

Examining the project management practices that most significantly influence the performance of SMEs when executing projects in Hargeisa ¹

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Abstract

In the past years, there have been an increasing development in the field of project management and its practices. Yet, less attention is being placed on projects and project management practices in small and medium businesses (SMEs) unlike in big businesses. This is because the management of projects in big establishments is believed to have extremely different features compared to project management practices of projects in SMEs. There is therefore, a need to apply less management bureaucracy with more flexibility to projects in SMEs. Within this context, this study attempts to fill the identified knowledge gap by exploring the project management practices that most significantly influence the performance of SMEs when executing projects in Hargeisa. With the use of a questionnaire survey design, data were collected from 46 SME stakeholders selected based on simple random sampling. SPSS Statistics Software and Microsoft Excel Packages was utilized to compute the Cronbach's Alpha, mean values and Relative Importance Index (RII), respectively, for reliability check and ranking purposes. Results indicate that project communication management (RII = 0.700), project schedule management (RII = 0.683), and project procurement management (RII = 0.670) are the three most impactful project management practices that influence the organizational performance of SMEs in Hargeisa, respectively. The implications of the findings in this study are quite crucial to the SME industry as they proffer resourceful insights that could enlighten SMEs owners in Somaliland and beyond on the importance of the application of project management practices in future SME projects. Accordingly, the Government of Somaliland are recommended to formulate policies that can support project management capacity building in SMEs in Hargeisa.

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Introduction

Today, project management has become an indispensable persistence obligation for most organizations in a fast-changing environment (Munns & Bjeirmi, 1996). Consequently, more new products and services are expected to be developed and applied as fast and competently as possible on one hand, as the project life cycle picks up the thread to decrease. On the other hand, products are becoming outdated at a progressively high rate which implies that a cost-effective management approach is required for the selection and development of new projects. This will thus allow the invention of unique, and high-quality goods and services that capitalize on the possibilities of commercial success, in the midst of inadequate resources.

Aside from the fact that project management method is a leading system that allows organizations to meet their objectives in a timely manner (Badiru, 1999; Kimmons & Loweree, 2017), it has also become a crucial part of huge technology management, that is a vital component in the globalization drive that has changed the world economy in the last decade (Abdilahi, Fashina, & Fakunle, 2020; Fashina, Abdilahi, & Fakunle, 2020). However, in today's small and medium enterprises, projects are being managed within progressively complex atmospheres (Alquier & Tignol, 2006). This is due to the fact that businesses must effectively manage crucial project creativities such as new product expansion, policy application, outsourcing etc. (Burlton, 2001). Within this context, the implementation of projects in organizations are handled via various project management practices that are applied daily by diverse project managers (Atawodi & Ojeka, 2012; Forsman, 2008). Nonetheless, definite objectives that will guide the projects to completion are required and are set as targets to be achieved at the end of such projects (A. K. Munns & Bjeirmi, 1996). Specifically, the motivation of realizing the desired profits and the feat of organizational performance comes from the need to successfully implement these projects (Mir & Pinnington, 2014).

Furthermore, businesses that successfully implement projects make use of effective project management practices as an instrument to accomplish the set organizational objectives (Munns & Bjeirmi, 1996). Following the strategic influence of projects on a business, organizations are required to strive after effective project management practices that can help ascertain the progress and risks involved in projects (Fashina, Fakunle, & Opiti, 2020; A. Munns & Bjeirmi, 1996). This is also geared towards ensuring that precise projects can be delivered in line with business preferences in order to achieve a better organizational performance (García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012). In addition, time, cost and quality are vital determinants/components for the success of such projects and they are also utilized as variables for the assessment of project management practices against organizational performance (Aubry & Hobbs, 2011; Aubry, Hobbs, & Thuillier, 2009).

Over the past few years, SMEs in Somaliland have managed projects across various regions in Somaliland and in some Eastern African countries ranging from trading to construction (Omar, Fashina, & Fakunle, 2020). As such, they are been seen as one of the major drivers of economic growth and job creation in the country (Fashina, Abdilahi, Fakunle, & Ahmed, 2020). In spite of

this great feat and efforts from the Somaliland government and its partners, SMEs activities are still limited with resources required to improve their performance. In as much as the resources of most SMEs are limited, a relatively lower version of project management practices is required to strengthen their organizational performance in terms of an improved market share and returns on investment from successful projects executed (Aubry & Hobbs, 2011). Moreover, as the number keep increasing, it is important to thus investigate the SMEs in Somaliland, particularly, those that have embraced project management practices in executing projects successfully in order to retain or increase their customer's base and grow their businesses.

To contribute to knowledge in this regard, the study aims to examine the project management practices that most significantly influence the performance of SMEs when executing projects in Hargeisa. Emphasis is given to the impacts of six out of the ten project management knowledge areas on organizational performance of SMEs. The findings from this study is expected to assist future academic researchers and students that might want to carry out related studies in other parts of Somaliland or elsewhere in the validation of their findings. Besides, the current study provides evidence-based insights that could guide various government entities, foreign partners, and major SMEs stakeholder in the development of innovative strategies that are critical to the application of project management in enhancing the operational performance of SMEs in future projects.

The first part of this paper presents the background introduction to the study. The second part discusses the relationship between project management practices and organizational performance of SMEs. Furthermore, the research methodology and procedures used in the current study are presented in the third part whereas the fourth part presents the results and data analysis. The findings and implications of the current study are broadly discussed in the fifth part. The last part of this paper presents the conclusions and factual recommendations that could guide the successful implementation of project management practices in impending SME projects in Hargeisa and elsewhere.

Theory

The relationship between project management practices and organizational performance of small and medium enterprises (SMEs)

Currently, most of the non-governmental organizations particularly, the small and medium enterprises now handle projects in a very complex setting (Fedulova, Piatnytska, & Lukashova, 2018; Lumniye, 2012; Stewart & Gapp, 2014). Consequently, the practices of management in business establishment (SMEs inclusive) is perceived as vital success factor that successful project managers now consider as key strategy for improving or achieving organizational performance (Atawodi & Ojeka, 2012; Forsman, 2008). However, organizational performance is measure based on two components that include business performance and project performance (Hogan & Coote, 2014; Hubbard, 2009; Jiménez-Jiménez & Sanz-Valle, 2011; Kanji, 2002). The latter is considered majorly in this study. So, project performance on one side deals with project efficiency in terms of project timeline and budget, while on the other side handles project effectiveness in terms of customer expectation and satisfactory, teams/employees' satisfaction (Abdilahi, Fakunle, & Fashina, 2020; Kanji, 2002). It is therefore clear, that there is need for an improved

understanding on the implication of the different project management knowledge areas on SMEs organization performance.

In the current research work, scope, risk, communication, procurement, cost, and schedule management are considered as most important project management knowledge areas needed for analyzing the success and organizational performance of SMEs projects. The implications of these six project management knowledge areas regarding the organizational performance of SMEs are brief explored below.

The implication of project scope management practices on organizational performance of SMEs

Since the proper definition and management of project scope can effectively influence the overall success of any kind of project, the implication of project management practice is vital to the organizational performance of SMEs (Abdilahi, Fakunle, et al., 2020). An effective scope management helps SMEs that practice it to stay away from scope creep (Fashina, Abdilahi, & Fakunle, 2020) and clearly set out what is or not included in the project. Proper scope management thus creates control mechanism in order to address what gets added or removed as the project is executed or factors that may lead to change throughout the project lifecycle (Khan, 2006). Moreover, an effectual project scope management is beneficial to SMEs in following ways (Abdilahi, Fakunle, et al., 2020; Khan, 2006; Nath & Momin, 2014):

1. It helps to maximize project cost and time by prioritizing and reducing temporary work;
2. It performs a quantitative analysis on any add on work in order to check its validity;
3. It helps to do away with inconsistent requirements requests;
4. It ensures that there are very fewer chances that SMEs overrun their project budget;
5. It safeguards the project development from going astray but ensuring that it goals are approved.

The implication of project risk management practices on organizational performance of SMEs

The implication of project risk management practices is significant to organizational performance of SMEs in a number of ways (Alquier & Tignol, 2006). This is because risk is perceived as a vital concern for organizations including the SMEs (Alquier & Tignol, 2006; Fakunle, Opiti, Sheikh, & Fashina, 2020). First, as a result of globalization and increased competition in business, project risk management is gaining more reputation daily (Movassaghi, 1990; Muhammad, Char, Yaso'a, & Hassan, 2009). Second, the implementation of risk management in projects allow SMEs to effectively reduce unexpected cost which in turn helps in the proper allocation of resources (Moran, 2014). Third, project risk management helps improve communication while providing top management with a precise and concise summary of potential threats facing the organization, which eventually help in better decision-making (Alquier & Tignol, 2006; Management, 2003; Moran, 2014; Sheikh, Fakunle, & Fashina, 2020).

The implication of project cost management practices on organizational performance of SMEs

It has been established in prior studies that poor project cost management is one of the easiest ways to make a project go skewed (Ahsan & Gunawan, 2010). Consequently, project cost management is seen as a vital contributing factor when it comes to SMEs organizational performance as success of SMEs is mostly dependent on the project cost control (Bhunia, Sahoo, & Shaikh, 2019; Müller, Glückler, Aubry, & Shao, 2013). This is because project cost control has a positive impact on organizational performance and the cost elements like labor and overhead cost, workers' behavior and materials procurement cost can be tactically controlled via standard measures (typical costing, appropriate budgeting and accountability bookkeeping) (Smith, 2016). It is thus clear that project cost management practices have significant implications on SMEs organizational performance particularly, as regarding minimizing risk and maximizing resources through cost control and transparency (Sanchez, Terlizzi, & de Moraes, 2017).

The implication of project communication management practices on organizational Performance of SMEs

In today's business world, every project manager and potential manager, particularly those in SMEs are required to possess the skills of an effective communicator (Zulch, 2014). This is because according to the Project Management Institute, approximately 60 percent of project fails due to the deficiencies in proper and organized communication management (Project Management Institute, 2017). This implies that proper communication management in a project is indispensable for effective management SMEs (Ziek & Anderson, 2015).

Furthermore, since communication is vital among project stakeholders and it is closely linked to different management function, it can deprive a business from the achieving its organizational objective if not properly managed (Butt, Naaranoja, & Savolainen, 2016). Consequently, project communication management can be seen as one vital way to accomplish a project goal within the allotted time and budget. This in turn results to an improved organizational performance.

The implication of project procurement management practices in organizational performance of SMEs

Project procurement management practices is critical to both small and large projects since it promote the effective management of an organization's supply chain, throughout the project lifecycle (de Araújo, Alencar, & de Miranda Mota, 2017). This implies that the poor management of procurement processes during planning, budgeting, project scheduling, quotations writing and subcontracting can directly lead to inefficient activities, misplaced targets and ultimately lead to a poor organizational performance of SMEs (Arndt, 2017; Baily, 2017). It is therefore clear, that project procurement management practices have its vital implications on SMEs organizational performance.

The implication of project schedule management practices on organizational performance of SMEs

Since time is a unique resource/commodity that flows at a pre-determined rate, it is important that it is properly managed through a project lifecycle (Atkinson, 1999; Bhunia et al., 2019; Funke

Folasade Fakunle & Fashina, 2020). The effective management of time in projects have long to been recognized as a crucial success factor for the successful execution of many projects in various fields (Atkinson, 1999; de Wit, 1988; A. K. Munns & Bjeirmi, 1996). This implies that project schedule management practice is essential to organizational efficiency, effectiveness and performance of SMEs (Chin & Hamid, 2015). Therefore, one can argue that the reduction in procrastination, managerial effectiveness and the realization of organizational goals and objectives are implications of project schedule management practices on organizational performance of SMEs (Atkinson, 1999).

Research methodology

This study explores the project management practices that most significantly influence the performance of SMEs when executing projects in Hargeisa by adopting a questionnaire survey method. A quantitative research was utilized to acquire information from the target population through field sources. A total of six project management knowledge areas were investigated in this study. Furthermore, the individual PM knowledge areas were rated in this study based on the Likert's scale of 5 ordinal measures from 1 to 5 according to the level of contribution (Allen & Seaman, 2007).

The target respondents comprise of construction stakeholders from six small and medium enterprises in Hargeisa, Somaliland that often participate in projects operations and management. The sample size of 50 respondents from a population of 55 was used in this research work, based on simple random sampling. This was achieved by utilizing the Krejcie and Morgan's table as described in (Krejcie & Morgan, 1970). In order to directly acquire realistic information from the participants, structured questionnaires were utilized to acquire primary data used in the current study through self-administration.

In an effort to confirm the quality of the research instrument in terms of its reliability, a pilot survey was carried out. This was realized via a convenience sample of experts in SMEs. Two soft copies of the questionnaire were sent to two project management consultants to the validate the contents of the questionnaire before the distribution of the questionnaires was carried out. Following the distribution of the questionnaires, the questionnaires were collected from the respondents after 5 days to ensure that the questionnaires are appropriately filled.

Before the collected data from the questionnaire survey was analyzed, the reliability of the data was then tested via the Cronbach's Alpha method (Cronbach, 1951). This was achieved using SPSS Statistics Software (version 25) to compute the Cronbach's Alpha, and the reliability coefficient was determined to show the internal consistency of the data using Equation 1 (Cronbach, 1951):

$$\text{Cronbach's alpha, } \alpha = \frac{K}{K-1} \left[1 - \frac{\sum V_i^2}{V_x^2} \right] \quad (1)$$

where K, represents the number of items; V_i represents the variance of scores on each item; and V_x , represents the variance of the observed total test scores.

Relative Importance Index (RII) was chosen as a proper analytical method (Abdilahi, Fakunle, et al., 2020) utilized to establish a mean rating point and analyze the ratings received via the

questionnaires. Each calculation was computed using RII formula in Equation 2 (Abdilahi, Fakunle, et al., 2020):

$$\text{Relative importance index, RII} = \frac{\sum W}{A \times N} \quad (2)$$

where W, represents the rating given to each factor by the respondents. For instance, 5 is for very high, 4 is for high, 3 is for average, 2 is for low and 1 is for very low. A is the highest weight (5 for this study) and N represents the total number of samples (46 for this study).

Moreover, the study was conducted based on the standard ethical practices required of any reputable academic research. Respondents were informed both orally and in writing about the objective of the study and their consents was established before filling out the questionnaires. The confidentiality respondents were also assured before engaging them.

Results and data analysis

Survey results

Of the 50 questionnaires administered randomly among the target participants, 46 questionnaires were returned, while four respondents were unable to return the questionnaires. Besides, 100 % of the feedbacks from the respondents were deemed valid (See Table 1).

Table 1: Summary of the total numbers of questionnaires distributed and returned, excluded, and valid questionnaires

S/N	Number of questionnaires distributed	Not returned	Number of returned	Valid	Invalid
1	50	4	46	46	0
2	100 %	8 %	92 %	100 %	0 %

Table 2 presents the frequency and percentage distribution of the respondents' role/position in their respective companies. Regarding the respondents' role/position in the company, Table 2 indicates that out of the 46 valid respondents, 8 are project managers, 22 are project consultants, 7 are project engineers, 6 are project team members, 1 is a CEO/owner while 4 are in the other category.

Furthermore, it can also be deduced from Table 2 that project consultants have the highest percentage (47.8%). The project managers are the second highest respondents that participated in the research survey with a percentage of 17.4 %. The third and fourth highest group of respondents involved in this survey are the project engineers with a percentage of 15.2 % and the project team members with a percentage of 13%, respectively. However, the least group of respondents are the others category (4.4%) and CEO/owner (2.2%), respectively.

Table 2: The frequency and percentage distribution of the respondents' role/position

S/N	Description	Frequency	Percentage
1	Project manager	8	17.4 %
2	Project consultant	22	47.8 %
3	Project engineer	7	15.2 %
4	Project team member	6	13.0 %
5	CEO/owner	1	2.2 %
6	Others	2	4.4 %
	Total	46	100%

Table 3 presents the frequency and percentage distribution of the number of SME projects that the respondents have been involved in. It can be seen from Table 3 that the respondents' experience in SME projects are closely distributed. This is due to the fact that over 80 % of the respondents have been involved in more than four SME projects i.e. 14 respondents have been involved in 4 to 6 projects, 13 of them have been involved in 7-10 projects while 11 of the respondents have participated in over 10 projects (23.9%). Besides, the remaining 8 (17.4 %) respondents have participated in 1-3 projects.

Table 3: Frequency and percentage distribution of the projects that respondents have participated in

S/N	Description	Frequency	Percentage
1	1-3 projects	8	17.4%
2	4-6 project	14	30.4%
3	7-10 project	13	28.3%
4	> 10 projects	11	23.9%
5	Total	46	100%

Cronbach's alpha data reliability test

Applying Table 4, the internal consistency of the feedbacks from the respondents was measured based on range of the Cronbach coefficient obtained from the test carried out (Gliem & Gliem, 2003). However, the result of the Cronbach's Alpha reliability test conducted indicates that the Cronbach's Alpha values is 0.655. This means that the internal consistency of the feedbacks has a satisfactory reliability of 65.5%.

Table 4: Internal consistency of Cronbach's Alpha

S/N	Cronbach's alpha, α	Internal consistency
1	$\alpha \geq 0.8$	Excellent
2	$0.8 > \alpha \geq 0.7$	Good
3	$0.7 > \alpha \geq 0.5$	Satisfactory
4	$\alpha < 0.5$	Poor

Analysis of the project management practices that most significantly impact the organizational performance of SMEs

The six project management practices that most significantly impact the organizational performance of SMEs have been ranked based on Relative Importance Index (RII) and Mean Value. To establish the level of contribution of the six project management practices explored in this study, the RII and mean value rankings are organized according to the RII classification table presented in Table 5.

Table 5: Classification of RII

Scale	Extent of significance	RII
1	No extent	$0.0 \leq RII \leq 0.2$
2	Little extent	$0.2 < RII \leq 0.4$
3	Moderate extent	$0.4 < RII \leq 0.6$
4	Large extent	$0.6 < RII \leq 0.8$
5	Very large extent	$0.8 < RII \leq 1.0$

The results of the survey analysis of the project management practices that most significantly impact the organizational performance of SMEs is present in Table 6. As perceived by the respondents, Table 6 shows that project communication management (RII = 0.700) is the most impactful project management practice that influence organizational performance of SMEs in Hargeisa, Somaliland. In addition, project schedule management (RII = 0.683), project procurement management (RII = 0.670), project scope management (RII = 0.622), and project cost management (RII = 0.617) are ranked in the second, third, fourth and fifth rank positions, respectively. The least significant project management practice investigated in the current study is the project risk management (RII = 0.609), despite that fact that it has a high level of contribution like the other five.

Table 6: The mean score value and RII ranking of the most impactful project management practices as regards the organizational performance of SMEs

S/N	Impact of Project Management Practice on Organization Performance	RII	Mean Value	RII & Mean Ranking	Level of Contribution
1	Project scope management	0.622	3.109	4	High
2	Project risk management	0.609	3.043	6	High
3	Project cost management	0.617	3.087	5	High
4	Project communication management	0.700	3.500	1	High
5	Project procurement management	0.670	3.348	3	High
6	Project schedule management	0.683	3.413	2	High

Discussion and Implications of the study

Generally, the implications of the findings from this study are significant to impending studies. Owing to increased competition among SMEs and the drive for globalization, the outcomes of the current research work reveal that SMEs now proactively use project management (PM) as a tool for facilitating project success when executing their projects. However, the successful application of PM in these SMEs is as important as the people applying it. This implies that the implementation of PM cannot be realizable without having the proper workforce in the right places with the required skills, positive motive to work and more importantly the leadership competence to match the team efforts.

Respondents ranked project communication management as the most preferred project management practices that most significantly influence the performance of SMEs when executing projects in Hargeisa. This is not surprising, since it has been established that 60 percent of project fails as a result of the lack of appropriate and systematized communication management (Project Management Institute, 2017). Which means that the proper application of communication management in a project is essential to the organizational performance of SMEs (Ziek & Anderson, 2015). In addition, since effective and excellent communication is critical among project stakeholders and to the successful accomplishment of a project goal within the agreed time and budget, it can deprive a business from achieving its organizational objective if not appropriately managed by the project manager, in particular (Butt et al., 2016). Meaning that project communication management can help SMEs improve their organizational performance by ensuring that the indulgence of information is suitable and timely to key stakeholders involved in the project (Zulch, 2014). The choice of the respondents is thus justifiable.

As perceived by the respondents, the second most influential PM knowledge area that most significantly influence the performance of SMEs when executing projects in Hargeisa is project schedule management. This is agreeable to a large extent because project schedule management practice is critical to organizational efficiency, effectiveness and performance of SMEs as suggested by (Chin & Hamid, 2015). Besides, project schedule management has long been recognized by project managers, PM practitioners, and researcher as the most effective approach to avoid the issue of delay throughout the lifecycle of any type of project (Atkinson, 1999; Bhunia et al., 2019; Fakunle & Fashina, 2020). This implies that the consequences of project schedule management practices on organizational performance of SMEs can be directly or indirectly be linked to management efficiency and decline in project delay (Atkinson, 1999).

Project procurement management was ranked as the third most preferred project management practices that most significantly influence the performance of SMEs when executing projects in Hargeisa. This is however expected, since a number of the SMEs in Somaliland are involved in trading businesses. Moreover, the respondents showed their understanding regarding the industry as most of the goods sold in Somaliland are mostly imported from Dubai, Saudi Arabia, Turkey, UK, China, Ethiopia etc. (Fashina et al., 2020). Meaning that if procurement orders are not appropriately managed, the sales and capital of these SMEs would be affected and invariably diminishes their organizational performance, particularly, in terms of time delivery and quality. It is therefore clear, that the choice of the respondents is justifiable.

According to the feedbacks from the respondents, project scope management was ranked as the fourth most preferred project management practices that most significantly influence the performance of SMEs when executing projects in Hargeisa. One would have expected the respondents to rank this PM knowledge area as one of the top three positions. This is because most SMEs activities are still limited with resources required to improve their performance and as such project scope management is expected to play a vital role in safeguarding the project development from going amiss by ensuring that there are very fewer chances that these SMEs overrun their project budget. It is therefore, important to apply project scope management processes in trading businesses in order to ensure that SME projects are streamlined to only the indispensable works per time. This will in turn help the SMEs to control uncertainties throughout the project lifecycle as suggested in work by (Atkinson, Crawford, & Ward, 2006).

In addition, project cost management was ranked by the respondents as the fifth most preferred project management practices that most significantly influence the performance of SMEs when executing projects in Hargeisa. The choice of the respondents here is justifiable as it is generally established that cost management is a subset of scope management, which implies that, even if costs appreciations in projects can be greatly reduced with a properly implemented project cost management, organizational performance can only be enhanced when cost management is technically supported with scope management as suggested by (Fashina, Abdilahi, Fakunle, et al., 2020). This is why this PM knowledge area did not fall within the first three rank positions or ranked before scope management.

The findings from the current work reveal that the respondents ranked project risk management as the least preferred project management practices that most significantly influence the performance of SMEs when executing projects in Hargeisa. This can be linked to the fact that 80 % of the respondents have been involved in more than four SME projects, particularly, in trading business and as such, the importance of implementing risk management in SMEs projects will not be too new to them. Besides, they are aware that project risk management can allow SMEs to effectively reduce unexpected cost, which in turn helps in the proper allocation of resources. This shows the link between risk management, scope management and cost management in projects, as exemplified in work of (Fashina, Abdilahi, Fakunle, et al., 2020).

Conclusions

In conclusion, this study has successfully examined the project management practices that most significantly influence the performance of SMEs when executing projects in Hargeisa. Six out of the ten project management knowledge areas were investigated in the current study. They include project scope management, project risk management, project cost management, project communication management, project procurement management and project schedule management. Using Cronbach's alpha reliability test, the internal consistency of the feedback from the questionnaire survey was tested and validated. The feedbacks from the respondents show that the project management practices are as follows, according to their significant impact on the organizational performance of SMEs in the course of implementing projects: project communication management (1st), project schedule management (2nd), project procurement management (3rd), project scope management (4th), and project cost management (5th) project risk management (6th), respectively, as depicted in Table 6.

The key contribution of this study to knowledge is providing an underlying understanding on the project management practices that most significantly influence the performance of SMEs when executing projects. The findings from the research work are however expected to provide novel insights that are significant to future research studies as they can be used to valid these future studies. In addition, this research study will provide government entities with insightful information on how project management practices are influential to the success of SMEs in Somaliland. It will also be useful for the foreign partners of the Somaliland government when developing programs for funding of activities that are targeted at advancing the performance of SMEs in Somaliland and elsewhere.

Although, the current study has revealed that all the six project management knowledge areas investigated has a high level of contribution as regard their impacts on the improvement of SMEs organizational performance, it is strongly recommended that SMEs should make efforts to enforce project management practices in the implementation of all their projects. However, it will be quite significant for future researchers to make additional effort to conducted structured and unstructured interviews with the stakeholders in the SMEs, since the research survey conducted in this study was basically through structured questionnaires that is based on literature review. This could provide more insights on the relationship between project management and project success in the SME.

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