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ESTABLISHED THEORIES AND INFRASTRUCTURE PROJECTS SUCCESS NEXUS: A NON-GOVERNMENTAL PARADIGM

Yusuf Lukman & Sanjay Balkaran

Walter Sisulu University

ABSTRACT

Due to the general unique nature of projects, they are prone to deviations and unforeseen disruptions that can jeopardize development and completion on schedule. During the global proclamation of total or partial lockdown following the peak of Covid 19 crisis in 2020, transportation of products and persons has been limited, resulting in the entire suspension or delay of projects across the O.R. Tambo District like several districts across South Africa. This research examines the factors for infrastructure project success in the face of crises in the South Africa's Eastern Cape area. The study used closed-ended and open-ended questionnaires in line with the Pragmatic paradigm. The sample includes 205 participants who took part in various projects in the O.R Tambo district Eastern Cape area. SPSS was used to analyse the data. The findings of this study shed light on factors that can help assure project success in accordance with established theoretical frameworks, and how implementing these can help managers limit time and expense overruns, among other restrictions. Finally, the study suggests that project managers may boost team motivation by providing appropriate supervision, training, and rewarding hard effort.

INTRODUCTION

The capacity to handle the challenges that projects will provide is emphasized in project management as an area of study. As a result, all projects, without exception, face varied levels of uncertainty owing to internal and external factors such as technological progress, economic crises, natural disasters, climate, societal evolution, market pressures climate, and organizational management dynamics (Stock, Tsai, Jiang & Klein, 2021). Construction projects in the O.R Tambo District are known for delays and failure to complete on time, eliciting a need to undertake research and present a case on the causes and mitigating aspects of these barriers (Aiyetan & Das, 2021). Project management success may be judged using a variety of factors. According to Lukman, Balkaran, Makiwane, and Sentiwe (2022), project managers must comprehend several theories and practices that may help them handle challenges caused by inadequate leadership and a lack of awareness of project management procedures. These problems appear in a range of sectors and in a variety of ways. The unsatisfactory outcomes are usually only realized at the conclusion of the project if the above-mentioned issues are not remedied. Other proponents of project management believed that a project's success may be measured by its ability to complete on time and according to plan (Gemino, Horner Reich, & Serrador, 2021). Sarvari, Chan, Alaeos, Olawumi, and Aldaud (2021) argue that project success can only be decided by those who have a stake in it, and that the responsibility of a project manager and project team in achieving the intended product or service cannot be overstated.

Statement of the problem

Following the worldwide pandemic in 2020, projects of all types, sizes, and locations continue to fail at an alarming pace. Failure in any project wastes a lot of money, especially in the construction industry (Olatunde & Odeyinka, 2021). Prior to this, Harrington, and Frank (2015) reported that 75% of projects failed owing to poor performance before they were completed. A preliminary examination of the literature found that researchers have made little attempt to undertake a solutions-based study to address the issue.

Many variables might lead to this setback, including cost overruns, time constraints, and scope changes, among others. Because the project team will not be given instructions on what to do if the right message is not sent, it may experience delays or stagnation. When a restriction isn't precisely detected at the start of a project, it's very impossible to avoid delays later. With the growth of technology and the reappearance of crises, projects are becoming increasingly technically difficult and logistically demanding, resulting in many projects grinding to a halt, as seen in the O.R Tambo District. These issues, according to Lukman, Balkaran, Makiwane, and Sentiwe (2020), show themselves in a range of industries and methods. The unsatisfactory outcomes are usually only realized at the conclusion of the project if the above-mentioned issues are not remedied.

The elements that lead to project success in the O.R Tambo District were identified and assessed in this study. It also creates a link between well-established ideas and the context of project success.

Hypothesis for research

There are dependent variables (Project success) and independent variables in this study (the established theories). The following hypotheses were developed in response to the study problem:

H1a. There is a link between adopting recognized ideas and the success of infrastructure projects.

H1o. There is no link between applying existing theories and the success of infrastructure projects.

LITERATURE

Projects in the fields of electricity production, health, education, water supply, waste disposal, and infrastructure building play a significant part in community development (Srinivasu & Rao, 2013). However, Imam and Zaheer (2021) believe that careful planning and sticking to it are essential for a project's success.

Urbanski and Oino (2019) performed study in the United Kingdom utilizing a sample of 152 project managers to examine risk management in project planning and its influence on project success. The findings revealed that project planning is statistically connected to project success. As a result, good risk management may help a project succeed. In the scientific literature, strategic planning is frequently cited as a critical aspect in project success. In project management, strategic planning is defined as "developing any necessary tools for project management" (Kerzner, 2019), whereas risk is defined as "the process of preparing majors, commitment, and resources in the most cost-effective manner to deal with contingencies in a project" (Kerzner, 2019). (Tesfaye, Sithole, Ramjugernath, and Chunilall 2017). At the

planning stage of a project, risk management and strategic management are both critical. SWOT analysis is a tool that may help project managers develop strategic management (Schwalbe, 2015).

It is critical to emphasize that project scholars do not agree on anything one single definition for project success. Project success is a wide term in which numerous aspects play a vital role (Serrador & Turner, 2015). There are several aspects that influence project performance, including leadership, teamwork, team cooperation, and communication (Yanga, Huang & Wua, 2011). The success of a project is largely determined by who is analyzing or measuring it. It might be a client, a manager, a project team, a sponsor, or anybody else involved in the project (Young, 2016). Serrador and Rodney Turer (2015) argue that project success can be measured in terms of satisfaction, which can be based on how well a project achieves its strategic plans and objectives set at the outset. Inadequate communication between project stakeholders has been related to delays in project implementation, which leads to project suspension and abandonment.

Given the lack of agreement on standard definitions of project success, a thorough knowledge of these words will emerge from accomplishments made over the life cycle of unique projects, as well as stakeholder definitions and metrics. Meeting the projected time, cost, and scope are the most important criteria for evaluating any project, among many others that might contribute to either success. As a result, a project leader's ability to decrease risk, manage uncertainties, inspire project teams, and effectively communicate to develop coordination and meet specified objectives is critical in deciding whether a project will fail or succeed. According to Radujkovic and Mariela (2017), project success is measured by the achievement of predefined project objectives, such as time, money, and quality performance. The basic goal of project management, according to Pinar and Onur Demirors (2019), is to guarantee that projects are completed on time, within scope, and within budget.

According to an empirical study done by Imam and Zaheer (2021), there is a link between project planning and project success. 'Failing to plan is intending to fail,' as the saying goes. As a result, planning is at the top of the list of factors that contribute to a project manager's success. Kirmizi and Kocaoglu (2021) underline the link between success of the project and planning in similar research. According to their results, project failure might be caused by project managers' lack of engagement in the project's strategic planning.

Ghana's Tengan and Aigbavboa (2021) emphasized the need of monitoring and evaluation in project success. The report went on to say how important it is to use the Delphi method to assess the elements that influence monitoring and evaluation in the Ghanaian construction sector. Furthermore, the study found that project success requires stakeholder engagement, financial allocation, leadership, communication, and M&E information systems. Because projects may be complicated and include several participants, it is critical to successfully exchange and communicate information to understand one another and fulfil the project's goals. As a result, communication has become a critical component of project success. Hughes, Rana, and Dwivedi (2020) from the United Kingdom argue that a project's success is determined by the difference between what is expected of a project during and after completion and the actual observed performance of the project when it is used. In other words, project success is defined as the degree to which a project's aims and objectives are satisfied when the client's and other

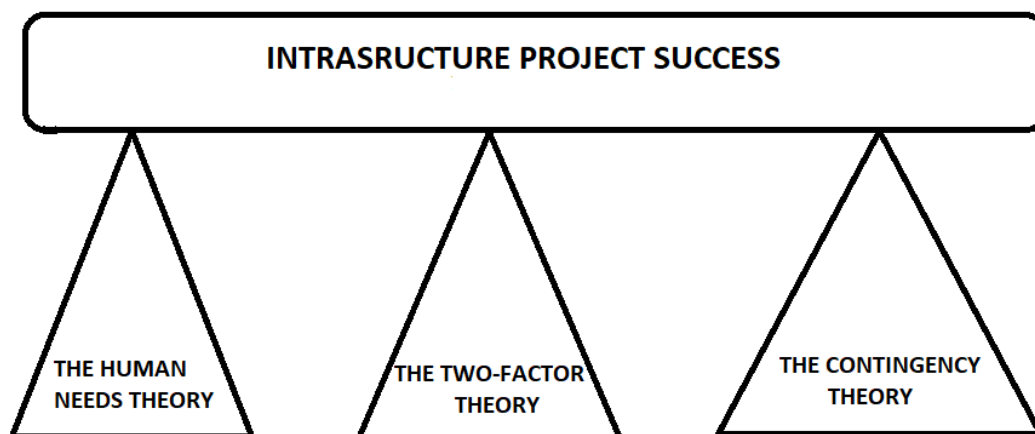
stakeholders' expectations in terms of cost, completion time, and quality are not reached by the actual construction by contractors and other project teams (Honig, 2020).

Amoah, Kajimo-Shakantu, and van Schalkwyk (2020) undertook empirical research in South Africa to determine the reality of project management in social housing building. The study took a quantitative method, with 1893 housing participants in Bloemfontein, Free State, filling out closed-ended questions. The study's findings demonstrated that projects may be successful if project managers follow PM principles and consult with relevant stakeholders all through the process.

Although various studies have found certain elements that may be related to project success, project failures have received far less attention. Furthermore, the highlighted research need is the relationship between the factors revealed in this study and how they might impact the effectiveness of a non-governmental initiative. Given that effective project management principles contribute to project success in terms of time, money, quality, and user needs, particularly in the context of projects with the district. On that basis, this research will look at the elements that influence infrastructure projects of all sizes, as each project is different and presents its difficulties in different ways (Hancock, Naaman, & Levy, 2020).

Theoretical Framework and Conceptual Framework

A theory is a way of describing how something functions. A study's theoretical framework functions as a "blueprint" for the research and is a structure of a theory into which a specific research study fits (Galetsi, Katsaliaki & Kumar, 2020). In this study, a framework was utilized to highlight positive and negative elements that might affect a project. The graphic below illustrates beliefs that can help project managers succeed. The integrated conceptual framework (Figure 1) was established based on the literature review, study constraints, the findings that emerged.



Source Author's Figure 1: Lukman's Model (Project Success and theories nexus)

The connection that exists between infrastructure projects, the two sets of variables (Success and Failure), and theories is depicted in Figure 1. As illustrated by the three triangles supporting a successful project at the top. The dependent variables (project success) depend on how a manager can utilise these theories to achieve success. These independent variables (theories)

may be used to guide and enhance projects success. Hence, adopting and implementing the principles of these theories can to a large extent enhance success in the infrastructure projects.

Theory of Human Needs

A project manager should evaluate how needs guide human behaviour and identify some approaches based on the theory that may be utilized to boost project productivity in accordance with Abraham Maslow's theory. Needs can be expressed in a hierarchy, according to Maslow's theory. As a result, lower-level needs must be met; otherwise, the individual would prioritize meeting those (basic) needs over meeting organizational requirements. Once the lower-level demands have been met, a person's behaviour will shift to the following level's requirements.

The Motivational Two-Factor Theory

The researchers Vis-Avis used the Two-Factor Motivational Theory as the foundation for this investigation. To improve project team motivation and work satisfaction, the Two-Factor Motivational Theory can be applied. The core ideas of this theory have the potential to significantly improve project team motivation. According to Herzberg's Motivation Theory, an organization may impact motivation in the workplace by adjusting two aspects (Naada & Nani, 2021).

These are the factors:

- Motivators: These might entice staff to put forth more effort.
- Hygiene factors: If they are not there, they will lead employees to feel discouraged rather than urge them to work more.

This notion may be used by project managers to get the best out of their teams. Furthermore, the availability of motivators will encourage the project team to work harder toward the project's objectives, and they may be found in the job itself. The absence of hygienic elements, on the other hand, will lead the project team to perform less efficiently. The external environment that surrounds the project has hygiene aspects that are not present in the project itself.

The Theory of Contingencies

Another theoretical framework used by the researchers is contingency theory. Fiedler proposed this notion as a leadership effectiveness model in 1964. Contingency, according to Fiedler (1964), denotes the requirement for flexibility. According to Fiedler (1964), the more control leaders have over situational elements, the more effective they will be.

At its most basic level, the contingency theory is an organizational theory that asserts that there is no one optimum method to organize or lead an organization, and that no single technique will succeed in all situations. However, the best course of action is determined by both the internal and external circumstances. As a result, project managers should be flexible in their plan selection and adaptation to fit the circumstances of their project. The more the number of ways used, the higher the project's efficacy and efficiency may be.

Considering the literature reviewed, there was lop sidedness as Previous research (Ikediashi, Ogunlana, & Alotaibi, 2014; Amoatey, Ameyaw, Adaku, & Famiyeh, 2015; Haug, Shafiee, & Hvam, 2019; Honig, 2020; Dlamini & Cumberlege, 2021; Hughes, Gemino, Horner Reich, & Serrador, 2021; Rana & Dwivedi, 2020) focused on projects considering the dynamics that cause their failure. Others identified problems and provided remedies without highlighting the

factors that can contribute to success and linking them with established theories. As a point of departure, this study will focus on developing a nexus between the findings that emerged from the empirical study and the theories that underpinned the study.

Methodology of Study

The researcher used the Likert Scale as instrument consists of scales from 1–5 alternatives presented as follows: SD = strongly disagree, D = disagree, N = neutral, A = agree, and SD = strongly agree.

The researcher's research paradigm is pragmatism, and the mixed method approach is used for this study since adopting a single method has advantages and downsides. The mixed method approach combines qualitative and quantitative research approaches (Mazzucato, 2021). One of the advantages of mixed methods research is its capacity to address broad issues in a way that a single methodology would not be able to do. The basic premise of this strategy is that combining quantitative and qualitative methodologies yields a more comprehensive grasp of the study subject than simply utilizing one method (Molina-Azorin, 2016).

The following techniques were utilized to put this design into action:

- At first, the researcher gathers both quantitative and qualitative data at the same time
- In the second stage, the researcher compares the two data sets using quantitative and qualitative research methods.
- In the last step, the researcher assesses the extent to which the two sets of results are related to one another, and/or combine to develop a better understanding in response to the study's overall goal. This is consistent with 2017 (McKim).

The sample size consists of a total of 205 participants that were chosen from various parts of the O.R. Tambo district. This involved a total of 15 project managers, 150 project team members, 20 project owners, and 20 project beneficiaries were included in the sample

Validity and Reliability

Sun and Jin (2021) argue that an instrument's validity is determined by how well it measures what it's supposed to measure. On this point, the research instrument was created in such a way that it covers both the subject and the scope of the study. In this case, the researcher employed content validity to validate a portion of the data. A pilot study was also conducted to assess and increase the Questionnaire's dependability.

Marshall and Rossman (2016) recommend member checking as the best strategy for ensuring research reliability. In this case, the researcher requested that participants validate the information. As a means of increasing trustworthiness, the researcher used triangulation and member checking. The researcher also made certain that the data he was collecting appropriately reflected his subjects. Overall, the researcher was objective, truthful, and consistent throughout the data gathering process, according to the standards.

Table 1- Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	182	86.7	90.1	90.1
	Female	20	9.5	9.9	100.0
	Total	202	96.2	100.0	
Missing	System	8	3.8		
Total		210	100.0		

In the figure 1, a total of 202 participants answers this question, 182 (86.7%) were male, 20 (9.5%) where females only 8 (3.8%) did not answer the question. this indicates that they do not belong to anyone of the options. This finding shows that project industries in the O.R tumble district add dominated by male in comparison to female who work in the industry.

Distribution of respondents by Age

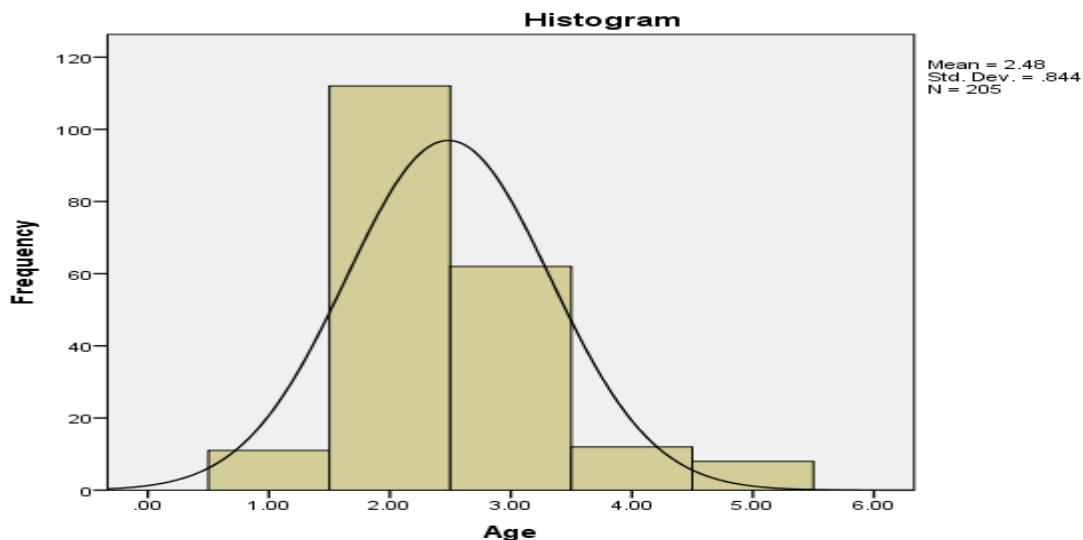


Figure 2: Respondents by Age

Figure 3 highlights distribution of the respondent’s Age. There was a broad age range represented, extending from the 20–29year range to the over 60year range. majority of the respondents belong to the age of 30-39 which constitutes of 112 (53.3%). Second most dominant age group that participated fall in the range of 40-49 with 62 (29.5%) of the respondents. This finding implies that infrastructure project industries are dominated stakeholders between the age of 30 to 49 years individuals ranging from 20 – 29, and 60 and above.

Table 2 - Communication skill of a Project Manager

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	1.9	2.0	2.0
Disagree	11	5.2	5.4	7.3
Neutral	15	7.1	7.3	14.6
Agree	134	63.8	65.4	80.0
Strongly Agree	41	19.5	20.0	100.0
Total	205	97.6	100.0	
Missing System	5	2.4		
Total	210	100.0		

In response to the question the communication skills of influence the success of a project, the respondents 134 (63.8%) agree that communication skills impact on the success of the project. 41 (19.5%) Strongly agree. On the other hand, 11 (5.2%) respondents, and 4 (1.9%) strongly disagree, respectively. This suggests that communication skills play a vital role in achieving success in a project. Furthermore, except from a respondent indicates that “when there is a

proper communication channels amongst all project team, meeting of deadlines and most importantly availability of funds and processing of payment certificates on tank to avoid strikes and delays and suspension of work.”

Since projects can be complex and include several participants, it is important to share and information effectively to comprehend each other and achieve the projects’ objectives, this made communication as a paramount factor. The finding that emerged on this variable (Communication) further affirms what the literature revealed in chapter 2 of the study. In this regard, Tengan and Aigbavboa, (2021) from Ghana indicated that Projects that stakeholder involvement, effective communication and monitoring and evaluation system were necessary to ensure project success. Prior to this, findings, Robbins, Judge, Millett, and Boyle (2013) suggested that a project manager must display comprehensive communication skills as well as interpersonal skills to manage aptly a project. For a project to succeed, the project manager must precisely identify and communicate roles and responsibilities to the project team. Botched communication can lead to ambiguities and misunderstandings which enhance failure in a project (Adzmi and Zainuddin Hassan 2018).

Project Managers Leadership Style

Table 3 - Impact of Managers Leadership

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	5.7	5.9	5.9
	Disagree	32	15.2	15.6	21.5
	Neutral	9	4.3	4.4	25.9
	Agree	129	61.4	62.9	88.8
	Strongly Agree	23	11.0	11.2	100.0
	Total	205	97.6	100.0	
Missing	System	5	2.4		
Total		210	100.0		

Table provide a visual presentation of respondents’ view on whether the managers’ leadership styles influence the success of their projects. Majority 129 (61.4%) agree and 32 (5.7%) didn’t agree. 9 respondents where not sure whether the leadership style adopted by a leader can influence the project team. Because the cumulate number of respondents than agree and strongly agree outnumbered the remaining responses, the finding implies that leadership style has a tremendous impact on success of a project.

The role of a project manager is not limited to overseeing the task of the project, but also to support the project members. Hence the project manager requires leadership skills on managing day to day complexities of the project. The finding that emerged is in line with the Contingency theory selected by the researcher to underpin a part of the study. Contingency theory according to Fiedler (1964) is a leadership effectiveness model. In essence, as organisational theory, it recommends that there is no best way to organise an organisation, or to lead an organisation and no single approach will work in all circumstances. However, the optimal course of action is contingent either dependent upon the internal and external situation. Therefore, project managers should be flexible in selecting and adapting plans to suit situation for their project and they must be they must be multi-dimensional in the way they run their project activities.

Hence, project leadership generates desirable visions, charismatically build trust and commitment to inspire teamwork and provide support and direction.

Incentivising hard and work demotivate

Table 4 - Lack of Incentives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	7.6	7.8	7.8
	Disagree	98	46.7	47.8	55.6
	Neutral	9	4.3	4.4	60.0
	Agree	73	34.8	35.6	95.6
	Strongly Agree	9	4.3	4.4	100.0
	Total	205	97.6	100.0	
Missing	System	5	2.4		
Total		210	100.0		

When respondents were asked whether there is lack of incentivising hard work demotivates project team, majority 98 (46.7%) disagree, 16 (7.6%) strongly disagree, and 73 (34.8%) agree this since the responses nearly balanced, it implies that majority of the project members were not primarily concerned with incentives but rather their wages or salaries.

Linking the findings with theories, motivations of project team cannot be over emphasized in determining project success and set off. To address this important factor, the fundamental principles of Maslow's Hierarchy of Needs is envisaged to contribute significantly to improving motivation for project Teams. In keeping with the Maslow's Hierarchy of Needs, A manager should fulfil the fundamental needs: psychological, safety, belonging, esteem, and self-actualization (Sandhya & Kumar, 2011; Cherry, 2014) of his Team members. Therefore, the organisations should try to provide strategies that would enable them to satisfy the various needs of their project teams.

Furthermore, The Two-Factor motivational theory can be used to advance the project team motivation and job satisfaction. The underlying principles of this theory can play a significant role in improving motivation for project team. According to Herzberg's Motivation Theory, there are two factors that an organization can adjust to influence motivation in the workplace (Naada & Nani, 2021). These factors are "Motivators" which is capable of encouraging employees to work harder and "Hygiene factors" which will not encourage employees to work harder but they will cause them to become unmotivated if they are not present. In essence, absence of hygiene factors will cause project team to work less hard. Hygiene factors are not present in the actual project itself but in the external environment that surrounds it.

Adhering to project plan

Table 5 - Implementation According to Plan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	37	17.6	18.2	18.2
	Disagree	130	61.9	64.0	82.3
	Neutral	14	6.7	6.9	89.2
	Agree	21	10.0	10.3	99.5
	12	1	.5	.5	100.0
	Total	203	96.7	100.0	
Missing	System	7	3.3		
Total		210	100.0		

Respondents were asked to respond if most of their project’s implementations drift from its initial plan during implementation, a total of 130 (61.9%) of the respondents disagree, 21 (10%) agree, and 14 (6%) were neutral. This indicates that majority projects were carried out in line with their original plan, however, response from 14 members who were neutral either implies that they are not aware of the original plan of the project.

Projects managers can be forced to drift from plan due to various constraints. Application of the Constraint theory will assist project managers in this regard. This theory suggests that a minor and belittled constraints can prevent any management system from attaining its goals. Among the underlying principles of this theory is to find out these constraints and lessen their influence. This is applicable to whoever or whatever is a risk to the success and accomplishment of a project. Seminar and Talbot, (2021) alluded that the theory of constraints is developed on the believe that each project or system has a constraint that can retard its progress. Therefore, Project manager and the team should identify the constraints at the beginning of a project, and this can be done through many methods like reviewing external processes and brainstorming with the team members. Subsequently, measures must be employed to lessen their influence.

In a divergent study, Eriksson, Larsson, and Pesamaa (2017), found that infrastructure projects flexibility promotes project performance and project leaders should ensure that their projects are “tightly aligned but loosely managed”.

Table 6: Retention of skilled Team

Retention of skilled Team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	24	11.4	12.2	12.2
	Disagree	138	65.7	70.1	82.2
	Neutral	5	2.4	2.5	84.8
	Agree	25	11.9	12.7	97.5
	Strongly Agree	5	2.4	2.5	100.0
	Total	197	93.8	100.0	
Missing	System	13	6.2		
Total		210	100.0		

The table above depicts responses of stakeholders regarding retention of skilled team in their project. 138 (65%) of the respondents disagree that retaining skilled team members is an issue

in their projects, 25 (11.9%) agree that there is difficulty in retaining skilled team members for their projects. This implies that majority of project can afford and maintain skilled employees or team members who are the drivers of the project success. Furthermore, “*Poor workmanship and lack of experience*” were the major causes of project failure as indicated by a respondent in the study another respondent concurred by stating that “teamwork and flow of communication with other professional services providers” can tremendously assist a project manager to succeed in their projects.

In order attract and maintain skilled project team, the underlying principles of Maslow’s Hierarchy of Needs can assist managers to significantly improving motivation for project team. In keeping with the Maslow’s Hierarchy of Needs, A manager should endeavour to fulfil the fundamental needs: psychological, safety, belonging, esteem, and self-actualization (Sandhya & Kumar, 2011; Cherry, 2014) of his Team members and by so doing, the level of their satisfaction will increase hence their attachment with the organisation.

Table 74 – Descriptive Analysis for Success Variables

	N	Range	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
Communication of a Project Manager	205	4	3.96	.057	.816	-1.406	.170	3.011	.338
Incentivising Hard work	200	4	2.32	.060	.849	1.075	.172	.457	.342
Organisation provides training	190	4	3.79	.064	.882	-1.550	.176	2.390	.351

Above are the top 3 highly ranked causes of infrastructure project success (based on all responses)

Communication of a Project Manager (Mean = 3.96, StDev = 0.816, Skewness = -1.406, and Kurtosis of 3.011).

Organisation provides training (Mean = 3.79, StDev = 0.882, Skewness = -1.550, and Kurtosis = 2.390)

Incentivising Hard work (Mean = 2.23, StDev = 0.849, Skewness = 1.017, and Kurtosis = 0.457)

Communication skills, emerging the variable with the highest mean indicates that there is strong relationship between project success and communications skills. This score aligned with univariate finding which indicates that the respondents 134 (63.8%) agree that communication skills impact on the success of the project. 41 (19.5%) Strongly agree. On the other hand, 11 (5.2%) respondents, and 4 (1.9%) strongly disagree, respectively. This suggests that communication skills play a vital role in achieving success in a project. To support this finding, a respondent alluded that: “*when there is a proper communication channels amongst all project*

team, meeting of deadlines and most importantly availability of funds and processing of payment certificates on tank to avoid strikes and delays and suspension of work.”

Communication is regarded as vital factor of project success due to its ability to distribute information between all stakeholders of a project. To ensure that all project stakeholders comprehend communication assists team members to know their responsibilities. This factor (Communication) is highly important to manage project team and solving issues.

Furthermore, the underlying principles of the human needs Theory, project managers might use contingency theory, complexity theory, and the theory of constraint to mitigate the factors that lead to project failure and to enhance the practices that can enhance success. These theories were selected because of their relevance to practices in project industries and their application is envisaged to address problems that overwhelm infrastructural project fraternity to avoid failure and ensure success.

Since there is no one size, fits all approach to project management (Maqbool et al., 2017), project managers should adopt various principles learnt from various project theories. In this regard the researcher recommends The Contingency Theory for effective leadership, risk, and crisis management in projects. They need to be flexible or change project management plan and methought based on circumstances on ground. this flexibility will assist in achieving goal in projects Since contingencies implies is strong need for flexibility. The findings in this study respondents proposed that managers should modifying their communication methods and frequencies based on project team and stakeholder needs.

Connecting the finding with theories, motivations of project team cannot be over emphasized in determining project success. To address this important factor, the fundamental principles of Maslow's Hierarchy of Needs is envisaged to contribute significantly to improving motivation for project Teams. In keeping with the Maslow's Hierarchy of Needs, A manager should fulfil the fundamental needs: psychological, safety, belonging, esteem, and self-actualization (Sandhya & Kumar, 2011; Cherry, 2014) of his Team members. Therefore, the organisations should try to provide strategies that would enable them to satisfy the various needs of their project teams.

Furthermore, The Two-Factor motivational theory can be used to advance the project team motivation and job satisfaction. The underlying principles of this theory can play a significant role in improving motivation for project team. According to Herzberg's Motivation Theory, there are two factors that an organization can adjust to influence motivation in the workplace (Naada & Nani, 2021). These factors are “Motivators” which is capable of encouraging employees to work harder and “Hygiene factors” which will not encourage employees to work harder but they will cause them to become unmotivated if they are not present. In essence, absence of hygiene factors will cause project team to work less hard. Hygiene factors are not present in the actual project itself but in the external environment that surrounds it.

CONCLUSION

In contemporary's changing environment, successful project management is becoming increasingly crucial for any firm to attain. Organizations across all sectors are working to

improve their techniques and approach. The purpose of this study was to investigate the project management success and how it can be achieved through adopting established theories to accomplish this goal. A detailed literature analysis was undertaken to identify essential project management success factors as well as the sub-elements that influence these success factors. In the O R Tambo district, it is stimulating to note that communication skill and managers commitment to diversify approach through principles learned from established theories can enhance success and productivity in the project fraternity. Project managers must not fixate but diversify approaches, techniques, and theories for their projects to attain success. Managers must do these considering circumstances and situation they are faced with to decide for the best alternative.

Note: This article is partly drawn from a thesis by Y Lukman, titled “Aligning theories with factors contributing to success or failure of infrastructure projects in the Oliver Reginald Tambo district (eastern cape).”

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