materials has been identified as the most important single factor occasioning project failure . This is not unexpected, given the high rate of importation of raw materials, whose prices will then depend on the stability of the dollar. Import substitution is an urgent need in Nigeria's construction industry sector. Unless the most essential materials can be produced locally, the volatility of prices of raw materials will make successful project implementation very tasking.

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CONCLUSION

Based on the findings of this research, the following conclusion are drawn;

• The rate of project failure in Anambra State, South East, Nigeria is high. There is need for more enlightenment about the factors that may lead to project success.

RECOMMENDATIONS

The following recommendations are made:

•

• There is need for better propagation of the roles of professional project managers, because the respondents have not given them prominence of position among the success factors.

• Since the availability of the right technology and expertise has been identified as being the first of numerous factors that can affect project success, Universities should endeavour to churn out more trained persons, who must in addition to qualifications, possess the skills really needed for project delivery

• Finally, changes in the price of starting materials, which has been identified as the most important factor in project failure, calls for reliance on locally produced staring materials instead of imported ones, since the exchange rate fluctuates.

Vol.3, No.3, pp.1-20, September 2015

Published by European Centre for Research Training and Development UK (www.eajournals.org)

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