DELIVERY CAPABILITIES IMPACT PROJECT PERFORMANCE

ROZIELA BINTI HASSAN

PB12013

Report submitted in partial fulfilment of the requirement for the award of the
Degree of Bachelor of Project Management (Hons)

Faculty of Industrial Management

UNIVERSITI MALAYSIA PAHANG

DECEMBER 2015
SUPERVISORS’S DECLARATION

I hereby declare that I have checked this thesis and in my opinion, this thesis is adequate in terms of scope and quality of the award of the degree of Bachelor of Project Management (honour).

Signature : 

Name of Supervisor : SITI AIRIN BINTI ABDUL GHANI

Position : LECTURER

Date : 
STUDENT’S DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been acknowledged. The thesis has not been accepted for any degree and is not concurrently submitted for award of another degree.

Signature : 

Name : ROZIELA BINTI HASSAN

ID Number : PB12013

Date : 

TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPERVISOR’S DECLARATION</td>
<td>i</td>
</tr>
<tr>
<td>STUDENT’S DECLARATION</td>
<td>ii</td>
</tr>
<tr>
<td>DEDICATION</td>
<td>iii</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>iv</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>v</td>
</tr>
<tr>
<td>ABSTRAK</td>
<td>vi</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>vii</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>x</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>xiii</td>
</tr>
</tbody>
</table>

CHAPTER ONE  INTRODUCTION

1.1 INTRODUCTION................................................................. 1
1.2 BACKGROUND OF STUDY ..................................................... 1
1.3 PROBLEM STATEMENT ......................................................... 3
1.4 RESEARCH OBJECTIVES ..................................................... 4
1.5 RESEARCH QUESTION ......................................................... 5
1.6 SCOPE OF STUDY ............................................................. 5
1.7 SIGNIFICANT OF STUDY ..................................................... 5
1.8 OPERATIONAL DEFINITION .................................................. 6
  1.8.1 Project Delivery Capabilities ...................................... 6
  1.8.2 Project Performance .................................................. 6
1.9 EXPECTED RESULT .......................................................... 6

CHAPTER TWO  LITERATURE REVIEW

2.1 INTRODUCTION........................................................................... 7
### CHAPTER TWO

#### 2.2 DEFINITION OF PROJECT DELIVERY CAPABILITIES

#### 2.3 PREVIOUS STUDY ON DELIVERY CAPABILITIES

#### 2.4 PROJECT DELIVERY CAPABILITIES IMPROVE PROJECT PERFORMANCE

##### 2.4.1 Process

##### 2.4.2 Organisations

##### 2.4.3 Methods

##### 2.4.4 Metrics

##### 2.4.5 Leadership

#### 2.4 PROJECT PERFORMANCE

##### 2.4.1 Performance measures

#### 2.5 PROPOSED RESEARCH FRAMEWORK

#### 2.6 SUMMARY

---

### CHAPTER THREE

#### 3.1 INTRODUCTION

#### 3.2 RESEARCH DESIGN

#### 3.3 POPULATION AND SAMPLING

##### 3.3.1 Population

##### 3.3.2 Determining of Sample Size

#### 3.4 DEVELOPMENT OF INSTRUMENT

#### 3.5 MEASUREMENT OF SCALE

#### 3.6 DATA ANALYSIS

##### 3.6.1 Descriptive Analysis

##### 3.6.2 Reliability Analysis

#### 3.7 DATA COLLETION TECHNIQUES
CHAPTER FOUR  DATA ANALYSIS

4.1 INTRODUCTION.............................................................................................................24
4.2 RESPONDENT DEMOGRAPHIC..................................................................................24
4.3 REALIBILITY ANALYSIS.............................................................................................31
4.4 SCALE ANALYSIS OF PROJECT DELIVERY CAPABILITIES IN PROJECT PERFORMANCE.............................................32
4.5 DESCRIPTIVE ANALYSIS.........................................................................................51
4.6 SUMMARY OF FINDINGS.........................................................................................56

CHAPTER FIVE  RECOMMENDATION AND CONCLUSION

5.1 INTRODUCTION.............................................................................................................57
5.2 MAIN FINDING.............................................................................................................57
   5.2.1 To Investigate Prooject Delivery Capabilities Practice in Project Management ..................................................................................58
   5.2.2 To Rank the Project Delivery Capabilities According to Priorities in Project Performance .................................................................58
5.3 CONTRIBUTION..........................................................................................................58
   5.3.1 Contribution to Provide Knowledge.....................................................................59
   5.3.2 Contribution to Provide Management Paractice .................................................59
   5.3.3 Contribution to Provide Human Capital Development .................................59
5.4 LIMITATIONS.............................................................................................................60
5.5 RECOMMENDATION FOR FUTURE RESEARCH .................................................61
5.6 CONCLUSION.............................................................................................................61

REFERENCES..................................................................................................................63

APPENDICES..................................................................................................................66
Appendix A Gantt Chart..................................................................................................67
Appendix B Questionnaire.............................................................................................69
**LIST OF TABLES**

<table>
<thead>
<tr>
<th>Table No.</th>
<th>TITLE</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 1.1</td>
<td>Statistics on abandoned housing projects</td>
<td>3</td>
</tr>
<tr>
<td>Table 2.1</td>
<td>Hypotheses research from Rungi, 2014</td>
<td>10</td>
</tr>
<tr>
<td>Table 2.2</td>
<td>The References of PDC Factors to a guide to the Project Management Body of Knowledge, Fifth Edition</td>
<td>11</td>
</tr>
<tr>
<td>Table 2.3</td>
<td>Hypotheses from Milosevic and Ozbay (2001)</td>
<td>11</td>
</tr>
<tr>
<td>Table 4.1</td>
<td>Statistic of Demographic</td>
<td>25</td>
</tr>
<tr>
<td>Table 4.2</td>
<td>Frequency analysis Position in the organization</td>
<td>26</td>
</tr>
<tr>
<td>Table 4.3</td>
<td>Frequency Analysis on Academic qualification</td>
<td>27</td>
</tr>
<tr>
<td>Table 4.4</td>
<td>Frequency of Working experience</td>
<td>27</td>
</tr>
<tr>
<td>Table 4.5</td>
<td>Frequency analysis of project management team</td>
<td>28</td>
</tr>
<tr>
<td>Table 4.6</td>
<td>Frequency analysis of managed construction project</td>
<td>28</td>
</tr>
<tr>
<td>Table 4.7</td>
<td>Frequency analysis of Gender</td>
<td>29</td>
</tr>
<tr>
<td>Table 4.8</td>
<td>Frequency analysis of age interval</td>
<td>29</td>
</tr>
<tr>
<td>Table 4.9</td>
<td>Reliability Statistics analysis of Project Delivery Capabilities</td>
<td>31</td>
</tr>
<tr>
<td>Table 4.10</td>
<td>developing several project phases in managing project help to improve management control of the performance project on time</td>
<td>32</td>
</tr>
<tr>
<td>Table 4.11</td>
<td>Does the project phase is generally marked by deliverable and importance for your project’s time performance?</td>
<td>33</td>
</tr>
<tr>
<td>Table 4.12</td>
<td>Does project life cycle will determine which transitional actions at the beginning and the end of the project?</td>
<td>34</td>
</tr>
<tr>
<td>Table 4.13</td>
<td>Does project life cycle can be used to link the project to the ongoing operations of the time performing organization?</td>
<td>35</td>
</tr>
<tr>
<td>Table 4.14</td>
<td>Project management process contains processes of initiating, planning, executing, controlling and closing that are linked by the outcome and have superior impact in the project for time?</td>
<td>36</td>
</tr>
<tr>
<td>Table 4.15</td>
<td>Does the processes, tools and technique used to integrate</td>
<td></td>
</tr>
</tbody>
</table>
project management process are very important in to make sure project’s
time performance is good?
Table 14.16: Does the project’s time performance will be influenced by the
organization?
Table 14.17: Does the structure of the performing organization constraints
on the availability resources to the project especially related with time?
Table 4.18: Does the organizational planning give the major impact in
project’s time performance?
Table 4.19: Does the organizational planning is often tightly linked
communications planning and entirely affect your project performance?
Table 4.20: Does non project-based organization lack of management
systems designed to support project needs efficiently and effectively in
managing time of project?
Table 4.21: Does the present of project-oriented systems make
project management easier for deliverable project on time?
Table 4.22: Does the optimization tools can be used to search for the optimal
combination of decision variables to deliver project on time?
Table 4.23: In selection methods for tools and techniques
can be difficult part and very crucial because it will affect
the time performance of project?
Table 4.24: Does are measurement baseline for technical scope,
schedule and cost are important part in assess the magnitude
of any variations that do occur for time performance?
Table 4.25: Do general management skills provide much of the
foundation for building project management skills
Table 4.26: Does key general management skills are likely to affect most projects
performance?
Table 4.27: Establishing the direction of the project by project manager
affect the project’s time performance?
Table 4.28: Level of mean
Table 4.29: Descriptive Statistic of Project Delivery Capabilities
Impact Performance 52
Table 4.30: Calculation of means under each factor 55
Table 4.31: Ranking of Project Deliveries Capabilities 56
**LIST OF FIGURES**

<table>
<thead>
<tr>
<th>Figure No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 2.1</td>
<td>Theoretical framework Delivery capability model (Rungi, 2014)</td>
<td>9</td>
</tr>
<tr>
<td>Figure 2.2</td>
<td>Source: Traditional view of how project success is measured</td>
<td>16</td>
</tr>
<tr>
<td>Figure 2.3</td>
<td>Proposed research framework</td>
<td>17</td>
</tr>
<tr>
<td>Figure 3.1</td>
<td>Formula for determining sample size by Krejcie &amp; Morgan (1970)</td>
<td>20</td>
</tr>
<tr>
<td>Figure 3.2</td>
<td>Formula of Mean</td>
<td>23</td>
</tr>
<tr>
<td>Figure 4.1</td>
<td>Position in the organization</td>
<td>26</td>
</tr>
<tr>
<td>Figure 4.2</td>
<td>Academic qualification</td>
<td>27</td>
</tr>
<tr>
<td>Figure 4.3</td>
<td>Working experience</td>
<td>27</td>
</tr>
<tr>
<td>Figure 4.4</td>
<td>Project management team</td>
<td>28</td>
</tr>
<tr>
<td>Figure 4.5</td>
<td>Managed construction project</td>
<td>28</td>
</tr>
<tr>
<td>Figure 4.6</td>
<td>Gender</td>
<td>29</td>
</tr>
<tr>
<td>Figure 4.7</td>
<td>Age interval</td>
<td>30</td>
</tr>
<tr>
<td>Figure 4.8</td>
<td>Developing several project phases in managing project help to improve management control of the performance project on time</td>
<td>32</td>
</tr>
<tr>
<td>Figure 4.9</td>
<td>Project phase is generally marked by deliverable and importance for your project’s time performance</td>
<td>33</td>
</tr>
<tr>
<td>Figure 4.10</td>
<td>Project life cycle will determine which transitional actions at the beginning and the end of the project</td>
<td>34</td>
</tr>
<tr>
<td>Figure 4.11</td>
<td>Project life cycle can be used to link the project to the ongoing operations of the time performing organization</td>
<td>35</td>
</tr>
<tr>
<td>Figure 4.12</td>
<td>Project management process contains processes of initiating, planning, executing, controlling and closing that are linked by the outcome and have superior impact in the project for time</td>
<td>37</td>
</tr>
</tbody>
</table>
Figure 4.13: Processes, tools and technique used to integrate project management process are very important in to make sure project’s time performance is good

Figure 4.14: The project’s time performance will be influenced by the organization

Figure 4.15: The structure of the performing organization constraints on the availability resources to the project especially related with time

Figure 4.16: The organizational planning give the major impact in project’s time performance

Figure 4.17: Organizational planning is often tightly linked communications planning and entirely affect your project performance

Figure 4.18: Non project-based organization lack of management systems designed to support project needs efficiently and effectively in managing time of project

Figure 4.19: Present of project-oriented systems make project management easier for deliverable project on time

Figure 4.20: Optimization tools can be used to search for the optimal combination of decision variables to deliver project on time

Figure 4.21: Selection methods for tools and techniques can be difficult part and very crucial because it will affect the time performance of project

Figure 4.22: Measurement baseline for technical scope, schedule and cost are important part in assess the magnitude of any variations that do occur for time performance

Figure 4.23: General management skills provide much of the foundation for building project management skills.

Figure 4.24: Key general management skills are likely to affect most projects performance

Figure 4.25: Establishing the direction of the project by project manager affect the project’s time performance