

Relationship between Stakeholders' Perceptions of Project Success and Project Planning

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Abstract

Contemporary project management is one of the most common and fundamental ways of creating change within a firm that would ensure high levels of organizational success. Projects undergo various stages such as: initiating, planning, execution, monitoring and controlling to deliver the desired outcome. In prior studies, project success and failure are associated with stakeholders' expectations - how stakeholders value project results and relate them to project team success. But the relationship is unclear. For the project to succeed, it is important to understand that stakeholders have different expectations in relation to the project. Thus, project success and failure are strongly influenced by how well the management meets stakeholders' expectations and their perceptions influenced by the strength and willingness of the project manager to work closely and effectively with the project stakeholders to manage cartels and organizational politics. This research paper utilizes both descriptive statistics and regression analysis to understand and investigate the relationship between stakeholders' perceptions on project success and project planning. With a regression coefficient of 0.631 and a coefficient of determination of 0.314, there exists a statistically significant relationship between the project planning and the stakeholder's perception on the project success.

Keywords: Project Management, Project Planning, Stakeholder Management, Project Success, Project Performance, Team Collaboration.

Introduction

Millhollan & Kaarst-Brown (2016), note that in the contemporary context of organizational execution of projects, project planning and management are seen to be one of the ways in which the proper change implementation could be realized. Project management is the mechanism that deals with the application of knowledge, skills, tools and techniques to project activities to meet desired objectives of project requirements. For the project managers and stakeholders to unite in achieving success they need to realize the relationship that occurs between the project managers and project stakeholders. According to Antvik, & Sjöholm, (2017), the project success depends on the support and existence on which the project has to be made. On the other hand, effective communication is a vital tool in organizations undertaking a project in the process of building and maintaining relationships and maintaining support and commitment of all stakeholders to a common goal. Millhollan & Kaarst-Brown (2016) further conclude that maintaining ongoing relationships in the form of active communication systems will signal the managers with early warning signs, indicating trouble and problems possibly existing among senior stakeholders.

The main goal of this study was to investigate the impact of stakeholders' perspectives in relation to the project success on the planning process of a project. The paper tries to harmonize the overlapping ideas about project success and project management. The theoretical concept is based on issues such as, human resource management, stakeholder theory, information management systems with emphasis on project viability and planning (Antvik, & Sjöholm, 2017). The in-depth analysis of literature was meant to answer the question as to why some firms perform better than others despite having the same ecological niche. The paper attempts to investigate the effects of project planning on different facets of organization that is internal and external environments, and how the perspective of stakeholders affects it. The correlation between project planning and project management has been illuminated and the relevant literature analysis has been indicated herein. However, much needs to be done as there are many questions still left unanswered. For instance, as Crawford (2006) puts it, even where the study of project management has been done, the information is idiosyncratic and not consistent.

Many organizations ask the question, "What is the relationship between project planning, project success, and stakeholder perceptions?" This research seeks to inform firms to inculcate ideas from all interest groups to stay relevant in today's changing society. A three-front approach is necessary to create cohesion in institutions where everybody feels he is part and parcel of whatever projects or plans the firm intends to invest in.

The practical application of the study is pegged on the impact of stakeholders' perceptions on the success of the project. Prior works on this topic reveal that there are several factors affecting projects success. The studies point out though that there still exist several unanswered questions, begging for more research to be done. The study compounds the knowledge that there is the need for a combination of all the theories to try and harmonize the questions relating to stakeholders and project planning. The success of an organization depends a lot on understanding and achieving project goals.

Literature Review

In this section, there is the investigation into the existing literature on the topic of the study in which it analyzes the effects of the perceptions of stakeholders of a project, concerning its success on the planning of the same. The very context of the planning process of a project is analyzed with keen attention to the role the stakeholders play in its proper outlining and execution. The theoretical perspectives are also investigated while taking anxious concern of the whole inception of stakeholders and their immense contribution to the determination of the project's success. Accordingly, the relevant theories brought out here are such, as stakeholder theory and agency theory among others. These theories have been discussed basing the argument on how they touch on the stakeholder's decision that would influence the very process of project planning.

Rothaermel (2012) describes stakeholders as the individuals with interest in an institution, such as employees, the government and trade unions, suppliers, workers and even competitors. These are the fundamental factors which result in business failure or success. The role played by stakeholders in project planning, monitoring and evaluation cannot go unnoticed, and today it is given attention by project researchers and business analysts. As per Kendra & Taplin (2004) project planning is very critical since it is one of the determinant factors for the success of the same. Some of the vital stakeholders that are involved in the project planning are strategic managers, supervisors and project financiers among others. The stakeholder perception is therefore quite critical, especially when dealing with the inception of a framework that would ensure the execution of the project in the best way possible. Sull, Homkes, & Sull (2015) confirm that if a project manager assesses the project and has no faith in the project, it is likely that the project is deemed to fail. Financial analysts and researchers alike usually report on the propensity of success and the viability of a project in question (Teece, Pisano, & Shuen, 2018).

One of the most essential tools resulting in the wellbeing of a firm is project planning. Prior-planning feasibility done on a project will depict some of the salient risk factors which affect the very success of the project. Besner, & Hobbs, (2013) confirmed that the perception these stakeholders have on these perceived risk factors have a profound effect on whether the planning will take root or not. For example, if there are high risks involved in the investment, then the investors might look into other alternatives and hence the effectiveness of planning might be stalled. A survey that was done by Varajão, Dominguez, Ribeiro, & Paiva (2014) on various firms reveal that there is a close relationship between the firm's performance and its internal organization. The internal structure of an organization according to Walker, Steinfort, & Maqsood, (2014) determines the successful delivery of goals and objectives. The gap between project success and its planning procedures is bridged by the integration of human resource and other stakeholders which majorly take part in the very execution of the project (Whitley 2006). These stakeholders understand fully the various aspects of the project such as viability, profitability and the risks involved among others. In this aspect, the view of the stakeholders as far as the feasibility is concerned is put into perspective. When the stakeholders feel that the project is viable, the planning is deemed to be a success, and hence the execution of the plan is considered to be a success generally. Moreover, the Whitley (2006) study is in concurrence with Williams, Ashill, Naumann, & Jackson, (2015) when they ask, "Why do organizations vary regarding productivity, more so, even if they are found in the same industry, subjected to the same resources and external business niche?"

Accordingly, to understand the differences in performance between organizations within the same ecosystem, a close analysis of both the internal and external structures should be carried out leading to a resource-based view of the firm (Westerveld, 2003). To Whitley (2006), an organization is as good as the interaction between its internal and external resources. Resources here need to be understood as either visible or invisible. The most significant supply whose absence may result in automatic failure is the human resource in which both physical and mental efforts are used in the production process. Organizations vary in terms of not only physical appearance but also regarding scale and methods of production, norms and ethical standards, skills, and styles of management (Wilson, Bunn, & Savage, 2010).

In the works of Slevin & Pinto (1986), the simplest way of distinguishing these different concepts is regarding tangible and intangible resources. Tangible resources are those physical assets that you can see and touch, which include cash, machines, premises, and fixtures. Intangible resources are those resources that we cannot touch; they are instincts such as goodwill, brand name, technical expertise, formal and informal teams within the firm, procedures, and systems (Smith, Keil, & Depledge, 2001). Given that these resources do not function independent of each other, managers are therefore called upon to align, reorganize and coordinate them to have a common goal and mission (Söderlund, 2010). When all these resources are geared towards the attainment of similar standards, projects will automatically see the light of day. Internal stakeholders who are in direct control of these resources must take the daunting task of identifying the strength of every resource for proper allocation (Smith, Keil, & Depledge, 2001).

Enlightened stakeholders only pursue viable projects. These stakeholders are known for taking calculated risks. According to Wenerfelt (1984), managers can use the following criteria to evaluate resources: the first criterion, the ease with which the product can be imitated. Collins and Montgomery (2008), held that resources which surely are not easy to imitate are more valuable than those that are easier to copy. Managers, therefore, check on the ability to imitate to determine the viability of a project. The products that are consequently not easily replicated by competitors, according to financiers and entrepreneurs, are envied by stakeholders (Smith, Keil, & Depledge, 2001). The second criterion is the degree of permanence: The duration that a product can take while commanding a competitive advantage over other products in the market is very critical. Investors usually go for commodities that remain relevant to customers for long as this will help in saving in the cost of product promotion. Products which become obsolete faster are always being frowned upon by stakeholders. It is worth investing in a project that will withstand the market dynamics in order to retain the market share (Smith, Keil, & Depledge, 2001).

Appropriateness: this is how correctly the utility derived from the resource fits on the organizational roadmap. In the opinion of the stakeholders, if a project is deemed to be matching the vision of the firm, much emphasis will be put on it. Such projects usually are being monitored and many resources being invested in them. Planning and implementation of such projects are done, and all managers like being associated with the resulting fruits. Finally, according to Spanos & Lioukas (2001), another criterion that can be used to analyze the significance of a resource is its comparative value as held by a competitive firm. The supply will be considered strategic if it adds more value to your firm as compared to a competitor. Westerveld (2003) agreed by proposing that a firm endowed with resources which are difficult to mimic, hard to come by, irreplaceable and valuable will exhibit a competitive advantage over the rest. With these facts, stakeholders have the tools to critically examine the resources which they are endowed with to evaluate a project to make reasonable decisions. Loi, (2016) sees stakeholders as the ones who set a strategic direction and formulate strategies. These stakeholders are the implementers of projects and their monitors to create for them value. Management of organizations must go beyond the narrow view of the firm, centered on the owners and shareholders, to include all the individuals affected by the firm (Westerveld, 2003).

A multifaceted approach needs to be put in place, to consider the impact of all interested groups as far as project planning and implementation is concerned. As Rothamel's (2012) work suggests that the internal resources play a significant role in success. In this era of information technology, there is a transition regarding thinking and lifestyle in the workplace. Proper management of information and retention is vital.

Cross Sector Social Partnership

As business becomes more dynamic, recent literature emphasizes that to excel, organizations are currently incorporating social responsibility and sustainability in their strategies and operating approach (Slevin, & Pinto, 1986). The goals of the organization will be achieved faster if there is this nature of collaboration between the firm and the public. The partnership would then lead to the creation of partnerships among these parties that would lead to the planning and execution of the project in an amicable and mutually conducive environment. This theory, therefore, advocates for a high level of collaboration among the various stakeholders and the society while planning for a project to ensure that there is low resistance by the community about the context of the implementation of the project (Slevin, & Pinto, 1986).

Materials and Methods

Research Design

This paper, drawing on the extant literature, defines project success as the realization of the strategic objectives of the organization that initiated the project to the satisfaction of the key stakeholders. In considering stakeholders, the researcher emphasized planning in project management. Accordingly, *A Guide to the Project Management Body of Knowledge – 6th Edition* also places project planning in which it is composed of 24 processes, or nearly 50% of the total procedures in the standard (Project Management Institute, 2017). However, is the emphasis placed on project planning well founded? How well does it support the ultimate purpose of project management: enabling project success? This research attempted to address this question by examining stakeholder perceptions of success and its association with project planning.

Operationalization of the Variables

Table 1 below shows the summary of the description of both the independent and dependent variables in which the dependent variable looks into the notion of project success while the independent variable includes the project planning considerations.

Table 1: Dependent and Independent Variables

| Dependent Variables |
|---|
| 1. Overall, how satisfied are you with your organization's ability to achieve its strategic business objectives? (1, 2, 3...) |
| 2. What proportion of these essential initiatives do you consider to be truly successful? (1, 2, 3...) |
| Independent Variables |
| 1. Project Planning (1, 2, 3...) |
| <ul style="list-style-type: none"> • How formal is your organization's strategic planning process? • What percentages of your organization's resources are dedicated to business execution of major initiatives? • How well does your organization link strategic planning with business execution? • How important are the following business processes to your organization – <ul style="list-style-type: none"> A. Strategic planning processes B. Clarity of the strategic plan and its business objectives C. Realistic expectation or feasibility of successfully executing our strategic plans D. Ability to translate business objectives to tangible actions. E. Allocation of resources F. Internal capabilities and skills of people G. "Discipline" of getting things done H. Managing risks |

The two dependent variables of this study were the respondent's overall satisfaction with his or her organization's ability to achieve its strategic objectives and the proportion of the important initiatives that he or she considered to be truly successful. These addressed the question of whether the sponsoring organization of projects had achieved broad measures of success—the first at an organizational level, and the second on a more selective basis of true and total project success. As discussed in the literature review, defining project success can be challenging, as there are no common grounds for project success factors (Davis, 2014). Attempts were made to connect the various perspectives (Burke, 2013). In this study, these two dependent variables were chosen to broadly reflect the two views of project success (Jugdev & Muller, 2006).

Independent Variables - Project Planning

Over the past decades, the planning activities of organizations have evolved in sophistication to include mission statements, internal and external analyses, strategic formulation, implementation, control, and follow-up (Hahn & Powers, 2010). In a study of 441 banks with assets between \$10 million and \$1.5 billion, Hahn and Powers (2010) showed that banks that pursued one of Porter's generic strategy types and reported both high plan quality and high implementation capability, achieved higher levels of performance than did their counterparts with low plan quality and low implementation capability. Researchers often view planning as the primary management function—the one function that precedes and serves as the basis for organizing, influencing, executing, and controlling (Certo & Certo, 2014). As a primary function, planning is of paramount importance. Managers generally develop a plan before taking any action; this includes deciding how to structure their teams, allocate their people and resources, implement work, and establish controls.

This emphasis on planning is a key feature of modern approaches to effective project management (Gerwel Proches & Bodhanya, 2014; Tagiuri, 1980). Multiple empirical studies of projects and project management have suggested that planning is one of the major contributors to the success of projects (Clarke, 1999; Dvir & Lechler, 2004; Slevin & Pinto, 1987). This belief is supported by practitioners' empirical observations as well. In the current standard reference for project managers, *A Guide to the Project Management Body of Knowledge – 6th Edition*, the majority of processes discussed appear in the Planning section (Project

Management Institute, 2017). Slevin and Pinto (1987) put forth “ten key success factors,” with the importance of planning prominently embedded in multiple factors, including establishing project mission, consulting clients, developing project plans, and securing top management support.

Before starting a project, an important planning activity is the assessment of organizational readiness, a step which can identify opportunities and threats and hence the degree of readiness to start a project (Ostadi, Aghdasi, & Alibabaei, 2011). Readiness can enhance the success of projects (Abdolvand, Albadvi, & Ferdowsi, 2008). Zwikael (2009) and Besner and Hobbs (2012) discussed the importance of planning for complex projects. Similarly, formal planning approval by stakeholders, along with securing their commitment to the project, was highlighted by Andersen, Birchell, Jessen, and Money (2006) as an important goal. Christenson and Walker (2008) discussed the importance of involving the project team, since planning actions in which the objectives of the project are developed and communicated may increase the chances of success. Decision-makers must also define the scope of the project, since projects need to be “sold,” and their premises, restrictions, techniques, and tools used need to be known.

Planning is an intangible resource; it is a form of intellectual property asset through which the knowledge and routine of performing planning can serve as a source of competitive advantage (Galbreath & Galvin, 2006). In a study of 408 managers, Pinto and Prescott (1990) found planning factors to be of greater relative importance than any other type of factor for project success across all four stages of the project lifecycle including conceptualization, planning, execution, and termination. Pinto and Prescott (1990) study focused on external factors impacting project performance. More recently, in a study involving 96 Arab construction project managers in the Gulf Cooperation Council (GCC) countries, 80% of the respondents asserted a belief in “the importance of project planning to project success” (Jaeger & Adair, 2013). Thus, based on strong literature support, it was hypothesized that:

H1: A stakeholder’s positive perception on project planning as an intangible resource has a positive impact on project success.

As discussed above, the success of a project is a complex and subjective topic. For the present research, project success was defined as a project’s delivery of its intended goals (Cooke-Davies, 2002; Lim & Mohamed, 1999), attainment of efficiency and effectiveness (Belout, 1998), and stakeholder satisfaction (Maltz, Shenhar, Dvir, and Gao 2014; Patanakul & Shenhar, 2011).

Methodology

Overview

This research adopted multiple steps to provide a comprehensive overview and analysis of the research. In the research background, the two important goals are 1) To establish research objectives, research questions, and subsequent hypothesis development; and 2) To clarify target audience, research population, and sample selection. In survey conceptualization, the goals are to establish a link between research objective and survey content, generate statements and questions pertinent to research questions, provide a definition of variables (independent and dependent), discuss survey format, write survey questions and statements, determine how the survey will be administered, establish questionnaire layout and format, and select a scale of measurement.

Steps to establish validity and reliability including testing readability, obtaining expert opinion, conducting a pilot test, and undertaking post-pilot modification techniques were done explicitly. These steps were applied as explained below. After the survey implementation, the researcher conducted a data analysis including completeness, reliability coefficients, inter-item and item-total correlation, and regression analysis. The analysis and findings are shown in the result tabulation.

Data and Sampling

The source of data for this analysis was a Strategic Business Execution survey conducted by a U.S.-based management consulting and training firm. The firm's clients included notable non-profit organizations and Global 500 clients. The consulting firm initiated a study in February 2014, and it is ongoing, even though the bulk of data collection ended in May 2015. The survey was administered primarily to the firm's clients and business contacts, which consist of cross-industry business managers, project managers, and executives. A total of 625 surveys were collected, of which nearly 90% were used in this research after omission of results in which there were significant incomplete responses. The survey was administered through the Internet using SurveyMonkey, an online survey tool.

Of the analyzed responses, almost 34% were from one of four industry groups, namely Financial Services, Consulting, Education and Health Care. The others were from industries as diverse as manufacturing, banking, defense, and retail. Regarding organization type, almost half were privately held firms, while the rest were publicly held or governmental. The highest numbers of responses were from medium-sized firms (24%), closely followed by large firms with an employee count of 1,000-10,000 (20%) and very large firms with an employee count of over 10,000 people (19%). A tabular description of sample characteristics is depicted below:

Table 2: Responding Firm by Size

| | |
|-----------------|------------|
| V. Small (1-20) | 61 |
| Small (21-100) | 77 |
| Medium (101-1k) | 129 |
| Large (1k-10k) | 109 |
| V. Large (10k+) | 102 |
| Not Reported | 66 |
| Total: | 544 |

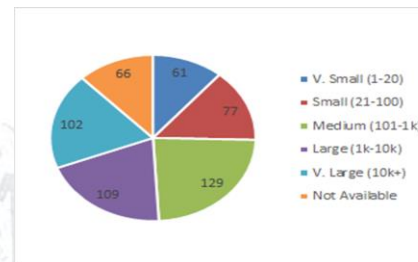


Table 3: Responding Firm by Organization Type

| | |
|----------------|------------|
| Government | 28 |
| NGO | 6 |
| Non-Profit | 99 |
| Privately Held | 250 |
| Public Company | 144 |
| Not Reported | 17 |
| Total: | 544 |

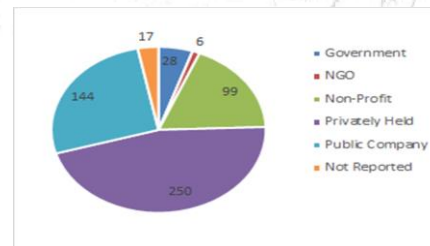


Table 4: Responding Firm by Industry

| Industry | Number | Percentage |
|---------------------------|--------|------------|
| Education | 64 | 11.76 |
| Health Care & Med Devices | 50 | 9.19 |
| Other | 46 | 8.46 |
| Consulting | 41 | 7.54 |
| Financial Services | 35 | 6.43 |
| Technology | 30 | 5.51 |
| Retail | 17 | 3.13 |
| Manufacturing | 16 | 2.94 |
| Business Services | 14 | 2.57 |

| | | |
|-----------------------|----|------|
| Banking | 13 | 2.39 |
| Legal | 13 | 2.39 |
| Construction | 11 | 2.02 |
| Professional Services | 11 | 2.02 |
| Media | 9 | 1.65 |
| Consumer Products | 7 | 1.29 |
| Computer | 7 | 1.29 |
| Advertising | 7 | 1.29 |

Data Analysis

To ensure high quality of data, this study employed a rigorous approach to testing their reliability and validity. Initially, this study conducted a series of descriptive statistics on these data points to better illustrate the findings, as well as to present an initial picture of the data before conducting any statistical tests. This series included basic descriptive statistics relating to the respondent's organization, as well as statistics conducted on the dependent variable and all independent variables included in this study. As all of these measures are categorical, presentation of them will consist of frequency tables reporting the sample sizes and percentages associated with each category of response for these measures.

Results

Planning as a major contributor to the success of projects has been highlighted by multiple empirical studies (Clarke, 1999; Dvir & Lechler, 2004; Slevin & Pinto, 1987). Similarly, Pinto and Prescott (1990) found planning factors to be of greater relative importance for project success across all four stages of the project lifecycle, while others have mentioned "the importance of project planning to project success" (Jaeger & Adair, 2013). Thus, there is strong literature support for the hypothesis: *A stakeholder's perception on project planning as an intangible resource has a positive impact on project performance.*

The regression analysis for project planning and its components showed a strong correlation between the dependent variable (project success) and the independent variables of degree of formality of the planning process (PP_DF), resources dedicated to planning (PP_RD), linkage of project plan to the strategic plan (PP_SP) and the importance given to the planning processes (PP_I).

The overall correlation between project planning and project success was significant ($p = 0$). The regression equation was:

$$\text{Proj_Succ} = 0.956 + 0.631 * \text{Proj_Plan}$$

The overall correlation between project planning and project success was significant ($p = 0$). The multiple R showed a substantial correlation between the dependent variable (project success) and project planning ($R = 0.314$). The value of R-square (0.314) indicates that about 31.4% of the variance in project success is explained by project planning. The B value (0.631) is positive; thus the first hypothesis, that project planning has a positive impact on project performance, stands proven.

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .560 ^a | .314 | .313 | .7640241 | .314 | 248.109 | 1 | 542 | .000 | 1.883 |

a. Predictors: (Constant), Project Planning

b. Dependent Variable: Project Success.

ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|-----|-------------|---------|-------------------|
| 1 Regression | 144.830 | 1 | 144.830 | 248.109 | .000 ^b |
| Residual | 316.383 | 542 | .584 | | |
| Total | 461.213 | 543 | | | |

a. Dependent Variable: Project Success

b. Predictors: (Constant), Project Planning

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Correlations | | |
|------------------|-----------------------------|------------|---------------------------|--------|------|---------------------------------|-------------|--------------|---------|------|
| | B | Std. Error | | | | Lower Bound | Upper Bound | Zero-order | Partial | Part |
| 1 (Constant) | .956 | .133 | | 7.168 | .000 | .694 | 1.218 | | | |
| Project Planning | .631 | .040 | .560 | 15.751 | .000 | .552 | .709 | .560 | .560 | .560 |

a. Dependent Variable: Project Success

Table 5: Hypothesis Test for H1: Project planning has a positive impact on project performance

The regression equation for the relationship between project success and the components of project planning was:

$$\text{Proj_Succ} = 1.389 + 0.049 \cdot \text{PP_DF} + 0.108 \cdot \text{PP_RD} + 0.511 \cdot \text{PP_SP} + 0.822 \cdot \text{PP_I}$$

Significant attention was given in this study to planning processes. Among these, clarity of objectives, realistic expectation of project feasibility and translation of business objectives into tangible actions showed the greatest relative influence ($B = 0.822$), followed by linkages to strategic plan ($B = 0.511$) and followed by resource dedication ($B = 0.108$). The formality of strategic planning was found to have a slightly negative influence ($B = -0.049$).

Model Summary^e

| Model | R | R Square | Adjusted Square | R | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------------------|----------|-----------------|---|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .302 ^a | .091 | .090 | | 1.75874 | .091 | 54.430 | 1 | 542 | .000 | |
| 2 | .400 ^b | .160 | .157 | | 1.69223 | .069 | 44.438 | 1 | 541 | .000 | |
| 3 | .526 ^c | .277 | .273 | | 1.57201 | .116 | 86.911 | 1 | 540 | .000 | |
| 4 | .633 ^d | .400 | .396 | | 1.43248 | .124 | 111.321 | 1 | 539 | .000 | 1.914 |

a. Predictors: (Constant), PP_DF

b. Predictors: (Constant), PP_DF, PP_RD

c. Predictors: (Constant), PP_DF, PP_RD, PP_SP

d. Predictors: (Constant), PP_DF, PP_RD, PP_SP, PP_I

e. Dependent Variable: Project_Success

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 168.360 | 1 | 168.360 | 54.430 | .000 ^b |
| | Residual | 1676.491 | 542 | 3.093 | | |
| | Total | 1844.851 | 543 | | | |
| 2 | Regression | 295.614 | 2 | 147.807 | 51.615 | .000 ^c |
| | Residual | 1549.237 | 541 | 2.864 | | |
| | Total | 1844.851 | 543 | | | |
| 3 | Regression | 510.391 | 3 | 170.130 | 68.845 | .000 ^d |
| | Residual | 1334.460 | 540 | 2.471 | | |
| | Total | 1844.851 | 543 | | | |
| 4 | Regression | 738.822 | 4 | 184.705 | 90.012 | .000 ^e |
| | Residual | 1106.029 | 539 | 2.052 | | |
| | Total | 1844.851 | 543 | | | |

a. Dependent Variable: Project_Success

b. Predictors: (Constant), PP_DF

c. Predictors: (Constant), PP_DF, PP_RD

d. Predictors: (Constant), PP_DF, PP_RD, PP_SP

e. Predictors: (Constant), PP_DF, PP_RD, PP_SP, PP_I

Table 6: Influence of Component of Project Planning on Project Performance

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Correlations | | |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|--------------|---------|-------|
| | | B | Std. Error | Beta | | | Zero-order | Partial | Part |
| 1 | (Constant) | 4.573 | .205 | | 22.254 | .000 | | | |
| | PP_DF | .445 | .060 | .302 | 7.378 | .000 | .302 | .302 | .302 |
| 2 | (Constant) | 3.716 | .236 | | 15.752 | .000 | | | |
| | PP_DF | .332 | .060 | .226 | 5.497 | .000 | .302 | .230 | .217 |
| 3 | PP_RD | .390 | .058 | .274 | 6.666 | .000 | .337 | .276 | .263 |
| | (Constant) | 2.001 | .286 | | 6.994 | .000 | | | |
| 4 | PP_DF | .171 | .059 | .116 | 2.908 | .004 | .302 | .124 | .106 |
| | PP_RD | .272 | .056 | .191 | 4.871 | .000 | .337 | .205 | .178 |
| 5 | PP_SP | .782 | .084 | .375 | 9.323 | .000 | .474 | .372 | .341 |
| | (Constant) | 1.389 | .267 | | 5.200 | .000 | | | |
| 6 | PP_DF | -.049 | .057 | -.033 | -.854 | .394 | .302 | -.037 | -.028 |
| | PP_RD | .108 | .053 | .076 | 2.039 | .042 | .337 | .087 | .068 |
| 7 | PP_SP | .511 | .081 | .245 | 6.344 | .000 | .474 | .264 | .212 |
| | PP_I | .822 | .078 | .456 | 10.551 | .000 | .589 | .414 | .352 |

a. Dependent Variable: Project_Success

Conclusion

In summary, the major aim of the study was to investigate the relationship between project planning and the stakeholder's perception on the project success. The literature review investigated, strongly suggests that indeed the perception of the stakeholder on the success of the project is indeed having a positive relationship and statistically significant with the planning of that project which would therefore lead to a

high level of performance for the project. In the literature analysis, it is also noted that indeed there are other factors which also affect the success of the project such as project execution and the notion of availability of resources. Creating such inceptions have brought on board the advent of investigation of a project as a collective responsibility in which every stakeholder has a critical part to play. The genesis of a project is an organization's decision that it meets their strategic objectives. First, a company identifies objectives that they need to meet. These may be related to their internal business processes; for instance, a firm may need to reduce the response time at the customer service department (with the strategic objective of improving customer service provision as a core competency). The relevant objectives may also be external, such as the development of a software tool for a client (with the strategic objective of business growth). The requirements identified thus become the defined project output: e.g., reduced response time or a completed software tool. Project success in the first case can be measured, in the form of increased customer satisfaction scores that are attributable to reduced response time. In the second case, project success may take the form of revenue realized through the delivery of software to a client. In both cases, however, project management success would be measured through project communication, team qualification, managing process improvements, and defining, monitoring and controlling schedule, cost, and budget.

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