

ENABLING SUSTAINABLE PROJECT
MANAGEMENT IN PAKISTANI
CONSTRUCTION INDUSTRY: THE
INFLUENCE OF INSTITUTIONAL
PRESSURES AND MODERATING ROLE OF
TRANSFORMATIONAL LEADERSHIP

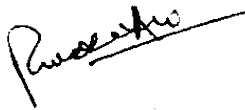
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UNIVERSITI MALAYSIA PAHANG

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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.

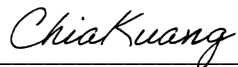


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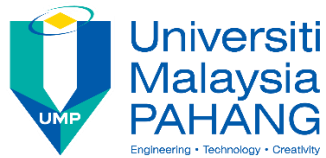


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I hereby declare that the work in this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti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

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MEHFOOZ ULLAH

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All the praises and thanks be to Allah, the Lord of the all that exists. The most Beneficent, the most merciful, Who guides in darkness and helps in difficulties. And Blessings be upon His Final Messenger, his Family, his noble Companions, and all those who follow them with righteousness until the Day of Judgment.

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ABSTRAK

Amalan korporat lestari semakin mendapat perhatian dalam dunia perniagaan masa kini dan penyatuan aspek kelestarian dalam strategi dan operasi perniagaan adalah hala tuju yang semakin meningkat di kebanyakan industri arus perdana. Secara umumnya, projek-projek yang dilaksanakan oleh organisasi diakui sebagai cara yang cekap untuk melaksanakan rancangan strategi jangka panjang mereka. Oleh itu, pengurusan projek secara lestari akan meningkatkan firma tersebut ke arah perniagaan yang lebih mampan. Pendekatan ini sering disebut sebagai *Sustainable Project Management* (SPM) atau Pengurusan Projek Lestari, dan ianya dianggap sebagai satu pemikiran baru dalam bidang pengurusan projek. Walaubagaimanapun, penyelidikan berterusan dalam konteks projek ini masih di tahap baharu dan tidak sekata. Di samping itu, penyelidikan tersebut kurang menekankan aspek-aspek pemboleh luaran dan dalaman utama SPM, terutamanya berkaitan industri pembinaan di negara-negara membangun. Oleh itu, tujuan kajian ini adalah untuk mengisi lompong penyelidikan dengan mengembangkan dan menguji model secara empirikal bagi pemboleh SPM dalam industri pembinaan. Berdasarkan tinjauan literatur yang meluas, lima persoalan kajian diusulkan bagi mengisi lompong penyelidikan semasa. Dengan menggunakan teori institusi sebagai kerangka rujukan dasar, kajian ini mencadangkan tiga tekanan isomorfik, iaitu tekanan paksaan, normatif dan mimetik sebagai pemboleh luaran untuk mengintegrasikan kelestarian dalam pengurusan projek. Selain itu, kajian ini juga merangkumkan kualiti kepimpinan transformasi pengurus portfolio sebagai pemboleh ubah sampingan terhadap hubungan tekanan isomorfik dan SPM. Satu tinjauan dalam talian dijalankan untuk mendapatkan data dari syarikat-syarikat pembinaan besar di Pakistan. Sebanyak 146 firma pembinaan besar telah memberi maklum balas mereka yang kemudiannya dianalisis melalui *Structural Equation Model* (SEM) menggunakan perisian Smart PLS. Hasil kajian mengesahkan bahawa ketiga-tiga tekanan isomorfik secara signifikan meramalkan penerimaan SPM oleh firma pembinaan, dengan isomorfisme mimetik berfungsi lebih kuat daripada tekanan paksaan dan normatif. Di samping itu, kehadiran kualiti kepimpinan transformasi di peringkat pengurusan portfolio menguatkan pengaruh isomorfisme terhadap penerimaan SPM. Hasil penilaian model pengukuran tahap pertama dan kedua menunjukkan bahawa firma pembinaan mengamalkan SPM sehingga tahap tertentu, tetapi amalan mereka adalah tidak seragam. Dari segi amalan, dimensi alam sekitar sebenarnya mendahului keseluruhan konsep SPM, dan kelestarian sosial kurang mendapat perhatian. Secara teorinya pula, kajian ini menyediakan model yang menggabungkan pemboleh dalaman dan luaran SPM berdasarkan teori institusi dan teori kepimpinan transformasi. Penemuan empirikal kajian mengesahkan kemantapan kerangka kerja yang dicadangkan untuk kajian pelaksanaan SPM dalam industri pembinaan. Akhirnya, kajian ini memberikan cadangan praktikal untuk pengamal dan pembuat dasar. Implikasi dari kajian ini ialah cadangan supaya firma binaan mendekati isomorfisme dengan pendekatan proaktif, bukannya bersikap reaktif terhadap peraturan. Mereka juga harus memasukkan kriteria kelestarian dalam membuat keputusan strategik syarikat. Ini akan membantu mereka memperolehi kelebihan daya saing jangka panjang dan akan mewujudkan situasi menang-menang di mana syarikat pembinaan akan menjadi sebahagian daripada penyelesaian untuk mencapai matlamat yang lebih luas berdasarkan keseluruhan pembangunan lestari

ABSTRACT

Sustainable corporate practices are gaining ever-increasing attention in the contemporary business world and integrating sustainability aspects in project management is an emerging trend across the mainstream industries, particularly in construction. This approach is often termed as *Sustainable Project Management* (SPM) which is considered a new school of thought in the field of project management. However, sustainability research in the project context is fragmented and still at a nascent stage with lesser attention directed towards the key external and internal enablers of SPM particularly in construction industry of developing countries. The aim of this study is thus, to address this research gap by empirically developing and testing a model for the enablers of SPM in construction industry. Based on an extensive literature review, five research questions were proposed for this study to address current gaps in the body of knowledge. Using institutional theory as a basic frame of reference, this study proposed three isomorphic pressures i.e. coercive, normative and mimetic pressures as external enablers for integrating sustainability in project management. This study also included transformational leadership qualities of portfolio managers as moderating variable on the relationship of isomorphic pressures and SPM. An online survey was administered to gather data from large constructor firms in Pakistan with project managers as key respondents. 146 large constructor firms recorded their responses which were then analyzed using structural equation modelling (SEM) technique in Smart PLS software. The findings showed that the three isomorphic pressures significantly predict the adoption of SPM by construction firms, with mimetic isomorphism being the higher performer. The presence of transformational leadership qualities at portfolio management level strengthens the influence of isomorphism on SPM adoption. Results of the first and second level measurement model assessments affirmed that constructor firms do practice SPM to certain degree but their practices are not standardized. In fact, environmental dimension overrides the whole concept of SPM in terms of practice and social sustainability receive lesser attention. Theoretically, this study provides a model that combines the internal and external enablers of SPM based on institutional theory and transformational leadership theory. The empirical findings of the study validated the robustness of the proposed framework to study the SPM implementation in construction industry. Finally, this study offers practical suggestions for practitioners and policy makers. The inferred implications suggest that constructor firms need to approach isomorphism with a proactive approach, rather being reactive to regulations, and should include sustainability criteria in strategic decision making. This will help them gaining a long-term competitive advantage and will create a win-win situation where constructor firms will be a part of the solution towards achieving the broader goals of overall sustainable development.

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LIST OF ABBREVIATIONS

TBL	Triple Bottom Line
SPM	Sustainable Project Management
ENS	Environmental Sustainability
SOS	Social Sustainability
ECS	Economic Sustainability
HOC	Higher Order Construct
TFL	Transformational Leadership
MMP	Mimetic Pressures
NRP	Normative Pressures
COP	Coercive Pressures
PEC	Pakistan Engineering Council
SEM	Structure Equation Modelling
PLS	Partial Least Squares
IPMA	Importance-Performance Matrix Analysis

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