PERFORMANCE OF PUBLIC SECTOR INFRASTRUCTURE PROJECTS IN PAKISTAN: THE ROLE OF PROJECT GOVERNANCE THROUGH STAKEHOLDER MANAGEMENT AND BENEFIT MANAGEMENT

ASADULLAH KHAN

DOCTOR OF PHILOSOPHY

UNIVERSITI MALAYSIA PAHANG

SUPERVISOR'S DECLARATION

We hereby declare that we have checked this thesis and in our opinion, this thesis is adequate in terms of scope and quality for the award of the degree of Doctor of Philosophy.

_____

(Supervisor's Signature)

Full Name : Dr. MUHAMMAD WARIS ALI KHAN

Position : SENIOR LECTURER

Date :

_____

(Co-supervisor's Signature)

Full Name : Dr. MAZITA BINTI MOKHTAR

Position : SENIOR LECTURER

Date :

STUDENT'S DECLARATION

I hereby declare that the work in this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Malaysia Pahang or any other institutions.

_____

(Student's Signature)

Full Name : ASADULLAH KHAN

ID Number : PPT17004

Date :

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ABSTRAK

Tadbir urus projek, pengurusan faedah dan pengurusan pihak berkepentingan telah diakui sebagai satu cara untuk meningkatkan kebarangkalian untuk menyampaikan projek yang berjaya, tetapi fungsi sepenuhnya masih belum diterokai untuk melaksanakan projek infrastruktur di sektor awam. Sepanjang sedekad yang lalu, tadbir urus projek di sektor awam menjadi topik utama kepustakaan terutamanya dalam subjek projek, program, dan pengurusan portfolio. Pada masa sekarang, topik ini menjadi tumpuan utama bagi pembuat dasar bagi memastikan kejayaan dalam memilih, mereka bentuk, dan melaksanakan program yang ditaja oleh pihak kerajaan. Oleh kerana faktor yang rumit, tadbir urus program infrastruktur merupakan elemen penting terutamanya dalam perancangan strategik di negara-negara yang sedang membangun. Kajian ini menganalisis prestasi projek infrastruktur bagi sektor awam di Pakistan. Secara keseluruhannya, tujuan utama kajian ini adalah untuk meneroka peranan pentadbiran projek dalam pelaksanaan projek sektor awam melalui pengurusan manfaat dan pengurusan pihak berkepentingan. Dalam kajian ini, sorotan kajian yang teliti dijalankan untuk menyiasat prestasi projek. Kajian menggunakan pendekatan positivis dan rekabentuk kuantitatif. Teknik kuantitatif digunakan untuk melaksanakan semua aspek kajian. Kemudian, kajian ini diikuti dengan melaksanakan pensampelan rawak berstrata. Bagi menganalisis data, berbagai teknik statistik digunakan iaitu ujian kebolehpercayaan dan ujian keesahan, analisis deskriptif, ujian kenormalan, dan ujian korelasi. Berdasarkan teori-teori yang relevan, satu rangka kerja konsep dibangunkan. Penyiasatan empirik dilaksanakan di kalangan profesional di Suruhanjaya Perancangan Pakistan dan di Jabatan Perancangan dan Pembangunan Wilayah Pakistan. Pemodelan persamaan struktur atau '*Structural equation modelling'* adalah teknik statistik yang digunakan untuk menguji model dan semua hipotesis dalam kajian ini. Penemuan kajian menunjukkan bahawa fungsi pengurusan manfaat sebagai pengantara dan pengurusan pihak berkepentingan sebagai moderasi dalam hubungan tadbir urus projek dan prestasi projek dapat membantu dalam meningkatkan prestasi keseluruhan projek-projek infrastruktur di sektor awam; dimana keputusan telah menunjukkan bahawa pengurusan manfaat dan pengurusan pihak berkepentingan mempunyai kesan positif terhadap hubungan tadbir urus projek dan prestasi projek. Kajian ini menyumbang kepada teori pihak berkepentingan dan teori kos urus niaga. Berdasarkan kepustakaan teori pihak berkepentingan, penemuan menunjukkan bahawa dimensi tadbir urus projek dapat meningkatkan prestasi projek. Manakala bagi kepustakaan teori kos urus niaga, kajian ini menawarkan pandangan bahawa pendekatan teori kos urus niaga dapat membantu pembuat-pembuat keputusan dalam proses pembangunan. Secara praktikal, kajian ini boleh dijadikan sebagai pelan tindakan untuk tadbir urus projek yang berkesan dalam melaksanaan projek - projek infrastruktur di sektor awam. Pengesyoran utama kajian ini ialah projek pembangunan infrastruktur di sektor awam harus melabur dan mengadaptasi mekanisme tadbir urus projek supaya matlamat dan kejayaan sesuatu projek dapat dicapai. Ia adalah penting bagi pembangunan projek-projek di Pakistan untuk mencapai segala potensi dan manfaat di masa hadapan.

Kata kunci: tadbir urus projek, pengurusan manfaat, pengurusan pihak berkepentingan, prestasi projek, sektor awam.

ABSTRACT

Project governance, benefit management, and stakeholder management have been acknowledged as a means of increasing the probability of successful delivery of projects, but its full functions have yet to be explored for the performance of public sector infrastructure projects. The governance of public sector projects became an important topic of interest in the project, program, and portfolio management literature during the last decade. Today, it is becoming a central focus for policymakers to ensure success in selecting, designing, and implementing government-sponsored programs. Due to the complexities, the governance of infrastructure programs constitutes a critical element in strategic planning in developing countries. This study has analyzed the performance of public sector infrastructure projects in Pakistan. The overall aim of this study is to explore the role of project governance in the performance of public sector project through benefit management and stakeholder management. In this study, a thorough literature review is conducted to investigate the performance of the projects. The research uses a positivist approach and quantitative design. The quantitative technique is employed to address all the aspects of the study. Stratified random sampling is followed in this research. Different statistical techniques, i.e. reliability and validity assessment, descriptive analysis, normality test, and correlation are used to analyse the data. Based on the relevant theories, a conceptual framework is developed and an empirical investigation is carried out among professionals of the Planning Commission of Pakistan and provincial Planning and Development Departments. Structural equation modeling is the core statistical technique for testing the model and hypotheses. The findings of this study indicate that mediation and moderation of benefit management and stakeholder management respectively, in the relationship of project governance and project performance helps in improving the overall performance of public sector infrastructure projects i.e. the results have confirmed that benefit management and stakeholder management has a positive effect on the relationship of project governance and project performance. This study contributes to the stakeholder theory and transaction cost theory. The study contributes to the literature as the findings show that dimensions of project governance can be benefited from the stakeholder theory, which can enhance project performance. The study offers insights to the transaction cost theory approach and provides empirical work that helps decision-makers in the development process. Practically, this research can serve as a roadmap for effective project governance for the performance of public sector infrastructure projects. The main recommendation of this study is that the public sector infrastructure development projects should invest and adopt a project governance mechanism to achieve its goals and success. It is essential for the development projects in Pakistan to attain potential future benefits.

Keywords: Project governance, benefit management, stakeholder management, project performance, public sector.

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LIST OF SYMBOLS

β	Regression coefficient
e	Margin of error
n	Sample size
N	Population size

LIST OF ABBREVIATIONS

AFGI	Adjusted Goodness-Of-Fit
AMOS	Analysis of Moment Structures
APM	Association for Project Management
AVE	Average Variance Extracted
BM	Benefit Management
BPS	Basic Pay Scale
CPEC	China Pakistan Economic Corridor
CSFs	Critical success factors
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CLF	Common Latent Factor
CM	Communication
CMB	Common Method Bias
CMV	Common Method Variance
DR	Disclosure and Reporting
DV	Dependent variable
e.g.	Exempli Gratia (for example)
EN	Engagement
ET	Empowerment
FA	Factor Analysis
GFI	Goodness-Of-Fit
GDP	Gross Domestic Product
IC	Identification and Classification
i.e.	Id Est (that is)
IV	Independent variable
MRA	Multiple Regression Analysis
NEC	National Economic Council
OBOR	One Belt One Road
PA	Path Analysis
PC	Planning Commission
PG	Project Governance

PD	Portfolio Direction
P&D	Planning & Development Department
PIC	Public Infrastructure and Construction
PP	Project Performance
PPP	Public-Private Partnership
PPWD	Pakistan Public Works Department
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
RA	Regression Analysis
RO	Research Objective
RQ	Research Question
RII	Relative Importance Index
RMSEA	Root Mean Square Error of Approximation
RK	Risk Control
SEE	Sponsorship Effectiveness & Efficiency
SEM	Structural Equation Modeling
SM	Stakeholder Management
TCE	Transaction Cost Economics
TLI	Tucker-Lewis index

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