



**UNIVERSITI PUTRA MALAYSIA**

***EFFECTS OF PROJECT MANAGEMENT MATURITY, SUSTAINABILITY  
AND GOVERNANCE MEDIATED BY PROJECT SUCCESS ON  
CORPORATE REPUTATION OF PUBLIC SECTOR ORGANIZATIONS IN  
PAKISTAN***

**MUHAMMAD IRFAN**

**FEP 2018 23**



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By

**MUHAMMAD IRFAN**

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,  
in Fulfillment of the Requirements for the Degree of Doctor of Philosophy**

**April 2018**

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## **DEDICATION**

I would like to dedicate my humble effort to my parents

Mr. Muhammad Shah Khan and Mrs. Zarina Khan

and all those who believe in the richness of learning.



Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirement for the degree of Doctor of Philosophy

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**April 2018**

**Chairman : Mazlan Hassan, PhD**  
**Faculty : Economics and Management**

Since the 1960's, practitioners and researchers are interested in the concept of reputation. A positive reputation is considered to be a competitive advantage for organizations, whereas, a negative reputation results in financial losses and distrust from the stakeholders. Research on corporate reputation has mainly focused on the corporate sector ignoring the public sector. It is because the private sector is more cautious of its reputation than the public sector. Thus, this gap has resulted in an unreliable, not sufficiently transparent, and inefficient reputation of public sector organizations.

Likewise, in Pakistan, public sector does not have access to public view which limits them from realizing & establishing their own reputation. People of Pakistan have raised major concerns about negative reputation of the public sector due to its poor performance on the projects. Thus, this research aims to examine the effect of factors in projects (project governance, project management maturity, sustainability and project success) on the corporate reputation of public sector organizations in Pakistan.

This study suggests a framework which can be used to create and enhance the reputation of public sector organizations. The proposed research framework was built upon the tenets of Stewardship theory, Stakeholder theory, Resource Based theory and Signaling theory. Data for the study was collected from 425 respondents across Pakistan, which included project managers, project directors, architects, project team members working on public sector projects. The data was then analyzed using partial least squares structural equation modelling (PLS-SEM).

The result of these analyses confirmed that three of the proposed factors in projects (1) project management maturity, (2) sustainability, and (3) project success are significant predictors of corporate reputation. Other findings suggest that, success on projects can be achieved by project governance, project management maturity, and sustainability. Project success was also observed to significantly mediate between project governance, project management maturity, sustainability and corporate reputation.

In a broader perspective, this study confirms how different factors on projects can develop and enhance reputation of public sector organizations. The managerial implications of the study are, (i) managers need to improve their success rates on projects to satisfy the public, so that ultimately the reputation of these organizations can be enhanced (ii) issues related to project success can be resolved by addressing project governance, upgrading the existing project management structures and introducing sustainable practices.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**KESAN KEMATANGAN PENGURUSAN PROJEK, KEMAMPAHAN DAN  
TADBIR URUS DIANTARAI OLEH KEJAYAAN PROJEK KE ATAS  
REPUTASI KORPORAT DALAM ORGANISASI SEKTOR AWAM DI  
PAKISTAN**

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Sejak tahun 1960-an, pengamal dan penyelidik berminat dengan konsep reputasi. Reputasi yang positif dianggap sebagai kelebihan daya saing bagi organisasi, sedangkan, reputasi yang negatif mengakibatkan kerugian kewangan dan ketidakpercayaan dari pihak yang berkepentingan. Penyelidikan mengenai reputasi korporat biasanya tertumpu kepada sektor korporat dan mengabaikan sektor awam. Ini kerana sektor swasta lebih berhati-hati terhadap reputasinya daripada sektor awam. Justeru, jurang ini mengakibatkan reputasi organisasi sektor awam tidak dapat dipercayai, tidak telus, dan tidak cekap.

Begitu juga, di Pakistan, sektor awam tidak mempunyai akses di mana mereka telah menghadkan pandangan umum daripada merealisasikan dan mewujudkan reputasi mereka sendiri. Rakyat Pakistan telah menimbulkan kebimbangan besar mengenai reputasi yang negatif dalam sektor awam yang mengakibatkan prestasi projek yang tidak baik. Oleh itu, kajian ini bertujuan untuk mengkaji kesan faktor-faktor dalam projek (tadbir urus projek, kematangan pengurusan projek, kemampuhan dan kejayaan projek) terhadap reputasi korporat organisasi sektor awam di Pakistan.

Kajian ini mencadangkan rangka kerja dimana ia boleh mewujudkan dan meningkatkan reputasi organisasi sektor awam. Rangka kerja penyelidikan yang dicadangkan ini telah dibina berdasarkan “Stewardship Theory”, “Stakeholder Theory”, “Resource Based Theory” dan “Signaling Theory”. Data untuk kajian ini dikumpulkan daripada 425 responden di seluruh Pakistan termasuk pengurus projek, pengarah projek, arkitek, ahli pasukan projek yang menjalankan projek sektor awam. Data ini kemudiannya dianalisis menggunakan Partial Least Squares - Structural Equation Modelling (PLS-SEM).

Hasil kajian ini telah mengesahkan bahawa terdapat tiga faktor yang dicadangkan dalam projek iaitu (1) kematangan pengurusan projek, (2) kemampanan, dan (3) kejayaan projek adalah peramal penting untuk reputasi korporat. Penemuan lain mencadangkan bahawa, kejayaan projek boleh dicapai oleh tadbir urus projek, kematangan pengurusan projek, dan kemampanan. Kejayaan projek juga dikaji untuk memeterai antara tadbir urus projek, kematangan pengurusan projek, kemampanan dan reputasi korporat.

Dalam perspektif yang lebih luas, kajian ini mengesahkan bahawa bagaimana factor-faktor yang berlainan mengenai projek dapat membangun dan meningkatkan reputasi organisasi sektor awam. Implikasi kajian ini adalah, (i) pengurus perlu meningkatkan kadar kejayaan mereka terhadap projek-projek untuk memuaskan hati orang awam, sehingga akhirnya reputasi organisasi dapat ditingkatkan (ii) isu-isu yang berkaitan dengan kejayaan projek dapat diselesaikan dengan mengenalpasti tadbir urus sesuatu projek, menaik taraf struktur pengurusan projek yang sedia ada dan memperkenalkan amalan yang mampan.



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This thesis was submitted to the Senate of the Universiti Putra Malaysia for fulfillment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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# CHAPTER 1

## INTRODUCTION

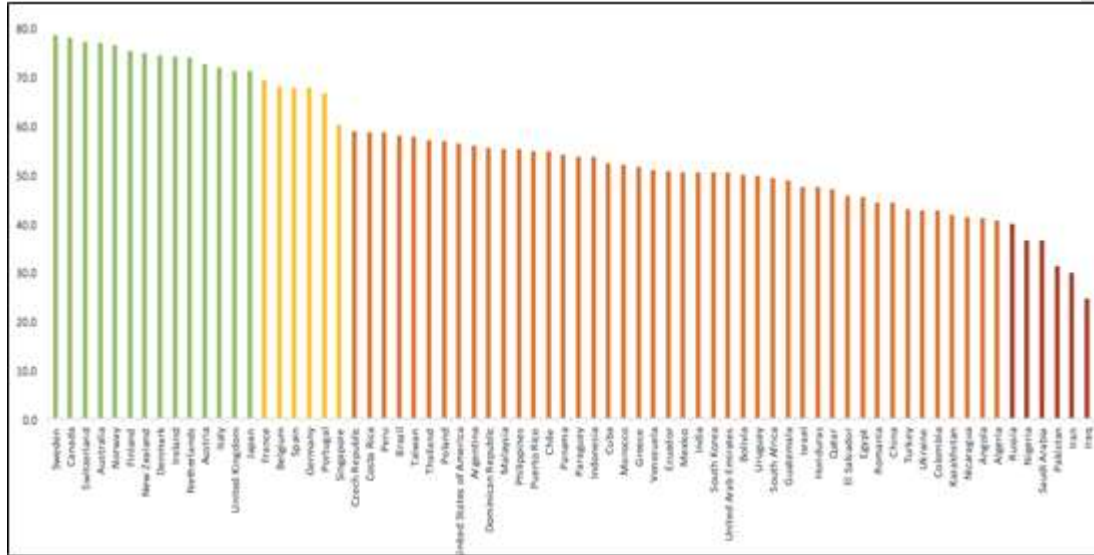
This chapter provides an overview of the thesis. It consists of ten (10) Sections. The first Section (1.1) introduces the background of the study. The second Section (1.2) highlights the motivation for the study, and Section (1.3) underlines the problem statement for the study. The fourth Section (1.4) presents the definition of key terms used throughout this study. Consequently, an illustration of the research questions and objectives of this study are provided in Section (1.5) and Section (1.6) respectively. Next is Section (1.7) which addresses the scope of the study, followed by Section (1.8) which describes the significance of the study to theory and practice. Section (1.9) provides an overall outline of the organization of the thesis. Lastly Section (1.10) provides a summary of the information presented in Chapter 1.

### 1.1 Background of the Study

Organizations in the current globalized world continuously seek ways to stay competitive, make profits and contribute back to the society. Companies' intangible assets, such as patents, brands and copyrights, are tools that ensure financial returns and generate significant results to companies (Abratt & Kleyn, 2012b; Lim et al., 2015; Raithel, Wilczynski et al., 2010). Likewise, Corporate reputation is one of these assets and is considered an important intangible resource that may provide a competitive advantage to companies. Corporate reputation is a general term used in both public and private organizations, and it is commonly understood as the perception of the organizations that is formed by the actions and results of organizations (Firestein, 2006).

Several advantages have been associated with having a positive corporate reputation in both public and private organizations (Alsop, 2004; Beaver, 1999; Coombs & Holladay, 2006; Nicolò, 2015). The corporate reputation of a public sector organizations is more crucial because it helps in shaping the overall reputation of a country. According to Reputation Institute (2016), countries having a strong reputation can attract foreign direct investment (FDI), a highly skilled workforce, tourists, and being able to sell the products and services of the country abroad. One of the criteria of Reputation Institute for rating the countries was how well the public sector organizations were performing in the underlying countries. It can be observed in Figure 1.1 that in a global context most of the countries have a weak/vulnerable reputation whereas a few countries on the continuum have a poor reputation due to their inability in fulfilling their obligations towards the public. Pakistan has fallen into the lowest tier consecutively for five years (2011-2016) and has been considered as a poor performer in its public sector organizations.

Therefore, public sector organizations have started to realize the value of reputation, as many of its effects are crucial for their survival. Luoma-aho (2007) argues that a positive reputation of an organization among the stakeholders is understood as reputational capital. Furthermore, he believes that a positive corporate reputation will contribute to added employee loyalty, easier recruitment, reduced transaction costs, and a basis of the legitimacy of the organization.



**Figure 1.1 : Country Wise Reputation**  
(Source : Adopted from Reputation Institute, 2016)

Establishing the corporate reputation from stakeholders' perspectives is therefore essential for public sector organizations. Research into the factors of corporate reputation has become important for many academicians (e.g. see Maden et al., 2012 & Sandu, 2015), organizations (Swoboda et al., 2013) and countries (Abdullah & Abdul Aziz, 2013). Consequently, studies have focused on corporate social responsibility, corporate governance, firm age and managerial styles (Dickinson-Delaporte et al., 2010; Learmount, 2002; Olmedo-Cifuentes & Martínez-León, 2014) for the development of corporate reputation.

Apart from the traditional measures used for developing corporate reputation, studies have observed that different aspects of projects can also improve the reputation of organizations besides contributing to the overall success. Successful results on projects, governance in projects, organizational maturity and sustainability have been theoretically associated with the private sector organization's reputation in the context of developed world (Esen, 2013; Fernández et al., 2015; Fernández-gámez et al., 2016; Shenhar et al., 2007; Todorović et al., 2015; Mullaly, 2014). However, this study undertakes the challenge to empirically test the association between factors in projects and corporate reputation in the context of public sector organizations of a developing country "Pakistan."

Currently, an increasing number of activities in both the private and the public sector, are in the form of projects. The role of public sector and private sector projects is different, as public sector projects are initiated to protect and maintain the economy whereas private sector projects are executed merely for profit generation. The government is the convener of public sector projects; Hence, the success of these projects is reflected through the perceptions of the general public which ensues if the project has delivered value and if the results of the project subsidize to the anticipated sustainable welfare of the society (Samset & Volden, 2016).

Managing projects effectively is a challenging task due to the competitive environment, and also because of the necessity of transforming successful results (projects) into enhancing organizational reputation (Zinko et al., 2007). Currently, a number of challenges are faced by projects in the public sector which should be resolved to achieve successful results on projects, such as lack of governance structures (Joslin & Muller, 2016), proficiency among planners also known as project management maturity (Pretorius et al., 2012) and sustainable practices (Todorov, 2014). The Asian Development Bank (2015) evaluated fifty-one public sector projects of Pakistan over the last eight years and concluded that only 21.6% of them were successful in terms of meeting time, cost and quality requirements. The possible reasons listed for this poor project success rate in Pakistan and other developing countries included poor governance of projects, project management immaturity and lack of sustainable practices.

**Table 1.1 : Pakistan: Project Success Rates** (Asian Development Bank, 2015)

Year	Success Rate (%) Based on Project completion Report	No. of Independently Evaluated Public Sector Projects
2007	50.0	6
2008	28.6	7
2009	-	14
2010	20.0	10
2011	40.0	5
2012	33.3	6
2014	-	2
2015	-	1
Total	21.6	51

(Source : Adopted from Asian Development Bank, 2015)

Too & Weaver (2014) believe that project governance is an important factor in ensuring project success. The concept of project governance has been defined and discussed in the last decade extensively by different academicians, consultants and business managers (see: Muller et al., 2015; Ruuska et al., 2011; Turner, 2006). The prominence of project governance has been recognized by the management literature, advocating that, in order to create value for organizations, projects should be in harmony with corporate strategy (e.g. see; Meskendahl, 2010; Aubry et al., 2007). Bekker (2015) stated that given the transient nature of projects each one demands a separate project governance structure. In a historical perspective, the



World Bank conducted a study in which they assessed 1125 projects, they reported that 80% of the projects with formal governance structures were successful. Whereas, in projects where there was no formal project governance structure, only 30% of them were able to achieve success (World Bank, 1996).

Santos & Varajão (2015) argued that managing projects are a difficult activity, specifically when it involves multiple stakeholders. This escalating complexity requires project management maturity on projects that assure an efficient use of resources. Souza & Gomes (2015) advocated that the concern of project management maturity has surfaced in organizations because the ideal way to change complex situations is through projects. Knodel (2004) stated that a number of projects are not completed within the defined schedule and estimated budget and do not provide the expected value to the organization due to the insufficiency of project management resources. In a research report, PM Solutions (2014) claimed that there is a direct and strong correlation between the project management maturity of an organization and its overall performance which indicates the crucial role of maturity on projects. Table 1.1 shows the average value organizations have seen by increasing their levels of project management maturity. Hence, it may be assumed that the concept of project management maturity in organizations as suggested by literature is closely associated with the possible success of projects which will be investigated in this study.

**Table 1.2 : Project Management Value Benchmarks**

Decrease in failed projects	29%
Project delivered under budget	23%
Improvement in productivity	21%
Increase in customer satisfaction	26%
Project delivered ahead of schedule	16%
Improvement in projects aligned with objectives	37%
Cost savings per project (% of total project cost)	16%

(Source : Adopted from PM Solutions, 2014)

Another factor in projects which has attracted the attention of academicians as well as practitioners of projects is sustainability. Wagner (2007) recommended that sustainability needs to be incorporated into the business processes (e.g. projects) of organizations to achieve performance benefits (Project Success and corporate reputation). This is in coherence with findings of Gareis et al. (2013) who have drafted principles of sustainable development relevant to projects: economic, environmental and societal perspectives. Limited research has been conducted to study the integration of sustainability in project management; most project management methodologies, as well as governance structures, would support organizations in incorporating sustainability in their project management and making it a part of the success of the project (Warda, 2014).

## **1.2 Motivation of the Study**

The Asian Development Bank (2015) evaluated fifty-one public sector projects of Pakistan over the last eight years and concluded that only 21.6% of them were successful. The poor performance has resulted in a negative corporate reputation of the public sector organizations. The possible reasons listed for this poor project success rate includes poor governance of projects, project management immaturity and lack of sustainable practices.

Currently, most of the facts about projects relate to those being performed in developed economies ignoring the practices required in developing economies. Thus, this study aims to fulfil the need to understand and empirically test the usefulness of governance structures, sustainability and project management maturity and their impact on corporate reputation through project success for organizations operating in the public sector in Pakistan. Furthermore, this study is undertaken to establish facts about project governance, measure the outcomes of sustainable practices in developing economies, maturity of project management practices which may improve the chances of project success and result in the enhancement of the reputation of public sector organizations.

## **1.3 Problem Statement**

The reputation of an organization serves as an indicator of organizational success. International loans and investments do not depend only on economic fundamentals, but also on the independent evaluation of the reputation of public sector organizations. It is reported that globally the reputation of public sector organizations is unreliable, not sufficiently transparent, and inefficient (Wæraas & Byrkjeflot, 2012). Public sector organizations with negative reputations are suffering from financial performance and distrust from the stakeholders (Fernández-gámez et al., 2016; Radbourne, 2003; Taghian et al., 2015; Luoma-aho, 2014)

In Pakistan, the reputation of public sector organizations is predominantly negative, due to the poor performance of the government policies and projects causing discontent among the public and other stakeholders. According to a survey conducted by the BBC in 2014, Pakistan has been rated as the second worst country after Iran due to its poor performance on the public sector projects (GlobalScan/PIPA, 2014). Similarly, Pakistan has been rated at 56<sup>th</sup> position among 60 countries in the U.S. News Best Countries Ranking 2016 for investment. The Index of Economic Freedom (2016) considers the public sector institutions in Pakistan as highly unstable where volatile economic turbulence discourages foreign investment. Yousaf & Li (2015) believe that this disastrous course for reputation needs to be rectified.

Numerous studies have identified factors such as culture (Deephouse et al., 2016), corporate social responsibility (Abdullah et al., 2013; Taghian et al., 2015), corporate governance (Bravo et al., 2015) and firms age (Ali et al., 2015) as measures to improve corporate reputation of private organizations. On the contrary, Berssaneti & Carvalho (2015) suggested that success on projects, governance structures, project management maturity and sustainability can also improve the reputation of organizations besides solving the problems. Similarly, Joslin & Muller (2015) posited that successful completion of projects are the results of a firm that may have an impact on the reputation of the private organizations. However, it becomes necessary to investigate whether the findings of private companies are also applicable to public sector organizations in developing countries such as Pakistan.

Another issue addressed in the current study are the falling project success rates around the globe. Serrador & Pinto (2015) reported that annually, trillions of US dollars are invested in projects; unfortunately, the failure rates on these projects are more significant than the success rates. Observing the trends globally, only 30% of technology-based public projects in the UK are successful due to poor project governance (Parliamentary Office of Science and Technology, 2003). Similarly, Australian organizations are involved in over 200 defense-related major projects totaling USD 23 billion, many of which are estimated to exceed their schedules, budget and quality requirements, resulting in huge project overruns (Mazur et al., 2014). Independent evaluation bodies such as Standish group and Organization for Economic Cooperation and Development (OECD) claim that most of the public-sector projects failing globally are due to the lack of project governance structures.

The fate of public sector projects in Pakistan is also facing similar governance challenge with a dropping project success rate. According to the Asian Development Bank (2015), on an average 21.6% of public sector projects were successful in the last eight years due to poor project governance. Similarly, a World Bank study of Pakistan Infrastructure Implementation Capacity in 2007 reported that due to poor governance, public sector projects took three times more duration and two times more funds as originally planned (South Asia Sustainable Development Unit, 2007). Rehman et al. (2011) advocated in their study that the issue of governance is of greater importance for the developing countries like Pakistan to improve the chances of successful projects. Therefore, one of the gaps that this study addresses is to determine factual evidence that supports the impact of project governance on project success in public sector organizations of Pakistan.

Literature also suggests that public sector projects fail to be successful due to immaturity in project management practices. Improperly managed projects cost U.S. government agencies and companies an estimated USD 150 billion per year (Larson & Gray, 2011). Rolstadas et al. (2014) claims that the Boston Big Dig Project, one of the most expensive highway projects in the USA completed in 2007, and notorious for a 190% cost overrun, and years of delay because of immaturity in its project practices. Similarly, Malaysian public sector projects due to lack of project management maturity have also faced similar threats of extended delays and cost overruns. Shehu et al. (2014) stated that majority of Malaysian construction projects experience 0.03% to 72.88% cost overruns. Vlahov et al. (2014) advocated that one of the main cause for unsuccessful public projects is the immaturity of project management practices.

Likewise, in Pakistan, due to immature project management practices public sector projects have been facing several problems. The World Bank (2006) attributed immature project management practices as the core reason for failures of Social Action Program projects (SAP-I commenced in 1994 and SAP-II in 1998, each with a cost of USD 250 Million). Presently, 8000 public projects and programs are underway (Khattak, 2014) and according to the Project Management Institute Pakistan (T. Riaz, personal communication, August 9, 2016) there are only 552 certified project managers, thereby, illustrating a huge deficiency in the maturity on the projects. Rehman et al. (2011) believe that project success may be achieved through project management maturity in organizations. Although there is plenty of evidence that shows the effect of project management maturity on project success, but none of these studies highlight or discuss the different aspects of project management maturity and the significance of project management maturity in public sector organizations. This vacuum has attracted the attention of researchers to understand and investigate the impact of project management maturity on project success in Pakistan.

Another factor leading to project success is sustainability. Sustainability is development along the protection of the environment, economy and society. Lack of sustainable practices has resulted in global warming and since 1960 average sea level globally has risen at an average rate of 1.8 mm/year and since 1993, 3.1 mm/year (Thomson & El-Haram, 2014). Approximately 530 million tonnes of demolition and construction waste from different projects has been produced by the European Union, which has accounted for 25-30% of the total solid waste generated (Zhong & Wu, 2015).

Rehman et al. (2011) believe that current efforts to improve the project management systems in public sector organizations of Pakistan are not effective. It is further iterated in the literature that Pakistan has a long history of public sector projects that have also faced the sustainability challenges (Khan et al., 2013). Simultaneously,

Pakistan<sup>1</sup> is far behind in meeting Sustainable Development Goals. The problems reported suggest that sustainable development activities in Pakistan are fragmented in projects and thus needs to be empirically tested with project success to quantify its effects. Also, It is evident from the existing literature that the focus of the existing literature is explicitly on the reputation of the private sector and it has only assessed the impact of sustainability reporting and corporate social responsibility on corporate reputation.

Consequently, this idea has driven many public-sector organizations and their respective decision makers to realize that they need to build structures and develop models that can help in restructuring their reputation. So, one of the objective of this study is to propose a model with which public-sector organizations can improve their reputation and achieve success on projects.

Extending from the above discussions, it is observed that certain factors in project management may impact corporate reputation. Additionally, public sector organizations lack project governance, project management maturity, and sustainability to achieve project success. There are lack of findings and contributions from the various existing individual studies related to corporate reputation, project success, project governance, project management maturity and sustainability. Literature on the issues from developing economies such as Pakistan is noted to be insufficient, probably due to failures in examining the subject in these areas.

#### 1.4 Definition of Key Terms

- **Corporate Reputation**

*“Corporate reputation is defined as a reflection of a collective stakeholder judgment’s made over time about an organizations communications and actions”* (Dickinson-Delaporte et al., 2010).

- **Project**

*“A project is defined as a temporary unique undertaking which is limited by time and cost constraints in achieving organizational objectives”* (PMI, 2013a).

- **Project Management**

*“Project Management is defined as the application of knowledge, skills, tools and Techniques to project activities to meet project objectives”* (PMI, 2013a)

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<sup>1</sup>Pakistan far behind in meeting sustainable development goals. (2016, Feb 13). *Daily Times* Retrieved from <http://search.proquest.com/docview/1764803347?accountid=27932>



- **Project Success**

*“Project success is defined as the achievement of a set of objective and subjective measures, manifested in the success criteria and measured at the end of a project” (Müller & Jugdev, 2012).*

- **Project Governance**

*“Project governance is defined as the effective and efficient decision making, ensuring accountability and reporting throughout project life cycle, application of performance parameters enabling contractual fairness and aligning project objectives with organization” (PMI, 2013a).*

- **Project Management Maturity**

*“Maturity is defined as the development of systems and processes that are repetitive by nature, setting a high probability that each project is successful” (Kerzner, 2003).*

- **Sustainable Development/Sustainability**

*“Sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (World Commission on Environment & Development, 1987).*

## **1.5 Research Questions**

The problems enumerated above invite several questions which require answers through empirical investigation. Thus, this study aims at investigating some of these questions. The following is the main research question: What are the impact of project governance, sustainability and project management maturity on project success and corporate reputation? To be able to appropriately study this question, more specific research questions have been developed. These are:

- RQ1** What is the impact of project governance on the project success in public sector organizations of Pakistan?
- RQ2** What is the influence of project management maturity on project success in public sector organizations of Pakistan?
- RQ3** What is the effect of sustainability on the project success in public sector organizations of Pakistan?
- RQ4** What is the effect of project success on corporate reputation of public sector Organizations of Pakistan?
- RQ5** What is the impact of project governance on corporate reputation of a public sector organization of Pakistan?
- RQ6** What is the effect of project management maturity on the corporate reputation of a public sector organization in Pakistan?
- RQ7** What is the influence of sustainability on corporate reputation of a public sector organization in Pakistan?
- RQ8** What is the influence of project governance, project management maturity and sustainability on corporate reputation with project success as a mediating variable in a public sector organization of Pakistan?

## **1.6 Research Objectives**

The main objective of this research is to study and understand the impact of project governance, sustainability and project management maturity on the corporate reputation through project success in public sector organizations of Pakistan. The objective will be achieved by examining the consequences of antecedents on the focus which will ultimately lead to the outcome that is the corporate reputation. In accordance with the questions mentioned above, the specific objectives of this study are articulated below:

- RO1** To study the nature of the relationship between project governance, and project success in public sector organizations in Pakistan.
- RO2** To investigate the influence of project management maturity on the project success in public sector organizations of Pakistan.
- RO3** To examine the impact of sustainability on the project success in public sector organizations of Pakistan.
- RO4** To analyze the nature of the relationship between project success and corporate reputation of public sector organizations in Pakistan.
- RO5** To examine the impact of Project governance on corporate reputation of a public sector organization in Pakistan.
- RO6** To analyze the effect of project management maturity on the corporate reputation of a public sector organization in Pakistan.
- RO7** To investigate the influence of sustainability on corporate reputation of a public sector organization in Pakistan.
- RO8** To investigate the influence of project governance, project management maturity and sustainability on corporate reputation with project success as a mediating variable in a public sector organization of Pakistan?

## **1.7 Scope of the Study**

The purpose of this quantitative study is to examine relationships among project governance, sustainability, project management maturity, project success, and corporate reputation of public sector organizations in Pakistan. The reason for using these constructs is that they are established constructs and are tested from time to time in developed countries. This study considers organizations that are performing public sector projects as the unit of analysis of the study since they have a first-hand experience working with the government. The sample is selected from a list of organizations provided by the Pakistan Engineering Council, involved in public sector projects. Also, these firms were selected because they are projectized firms and are expected to have an exposure and understanding of project management.

In this study, corporate reputation, project success, project governance, sustainability and project management maturity are conceptualized as a project level construct in public sector organizations. By this conceptualization, the study does not deny the fact that these constructs can span private sector organizations as well. The studied public sector organizations are understood to reflect project governance structures, maturity of project management and sustainable efforts. Project governance, sustainability and project management maturity will be treated as the causal variables or the antecedents leading to the outcome of this study.

Project success which will be measured by the widely accepted criterion of time, cost, quality and stakeholder satisfaction. Also, Project success will be viewed as a mediating construct, between the Independent variables (project governance, sustainability and project management maturity) and the Dependent variable (corporate reputation). Project Success will also be considered as an exogenous variable for project governance, project management maturity and sustainability. Corporate reputation is the effect created by the causal variables will be measured by different adjectives such as integrity, empathy, warmth, and conscientiousness.

This study will determine the relationships of factors in project management together with corporate reputation in Pakistan, as limited existing studies on the subject are available in the perspective of the developing economies. This may be due to the fact that the discipline of project management is comparatively new to the developing economies whilst it is established and growing rapidly in the developed world.

## **1.8 Significance of the Study**

The research will produce results and findings that will be useful to researchers and academicians, as well as practitioners in the field of project management and corporate reputation. The following are some of the identified valuable results, presented as contributions to theory and practice.



### **1.8.1 Contribution of the Study to Theory**

The current study is expected to contribute to the current literature at different levels. In terms of theoretical contribution,

- The study will be able to develop and validate a theoretical framework which covers different streams of literature, which are project management literature, sustainability literature and corporate reputation literature.
- The study will apply different theories from various fields to the framework: Stakeholder Theory, Resource Based Theory, Stewardship Theory and Signaling Theory to explain the interrelationship between project governance, sustainability, Project management maturity, project success and corporate reputation.
- Similarly, we intend to contribute to development of the existing theories (Stakeholder Theory, Resource Based Theory, Stewardship Theory and Signaling Theory) by applying these theories in the arena of project management. Significant results from this study will validate the generalizability of these theories both within the current field of research and their application in other fields of study as well.
- The study will be able to identify gaps in project governance, sustainability and project management maturity theory and practice. This will help academicians and practitioners make valuable improvements on the existing systems. Theoretical gaps will determine guidance for future research areas.

### **1.8.2 Contribution of the Study to Practice**

- It is hoped that his study will provide insight to practitioners on the importance of project governance, project management maturity and sustainability; and by using these antecedents an engaged project manager can achieve higher project success rates.
- This study also aims to demonstrate how project success which is the focal element of the study is vital in establishing the outcome i.e. corporate reputation.
- Similarly, public sector organizations will be presented with evidence that their governance structures, project management maturity and sustainable practices should collectively be improved in order that project success is achieved. This, in turn, will lead to improved corporate reputation.
- Lastly, it is hoped that the identified best practices can be used by the firms that are willing to start implementing project governance structures, sustainable practices and project management maturity models in the bid to improve their performance.

## **1.9 Organization of the Thesis**

The thesis is divided into seven chapters. Chapter one presents the introduction to this thesis, giving the background and the scope of the research conducted, as well as the contribution of the research to academia and practitioners. This chapter also provides the research questions and the research objectives of the study.

Chapter two deals with the review of the literature. This chapter details most aspects related to corporate reputation, projects, project management, project success, project governance, and the dimensions of project governance. The aspects of sustainability and project management maturity in a general perspective are also covered. Also, the chapter presents discussions on project management maturity models and the relevance of sustainability to project management. This chapter further presents the discussion on the constructs under consideration in this study.

Chapter three enables us to understand how the research framework was constructed. It provides a summary of the theories that have been used for different relationships in this study with literature support. This chapter allows us to understand, how the gaps in the theory and practice can be addressed by hypothesizing relationships.

Chapter four deals with the research design and methodology, whereby all details related to the quantitative procedures used in data collected are presented. All procedures in the research design (e.g. sampling procedure, identification of target population; sample size, procedures for development of measurement items etc.) are discussed. The data analysis techniques are also proposed in this chapter.

Chapter five presents and displays the analysis and results of the study. The results for the measurement model which includes reliability and validity of the instrument are discussed in this chapter. The overall structural model is also given in this chapter which answers the hypotheses that were developed in chapter 3.

Chapter six summarizes and compares the results of the present study with previous studies. Finally, in chapter seven the conclusions that have been derived from this study are given. These conclusions will help academicians and practitioners to comprehend the main findings of the study in a general perspective. In the same chapter, the limitations of the study as well as the direction for future study are also given.

## 1.10 Chapter Summary

This chapter provides the motivation and challenges for the researcher to undertake this study. This chapter presents the research problem, research questions and research objectives.

The following chapter presents a review of literature relevant to this current research and highlights the research gaps. More specifically, the chapter begins by briefly reviewing the concept of corporate reputation, projects, project success, project governance; it provides an overview of sustainable practices globally adopted for projects. It also includes the prospects and challenges of project management maturity. The last section of the chapter highlights details about the supporting theory.

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