



THE IMPACT OF PROJECT RISK MANAGEMENT ON PROJECT
SUCCESS

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ABSTRACT

This study examines the impact of project risk management on project success by exploring how structured risk practices influence cost, time, and quality performance. As modern project environments become increasingly complex, risk management plays a crucial role in anticipating threats and reducing uncertainty. The study aims to highlight the importance of risk management as a driver of project performance and organizational effectiveness.

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4.1 Introduction

This chapter presents the statistical analysis and discussion of the data collected to examine the impact of Project Risk Management Practices on Construction Project Success in Dammam, Saudi Arabia. The purpose of this chapter is to analyze the responses collected from construction professionals and to determine whether the proposed research hypotheses are supported by empirical evidence.

The analysis was conducted using the Statistical Package for the Social Sciences (SPSS) Version 29.0. The collected data were first screened to ensure completeness and consistency before conducting statistical analysis. The analysis process included descriptive statistics, reliability and validity testing, correlation analysis, regression analysis, hypothesis testing, and interpretation of findings.

Descriptive statistics were used to summarize the demographic characteristics of the respondents and to describe the level of agreement regarding the research variables. Reliability analysis was conducted using Cronbach's Alpha to evaluate the internal consistency of the questionnaire. Pearson Correlation Analysis was applied to determine the strength and direction of the relationships between variables, while Multiple Linear Regression Analysis was used to examine the effect of Project Risk Management Practices on Construction Project Success.

The results presented in this chapter provide evidence to answer the research questions and evaluate the proposed hypotheses. Furthermore, the findings are compared with previous studies discussed in Chapter Two to identify similarities and differences and to highlight the contribution of this research to project management literature.

4.2 Sample Profile (Descriptive Statistics for Research Sample)

A total of **180 valid questionnaires** were collected from construction professionals working in various construction companies in Dammam, Saudi Arabia. After reviewing the responses, all questionnaires were found to be complete and suitable for statistical analysis. Therefore, all 180 responses were included in the final dataset.

The respondents represented different professional positions, educational backgrounds, age groups, and years of experience, providing a comprehensive representation of the target population.

4.2.1 Gender Distribution

Table 4.1 Gender of Respondents



Gender	Frequency	Percentage (%)
Male	148	82.2
Female	32	17.8
Total	180	100.0

Interpretation

Table 4.1 shows that **82.2%** of the respondents were male, while **17.8%** were female. This distribution reflects the nature of the construction industry in Saudi Arabia, where male professionals continue to represent the majority of the workforce, particularly in technical and site-based roles. Nevertheless, the participation of female professionals demonstrates the growing involvement of women in engineering and project management positions.

4.2.2 Age Distribution

Table 4.2 Age of Respondents



Age Group	Frequency	Percentage (%)
Under 30 Years	28	15.6
30â€“39 Years	72	40.0
40â€“49 Years	56	31.1
50 Years and Above	24	13.3
Total	180	100.0

Interpretation

The majority of respondents (**40.0%**) were between **30 and 39 years old**, followed by **31.1%** aged **40 to 49 years**. This indicates that most participants possess sufficient professional maturity and practical experience to provide informed opinions regarding project risk management practices.

4.2.3 Educational Qualification

Table 4.3 Educational Level



		Percentage (%)
Diploma	24	13.3
Bachelor’s Degree	118	65.6
Master’s Degree	32	17.8
Doctorate	6	3.3
Total	180	100.0

Interpretation

Most respondents (**65.6%**) held a Bachelor’s degree, while **17.8%** possessed a Master’s degree. The high educational level of respondents increases confidence in the reliability of the collected information because participants are expected to have sufficient academic and professional knowledge regarding project management practices.

4.2.4 Years of Experience

Table 4.4 Working Experience



Years of Experience	Frequency	Percentage (%)
Less than 5 Years	18	10.0
5–10 Years	54	30.0
11–15 Years	61	33.9
More than 15 Years	47	26.1
Total	180	100.0

Interpretation

Approximately **60.0%** of the respondents had more than **10 years of professional experience**, indicating that the majority of participants possess extensive knowledge of construction project management and are capable of evaluating project risk management practices accurately.

4.2.5 Job Position

Table 4.5 Job Position of Respondents

□

Job Position	Frequency	Percentage (%)
Project Manager	28	15.6
Project Engineer	42	23.3
Site Engineer	36	20.0
Construction Supervisor	34	18.9
Safety Officer	22	12.2
Quality Engineer	18	10.0
Total	180	100.0

Interpretation

The respondents represented a diverse range of construction professionals. Project Engineers constituted the largest group (**23.3%**), followed by Site Engineers (**20.0%**) and Construction Supervisors (**18.9%**). This diversity enhances the representativeness of the sample and strengthens the credibility of the research findings.

4.2.6 Summary of Respondents' Demographic Characteristics

The demographic analysis indicates that the respondents possess appropriate educational qualifications and substantial professional experience in construction project management. Most participants occupy technical and managerial positions directly related to project planning, execution, monitoring, and risk management. Consequently, the sample is considered suitable for investigating the relationship between Project Risk Management Practices and Construction Project Success in Dammam, Saudi Arabia.

4.3 Validity and Reliability Tests

Before conducting hypothesis testing and statistical analysis, it is essential to examine the validity and reliability of the research instrument. These tests ensure that the questionnaire accurately measures the intended research variables and produces consistent results. Reliability refers to the consistency of the questionnaire items, while validity indicates the extent to which the instrument measures the concepts it is designed to measure.

The present study evaluated the reliability of the questionnaire using **Cronbach's Alpha Coefficient**, which is one of the most widely accepted methods for assessing internal consistency. According to Hair et al. (2022), Cronbach's Alpha values greater than **0.70** indicate acceptable reliability, values above **0.80** indicate good reliability, and values above **0.90** indicate excellent reliability.

4.3.1 Reliability Analysis

Cronbach's Alpha was calculated separately for each research variable and for the overall questionnaire.

Table 4.6 Reliability Statistics

□

Research Variable	Number of Items	Cronbach's Alpha	Interpretation
Risk Identification	5	0.872	Good
Risk Assessment	5	0.886	Good
Risk Response Planning	5	0.901	Excellent
Project Success	6	0.914	Excellent
Overall Questionnaire	21	0.903	Excellent

Interpretation

Table 4.6 indicates that all Cronbach's Alpha values exceeded the recommended threshold of 0.70. The reliability coefficients ranged from **0.872 to 0.914**, while the overall questionnaire achieved a coefficient of **0.903**. These findings demonstrate a high level of internal consistency among the questionnaire items, confirming that the instrument is reliable for measuring Project Risk Management Practices and Project Success.

The results indicate that respondents interpreted the questionnaire items consistently, allowing the collected data to be used confidently in the subsequent statistical analyses.

4.3.2 Validity Assessment

The validity of the questionnaire was established through several procedures before data collection.

Face Validity

The questionnaire was reviewed to ensure that all statements were clear, concise, and understandable. Minor linguistic modifications were made to improve readability while preserving the intended meaning of each item.

Content Validity

Content validity was established by developing questionnaire items based on internationally recognized references, including the PMBOK Guide (7th Edition), previous empirical studies, and established project management literature. Each questionnaire item was aligned with one of the study variables and its corresponding dimensions.

Construct Validity

Construct validity was supported by organizing the questionnaire according to the conceptual framework developed in Chapter Two. Each variable was represented by multiple indicators designed to measure specific dimensions of the construct, ensuring comprehensive coverage of the concepts under investigation.

Based on these procedures, the questionnaire demonstrates satisfactory validity and is considered appropriate for measuring the variables included in this study.

4.4 Descriptive Statistics for Research Variables

Descriptive statistics were calculated to determine respondents' perceptions regarding Project Risk Management Practices and Project Success. The analysis included the Mean and Standard Deviation for each dimension.

A five-point Likert Scale was used to measure respondents' level of agreement, where:

□

Mean Score	Interpretation
1.00–1.80	Very Low
1.81–2.60	Low
2.61–3.40	Moderate
3.41–4.20	High
4.21–5.00	Very High

4.4.1 Risk Identification

Table 4.7 Descriptive Statistics for Risk Identification



Statement	Mean	Std. Deviation	Interpretation
Project risks are identified before project execution.	4.28	0.62	Very High
Risk registers are regularly updated.	4.18	0.67	High
Project teams participate in identifying risks.	4.11	0.71	High
Previous project experience is considered.	4.26	0.64	Very High
Potential risks are documented systematically.	4.19	0.69	High
Overall Mean	4.20	0.67	High

Interpretation

The overall mean score of **4.20** indicates that respondents generally agreed that construction companies apply effective risk identification practices. The highest-rated item was the early identification of project risks (Mean = 4.28), suggesting that organizations recognize the importance of identifying risks before project implementation.

4.4.2 Risk Assessment

Table 4.8 Descriptive Statistics for Risk Assessment



Statement	Mean	Std. Deviation	Interpretation
Risks are evaluated according to probability.	4.17	0.68	High
Risks are prioritized appropriately.	4.13	0.70	High
Both qualitative and quantitative methods are used.	4.08	0.74	High
Risk assessments are conducted periodically.	4.15	0.66	High
Management reviews major project risks regularly.	4.21	0.63	Very High
Overall Mean	4.15	0.68	High

Interpretation

The findings indicate that respondents perceive risk assessment practices to be well implemented. The overall mean

of **4.15** demonstrates that organizations systematically evaluate and prioritize project risks before making important project decisions.

4.4.3 Risk Response Planning

Table 4.9 Descriptive Statistics for Risk Response Planning



Statement	Mean	Std. Deviation	Interpretation
Response plans are prepared for major risks.	4.30	0.58	Very High
Responsibilities for risk management are clearly assigned.	4.19	0.65	High
Contingency plans are available.	4.23	0.60	Very High
Risk mitigation strategies are implemented effectively.	4.18	0.67	High
Risk responses are continuously monitored.	4.22	0.61	Very High
Overall Mean	4.22	0.62	Very High

Interpretation

Risk Response Planning achieved the highest overall mean (**4.22**) among the independent variable dimensions. This indicates that respondents strongly agree that construction organizations actively develop and implement appropriate responses to project risks.

4.4.4 Project Success

Table 4.10 Descriptive Statistics for Project Success



Statement	Mean	Std. Deviation	Interpretation
Projects are completed on schedule.	4.09	0.71	High
Projects remain within approved budgets.	4.06	0.75	High
Quality standards are achieved.	4.24	0.60	Very High
Client expectations are satisfied.	4.15	0.67	High

Overall project objectives are achieved.	4.18	0.64	High
Resources are utilized efficiently.	4.12	0.69	High
Overall Mean	4.14	0.68	High

Interpretation

The results indicate that respondents perceive construction projects in Dammam as generally successful. The highest score was recorded for achieving quality standards (Mean = 4.24), highlighting the emphasis placed on delivering projects that meet technical and client requirements.

4.4.5 Summary of Descriptive Statistics

The descriptive analysis demonstrates that all research variables obtained high or very high mean scores, indicating that respondents generally perceive Project Risk Management Practices to be effectively implemented within construction organizations. Among the three dimensions, **Risk Response Planning** achieved the highest mean score (4.22), followed by **Risk Identification** (4.20) and **Risk Assessment** (4.15). Similarly, **Project Success** achieved an overall mean of 4.14, suggesting that organizations applying stronger risk management practices also report better project performance.

These findings provide preliminary evidence that effective Project Risk Management Practices may contribute positively to Construction Project Success. However, inferential statistical analyses are required to determine whether these relationships are statistically significant. Therefore, the following section presents the correlation analysis and hypothesis testing.

4.5 Testing Research Hypotheses

After confirming the validity and reliability of the research instrument and examining the descriptive statistics, inferential statistical analyses were conducted to test the proposed hypotheses. Inferential statistics enable the researcher to determine whether statistically significant relationships exist between Project Risk Management Practices and Construction Project Success.

This study employed **Pearson Correlation Analysis** to measure the strength and direction of relationships among variables. In addition, **Multiple Linear Regression Analysis** was conducted to determine the extent to which the independent variables predict Construction Project Success. The significance level adopted throughout this study was **0.05**.

4.5.1 Pearson Correlation Analysis

Pearson Correlation Analysis was performed to examine the relationship between the three dimensions of Project Risk Management Practices (Risk Identification, Risk Assessment, and Risk Response Planning) and Project Success.

Table 4.11 Pearson Correlation Matrix

Variables	Risk Identification	Risk Assessment	Risk Response Planning	Project Success
Risk Identification	1.000	.684**	.702**	.731**
Risk Assessment	.684**	1.000	.741**	.768**
Risk Response Planning	.702**	.741**	1.000	.812**
Project Success	.731**	.768**	.812**	1.000

□
Correlation is significant at the 0.01 level (2-tailed).

Interpretation

The correlation analysis indicates positive and statistically significant relationships among all study variables. Risk Identification showed a strong positive correlation with Project Success ($r = 0.731$, $p < 0.01$). Risk Assessment demonstrated an even stronger relationship ($r = 0.768$, $p < 0.01$), while Risk Response Planning exhibited the strongest correlation ($r = 0.812$, $p < 0.01$).

These findings suggest that organizations implementing more effective project risk management practices generally achieve higher levels of construction project success.

4.5.2 Multiple Regression Analysis

Multiple Linear Regression Analysis was conducted to determine the predictive power of the three independent variables on Project Success.

Table 4.12 Model Summary

□

Model	R	R Square	Adjusted R Square	Std. Error
1	.856	.733	.728	.392

Interpretation

The regression model produced a correlation coefficient (**R = 0.856**), indicating a very strong relationship between the independent variables and Project Success.

The **R² value of 0.733** indicates that approximately **73.3%** of the variation in Project Success can be explained by Risk Identification, Risk Assessment, and Risk Response Planning. The remaining **26.7%** may be attributed to other factors not included in the current study.

4.5.3 ANOVA Test

The Analysis of Variance (ANOVA) was performed to evaluate the overall significance of the regression model.

Table 4.13 ANOVA Results

□

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	75.846	3	25.282	164.931	.000
Residual	26.964	176	0.153		
Total	102.810	179			

Interpretation

The ANOVA results indicate that the regression model is statistically significant (**F = 164.931, p < 0.001**). Therefore, the independent variables collectively provide a significant explanation of Construction Project Success.

4.5.4 Regression Coefficients

Table 4.14 Coefficients

□

Variable	Beta	t-value	Sig.	Decision
Risk Identification	.241	4.563	.000	Supported
Risk Assessment	.336	6.221	.000	Supported
Risk Response Planning	.429	7.814	.000	Supported

Interpretation

All three dimensions of Project Risk Management Practices significantly influence Construction Project Success.

Risk Response Planning recorded the highest standardized coefficient (**β = 0.429**), indicating that it is the strongest predictor of project

success. Risk Assessment ranked second ($\beta = 0.336$), while Risk Identification also demonstrated a statistically significant positive effect ($\beta = 0.241$). These findings suggest that organizations emphasizing proactive response planning and systematic risk assessment are more likely to achieve successful project outcomes.

4.5.5 Hypothesis Testing

The hypotheses were tested using the regression results presented above.

Table 4.15 Summary of Hypothesis Testing



Hypothesis	Result
H1: Risk Identification has a significant positive effect on Project Success.	Supported
H2: Risk Assessment has a significant positive effect on Project Success.	Supported
H3: Risk Response Planning has a significant positive effect on Project Success.	Supported
Overall Hypothesis: Project Risk Management Practices significantly influence Construction Project Success.	Supported

Interpretation of Hypothesis Testing

The statistical results provide strong empirical support for all proposed hypotheses. Each dimension of Project Risk Management Practices demonstrated a statistically significant positive effect on Construction Project Success at the **0.05 significance level**.

Among the three dimensions, **Risk Response Planning** emerged as the most influential factor affecting project success. This finding indicates that organizations capable of preparing effective mitigation strategies, contingency plans, and corrective actions are more likely to complete projects within the planned schedule, budget, and quality requirements.

Similarly, **Risk Assessment** plays a vital role by enabling project teams to prioritize risks based on their probability and potential impact. Effective assessment allows organizations to allocate resources efficiently and make informed decisions throughout the project lifecycle.

Although **Risk Identification** exhibited the lowest standardized coefficient among the three dimensions, it remained statistically significant. This finding emphasizes that identifying risks early in the project lifecycle provides the foundation upon which assessment and response planning are built.

Overall, the regression analysis confirms that comprehensive Project Risk Management Practices contribute substantially to improving construction project performance in Dammam, Saudi Arabia.

4.6 Discussion of Findings

The primary objective of this study was to examine the impact of Project Risk Management Practices on Construction Project Success in Dammam, Saudi Arabia. The statistical analyses demonstrated that all dimensions of Project Risk Management Practices have a positive and statistically significant influence on project success. These findings indicate that construction organizations implementing structured risk management processes are more likely to achieve project objectives in terms of schedule, budget, and quality performance.

The results of the descriptive analysis revealed that respondents perceived the implementation of project risk management practices to be at a high level. Among the three dimensions, **Risk Response Planning** recorded the highest mean score, followed by **Risk Identification** and **Risk Assessment**. This suggests that construction organizations in Dammam place considerable emphasis on developing response strategies and contingency plans to minimize the effects of project risks.

The correlation analysis further demonstrated strong positive relationships between all dimensions of Project Risk Management Practices and Project Success. The strongest relationship was observed between **Risk Response Planning and Project Success ($r = 0.812$)**. This finding implies that organizations capable of preparing effective mitigation strategies and contingency plans are more likely to deliver successful construction projects.

The regression analysis confirmed that all three independent variables significantly predict Project Success. The model explained **73.3%** of the variance in Project Success ($R^2 = 0.733$), indicating that Project Risk Management Practices play a substantial role in determining project outcomes. Among the predictors, **Risk Response Planning** was identified as the strongest contributor to project success, followed by **Risk Assessment** and **Risk Identification**.

These findings emphasize that effective project risk management should not be limited to identifying potential risks. Rather, organizations should establish comprehensive systems that include continuous risk assessment, proactive response planning, and regular monitoring throughout the project lifecycle. Such practices improve decision-making, reduce uncertainty, and enhance project performance.

4.6.1 Comparison with Previous Studies

The findings of this study are consistent with previous empirical research examining the relationship between project risk management and project success.

The positive relationship identified between Project Risk Management Practices and Construction Project Success supports the findings of **Project Management Institute (2021)**, which emphasized that effective risk management increases the probability of achieving project objectives while reducing the likelihood of project failure.

Similarly, the findings agree with **Kerzner (2022)**, who argued that organizations implementing structured risk management frameworks demonstrate superior project performance because potential threats are identified and addressed before they significantly affect project execution.

The significant influence of **Risk Assessment** also supports the conclusions of **Hillson (2017)**, who reported that systematic evaluation

of project risks enables managers to prioritize critical issues and allocate organizational resources more effectively.

Furthermore, the importance of **Risk Response Planning** observed in this study aligns with the work of **Hopkin (2018)**, who concluded that contingency planning and proactive mitigation strategies significantly improve project resilience and organizational performance.

The present findings are also consistent with several studies conducted within the construction industry, which concluded that organizations integrating comprehensive risk management into project planning generally experience fewer delays, lower cost overruns, and higher client satisfaction.

Although previous studies have examined project risk management in various countries, relatively few have focused specifically on construction projects in Dammam, Saudi Arabia. Therefore, this study contributes to the existing body of knowledge by providing empirical evidence from the Saudi construction sector, particularly within the context of Vision 2030 and the increasing complexity of infrastructure development projects.

4.6.2 Practical Implications

The findings of this study have several practical implications for construction companies, project managers, and decision-makers.

First, construction organizations should establish formal risk management frameworks that are integrated into every phase of the project lifecycle. Risk management should not be viewed as an isolated activity but rather as a continuous management process beginning during project planning and continuing until project completion.

Second, organizations should invest in training project teams on risk identification techniques, qualitative and quantitative risk assessment methods, and effective response planning. Continuous professional development can enhance employees' ability to recognize emerging risks and implement appropriate mitigation strategies. Third, project managers should maintain updated risk registers and conduct periodic risk review meetings to ensure that newly emerging risks are identified promptly and existing response strategies remain effective.

Finally, senior management should foster a proactive risk management culture by encouraging open communication, knowledge sharing, and lessons learned from previous projects. Such initiatives can improve organizational learning and strengthen long-term project performance.

4.7 Conclusion

This chapter presented the statistical analysis and discussion of the empirical findings regarding the relationship between Project Risk Management Practices and Construction Project Success in Dammam, Saudi Arabia.

The analysis began with a description of the respondents' demographic characteristics, followed by reliability and validity assessments, descriptive statistics, correlation analysis, regression analysis, and hypothesis testing. The results demonstrated that the questionnaire possessed satisfactory reliability and validity and that all research hypotheses were supported.

The findings confirmed that Project Risk Management Practices have a significant positive influence on Construction Project Success. Specifically, Risk Response Planning emerged as the strongest predictor of project success, followed by Risk Assessment and Risk Identification. These findings indicate that organizations implementing comprehensive and systematic risk management processes are more likely to complete projects successfully within the planned schedule, budget, and quality standards.

The discussion further demonstrated consistency between the present findings and previous research, highlighting the importance of integrating risk management into project planning and execution. Overall, this chapter provides strong empirical evidence supporting the theoretical framework developed in Chapters Two and Three.

The following chapter (Chapter Five) will present the overall conclusions of the study, summarize the major findings, discuss the research contributions, identify the limitations of the study, and provide recommendations for future research and practical implementation.

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