EVALUATION OF STRATEGIES FOR SUCCESSFUL PROJECT MANAGEMENT IN NIGERIA

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Abstract

This work is on evaluation of strategies for successful project management in Nigeria. The objectives were to; determine the effects of inflation on Public Sector projects, ascertain the effect of poor project management on public sector projects and determine the effect of unsupportive government policies on public sector projects in Nigeria. The population of this study is made up of some selected companies in Nigeria. The sampling method used for the study is convenience sampling with a sample size of 100 companies. The retrieved copies of questionnaire were analyzed using simple percentage and frequency count with the aid of the software SPSS version 20. The results of the study revealed that price inflation does significantly affect variation of construction contracts in Nigeria, also that poor management does significantly affect variation of construction contracts in Nigeria and lastly that unsupportive government policies do significantly affect variation of construction contracts in Nigeria. The study concluded that projects are the final tools used to implement strategies. It was recommended among other things that it is crucial for stakeholders to implement strategies to mitigate the impact of inflation on construction projects. This could involve conducting thorough market analyses to anticipate potential price fluctuations, negotiating fixed-price contracts where feasible, and incorporating escalation clauses in contracts to account for inflationary pressures.

Introduction

1.1 Background of the Study

The project evaluation process has been emphasized by both researchers and practitioners as crucial for the success of projects. Gramham (2006) argues that it is impossible to set meaningful targets for profitable project

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outcomes, without appropriate measurement and evaluation systems in place. Reliable evaluation techniques and criteria are becoming more and more important to stakeholders who are interested either in a specific project or overall activity of the company (Akalu, 2003; Oral et al, 1991). In addition, projects success is not only determined on the basis of the three traditional perspectives which are time, cost and quality, but it should also consider the long-term benefits, the continuous improvement and the sustainability of the projects' outcomes. It happens that many projects fail to appeal to intended customers or fail to add value to the organisations' business. Others have been considered as not efficient enough because they are not well evaluated before, during and after the project implementation (Nelson 2006, Örtengren, 2004).

The project evaluation process is therefore, carefully undertaken during the project life cycle by organisations in order to ensure that the project is profitable, that it is on the right track with expected parameters, and that the goals of organisations would be achieved once the project is completed. Despite the huge effort on establishing suitable framework for projects evaluation, most of the work gives few hints on the evaluation criteria for service development projects (Johne and Storey, 1998). Therefore, a higher contribution from researchers is needed on the service industry. This is especially critical due to the increasing contribution of services to the global economy. As reported by Grönroos (2000) the service sector has for a long time counted for over 50% of gross national product or total employment in developed countries. According to the US industry statistics, 'the non-good production industry accounts for approximately 70% of the total economic activity in United State'. Besides, at the meeting of the OECD Council at Ministerial level, the OECD (2005) reports that service industry gives an important contribution to the growth, productivity and innovation of OECD countries. Other developing countries are also moving towards the service industry instead of the manufacturing one, because of the demand from other countries as well as from their own citizen. The importance of service sector is further emphasized by researchers (such as Grönroos, 1998; Webster 1994) pointing out that it is the service elements that make the difference on the marketplace and not because of the product components in the manufacturing's offering (Grönroos, 1998). Within the service sector, demanding customers and growing competition compels organisations to innovate and keep distinguishing themselves from others by providing clients with more value-added services. The development of new service is therefore becoming more and more significant to companies.

However, the success of NSD projects is challenged by specific traits of service product (intangibility, heterogeneity and no storability), as well as by the novel ideas and the high risk of failure. This makes the evaluation process of NSD projects much more complex and requires special attention. In an extensive review of literature on NSD project, Johne and Storey (1998) suggest that 'further research is required into procedure for choosing between NSD projects and for evaluating individual NSD project throughout their development period'. Surprisingly, academic research in this area, until recently, is still rather limited. The above discussion on project evaluation and NSD projects, together with the recommendation of Johne and Storey (1998), trigger an interest to investigate the key evaluation criteria that service companies should take into consideration in order to enhance the success of their innovation projects. Hence, the Research question is defined as below: What are key evaluation criteria for new service development project

1.1 Statement of the 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, Nigeria. Project failure is a big problem in Anambra State, 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. Project failure in Anambra State, Nigeria, is indeed alarming. Projects of moderate scale go on for a long time and this has created skepticism in the citizenary 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. One of the very first steps in problem resolution is identification of the problem. It is therefore necessary to appraise independently the factors responsible for successful project implementation in the State so as to enhance project delivery.

1.3 Objectives of the study

The objectives of the study are;

i. To determine the effects of inflation on Public Sector projects in Nigeria
ii. To ascertain the effect of poor project management on public sector projects in Nigeria
iii. To determine the effect of unsupportive government policies on public sector projects in Nigeria

1.4 Research questions

i. What are the effects of inflation on Public Sector projects in Nigeria?
ii. What is the effect of poor project management on public sector projects in Nigeria?
iii. What is the effect of unsupportive government policies on public sector projects in Nigeria?

1.5 Statement of Hypothesis

H_{O1}: Price inflation does not affect the success of projects in Nigeria.

H_{O2}: Poor project execution strategies does not significantly affect projects in Nigeria.

H_{O3}: Unevaluated strategies does not significantly project management in Nigeria.

1.6 Significance of the Study

The study can go a long way in throwing up indices which can be successfully applied to boost project delivery in Nigeria. This can help in informing policy development on the subject matter, and can help 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.
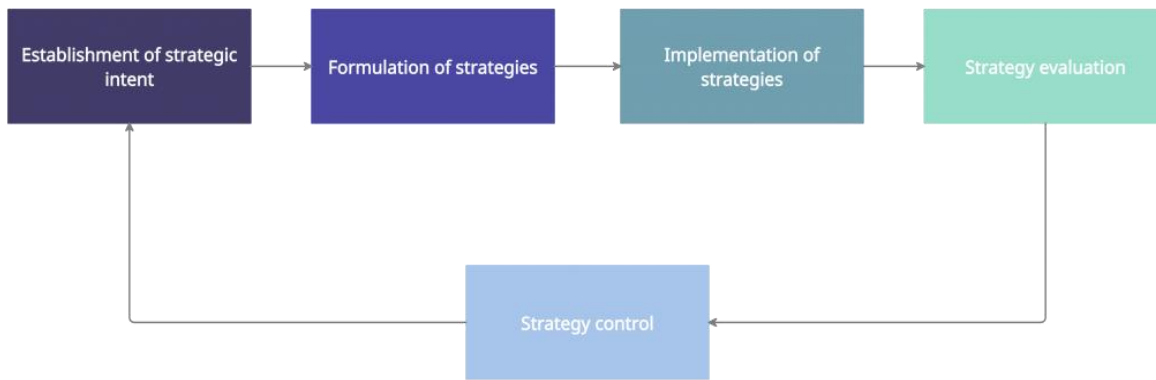
1.7 Scope of the Study

This study covered the Evaluation of Strategies for successful project management in the execution of projects in Nigeria.

Review of Related Literature

2.1 Conceptual Framework

Strategic evaluation constitutes the final stage of strategic management and is considered one of the most vital steps in the process.

2.1.1 Strategy Management Process

Strategy evaluation is the process by which the management assesses how well a chosen strategy has been implemented and how successful or otherwise the strategy is. To simply put, strategy evaluation entails reviewing and appraising the strategy implementation process and measuring organizational performance. In the instance, the implementation of the strategy is not taking place as planned, say due to the limitations in the strategy that are blocking the achievement of organizational goals, necessary corrective actions should be identified and applied. At the end of the evaluation, you'll have gathered insight to either reformulate the strategy or to plan and develop new ones (Clark and Wheelwright, 1993).

Evaluating the strategy helps improve it, distinguish between what works and what doesn't, and contribute to the ongoing development and adaptation of the strategy to the changing conditions and complexities in the industry. Strategy evaluation operates at two levels; strategic and operational. At the strategic level, the focus is given to the consistency of the strategy with the environment, and at the operational level, how well the organization is pursuing the strategy is assessed (Moore, 1999).

Through the process of strategy evaluation, strategists can make sure that the,

  i.   Premises made during strategy formulation are correct.
  ii.   Strategy is guiding the organization towards accomplishing its objectives.
  iii. Managers are doing what they are supposed to be doing to effectively implement the strategy.
  iv.   The organization is performing well, schedules are being followed, and resources are being properly utilized.
  v.   Whether there's a need to reformulate or change the strategy.

2.1.2 Participants of the Strategy Evaluation

The stage of strategy evaluation requires the contribution of several participants who will be playing different roles throughout the process.

The board of directors: takes on the formal role of reviewing and screening the executive decisions in light of their environmental, business, and organizational implications. Although they are not directly involved in the evaluation and control of the strategy implementation process, they periodically take part in reviewing the organization's performance and results.

Chief executives: are responsible for all the administrative tasks of strategy evaluation and control.

The SBU or profit-center heads: monitor strategy implementation at the business unit level and give feedback to the corporate parent who can intervene as necessary.

Financial controller, company secretaries, and external and internal auditors: responsible for operational control based on financial analysis, budgeting, and reporting.

Middle-level managers: carry out tasks assigned to them by SBU heads or the strategic planning group and provide them with feedback and information. They will also be participating in the corrective actions, in the case of mid-term revisions in the implementation process (Shenhar, Levy, Dvir, and Maltz, 2001).

2.1.3 Importance of Strategic Evaluation

The phase of strategy evaluation helps ensure that the implementation of the particular strategy will help the organization achieve its objectives. Without this step in the strategy management process, it would prove difficult to identify whether the strategy implemented is generating the desired effect (Shenhar, Levy, Dvir, and Maltz, 2001). In addition, strategy evaluation also helps,

i.   Check the validity of the strategic choices the organization makes.
ii. Assess whether the decisions made during the strategy implementation stage meet the intended strategy requirements.
iii. Provide insight and experience into the strategists that can be used in reformulating or planning new strategies.
iv. Shed light on issues caused by changes in the internal and external environment and take precautions and avoid making wrong decisions.

2.2 Theoretical Framework

The strategy evaluation is carried out in order to determine that the strategy is helping the organization achieve its objectives. It compares the actual performance of the organization with desired results and provides the necessary insight into the corrective action that needs to be taken to improve the performance of the organization. Following are the steps in the process of evaluating strategy (Shenhar, Poli and Lechler, 2001).

Establish standards

This step starts with determining what standards to set, how to set them, and the terms used to express the standards. To do this,

- Identify the key areas of performance which are usually based on the key managerial tasks pertaining to strategic requirements. Standards should be set within these identified key performance areas.
- The special requirements needed to perform each of these key tasks can be used to determine the type of standard to be set.
- Performance indicators that can satisfy these special requirements can then be identified for evaluation.

Performance indicators have to be set on the basis of quantitative or qualitative criteria in order to make measuring performance easier.

- Quantitative criteria – on the basis of this criteria, performance can be evaluated in two ways: Either by comparing how the company has performed against its past achievements or against the performance of the industry average or that of the competitors.
- Qualitative criteria – in order to assess factors such as core competencies, capabilities, risk-bearing capacity, workability, and flexibility, companies need a set of qualitative criteria such as the ones suggested by Glueck and Jauch.
- Consistency (evaluating strategy against company objectives, environmental assumptions, and internal conditions)
- Appropriateness (evaluating strategy with regard to resource capabilities, risk preference, and time horizon).
- Workability (evaluating the feasibility and simulation *of the strategy)*

Measure Performance. The standards of performance set will serve as the benchmark against which the actual performance will be evaluated. Based on these standards, managers should decide how to measure the performance and how often to do so. The methods used to measure performance may vary on the standard set;

usually, data such as the number of materials used, units produced, the monetary amount of services utilized, the number of defects found, processes followed, quality of output, and return on investment, are used. Once the methods of measuring performance are identified, how often it should be done for control purposes needs to be then decided. Whether it should be on a daily, weekly, monthly, or annual basis is decided on factors such as how important the objective is to the organization, how quickly the situation might change, and how difficult or costly it would be to fix a problem once it has actually occurred (Clayton, 2015).

Analyse Variances. Evaluating the actual performance against the standards of performance will reveal whether;
- The actual performance matches the budgeted performance
- The actual performance differs from the budgeted performance in a positive way
- The actual performance differs from the budgeted performance in a negative way

A predetermined set range of tolerance limits can be used to determine whether the results can be accepted satisfactorily. If the actual performance deviates from the budgeted performance within the set tolerance limit, the performance can be considered acceptable and the variance insignificant.

On the other hand, if the performance is below standards, effort must be directed to finding the root causes of the deviation and coming up with corrective action to fix it.

Take Corrective Action; In the case the actual performance falls out of the tolerance limit, corrective action must be taken to solve it. The deviation can be caused internally or externally, predicted or random, or temporary or permanent. If the actual performance is below the standards consistently, a thorough analysis should be carried out to find the root causes. If the organizational potential can't meet the performance requirements, consider adopting attainable performance standards. In the case of an extreme deviation, you might have to consider formulating the strategy, which might require you to start from the beginning of the strategic management process.

Strategic Evaluation Technique; Evaluating the effectiveness of a strategy entails assessing the internal and external forces that affect strategy implementation. Following are a few techniques that you can use to examine these factors and make well-informed strategic decisions.

Gap analysis; A gap analysis is performed to identify and measure the gap between your current state of organizational performance and the desired state. It can be utilized to evaluate various aspects of the business from production to marketing.

SWOT analysis; A SWOT analysis is another helpful tool that strategists use to assess the current situation -both internal and external environments – of an organization. It helps you gain insight into your internal landscape by analyzing strengths and weaknesses, and insight into your external landscape by scanning opportunities and threats.

Value chain analysis; This analysis examines the set of activities the company performs to produce and market a product or service. It helps identify which activities are most valuable to the company and which needs to be improved to help perform better.

2.3 Strategies for Successful Project Management

Though it may seem straightforward, successful project management is complex. Project managers bring projects of all sizes to completion, on time and within budget. There are many reasons a project can derail; however, skilled project managers are able to organize the various elements involved and keep a project on course from start to finish (Clayton, 2015).

By taking necessary precautions and having a detailed plan in place, project managers can ensure success. What can team leaders and project managers do to help keep projects on track when problems arise? The following strategies for successful project management offer both solutions and best practices.

1. Finalize Project Details

Before you begin a project, make sure that you've laid the foundation for success. This means getting buy-in from all stakeholders and understanding the expectations involved. You should clearly define the scope of the project itself, including the various roles and responsibilities of team members. Develop a detailed plan and define goals, then create measurable criteria for success. Factor in deliverable dates and create your timeline. Of course, certain elements will likely change along the way. But if your initial plan has enough detail, your team will be able to adapt (Clayton, 2015).

2. Set Clear Expectations

Another key part of successful project management is being clear about which team members are responsible for all the components of a project. This makes it easier to create accountability. Once you've set expectations, make sure everyone is on the same page and knows when their deliverables are due and how their work contributes to the project as a whole. While it is important for the internal team to be clear on expectations, don't forget to keep stakeholders informed as well (Clayton, 2015).

3. Choose the Right Team and System

When your plan is in place and expectations are clear, you will be able to assign tasks to team members. It is the role of a project manager to put together a winning combination of skills, talent and personalities that are right for each particular project. Keep in mind that skill sets should align with specific project requirements. "In order for a project to be successful, you need to have the right project team in place, people whose skills and experience can benefit the project,"

Try to avoid having too many people on a team as well; for example, Amazon uses the "pizza" methodology, based on the idea that "a team shouldn't be larger than 6 to 10 people," *CIO* reports. Another important element to any project's success is having the right task management system. Email can sometimes make communication more difficult, so you may want to use software designed to keep all project information in one place (Clayton, 2015).

4. Define Milestones

It is important to define key milestones throughout the lifecycle of the project. A good way to get started is by including four main phases: initiation, planning, execution, and closure. Then you can perform an evaluation after each phase and know how your team is doing by examining deliverables. This process keeps you informed about any problems that arise while ensuring that each phase of the project is completed successfully (Clayton, 2015).

5. Establish Clear Communication

Another element that can make or break a project is communication. You'll need to create a communication plan featuring how often the team will check in with stakeholders, when status meetings will be held, and more. It is the responsibility of project managers to create status reports, so you should also plan how often you will be sending those out and who needs to receive them (Drays, 2008).

6. Manage Project Risks

There are always risks involved in projects. When you are aware of them at the start, however, you can manage them and ensure that potential problems don't arise. Skilled project managers are able to have contingency plans in place, take preventive action, or even step in with corrective measures (Drays, 2008).

7. Avoid Scope Creep

One of the most important roles a project manager plays is keeping a project on track. Although change will always happen, it is important to know how much change can occur before affecting deadlines and deliverables. Scope creep generally takes place when there are additions to a project, which is not revised accordingly (Drays, 2008).

8. Evaluate the Project After Completion

Each project provides information that you can utilize in the future. This is why reviewing the project as a whole is such a valuable practice. Note wins as well as areas for improvement, and be sure to consider the planned return on investment in comparison to the actual ROI. When project managers know what went right, what went wrong, and how to make adjustments next time, they are able to develop best practices for future work (Drays, 2008).

Methodology

3.1 Research Design

A research design is a plan that guides the researcher in the various stages of the research process. Research design may be experimental, case study or an observation. This research work adopted the descriptive survey design. The descriptive survey design deals with the systematic collection of facts from a target audience or population. This design was adopted by the researcher because it will help to ascertain the strategies for a successful project management in Nigeria.

3.2 Population of the study

The population of this study is made up of some selected companies in Nigeria.

3.3 Sample and Sampling Technique.

A sample is the subset of population selected for a study. Sampling deals with selecting a sample. The sampling method to be used for the study is convenience sampling with a sample size of 100 companies. The sample for this study was drawn from the population of the study.

3.4 Research Instruments

The research instrument that will be used for this study is questionnaire. The questionnaire was selected by the researcher because it had the capability of eliciting factual data from a given population. The questionnaire will be titled: "**Evaluation of Strategies for successful project Management**". The questionnaire will be divided into two (2) sections covering the research questions raised in chapter one of the study. The various sections are as follows:

Section A: Bio-data of the respondents

Section B: The causes and effects of variation in construction contracts in Nigeria.

3.5 Validity and reliability of instrument

The research instrument will be validated by the project supervisor. The instrument will be prepared by the researcher and submitted to the project supervisor for scrutiny. The corrections made by the supervisor will be carefully incorporated by the researcher in order for the instrument to be valid. The reliability of the instrument will be done by the researcher through the test-retest method. That is to say, the instrument will be pre-tested twice before proceeding to administer the instrument to the respondents. On reliability correlation testing using SPSS, the cronbach's alpha value will be obtained. The closeness of this value to 1 indicates that the instrument is very reliable.

3.6 Method of analysis

The retrieved copies of questionnaire were analyzed using simple percentage and frequency count with the aid of the software SPSS version 20. This statistical tool was selected by the researcher because of its simplicity and relevance to the research work.

4.1 Data Analysis and Results Presentation

Table 4.1: Responses on the effects of management styles in project management

S/N	Question	No. of Respondents/ Percentage (%)				
		SA	A	D	SD	NS
1	Good management styles can affect success in project management	58 (59.8%)	24 (24.7%)	6 (6.2%)	6 (6.2%)	3 (3.1%)
2	Ineffective management styles can affect success in project management	35 (36.1%)	47 (48.5%)	6 (6.2%)	6 (6.2%)	3 3.1%)
3	Poor planning can affect project success in Nigeria	33 (34.0%)	38 (39.2%)	8 (8.3%)	12 (12.4%)	6 (6.2%)
4	Poor knowledge of project management can affect project success in Nigeria	44 (45.4%)	28 (28.9%)	6 (6.2%)	6 (6.2%)	3 (3.1%)
5	Unstable national national policies can affect project success in Nigeria	40 (41.2%)	31 (32.0%)	8 (8.3%)	12 (12.4%)	6 (6.2%)

The table 4.1 above shows that response on the effects of price inflation on variation of construction contracts in Nigeria and indicates that 59.8% strongly agreed that price inflation do lead to variation of construction contracts in Nigeria, Agree 24.7%, Disagree 6.2%, Strongly Disagree 6.2%, Not sure 3.1%. Increase in the prices of building materials can lead to variation of construction contracts in Nigeria, 36.1% strongly agree, 48.5% agree, 6.2% disagree, 6.2% strongly disagree, 3.1% not sure. Fluctuations in the prices of building materials can lead to variation of construction contracts in Nigeria, 34.0% strongly agree, 39.2% agree, 8.3% disagree, 12.4% strongly disagree, 6.2% not sure. Poor price negotiation skills can lead to variation of construction contracts in Nigeria, 45.4% strongly agree, agree 28.9%, 6.2%) disagree, 6.2% strongly disagree, 3.1% not sure. Unstable national inflation rate can lead to variation of construction contracts in Nigeria, 41.2% strongly agree, 32.0% agree, 8.3% disagree, 12.4% strongly disagree, not sure 6.2%.

Table 4.2: Responses on the effect of poor management on variation of construction contracts in Nigeria

S/N	Question	No. of Respondents/ Percentage (%)				
		SA	A	D	SD	NS
1	Poor management do lead to unsuccessful project management in Nigeria	40 (41.2%)	31 (32.0%)	8 (8.3%)	12 (12.4%)	6 (6.2%)
2	Inability to manage conflict effectively can lead unsuccessful project management in Nigeria	35 (36.1%)	47 (48.5%)	6 (6.2%)	6 (6.2%)	3 3.1%)
3	Poor supervisory abilities can lead unsuccessful project management in Nigeria	58 (59.8%)	24 (24.7%)	6 (6.2%)	6 (6.2%)	3 (3.1%)
4	Faulty decision making unsuccessful project management in Nigeria	35 (36.1%)	47 (48.5%)	6 (6.2%)	6 (6.2%)	3 3.1%)
5	Poor knowledge of the industry can lead to unsuccessful project management in Nigeria	33 (34.0%)	38 (39.2%)	8 (8.3%)	12 (12.4%)	6 (6.2%)

The table 4.2 above shows that response on the effect of poor management can lead to unsuccessful project management in Nigeria, and it shows that 41.2% Strongly Agree that poor management do lead to unsuccessful project management in Nigeria, 32.0% agree and 8.3% disagree while 12.4% Strongly disagree and 6.2% were

not sure; Inability to manage conflict effectively can lead to unsuccessful project management in Nigeria , 36.1% strongly agree, 48.5% agree, 6.2% disagree, 6.2% strongly disagree, 3.1% not sure. Poor supervisory abilities can lead successful project management in Nigeria, 59.8% strongly agree, 24.7% agree, 6.2% disagree, 6.2% strongly disagree, 3.1% not sure. Faulty decision making can lead to successful project management in Nigeria, 36.1% strongly agree, 48.5% agree, 6.2% disagree, 6.2% strongly disagree, 3.1% not sure. Poor knowledge of the industry can lead to unsuccessful project management in Nigeria, 34.0% strongly agree, 39.2% agree, disagree 8.3%, 12.4% strongly disagree, 6.2% not sure.

Table 4.3: response on the effect of unsupportive government policies on the variation of construction contracts in Nigeria

S/N	Statement	No. of Respondents/ Percentage (%)				
		SA	A	D	SD	NS
1	Unsupportive government unsuccessful project management in Nigeria	35 (36.1%)	47 (48.5%)	6 (6.2%)	6 (6.2%)	3 3.1%)
2	Unsupportive government policies can lead to unsuccessful project management in Nigeria	33 (34.0%)	38 (39.2%)	8 (8.3%)	12 (12.4%)	6 (6.2%)
3	Increase of value added tax can lead to unsuccessful project management in Nigeria	44 (45.4%)	28 (28.9%)	6 (6.2%)	6 (6.2%)	3 (3.1%)
4	High exchange rate can lead to unsuccessful project management in Nigeria	40 (41.2%)	31 (32.0%)	8 (8.3%)	12 (12.4%)	6 (6.2%)
5	Deregulation policies can lead to unsuccessful project management in Nigeria	35 (36.1%)	47 (48.5%)	6 (6.2%)	6 (6.2%)	3 3.1%)

Source: Filed Survey, 2023

The table 4.3 above shows response on the effect of unsupportive government policies can unsuccessful project management in Nigeria and indicates that 36.1% strongly agree that unsupportive government can lead to policies on the successful project management in Nigeria, 48.5% agree, 6.2% disagree, 6.2% strongly disagree, 3.1% not sure. Unsupportive government policies can lead to unsuccessful project management in Nigeria, 34.0% strongly agree, 39.2% agree, 8.3% disagree, 12.4% strongly disagree, 6.2% not sure. Increase of value added tax can lead to unsuccessful project management in Nigeria 45.4% strongly agree, agree 28.9%, 6.2%) disagree, 6.2% strongly disagree, 3.1% not sure. High exchange rate can lead to variation of construction contracts in Nigeria, 41.2% strongly agree, 32.0% agree, 8.3% disagree, 12.4% strongly disagree, not sure 6.2%. Deregulation policies can lead to unsuccessful project management in Nigeria, 36.1% strongly agree, 48.5% agree, 6.2% disagree, strongly disagree 6.2%, 3.1% not sure.

4.2 Testing of Hypotheses

Hypothesis One

H_{O1}: Price inflation does not significantly affect variation of construction contracts in Nigeria.

Table 4.2.1: Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885[a]	.783	.710	2.983

Source: SPSS Version 20

a. Predictors: (Constant), Price inflation

b. Dependent Variable: Variation of construction contracts

Model Testing and Interpretation

The result of hypothesis one tested shows that the R correlation coefficient is 0.885 signified that there is a very strong relationship between Successful project management and good strategies. The degree to which the independent variables explain the dependent variables called coefficient of determination which is represented by R^2 shows that 78.3% of unsuccessful project in Nigeria is due to poor strategies. Hence, the Adjusted R^2 is 71.0%. This explains that the independent variables specified in the model can explain only about 71.0% of the variations in the dependent variable. With the linear regression model, the error of estimate is low with a value of about 2.983. The regression sum of square 96.100 is more than the residual sum of squares 26.700, which means that more of the variation in the dependent variable is explained by the model; hence variation explained that the model is not due to chance.

It is said that auto-correlation assumption is that a succeeding values of the random variable (u) are temporary independent; Auto-correlation usually indicated that an important part of the variation of the dependent variable has not been explained and it is usually dictated by Durbin Watson (DW) statistics. The acceptable value for the Durbin Watson Statistic is 2 but it permits a range of 0.2. The Durbin-Watson Statistic is 1.455 and since it falls within the acceptable range, the model is free from autocorrelation and is reliable. We conclude that the model shows positive serial autocorrelation. Thus, the constant or intercept is -4.500. This implies that when all the model parameters are zero, there will still be an effect of -4.500 on variation of construction contracts. This is accounted for by other factors not specified in the model. Based on above information that the estimated regression model is represented as follows:

Variation of construction contracts = -4.500 + 3.100 Price inflation + μ

However, the significance value (p-value) of 0.046 is less than 0.05, the model is significant. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. We therefore conclude that poor knowledge of strategies will affect successful project management in Nigeria

Table 4.2.2: ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	96.100	1	96.100	47.335	.000[b]
Residual	26.700	103	1.455		
Total	122.800	104			

Source: SPSS Version 20

The study also conducted ANOVA (i.e. analysis of variance) to determine the extent to which the Independent and dependent variable relates with each other, and the result showed that P-value Obtained (i.e.is 0.000) was lower than the 5% level of significance specified in SPSS software for this analysis, therefore, according to the decision rule, the Alternate hypothesis will be accepted, while the Null hypothesis will be rejected. This implies that price inflation does significantly affect variation of construction contracts in Nigeria.

Hypothesis Two

H_{O2}: Poor management does not significantly affect variation of construction contracts in Nigeria.

Table 4.2.3: Model Summary[b]

Model	R	R Square	Adjusted R square	Std Error of the Estimate
1	.853[a]	.727	.636	3.578

Source: SPSS Version 20

a. Predictors: (Constant), Poor management

b. Dependent Variable: Variation of construction contracts

Model Testing and Interpretation

From hypothesis two, the R correlation coefficient is 0.853 signified that there is a very strong relationship between poor management and variation of construction contracts. The degree to which the independent variables explain the dependent variables called coefficient of determination which is represented by R^2 shows that 72.7% of the variation in variation of construction contracts can be explained by poor management. Hence, the Adjusted R^2 is 63.6%. This explains that the independent variables specified in the model can explain only about 63.6% of the variations in the dependent variable. With the linear regression model, the error of estimate is low with a value of about 3.578. The regression sum of square 102.400 is more than the residual sum of squares 38.400, which means that more of the variation in the dependent variable is explained by the model; hence variation explained that the model is not due to chance.

The auto-correlation dictated by Durbin Watson (DW) statistics is 1.598 and since it falls within the acceptable range, the model is free from autocorrelation and is reliable. We conclude that the model shows positive serial autocorrelation. Thus, the constant or intercept is -4.800. This implies that when all the model parameters are zero, there will still be an effect of -4.800 on variation of construction contracts. This is accounted for by other factors not specified in the model. Based on above information that the estimated regression model is represented as follows:

Variation of construction contracts = -4.800+ 3.200 Poor management + μ

However, the significance value (p-value) of 0.066 is less than 0.05, the model is significant. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. We therefore conclude that poor management does significantly affect variation of construction contracts in Nigeria.

Table 4.2.4: ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	102.400	1	102.400	52.175	.000[b]
Residual	38.710	103	1.598		
Total	141.110	104			

Source: SPSS Version 20

The study also conducted ANOVA (i.e. analysis of variance) to determine if the result of the model summary above can be relied upon and the result established that P-value obtained (i.e., 0.000) was lower than the alpha level of 5% specified in SPSS for this analysis, therefore, according to the decision rule, the Alternate hypothesis will be accepted while the Null hypothesis will be rejected. This implies that poor management does significantly affect variation of construction contracts in Nigeria.

Hypothesis Three

H$_{O3}$: Unsupportive government policies do not significantly affect variation of construction contracts in Nigeria.

Table 4.2.5: Model Summary[C]

Model	R	R Square	Adjusted R square	Std Error of the Estimate
1	.0.782[a]	.612	.483	5.261

Source: SPSS Version 20

a. Predictors: (Constant), Unsupportive government policies

b. Dependent Variable: Variation of construction contracts

Hypothesis three shows that there is a very strong relationship between unsupportive government policy and variation of construction contracts. The degree to which the independent variables explain the dependent variables called coefficient of determination which is represented by R^2 shows that 78.2% of the variation in variation of

construction contracts can be explained by unsupportive government policies. Hence, the Adjusted R^2 is 48.3%. This explains that the independent variables specified in the model can explain only about 48.3% of the variations in the dependent variable. With the linear regression model, the error of estimate is low with a value of about 698.700. The regression sum of square 1102.500 is more than the residual sum of squares 38.400, which means that more of the variation in the dependent variable is explained by the model; hence variation explained that the model is not due to chance.

The auto-correlation dictated by Durbin Watson (DW) statistics is 1.736 and since it falls within the acceptable range, the model is free from autocorrelation and is reliable. We conclude that the model shows positive serial autocorrelation. Thus, the constant or intercept is -19100. This implies that when all the model parameters are zero, there will still be an effect of -19100 on the variation of construction contracts. This is accounted for by other factors not specified in the model. Based on above information that the estimated regression model is represented as follows:

Variation of construction contracts = -19100+ 10.500 Unsupportive government policies $+ \mu$

However, the significance value (p-value) of 0.118 is more than 0.05, the model is not significant. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. We therefore conclude that unsupportive government policies do significantly affect variation of construction contracts in Nigeria.

Table 4.2.6: ANOVA[C]

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	102.500	1	102.500	49.828	.001[b]
Residual	69.800	103	1.736		
Total	172.3	104			

Source: SPSS Version 20

The study also conducted ANOVA (i.e. analysis of variance) to determine the extent to which the Independent and dependent variable relates with each other, and the result showed that P-value Obtained (i.e.is 0.001) was lower than the 5% level of significance specified in SPSS software for this analysis, therefore, according to the decision rule, the Alternate hypothesis will be accepted, while the Null hypothesis will be rejected. This implies that unsupportive government policies do significantly affect variation of construction contracts in Nigeria.

5.1 Summary of Findings

i. Price inflation does significantly affect variation of construction contracts in Nigeria.
ii. Poor management does significantly affect variation of construction contracts in Nigeria.
iii. Unsupportive government policies do significantly affect variation of construction contracts in Nigeria.

Conclusion

After analysing the theoretical framework of the strategic management tools and the project management approach, it can be said that projects are the final tools used to implement strategies. The literature review presented gave us a better understanding of the interactions and relationships between strategy implementation and project management. In addition, strategic management defines «where» the firm has decided to go, while project management deals with «how» to get there. It is then clear that, project objectives should be aligned with the strategic objectives. Nevertheless, the best way to make sure that projects are aligned to the strategy is to have project objectives defined from organizational objectives, this because projects are started to put the strategy into action. In general, strategies can be broken down into tactics, which can then be implemented as programs. Therefore, in the long run, projects would then belong to a specific strategic program. Therefore, in any firm, it should be possible to trace projects back to specific organizational objectives. The present work discussed the

integrated strategic project management model as a contribution to close the gap between the project management approach and the strategy implementation.

5.3 Recommendations

i. Given that price inflation significantly affects the variation of construction contracts in Nigeria, it is crucial for stakeholders to implement strategies to mitigate the impact of inflation on construction projects. This could involve conducting thorough market analyses to anticipate potential price fluctuations, negotiating fixed-price contracts where feasible, and incorporating escalation clauses in contracts to account for inflationary pressures.

ii. The significant impact of poor management on the variation of construction contracts underscores the importance of enhancing project management practices within the construction industry. This may involve investing in training and development programs for project managers and site supervisors, implementing robust project monitoring and control mechanisms, and fostering a culture of accountability and transparency within construction firms.

iii. Recognizing that unsupportive government policies significantly affect the variation of construction contracts, it is imperative for industry stakeholders to engage with policymakers to advocate for regulatory frameworks that promote stability and predictability in the construction sector. This could entail lobbying for policies that address issues such as bureaucratic delays, inconsistent regulatory requirements, and inadequate infrastructure investment to create an enabling environment for construction contract execution.

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