



**Institute of Technology Management and Entrepreneurship**



**PROJECT MANAGEMENT OFFICE EFFECTIVENESS  
DETERMINANTS IN THE UAE RESIDENTIAL PROPERTY  
TOWARD STAKEHOLDERS' SATISFACTION**

اونيورسيتي تيكنيكل مليسيا ملاك  
UNIVERSITI TEKNIKAL MALAYSIA MELAKA

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**PROJECT MANAGEMENT OFFICE EFFECTIVENESS DETERMINANTS IN  
THE UAE RESIDENTIAL PROPERTY TOWARD STAKEHOLDERS'  
SATISFACTION**

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**A thesis submitted  
in fulfilment of the requirements for the degree of Doctor of Philosophy**



**UNIVERSITI TEKNIKAL MALAYSIA MELAKA**

**2024**

## DECLARATION

I declare that this thesis entitled “Project Management Office Effectiveness Determinants In The UAE Residential Property Toward Stakeholders' Satisfaction” is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in the candidature of any other degree.

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## APPROVAL

I hereby declare that I have read this thesis and in my opinion, this thesis is sufficient in terms of scope and quality for the award of Doctor of Philosophy.

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## DEDICATION

This work is dedicated to the inspiring persons in my life. My dear father, Salem and my dear mother, Mariam who always want me to have the best, for her love, the prayers that she made for me. My wife Afra who is a great companion and so much more in my life.

...To my great guide...



## ABSTRACT

The residential property industry is attempting to find new strategies and instruments to improve the implementation of its projects. Among these instruments were those for project quality and Project management office effectiveness, which are dynamic and continuously changing aspects of the project landscape. These two factors help in improving the low internal stakeholder satisfaction reported within the residential property sector in the UAE. The low internal stakeholders' satisfaction has reduced the attractiveness of the residential property industry in the UAE. This study aims to investigate the role of project quality pillars such as project quality performance, project reliability, project aesthetics, project tangibility, and project assurance toward property internal stakeholder satisfaction through the mediation role of project management office effectiveness in the UAE residential property industry. The cross-sectional time horizon was used to collect the data from 309 internal stakeholders represented by managers from the UAE residential property companies. This study employed the structural equation modelling method for analysing the data collected. The finding of this study indicates that two pillars of project quality, project quality performance and project quality assurance, significantly impact internal stakeholders' satisfaction. Also, the project management office's effectiveness was found to have a significant mediating role in the relationship between project quality aesthetics and project quality assurance with the stakeholders' satisfaction. This study contributes to the SERVQUAL model by exploring two additional pillars that replace two original factors from the model: responsiveness and empathy: project quality performance and project aesthetics, which are found to significantly affect the internal stakeholders' satisfaction through the project management office's effectiveness. This study could affect the project quality and the satisfaction of internal property stakeholders. Project quality activities should be focused on moral principles and ethical philosophy and values, and these activities should result in the creation of successful decision-making skills among individuals within the company. Further attention should be paid to the cooperative management system, which results in the achievement of the organisational goal of mutual benefit and cooperation. Lastly, it is important for employees to be involved in making decisions and for their honesty to be recognised by the company.

# **PENENTU KEBERKESANAN PEJABAT PENGURUSAN PROJEK DI HARTANAH KEDIAMAN UAE KE ARAH KEPUASAN PIHAK BERKEPENTINGAN**

## **ABSTRAK**

*Banyak organisasi di sektor awam dan swasta berusaha mencari alat dan strategi baru untuk menyelaraskan pelaksanaan projek mereka. Di antaranya ialah fenomena kualiti projek dan pejabat pengurusan projek project management office effectiveness adalah ciri landskap projek yang dinamik dan sentiasa berkembang. Fungsi dan amalan yang diharapkan dari kualiti projek ini dapat berubah seluas industri dan organisasi yang menjadi tuan rumah kepada mereka. Mengungkap sejarah yang terdokumentasi dan tidak berdokumen mengenai kualiti projek dan PMO effectiveness dan praktiknya penulis melihat bagaimana kualiti projek P dan PMO effectiveness telah berkembang hingga ke masa kini, bagaimana PMO effectiveness mengembangkan idea mereka, betapa bermanfaatnya PMO, dan aktiviti-aktiviti berkaitan apa yang mereka ambil untuk memuaskan hati pihak Karya ini adalah kajian eksplorasi dan kausal, yang memusatkan perhatian pada penyiasatan keberkesanan peranan kualiti projek (sebagai pemboleh-ubah bebas) terhadap kepuasan pihak berkepentingan harta (sebagai pemboleh-ubah bersandar) melalui pejabat pengurusan projek (sebagai pemboleh ubah mediator) dalam industri pembinaan UAE. Dengan menggunakan kaedah pemodelan persamaan struktur persegi paling minimum untuk menganalisis data yang dikumpulkan dari 309 responden, hasil kajian menunjukkan bahawa kualiti projek mempunyai kesan yang signifikan terhadap kepuasan pemegang taruh. Selain itu, kedua-dua kualiti projek dan pejabat pengurusan projek disatukan dengan kepuasan pihak berkepentingan. Penemuan penyelidikan ini menyumbang kepada literatur teori di pejabat pengurusan projek industri pembinaan dan memberikan cadangan dengan implikasi pengurusan. Penemuan ini digunakan dalam mengembangkan konsep model kedua model kualiti untuk menjadi fleksibel dan dapat diterapkan dengan metodologi pengurusan projek yang serupa dalam pelbagai domain perniagaan, dan membuka jalan untuk lebih banyak penyelidikan. Kajian ini memberikan beberapa implikasi bagi mereka yang terlibat dalam kualiti projek terhadap kepuasan pihak berkepentingan harta, dan saranan untuk melanjutkan penelitian dalam industri pembinaan.*

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## LIST OF ABBREVIATIONS

AD	-	Abu Dhabi
A	-	Aesthetics
AEV	-	Average extracted variance
AMOS	=	Analysis of Moment Structure
As	-	Assurance
CB-SEM	-	Covariance-Based Structural Equation Modelling
CFA	-	Confirmatory Factor Analysis
CR	-	Residential property reliability
GDP	-	Gross Domestic Product
GLM	-	general linear model
ICT	-	Information and communication technology
IT	-	Information Technology
MAR	-	Missing at random
MCR	-	Missing completely at random
ML	-	Maximum Likelihood
P	-	Performance
P Q	-	Project Quality
PLC	-	Project life cycle
PMBOK	-	Project Management Information Body
PMI	-	Project Management Institute
PMO	-	Project management office effectiveness
R	-	Reliability
SDG	-	Sustainable development goals
SPSS	-	Statistical Package for the Social Science
SS	-	Stakeholder's Satisfaction
T	-	Tangibility
UAE	=	United Arab Emirates
VIF	=	Variance Inflation Factor

## LIST OF PUBLICATION

Alblooshi, S. S., Subramonian, S., and Husseini, S. A., 2022. The Role of Project Management Office (PMO) Toward Property's Stakeholder's Satisfaction in UAE's Property Development: A Review. *Journal of Positive School Psychology*, 6(3), pp.4798-4806.

Subramonian, S., Alblooshi, S. S., and Husseini, S. A., 2022. The Relationship between Project Quality and Stakeholder's Satisfaction through Project Management Office (PMO) in UAE Construction Industry. *Journal of Positive School Psychology*, 6(3), pp.4787-4797.



# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

This chapter begins with a background of the study and a short introduction to project quality and stakeholder's satisfaction through Project management office (PMO) effectiveness in the UAE residential property industry. This is followed by the problem statement regarding the topic described, research questions, and research priorities focusing on the problem statement. This chapter also elaborates the significance of the study, scopes, and limitations. It is then ended with the research structure.

### 1.2 Background of the study

The United Arab Emirates is an Arabian country located in Western Asia at the southeast end of the Arabian Peninsula on the Arabian Gulf. It is bordered by Oman to the east and Saudi Arabia to the south, as well as sharing maritime borders with Qatar to the west and Iran to the north (Kerr et al., 2017). In 2013, the population of the UAE reached 9.2 million, where 1.4 million were Emirati citizens, whereas 7.8 million were foreigners. Recently, the UAE, especially Dubai, has become one of the most developed Arabian countries in terms of residential property projects. There are a lot of residential property projects which emphasise the importance of strategies and innovations in the development of residential property project management (Ameri and Awad, 2016; Zahlan, 2016).

The UAE has experienced a dynamic progress in infrastructure projects during the past 10 years, particularly in Abu Dhabi and Dubai Emirates, which are becoming two of the most attractive business hubs in the area. Many mega-projects highlight their economic development and infrastructure progress, involving the world's tallest building (Burj Khalifa) residential property and the largest shopping complex (Dubai Mall), and various artificial islands like Palm Dubai and Yas Island. Moreover, the UAE has an expanding manufacturing base with developed technology of energy and materials, automotive and machine industries, and oil industries, helping the UAE to significantly contribute to international business (Ameri and Awad, 2016). Dubai recently won the competition of hosting EXPO 2020 entailing significant expansion of the activities of the infrastructure projects.

In 2019, Abu Dhabi Government determined to subsidise a further AED330 billion for real developments throughout the following ten years by concentrating on social development, especially human services, education, accommodation, and strategic transport projects (Law et al., 2022). In Dubai, the extension of existing conurbation proceeds and residential property action stays enduring through the various projects occurring, including the finishing of the Downtown Dubai and Business Bay projects. In addition, work is proposed in and around the second significant air terminal in Dubai (Maktoum International Airport), and simultaneously, so does the current declaration of the residential property of Mohammed bin Rashid City. This will be an extensive blended utilised development, including housing retail outlets, workmanship effectiveness, and the “Shopping Centre of the World”, which is intended to be the world's biggest shopping centre (Law et al., 2022)

The UAE views the residential property sector as the main hub for developing other important sectors. It is considered one of the most important sectors that effectively attracts business and investment. It also has a major contribution to real GDP, reaching nearly 10%

over the period between 2008 and 2017. Furthermore, as reported last December by the Dubai Chamber of Commerce and Industry, with the added value on average, it reached an average of nearly \$32.8 billion in the last decade (Ameri and Awad, 2016). In the coming few years, the UAE is betting on a crucial economic increase, especially through its development initiatives and its capabilities for technological and technical developments that stimulate the residential property sector by attracting investments, as it is the first base in launching the investors' business. The Market Mirror website published a report concerning this and stated that the residential property industry rebounded outstandingly in 2018, recording a real rise of 4.2%. The report predicted that this sector will keep recovering over the period of 2019–2023, given the low deficit budget and the increased investor confidence in the state's economy, particularly in energy, housing, residential property, and infrastructure projects (Kerr et al., 2017).

The country's attitudes toward economic diversification, increasing crude oil production, and efforts to stimulate investment in the residential property industry in the energy, infrastructure, and transportation sectors, all within the framework of various strategies and programmes, have all positively impacted the growth of the industrial residential property market. The government of the UAE has started the targeted 2030 Industrial Development Strategy to raise the production capacity of industries that need to develop infrastructure, from facilities and residential property, that can add to production improvement and provide more job opportunities. The country joined the Global Building and Residential property Alliance membership that falls under the Paris Climate Agreement and is sponsored by the United Nations Secretariat in December last year. It is one of the areas of interest in the sector from a sustainable viewpoint, considering the climate challenges and environmental conditions as well. This is in line with the reinforcement of international partnerships that

decrease the effects of climate change and maintain the development of the residential property sector while minimising carbon emissions.

In the field of sustainable buildings and green roads, the UAE Ministry of Infrastructure Development is also generating innovative solutions besides initiating some clean energy buildings and road projects. Such projects are done to achieve the national plan goals for climate adaptation and the national agenda themes for Emirates Vision 2021, "which focuses on the axis of a sustainable environment and an integrated infrastructure for ensuring the society's sustainable development achievement and enhancing resource efficiency without causing risks to the environment and protecting the environment in the urban areas (El-Sayegh, 2015).

In accordance with the experts' warnings concerning the residential property sector's protection from stagnation and moving it towards growth and progress, the UAE has worked to create innovative ideas for enhancing the sector. This is achieved by stimulating start-ups to adopt innovation and technological innovations in this sector to help in bringing about changes in the industry. The residential property sector tackles minimal profit margins, enhances standards of living, and addresses some problems, such as increasing population density and energy consumption, throughout the life cycle of these projects, with innovative ideas concentrating on smart and digital technology adoption in buildings and cities. It ensures resource conservation and sustainability while enhancing affordability with technology assistance.

The interest of the UAE residential property budget in the development of social sectors, such as education, health, and housing, makes it consider interest in developing the residential property sector needed to achieve such goals, like building and developing infrastructure in hospitals, schools, residential buildings, and roads, making the UAE real estate landscape moving positively. This has strongly contributed to the growth experienced

since 2012, as the residential property sector continued growing in the region until its share reached 49% of the residential property contracts awarded during the second quarter of 2017, from the total residential property sector contracts in the residential property sector in the countries of the Cooperation for the Arab Gulf States (Ajmal et al., 2017). This has strengthened the expectations that the sector will witness an incredible rise in the next stage after the announcement of the granting of loans and housing and residential land distribution, along with the launch of a set of decisions and incentives. Consequently, this will help in enhancing employment opportunities, reviving the market, increasing productivity, attracting investment, and moving the trade in building materials.

These days, modern disorders include advances in every mechanical development worldwide, regardless of the type of industry in which they are located. In any case, more and more recent strategies and advances are acquired to maintain the development of companies. This has drawn the attention of senior management because of the need to execute strategies and advances or the need to establish strategies and developments to achieve improvements in the development of residential property project management. Strategies are important for any residential property project's management. Disappointment is normal in the absence of an adequate system (Tampio et al., 2023). Disappointment is caused by a great misfortune and to avoid it, a company needs to have strong strategies. That is what makes strategies crucial in the most basic piece of any residential property project. Progress is the second most important part of residential property projects. It gives the administration the ability to create, classify, improve, and help the administration of residential property projects (Ajmal et al., 2017).

Residential property is a project-based industry, and quality means meeting the customer's expectations (Mane and Patil et al., 2017). Quality control, quality inspection, and quality assurance from the approach utilised for achieving sustainable quality

improvement. Quality production forms one of the three "iron triangles" in the management system of a project. Better quality of production, consumer satisfaction, business benefits, and higher market share could be accomplished by implementing a quality system (Kerr et al., 2017). This can impact the project quality, leading to the reliability and superiority of the project (Madyaningarum et al., 2019).

The quality of a project is to ensure consistent progress in human resources, processes, systems, and environmental-related organisations to enhance the service of customers and achieve high profitability through effectiveness and efficiency across the organisation (Kerr et al., 2017). Intangible asset optimisations, like in-house knowledge, are the "why" and "how" an organisation is progressing towards better quality (Madyaningarum et al., 2019). In its implementation, the nuclear organisation utilises the applicable standards pertaining to the working relationship with external parties. The projects following the ISO 9000 series of quality standards are the best-known project quality (PQ) (Madyaningarum et al., 2019). The use of project quality in the residential property industry has been widely applied by many countries, including the UAE (Kerr et al., 2017). Project quality can make the company's performance more effective and enhance customer satisfaction. This requires a set of processes throughout the project cycle, including programming, monitoring, planning, checking, and quality control (Madyaningarum et al., 2019).

Figure 1.1 illustrates the sharp decline in residential property prices in the UAE during the period 2008-2020. This sharp decline in residential property prices is attributed to low demand. According to Petratos (2020), the low demand for residential property in the UAE is determined by the stakeholder satisfaction, which is related to the quality of property provided.