

Midocean University

Faculty of Management

Project Mangment / Bachelor of Project Management



Project title

Causes of Project Failure

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5-11-2025 – Third Trimester 2025

Chapter 3: Research Methodology

3.1 Introduction

This chapter presents the methodology used to investigate the causes of project failure in the construction industry. It outlines the research design, data collection methods, and analytical techniques, ensuring a structured and reliable approach to answering the research questions.

3.2 Operational Definitions of Research Variables

To ensure clarity, each variable is defined as follows:

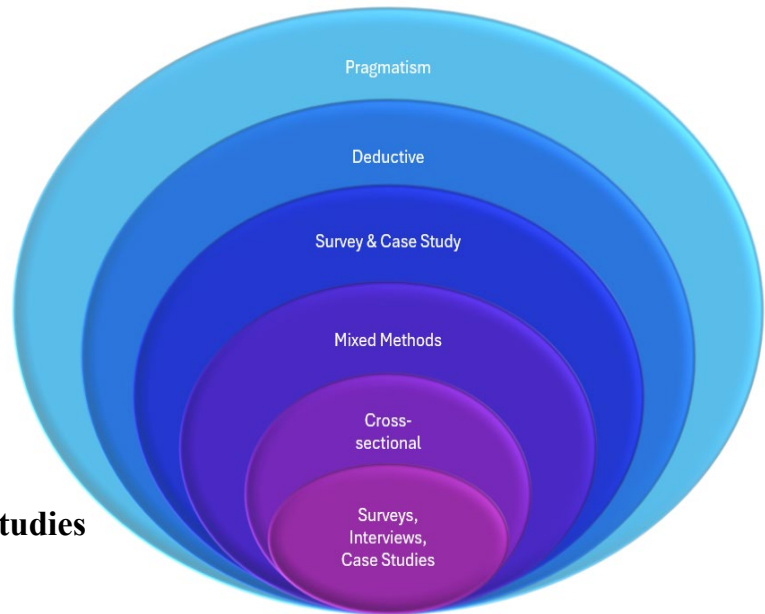
- **Unclear Objectives:** Lack of clearly defined project goals.
- **Poor Planning:** Inadequate scheduling, budgeting, and contingency planning.
- **Lack of Communication:** Ineffective information exchange among stakeholders.
- **Inadequate Resources:** Insufficient financial, human, or technical resources.
- **Poor Leadership:** Weak decision-making, guidance, and team motivation.
- **Risk Management Failure:** Absence of proactive risk identification and mitigation.
- **Scope Creep:** Uncontrolled expansion of project scope.
- **Project Success/Failure:** Achievement of project goals in terms of time, cost, quality, and stakeholder satisfaction.

3.3 Research Design (Research Onion)

The research methodology follows the "research onion" model and covers key methodological aspects:

Layers Represented:

1. **Research Philosophy: Pragmatism**
2. **Research Approach: Deductive**
3. **Research Strategy: Survey & Case Study**
4. **Research Choice: Mixed Methods**
5. **Time Horizon: Cross-sectional**
6. **Data Collection: Surveys, Interviews, Case Studies**



3.4 Research Population & Sampling Methods and Techniques

3.4.1 Research Population

The target population for this study consists of employees from **Al-Binaa Construction Co.**, a mid-sized construction firm located in Jubail Industrial City. This includes project managers, engineers, supervisors, and team members who are directly involved in planning, executing, and managing construction projects. The diversity within this group is essential for gaining a comprehensive understanding of the factors contributing to project failure across different roles and responsibilities.

3.4.2 Research Sample

The sample size was determined using the Krejcie & Morgan (1970) table to ensure statistical validity. Participants were selected from various departments such as project management, operations, procurement, and quality control.

3.4.3 Sampling Method & Techniques

A probability sampling method, specifically simple random sampling, was used. This ensures equal selection chances for all individuals, minimizing bias and enhancing representativeness.

3.5 Data Collection Method

Data were collected through a structured questionnaire designed to assess the causes of project failure and their impact on project outcomes. The questionnaire included both quantitative and qualitative items to gather comprehensive data from employees at Al-Binaa Construction Co. A 5-point Likert scale was used to measure agreement levels, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.5.1 The Independent Variables (Causes of Project Failure)

The questionnaire used to measure the independent variables was developed based on prior literature and adapted to the construction context. It includes multiple items covering seven key dimensions believed to influence project success or failure.

Variable	Dimensions	Number of Items
Unclear Objectives	Goal clarity, team understanding	2
Poor Planning	Timeline realism, task assignment, contingency planning	3
Lack of Communication	Information exchange, stakeholder channels	2
Inadequate Resources	Financial sufficiency, qualified personnel	2
Poor Leadership	Direction, decision-making, motivation	3
Risk Management Failure	Risk identification, mitigation planning	2
Scope Creep	Scope control, documentation of changes	2

Table 1: Instruments for Independent Variables (Causes of Project Failure). Source: The Researcher (2025)

3.5.2 The Dependent Variable (Project Success/Failure)

Project success or failure was assessed using three items that measure whether the project was completed on time, within budget, and met stakeholder expectations.

Variable	Dimensions	Number of Items
Project Success/Failure	Timeliness, Budget Adherence, Stakeholder Satisfaction	3

Table 2: Instrument for Dependent Variable (Project Success/Failure). Source: The Researcher (2025)

3.6 Types of Data

3.6.1 Primary Data

Collected through surveys and interviews with employees at Al-Binaa Construction Co., offering direct insights into project challenges and outcomes.

3.6.2 Secondary Data

Sourced from academic literature, industry reports, and internal project documentation to support and contextualize the primary findings.

3.7 Data Analysis Methods & Procedures

Data were analyzed using SPSS version 28 and qualitative coding:

- **Descriptive Statistics:** Summarized demographic data and survey responses.
- **Reliability Testing:** Cronbach's Alpha assessed internal consistency.

- **Validity Testing:** Exploratory Factor Analysis (EFA) confirmed construct validity.
- **Inferential Analysis:** Correlation and regression tested relationships between variables.
- **Qualitative Analysis:** Thematic analysis identified patterns in interview data.

3.8 Conclusion

This chapter outlined the methodological framework used to investigate the causes of project failure in the construction industry. It defined the research variables, described the sampling and data collection strategies, and detailed the analytical procedures. By integrating both quantitative and qualitative approaches, the study ensures a balanced and rigorous examination of the factors influencing project outcomes. The next chapter will present the results and interpretations based on the data collected from Al-Binaa Construction Co.