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Project Management Practices and Project Success of Construction Firms in Rivers State, Nigeria.

Taiye Eletu Issa and Emmanuel Aziegbe Akhigbe

Department of Management, University of Port Harcourt. Port Harcourt, Nigeria.

Abstract: *This study investigated the relationship between Project Management Practices (PMP) and the project success of construction firms in Rivers State, Nigeria. This investigation utilised a cross-sectional survey and the population of the study consisted of 279 managers and supervisors from six distinct construction companies. However, a sample size of 162 employees was drawn. The simple random sampling was chosen because it ensures that all study sample items have an equal probability of being selected. Using Spearman's Rank Order Correlation Coefficient, the data were analysed. The results demonstrated a correlation between project management practice dimensions (project scope management and project cost management) and project success measurements (project quality and project timeliness). As a result, the study drew the conclusion that proper project scope management and project cost management should be a top focus for all construction companies seeking to increase project success within the sector. As a result, the study recommended that construction company management should ensure good cost management to prevent exceeding projected spending, as this will contribute to the success of the organisation.*

Keywords: Project Management Practices, Project Scope Management, Project Cost Management, Project Success, Project Quality, Project Timeliness.

1.0 Introduction

As goal-oriented entities, organisations pursue success in all of their endeavours. Businesses have implemented techniques that will greatly increase their fortunes as a result of their unending desire to boost their competitiveness. Construction firms project success (PS) is a non-negotiable objective that all personnel aim for daily. Due to the fact that project success is the "lifeblood" of construction companies, project failure offers an unparalleled threat to the survival of the company.

The capacity of organisations, particularly construction companies, to enhance project success will boost the firm's survival, resilience, competitiveness, and performance. The construction business is characterised by a high degree of dynamism and is very susceptible to both internal and external threats. In order to increase the firm's project performance, businesses in the industry are continuously searching for strategies to limit the threat while maximising the benefits of the environment. A project is deemed successful by Shojare, Shadalooie, Khaliili-Damghani, and Pakzad (2016) when both the project management and the product are successful. According to Bolicha (2015), a project is successful when it is done on time, within budget, and meets the client's or customer's needs to the greatest extent possible.

According to Al-Shaaby and Ahmed (2018), there is a growing demand in the construction sector to define critical and vital project success criteria so that project managers may properly plan the allocation of resources required to increase project success. Prior to this age, project success metrics were mostly focused on project completion. In the modern day, however, project success is determined by the project's quality, cost, and completion date. In any country, the success of a construction company's project is essential since it contributes to economic growth. Al-Shaaby and Ahmad (2018), established numerous metrics of project success, including cost, timing, quality, stakeholder satisfaction, project performance, project effectiveness, project efficiency, risk management success, product success, and environmental impact.

Moreover, according to Ekrot, Kock, and Gemunden (2016), improving the percentage of project success frequently results in a rise in the profitability of a business. According to a report by Standish Group (2014) referenced by Hoxha and McMahan (2019), thirty percent of diverse projects are shelved before completion, more than fifty percent of projects always cost twice as much as the initial cost estimate, and just twenty-nine percent of projects are successful. They asserted that the failure of a project has a considerable negative influence on business profits. A project can be viewed as a collection of tasks executed over a period of time to accomplish a predetermined set of objectives (Olasupo, Ibrahim & Gazal, 2012). Measures of project success include project and product quality, budget compliance, timeliness, and customer happiness, as well as the degree to which the project's technical performance is achieved on schedule and within the budgeted amount (Kamau & Mohamed, 2015).

To ensure that objectives are accomplished and the project is completed on time and within budget, PMP certification is essential. Companies that can effectively implement PMP have a greater possibility of outperforming those that are inefficient at project management. PMP refers to the techniques and methods utilised in resource coordination to accomplish intended results. It consists of the plan that will be utilised to manage the project and maximise its likelihood of success. According to Alotaibi (2019), PMP is a comprehensive collection of approaches project managers employ to successfully manage projects. Moreover, according to Koskela and Howell (2002), PMP is designed to expeditiously complete a project while minimising costs and meeting customer requirements.

Several academic studies have examined how to improve project success during the past decade. Ogunberu, Akintelu, and Olaposi (2018) examined the association between project scope management practices and project success in Nigerian telecom enterprises.

They discovered that there was a strong link between the variables. Al-Hajj and Zraunig (2018) conducted a comprehensive analysis of the effect of implementing project management on project success. They concluded that the PMP contributed to project success. Alotaibi (2019) researched in Saudi Arabia whether PMP is associated with project success. According to the study, performance management practises can promote project success. Moreover, Dahie, Osman, and Omar (2017) explored how project management contributes to project success in Mogadishu, Somalia. They discovered that every area of project management had a substantial effect on the project's success. Wachaiyu (2016) examined the connection between monitoring and assessment and the success of Kenyan development projects. They discovered that monitoring and assessment are essential for project success. Kamau and Mohammed (2015) explored in Kenya how effective monitoring and evaluation contributes to project success. They emphasised that monitoring and assessment can enhance the success of a project. Nawaz, Ghafor, and Munir (2016) examined the relationship between project leadership and teamwork and project success. The study variables were positively correlated. The empirical research on the association between PMP and project success is sparse, despite the numerous studies on how to increase project performance. This investigation was motivated by the discovered gap. This study varies from past empirical research in that it investigates the role of PMP on project success while taking into account the moderating effect of organisational culture.

Statement of the Problem

The high rate of project failure in Nigeria is more worrisome than ever. In recent years, the failure of the majority of construction projects has become increasingly worrying. The low project success of construction companies has caused delays in the execution and completion of the majority of projects. The issue of construction businesses' low project success has impeded their efficiency and caused cost overruns in the majority of projects (Ogege, 2011). Again, the external environment has a significant impact on the success of a construction company, and an inability to deal with the many menaces posed by the environment can have a detrimental effect on the firm's success. In addition, a report by the Standish group (2014), referenced by Hoxha and Mcmahan (2019), revealed that thirty percent of projects fail before completion and more than fifty percent wind up costing twice as much as originally predicted. This indicates that the majority of organisations continue to struggle to enhance their performance.

Notably, the issue of poor project success has also revealed itself over the years in the low quality of projects that have not stood the test of time. This low project quality has accelerated the rate of project failure among construction companies, resulting in a variety of adverse economic effects. In addition, the low rate of project success has led to a high percentage of project abandonment following a substantial financial investment. Again, construction firms have encountered challenges on to satisfy client demand, budget projections, and project deadlines, and these challenges have truncated their success, profitability, and ability to survive. As a result of PMP's ability to increase a company's positive outcomes, it is believed that a successful PMP will aid the organisation in preserving project success. Despite all efforts to overcome the problem of construction project success, the issue persists, resulting in a decline in industry performance. The goal of this study is to determine how PMP relates to project success in Rivers State, Nigeria.

Objectives of the Study

The specific objectives are to examine the relationship between;

i. Project scope management and project quality.
ii. Project scope management and project timeliness.
iii. Project cost management and project quality.
iv. Project cost management and project timeliness.

Research Questions

The following research questions served as a guide in this study;

i. What is the relationship between project scope management and project quality?
ii. What is the relationship between project scope management and project timeliness?
iii. What is the relationship between project cost management and project quality?
iv. What is the relationship between project cost management and project timeliness?

Research Hypotheses

The following null hypotheses were formulated for this study;

Ho_1: There is no significant relationship between project scope management and project quality.
Ho_2: There is no significant relationship between project scope management and project timeliness.
Ho_3: There is no significant relationship between project cost management and project quality.
Ho_4: There is no significant relationship between project cost management and project timeliness.

2.0 Review of Literature

This project is founded on the theory of complexity. Morris' (2002) research can be linked back to the origins of project management complexity theory (Fine & Bennet,1980). All of these studies highlight the importance of complexity in project contexts, as well as its implications on project goals and objectives, project organisation form and arrangement. Due to the disparities in decision-making and goal achievement that appear to be related to complexity, project managers should have a thorough understanding of project complexity and how to manage it (Baccarini, 1996; Remington, Zolin, & Turner, 2009). Complexity theory examines the growth, adaptation, and evolution of systems (such as construction companies and multinational organisations). It describes how the interactions between the components of these systems lead to collective behaviour. As projects have become more complicated, there has been an increasing worry over project complexity, and it has been determined that standard tools and procedures designed for small projects are inadequate for complex projects (Morris, 1997; Baccarini, 1996).

Complexity can have both beneficial and negative effects on a project. The introduction of new properties that none of the system's constituents possess has a negative effect on the system's difficulty to comprehend and regulate. The positive effect is a result of the appearance of events that could not be predicted based only on a comprehensive understanding of the behaviour and interactions of the system's components. To effectively manage complexity, project managers must be able to capitalise on its potential and prevent or at least limit its negative effects (Vidal & Marle, 2008).

Conceptual Framework

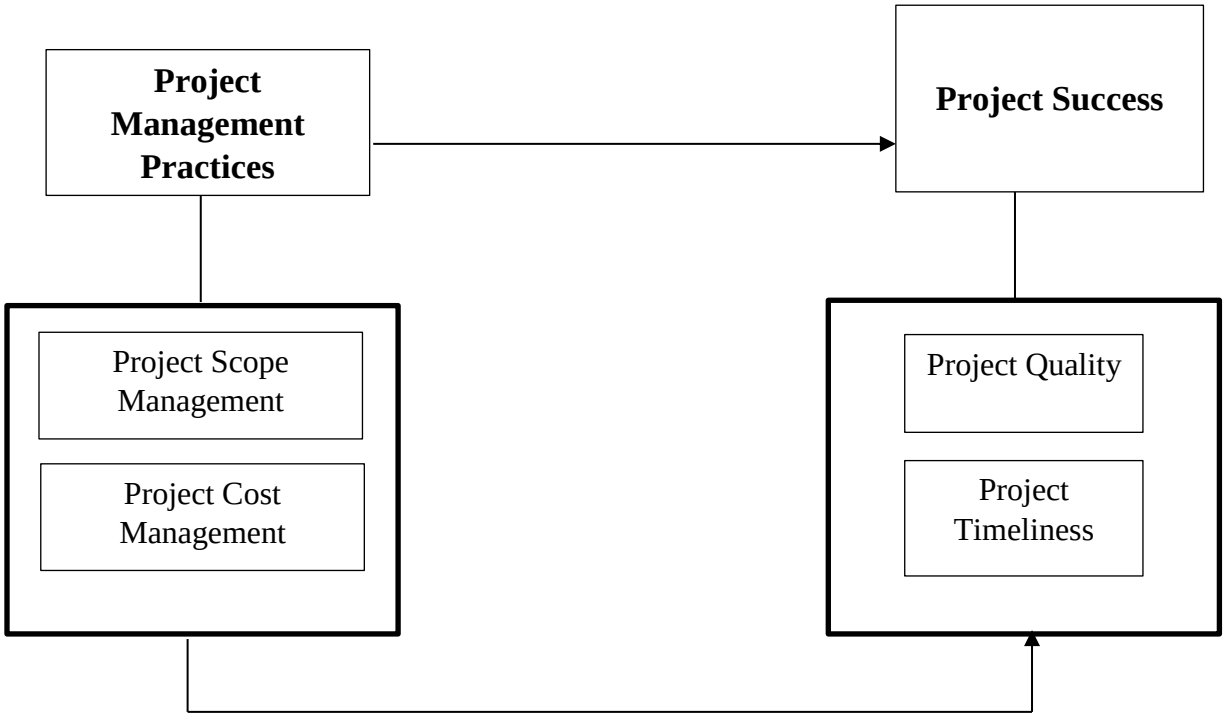

Figure 1: A conceptual framework showing the link between project management practices and project success.
Sources: Adapted from Ollows (2012); Al-Shaaby and Ahmed (2018).

Concept of Project Management Practices (PMP)

A project is a short-term endeavour with a stated start and end date, typically restricted in time and frequently bound by money or deliverables undertaken to accomplish certain aims and objectives, typically to effect positive change or provide value (Sebastian, 2007). Projects are distinct from business or operations (Dinsmore, 2005), which are repetitive, permanent or semipermanent functional activities used to create goods and services. PMP refers to a method, or process that is more effective at producing a given end than any other technique, method, or process while executing a project, as determined by research and project (PMI, 2004).

After the privatisation of the corporation in the late 1990s, the PMP was adopted. First, the projects centred on building a new firm, which was developed through a series of acquisitions in the Brazilian market, and growing the network to meet the contractual requirements of the Brazilian government. This was made possible by the establishment of an approval process, a coordination team, and the outsourcing of project implementation. Consequently, the project budget was decreased, allowing the organisation to concentrate on developing project competencies. In 2002, project management was decentralised to each business unit following a reorganisation. Special consideration is given to the project approval procedure, as the project sponsor must develop the business

strategy, align it with the interests of other stakeholders, and present it to a project committee for approval (Kerzner, 2009). PMP are tried-and-true methods that have been repeated and enhanced to deliver consistent results (Karim, 2012). Organizations must ensure adequate and effective management of project in order to reduce cost and ensure swift completion.

Project Scope Management

Project scope management is necessary to ensure good project management and consequently, to improve the firm's financial standing. According to Kerzner (2009), project scope is the process of recognising the demands in the development of the project and the sum of the project's requirements. Although the project's scope can be decided from the outset, it must also account for the projected work, outcomes, and deliverables. Brandon (2006) defines scope as a description of the project's intended results. Cuganesan *et al.* (1997) opined that every project is conducted with a set of deliverables, has an expected closure date, and a predetermined set of tasks and activities to effectively complete the project prior to this closure date. The scope of the project is determined by these tasks.

The Project Management Institute (PMI) (2004), a source of comprehensive project methodology, defines project scope as the sum of its goods, services, and outcomes. The PMI (2004) defines scope management as the collection of practises that ensure a project comprises all of the necessary tasks for its successful completion. According to PMI (2004), examples of project scope building blocks include project and product objectives, product or service requirements and characteristics, product acceptance criteria, project boundaries, project requirements and deliverables, project constraints, project assumptions, initial project organisation, initial defined risks, schedule milestones, initial Work Breakdown Structure (WBS), order of magnitude cost estimate, and project confidence.

Project Cost Management

Project cost management refers to the methods that must be followed to execute the project within the agreed budget, including resource planning, cost estimation, cost budgeting, cost allocating and controlling (PMI, 2008). Drury (2008) describes project cost management as measures made by project managers to lower project costs, resulting in a more effective and efficient process with obvious cost reduction outcomes and process improvements actions that reduce project costs and improve customer satisfaction. According to Hilton *et al.* (2001), project cost management is a philosophy of enhancing customer value while reducing costs, an attitude that all project costs are the product of management decisions, and a reliable set of strategies for creating value and reducing project costs.

Cost management is a technique for executing decisions made for planning, controlling, and establishing competitive strategies; it's necessary to create a balance between this factor and other factors of competition, such as quality and timeliness (Reiss, 2009; Reizaian, 2011). It is the systematic process of designing, monitoring, and revising a budget to accomplish the maximum amount of work at a given quality level when uncertainty may cause expenses to exceed acceptable levels.

Concept of Project Success

A project is deemed successful if it meets internal performance standards of cost, schedule, and technical performance, as well as if the customer accepts it (Kerzner 1998). Kerzner (2001) defined project success as the accomplishment of a task within cost, timing, and quality restrictions. In addition, Ellatar's (2009) proposal is unique, he emphasises that the project's success is contingent on the viewer's perception and will vary according to the viewer's expectations. In contrast to Ellatar's suggestion, Morioka and Carvalho's (2014) recent work recommends a more internal examination of project management success, arguing that success is primarily defined by the company's capacity to realise the projected advantages at the time the project was planned. Finally, Shenhar, Dvir, Levy, and colleagues (2010) present a multidimensional approach to successful project management that takes into account both the numerous dimensions and the timeframe in which they develop.

When both the project product and project management are successful, a project is deemed successful (Amir, Masoud, Kayeh & Mohammad, 2016). On the other hand, it has been argued that the success of a project is correlated with the concentration of project quality and performance, which have been discovered to be significantly correlated. Planning a project requires consideration of the team, project management, organisation, environment, product, resources, and related technical factors (Goparaju, 2016). Another perspective on project success was offered by Hassan (2015) where they maintained that people consider a project to be successful if and only if the project management is concerned and the project is completed within the stated time, the given budget, and meets the customer's expectations with a predefined quality. Due to the unique nature of each project, project success criteria vary from one to the next (Müller & Turner, 2007).

Project Quality

The definition of quality is "the sum of an entity's attributes that influence its capacity to satisfy stated or implicit needs" (ISO, 2004). The stated and implicit quality requirements are the donor and beneficiary inputs used to define project requirements. It is sometimes referred to as "Conformance to requirements or fitness for use," which indicates that the product or service must meet the project's intended goals, provide value for the donor and beneficiaries, and that the beneficiaries can utilise the material or service as intended.

At the core of quality management are meeting or exceeding stakeholder expectations and adhering to project design and requirements (Ireland & Clare County, 2007).

In the early 1950s, quality management was considered as screening or sorting finished products to differentiate the excellent from the bad; now, the emphasis has switched to systems that prevent faults and failures. Several trends affected the evolution of quality management, including Total Quality Management (TQM), which strives to enhance the total effectiveness and competitiveness of a business. TQM Bounds, Yorks, Adams and Ranney (2007) offer a more structured approach than the 1980s-era Six Sigma movement. The objective of project quality management is to prevent and reduce problems while seizing opportunities to enhance processes and products. Quality control is relevant in ensuring superior quality project that is reliable and can last the test of time.

Project Timeliness

Frequently, timely project completion is a crucial aspect and indicator of project success. Any project's success is greatly dependent on the time required to accomplish it from beginning to end. This has an immediate effect on management choices such as budgets, objectives and standards (Seddon, 2008). The long-term objective of any business is to deliver high-quality projects that satisfy the traditional criteria of time, money, and scope (Basu, 2014). However, while prices and deliverables are frequently prioritised, the elements that directly impact project completion times are rarely highlighted (Shehu & Akintoye, 2009). Five variables were highlighted by Frimponget *et al*. (2003) as the key reasons of project delays in some government owned projects. Among these are monthly payment concerns with contractors, poor contract management, issues with material procurement, poor technical performance and material price increases. Poor professional management, fluctuating prices, growing material costs, and ineffective site administration have all been recognised as contributors to project delays.

Moreover, according to Reiss (1993), a project is a human activity that achieves a defined objective within a specific time frame, and project management is a blend of people management and change management. According to Thomsen (2008), in order to achieve the crucial success elements of a project, the team must collaborate efficiently and effectively. However, the number of areas that, if fully handled, would guarantee the success of the project is limited (Shehu & Akintoye, 2009). If any project is to be finished within a set time, the team leader must ensure that all team members are dedicated towards timely project delivery.

Empirical Review

Shahzad, Benish, Hajra, and Talha (2018) examined the relationship between project planning and project success, with risk management as a moderator and culture as a mediating component. A total of 100 project managers were surveyed using questionnaires. Using regression and correlation approaches, it was determined that planning positively influences success. According to the results of the study, predictors have significant effects on response variables. According to the data, project planning has a considerable favourable effect on project risk management (= 0.467, p 0.001). Also notable is the relationship between project planning and project success (= 0.467, p 0.001).

Study by Aneesha and Haridharan (2017) highlights the project management success criteria for building projects. The analysis of relevant literature found that 26 criteria are significant. Project managers, construction managers, civil engineers, contractors, and site engineers were among the responders. The regression analysis reveals that top management support, a competent project team, problem-solving skills, realistic cost and time estimates, information/communication, and project manager competency are the six most important criteria, out of a total of 26. The involvement of the client, the quality of the leadership, and the clarity of the project's objectives were ranked second behind excellent communication between stakeholders. Informal communication delivers better results than formal communication such as written formats.

Shahzad, Benish, and Talha (2018) conducted research to determine the relationship between project planning and project success, with risk management as a moderating component and organisational culture as a mediating factor. A total of 100 project managers were surveyed using questionnaires. Using regression and correlation approaches, it was determined that planning positively influences success. The outcomes of the study indicate that project planning is favourably associated with project success.

Assem and Mario (2018) investigated the effect of project management implementation on the successful completion of construction projects. A web-based questionnaire with 20 questions was emailed to 142 project managers in order to collect quantitative data. According to the findings, project management success is one of two necessary components for project success, and consequently has a favourable effect on project success. Therefore, project management success influences the perception of project success. Given that the majority of projects (78.4 percent) were still in the monitor and control phase at the time of the survey, it is doubtful that the success of the project's final product influenced stakeholder satisfaction ratings.

Daniel (2013) did study on PMP and Critical Success Factors in emerging nations. The objective of the study was to investigate and assess the quality of PMP and the essential success elements for projects in Ghana. The research was exploratory in nature and utilised a survey to obtain data. 2010 Executive MBA class of the University of Ghana Business School was the target audience. Statistical Package for the Social Sciences (SPSS) was used to analyse the data, which comprised both quantitative and qualitative methodologies as well as cross-tabulations to clarify the links between the variables regarded as essential success elements. According to the data, 89 (57.1%) of respondents agreed that the project team and important stakeholders had a clear understanding of the mission and purpose of the project, 48 (31%) strongly agreed, 10 (6.4%) were unclear, 4 (2.6%) disagreed, and 5 (3.2%) strongly disagreed.

Critical Success Factors of Project Management Practice: A Conceptual Framework was the subject of a research by Zariina, Khalid, and Aris (2014). In this study, the relationship between the critical success factor and project performance was determined.. The study found that identifying important success elements gives an organisation or company a competitive advantage and is the key to successfully carrying out the tasks of project management in organisations. As a consequence, investors and professional organisations will be satisfied, and the project management firm will flourish.

The objective of Pedro and Rodney's (2014) research was to determine the relationship between project success and efficiency. The research adopted a post-positivist methodology. A survey of 1,386 projects revealed that project efficiency is 60% connected with stakeholder satisfaction and 56% correlated with total project success. This supports Turner and Zolin's (2012) assertion that project efficiency is a critical component in stakeholder satisfaction and overall project success, but also demonstrates that other factors play a substantial impact in both.

3.0 Methodology

This study used a cross-sectional survey and the target population was 279 managers and supervisors from six distinct construction companies. The sample size was determined using the Krejcie and Morgan (1970) formula for sample size determination. As a result, 162 questionnaires were distributed to employees at the six companies chosen. In this study, a simple random sampling technique was used. This method was chosen because it provides a true representation of the entire population and reduces the possibility of researcher bias in the sample case selection. Project scope management and project cost management were measures of independent variables (PMP). Five items were used to measure project scope management (e.g., my organisation is able to manage the impact of scope change within established time, cost, and quality constraints to meet project objectives) and five items were used to measure project cost management (e.g. My organisation ensure that cost management plans are developed and implemented to ensure clarity of understanding and ongoing management of project finances). Project Quality and Project Timeliness were also used to assess the dependent variable (project success). Five items were used to assess project quality (e.g., we have improved customer satisfaction with the quality of the project delivered over time) and five items were used to assess project timeliness (e.g. My organisation is able to deliver project within the set deadlines). Items were rated on a 4-point Likert scale, with 1 indicating strong disagreement, 2 indicating disagreement, 3 indicating agreement, and 4 indicating strong agreement. Statistical Package for Social Sciences (SPSS) version 21 aided the analyses of the bivariate hypotheses using the Spearman Rank Order Correlation Coefficient statistical tool.

4.0 Result

A total of 162 questionnaires were distributed to respondent, however, only 120 (74%) copies were returned and used for the study. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Table 1: Project Scope Management and Measures of Project Success

Correlations

			PROJECT SCOPE MANAGEMENT	PROJECT QUALITY	PROJECT TIMELINESS
Spearman's rho	PROJECT SCOPE MANAGEMENT	Correlation Coefficient	1.000	**.101**	**.258**
		Sig. (2-tailed)	.	**.002**	**.004**
		N	120	120	120
	PROJECT QUALITY	Correlation Coefficient	**.101**	1.000	-.064
		Sig. (2-tailed)	**.002**	.	.486
		N	120	120	120
	PROJECT TIMELINESS	Correlation Coefficient	**.258**	-.064	1.000
		Sig. (2-tailed)	**.004**	.486	.
		N	120	120	120

Hypothesis one: There is no significant relationship between Project Scope Management and Project Quality.

Data in table 1 reveal that there is a significant relationship between Project Scope Management and Project Quality (p = .002 and rho = .101) hence we find that Project Scope Management is associated with Project Quality; we therefore reject the null hypothesis and restate that *there is a significant relationship between Project Scope Management and Project Quality.*

Hypothesis two: There is no significant relationship between Project Scope Management and Project Timeliness.
Data in table 1 reveal that there is a significant relationship between Project Scope Management and Project Timeliness (p = .004 and rho = .258) hence we find that Project Scope Management is associated with Project Timeliness; we therefore reject the null hypothesis and restate that *there is a significant relationship between Project Scope Management and Project Timeliness.*

Table 2: Project Cost Management and Measures of Project Success

Correlations

			PROJECT COST MANAGEMENT	PROJECT QUALITY	PROJECT TIMELINESS
Spearman's rho	PROJECT COST MANAGEMENT	Correlation Coefficient	1.000	**.106**	**.290**
		Sig. (2-tailed)	.	**.000**	**.001**
		N	120	120	120
	PROJECT QUALITY	Correlation Coefficient	**.106**	1.000	-.064
		Sig. (2-tailed)	**.000**	.	.486
		N	120	120	120
	PROJECT TIMELINESS	Correlation Coefficient	**.290**	-.064	1.000
		Sig. (2-tailed)	**.001**	.486	.
		N	120	120	120

Hypothesis three: There is no significant relationship between Project Cost Management and Project Quality.
Data in table 2 revealed that there is no significant relationship between Project Cost Management and Project Quality (p = .000 and rho = .106) hence we find that Project Cost Management is associated with Project Quality and based on the decision rule of p < 0.05 for null rejection; we therefore reject the null hypothesis and state that *there is a significant relationship between Project Cost Management and Project Quality.*

Hypothesis four: There is no significant relationship between Project Cost Management and Project Timeliness.
Data in table 2 reveal that there is a significant relationship between Project Cost Management and Project Timeliness (p = .001 and rho = .290) hence we find that Project Cost Management is associated with Project Timeliness; we therefore reject the null hypothesis and restate that *there is a significant relationship between Project Cost Management and Project Timeliness.*

5.0 Discussion of Findings

According to the above findings, the data in table 1 indicate a substantial association between project scope management and project quality (p =.002 and rho =.101). In addition, the Spearman correlation coefficient found a link of 0.101 between Project Scope Management and Project Quality. This indicates that the association between project scope management and project quality is weak. Consequently, an improvement in Project Scope Management will result in an improvement in Project Quality, and vice versa. This result is consistent with Moroz and Nemchenko's (2017) conclusion that project scope management enhances project quality. The association between Project Scope Management and Project Timeliness is statistically significant (p =.004 and rho = 0.258, Table 1). According to the Spearman correlation coefficient, Project Scope Management has a .258 association with Project Timeliness. This suggests that the association between Project Scope Management and Project Timeliness is relatively good. Consequently, a change in Project Scope Management will affect Project Timeliness and vice versa. This finding is consistent with Derenskaya's (2018) assertion that the purpose of project scope management is to justify and execute the amount of work required to ensure the timely completion of the project.
The association between Project Cost Management and Project Quality is substantial (p =.000 and rho = 0.106). Consequently, the null hypothesis is rejected. This indicates that any increase or adjustment in Project Cost Management will affect Project Quality. This implies that when project cost management changes, so does project quality. This data confirms the conclusion reached by Harris and McCaffer (2002) that project cost management increases project quality. The association between Project Cost

Management and Project Timeliness is statistically significant (p =.004 and rho =.290). This indicates that Project Cost Management and Project Timeliness are positively correlated. Consequently, a change in project cost management will result in a substantial change in project duration. Thus, the fourth objective of the study, which was to determine whether Project Cost Management influences Project Timeliness, was achieved. According to Abeselom (2008), construction project cost management is a procedure that supports the broad activities of estimating and tendering, scheduling, cost control, and financial control. A crucial component of the cost management technique is the prompt availability of cost information with little lag time between fieldwork and management appraisal of performance (Cloughs & Sears, 2000).

6.0 Conclusion and Recommendation

Every construction company operates in a dynamic commercial environment. Therefore, project management practises are essential for increasing the overall project success of construction firms. According to the study's findings, project scope management has a substantial correlation with project quality and timeliness among Rivers state construction firms. This illustrates that adequate project scope planning will assist the organisation in delivering high-quality, on-time projects to the appropriate stakeholders. Moreover, there is a substantial association between project cost management and project quality and timeliness. Cost is an important part of project management that must be considered for the successful execution of any project. This is due to the fact that finishing any project is expensive, and an organization's inability to correctly plan the project's cost may result in over expenditure, which could jeopardise the project's success. Lastly, if they wish to increase their project success in the construction sector, all construction companies should be concerned with project scope management and project cost management. The study's findings and conclusion lead to the following recommendations:

1) The management of construction businesses should ensure effective and enough planning of their project scope, as this will contribute to the organization's overall project success.
2) The management of construction firms should provide good cost management to prevent spending in excess of the planned amount; doing so will contribute to the success of the organisation.
3) The management of construction companies should ensure effective and timely communication of pertinent issues throughout project execution in order to readily adapt or make necessary modifications, as this will assist improve the quality and timeliness of the project.
4) The management of construction companies should provide a proper and close monitoring of project execution in order to detect errors early on and so improve the performance and success of the project.
5) The management of construction businesses should assure a critical analysis of project costs and take the required steps to avoid disproportionate costs in order to increase the organization's project success.

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