# Impact of High-Performance Work Practices on the Project Success with the mediating role of Project Governance and moderation of Islamic Work Ethics

By

Rafia Ahmad

A research thesis submitted to the Department of Management Sciences,
Capital University of Science and Technology, Islamabad
in partial fulfillment of the requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT SCIENCES

(Project Management)

**DEPARTMENT OF MANAGEMENT SCIENCES
CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD
JUNE 2017**

CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD

CERTIFICATE OF APPROVAL

Impact of High-Performance Work Practices on the Project Success with the mediating role of Project Governance and moderation of Islamic Work Ethics

by

Rafia Ahmad

MPM153005

THESIS EXAMINING COMMITTEE

S No	Examiner	Name	Organization
(a)	External Examiner	Dr. Tasneem Fatima	IIUI, Islamabad
(b)	Internal Examiner	Dr. Sajid Bashir	CUST, Islamabad
(c)	Supervisor	Dr. S.M.M. Raza Naqvi	CUST, Islamabad

_____

Dr. S.M.M. Raza Naqvi

Thesis Supervisor

February, 2017

_____   _____

Dr. Sajid Bashir   Dr. Arshad Hassan

Head of Department   Dean

Department of Management and social sciences   Faculty of Management and social sciences

Dated :   February, 2017   Dated :   February, 2017

DEPARTMENT OF MANAGEMENT SCIENCES
CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY
ISLAMABAD
JANUARY 2017

Certificate

This is to certify that Ms. Rafia Ahmad has incorporated all observations, suggestions, and comments made by the external evaluators as well as the internal examiners and thesis supervisor. The title of his Thesis is: Impact of High-Performance Work Practices on the Project Success with the mediating role of Project Governance and moderation of Islamic Work Ethics

Forwarded for necessary action

<div align="right">

Dr. S.M.M. Raza Naqvi
(Thesis Supervisor)

</div>

DEDICATION

This thesis is dedicated to my father, who taught me that the best kind of knowledge to have is that which is learned for its own sake. It is also dedicated to my mother, who taught me that even the largest task can be accomplished if it is done one step at a time.

ACKNOWLEDGMENT

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

The research was conducted to evaluate the impact of high-performance work practices on the project success. The research was also intended to explore the mediating role of project governance and moderating role of Islamic work ethics between the relationship of the high-performance work practices and project success. The data was collected from the organizations which were involved in the projects, situated in Islamabad, Rawalpindi, and Multan. The 500 questioners were distributed and from them, 300 questionnaires were retrieved. The data was collected by using snowball sampling technique. The findings of the research suggested that the project governance partially mediates the relationship between the high-performance work practices and project success while the Islamic work ethics significantly moderates the relationship among the high-performance work practices and project success. This study is a significant contribution in the domain of project management and it has multiple implications at managerial level and academic level. The research also suggested the future directions for further research.

Keywords: High-performance work practices, project success, Islamic work ethics, project governance.

CHAPTER 1

INTRODUCTION

1. Introduction

1.1. Background

The project management is an emerging discipline and the research in project management has been started recently. On the basis of work of Peter Moris (2013), the project management thinking is diverse and converse discipline due to structural and cultural dimensions. To address these limitations of emerging interdisciplinary approach should be based on the trans-disciplinary knowledge (Bresnen, 2015). The Ekorts Kock and Gemunden (2016) conducted research by combining literature of human resource management and project management.

The literature of project management recommended that practices of human resource management embraced by the project-based organization's support to develop the environment of work for projects (Huemann, Keegan & Turner, 2007; Zupan & Kase, 2007; Turner, 2008). In this appraise the literature of human resource management categorized practices of human resource management like employee involvement and knowledge sharing as high-performance work practices (Gollan, 2005; Long & Shields, 2005; Marchington; 2001). The literature has clarified that the practices of human resource management are practical in nature and they ensure the existence of established structure within the setup of organization for suitable factor as recruitment and selection process, training and development, employee performance appraisal, system of career planning, participation of employees and remuneration system (Masood, 2012). The researchers are of the view that to increase the performance of employees at workplace employees needed high-performance work practices. High-performance practices mean those activities of

human resource that enhance performance like training, rewards empowerment, employment security and motivation of employees to work as a team to successfully meet the demands of the job (Cheng-Hua, Shyjher & Chien, 2009; Davidson, Mcphail & Barry, 2011).

The impact of high-performance work practices in project domain is important due to some reasons. First of all human resource management is a fundamental process that affects the recruitment and deployment of human resource for the growth and survival (Turner, 2008), a limited research in project domain has contemplated human resource management strategies (Bryde & Wright, 2007; Chiesa, Frattini, Lazarotti & Manzini, 2007; Huemann et al., 2007; Ratcheva, 2009). The previous literature depicts that human resource management practices are popular in last decade and the impact of these practices on writing the stories of success in an organization is one of the favorite topics of researchers (Khan & Rasheed, 2014). The results which derived from the past research consenting that there is a positive relationship between human resource management practices and the recital of organizations (Guest et al., 2000).Irrespective of vogue and importance of human resource management, there is not a single consented or agreed the definition of it which be quoted or adopted universally because of variations in approach and the individual perspective of different scholars (Khan & Rasheed, 2014).

In today's work environment, the managers are facing biggest challenge, which is they have to do more but with fewer resources. That is why the employees are managed to successfully achieve goals and objectives (Tamkin, 2004). The practices which enhance the engagement and empowerment of employees with productivity, effectiveness are collectively termed as high-performance work practices (Combus, Liu, Hall & Ketchen, 2006). There are soft practices of human resource management that stimulate common admiration, influence, and obligation in the project based working environment (Gollan, 2005; Long & Shields, 2005). High-performance

work practices are pertinent to the environment of organizations which are project-based for the reason that these practices promote that jobs should be aimed at a comprehensive level with a combination of planning and implementation, the responsibilities of individuals at jobs changed with the occurrence of changing in environment, for performance the teams are accountable and lateral communication and control depends on the goals sharing with least status differences (Gollan, Davis & Hmaberger, 2005). High-performance work practices are intended towards increase the job satisfaction and motivation of employees. In return of these positive attitudes, it increases the performance at work (Way, 2002).

The four decades of research has identified range of success factors which can be applied during the life cycle to increase the chances of projects to be successful, subsequently wide number of success criteria were identified which can be applicable at the end of the project to analyze the success of the project (Muller & Judgev, 2012). In spite of this, the success rate is very low and is not up to the perceived prospects (Judgev & Muller, 2005; Lehtonen and Martinsuo, 2006). That's why the researchers started to broaden the scope of probable dynamics of success. The reason behind it is that many projects become successful in one location or context but failed in other location or context. The failure sometimes is partial or sometimes the projects completely failed (Gleww et al., 2009; Munk, 2013).

In the current business, environment projects are considered not only as a solution to the technical issues but they also give a way to bring improvement to the business and to implement the modifications in business (Andersen & Jessen, 2002). For the success of the projects the project management designed which ensure success, according to the Jha and Lyer (2006), the concept of it is subjective in nature because it is contingent on the individual's perspective who is evaluating the success (Carvalho, 2014).

Traditionally the success was measured in terms of compliance with budget, time and performance mean meeting the specified requirements of the project (Barclay & Osei-Bryson, 2010; Pinto & Slevin, 1987). These scopes are well-known as "iron triangle." In spite of the criticism on it, still, it is used as a gold standard to measure the success of the project (Papke-Sheilds et al., 2010). These dimensions focused on the efficiency as compared to the effectiveness. The researchers have explained different dimensions of project management understand the causes of failure of the project. These dimensions included internal and external contexts in which project implemented (Papke-Shields et al., 2010).

The previous researchers of project management the number of publications about critical success factors of projects are greater (Fortune & White, 2006). The business has been engaged in project management from more than a half-century, still, the external group of professionals has not acknowledged the performance, they are those who have assurance in project management (Aubry & Hobbs, 2010). Numerous studies have highlighted the critical problems and challenges related to the success of the project (Besner & Hobbs, 2013; Cho & Yang, 2012; Honget et al, 2011; Kerzner, 2006). The Barclay and Osei-Bryson (2010) are of the that in projects the biggest challenge is that the objectives are not clearly defined. In addition to this, every project has its own criteria of success and it depends on the context in which the project executes and different standpoints of stakeholders (Toor & Ogulana, 2016). As the budget, time and scope are traditionally used as criteria to measure success and also called iron triangle (Pinto & Selvin, 1987; Mullaly, 2006; Pake-Shields et al., 2010; Meredith & Manter, 2000) in which the success of project is considered on the basis of completing in cost which was initially planned, the planned estimate time is met, and the deliverables meets these requirements which were planned by stakeholders. Insite of these the researchers has no consensus regarding success criteria (Jha & Iyre, 2006)

because there are many factors which influence the success like external and internal context, the influence on the outcome as well as the success of the project (Pake-Shields et al., 2010).

Moreover, the three criteria which are called iron triangle gets criticized a lot because of their inadequacy because some researchers think that they are excessive while others are of the view that they are incomplete to measure the success (Yu et al., 2005). That's why many efforts have been put by researchers to cope with the inadequacies. These efforts can be categorized into two groups. First, is adding dimensions to the traditional criteria and second is to convert it into single criteria (financial criteria) by reducing various criteria. The second method contemplates that in cost variable, time and quality should be considered (Yu et al., 2005). Barcey and Osei-Bryson (2012) considered following as evaluation criteria; developing a quality reputation, maximization of revenue, maximizing competencies of staff, maximizing efficiency and record keeping. Raunia and Rawski (2012), are of the view that it's expected from the projects to be more efficient as compared to effective. They argued that failure of the important projects strategically bound the competitiveness of the business.

The complexity of the success of projects has created a lack of consensus among the researchers. Agarwal and Rathod (2006) specified that budget, scope, and time are still important criteria of success for evaluation of projects for professionals and they have been used in numerous studies, sometimes as a sole criterion and sometimes with the combination of other measures.

Governance is usually defined as the techniques by which organizations are directed and the managers of organizations are detained responsible for the performance and the conduct (OECD, 2001). The concept of governance is different from management as business runs by management, while governance ensures that businesses are running efficiently and it is on the right

track (Tricker, 2012). In the organizations it is usually perceived that the governance of the projects exist inside the framework of corporate governance, including the "value system, responsibilities, processes, and policies that allow projects to achieve organizational objectives and foster implementation that is in the best interest of all the stakeholders, internal and external, and the corporation itself" (Muller, 2009). The latest work on governance in the demesne of projects uses Morris' (1997) difference among management of projects and project management to differentiate among project governance as the governance of single projects, usually aligned with the particular approach used to manage a project, and governance of projects means the way to govern multiple projects or group of projects in organizations, like programs and portfolios of projects in organizations, or governance at broader level in organizations is related to the entire projects (e.g. Badewi, 2015; Müller et al., 2014a, 2014b, 2015).

Project governance strives for to form the circumstances for the ordered rule and cooperative action (Stoker, 1998) by giving a recognized illustration of the organizational measures that surround a specific project. In accordance the temporary nature of the projects (Malach-Pines et al., 2009; Bakker et al., 2013), every project entails an exclusive structure of governance which, though discrete from the comparatively established standing structures of the contributing organizations, however, must co-exist with them. The obligation of responsibilities to certain individuals in the model of project governance is essential (Too and Weaver, 2013), for the reason that it provides bridge to the gap between the expectations of a role and the manner in which the role is filled (Forbes and Milliken, 1999) by assigning consents and rewards to the performance levels (Zwikael and Smyrk, 2011).

The current literature has challenged the existing models of project governance, by suggesting that they are out-of-date, imperfect, and of doubtful value (Lechler and Cohen, 2009;

Zwikael and Smyrk, 2012). In certain, a most important disapproval is that these models are not thoughtful of modern changes in the literature of project management, particularly those individuals that are of the view that projects as exercises meant at understanding benefits preferred by the donor organization (Scott-Young and Samson, 2009).

The recent International financial scandal and the downfall of prestigious corporations, such as Enron and World-Com have conveyed into eminence the role of governance and particularly in relation to the corporate performance (Bozec et al., 2010). Nigro et al. (2012) emphasized that the significance of planning governance models to deal with the problems of within the firm relationships. In broad-spectrum, governance delivers a framework for ethical decision making and action of managers within the organization which is founded on transparency, defined roles, and accountability. The corporate governance concerns with the way in which corporations are controlled and managed (du Plessis et al., 2005.A governance structure seeks out to decrease conflicts between diverse groups of stakeholders which may have a negative impact on performance and it also gives the framework to set the objectives of the organization (OECD, 2004).

For the same reasons, as projects are the unique in nature (Marle et al., 2013) proposed to realize target benefits (Zwikael and Smyrk, 2012 and projects also require their own models of governance. However structures of organizations are usually functional-oriented, the team's members who are involved in projects typically come from across functional and organizational boundaries (Sundstrom et al., 1990), that's why the organization governance structures usually are not suited for projects because each project needs discrete arrangements. The researchers have no consensus and common understanding on the definition of project governance (Bekker, 2014). Renz (2007), defined project governance as "a process-oriented system by which projects are

strategically directed, iteratively managed, and holistically controlled, in an entrepreneurial and ethically reflected way". While the Project Management Body of Knowledge (PMBOK) defined project governance as "the alignment of project objectives with the strategy of the larger organization" (PMI, 2013). Furthermore, the literature does not come to an agreement on the framework of a robust model of project governance (Zwikael and Smyrk, 2011), only the governance model should be based on four principles (Garland, 2009): (1) distinguish a particular point of accountability, (2) make sure a facility delivery attention, (3) distinct the project governance structure from the organizational governance structures, and (4) distinct management of stakeholders and the decision making of projects. Likewise, Turner (2009) proposed three phases for project governance: (1) defining objectives, (2) defines the ways to achieve the objectives, and (3) define the ways to monitor the progress. PRINCE2 (OGC, 2009,) contends that project governance has to "ensure that an organization's project portfolio is aligned to the organization's objectives, is delivered efficiently; and is sustainable." Muller (2009) recommended that models of governance ought to help in nurturing projects success, projects need to be prioritized for the greatest utilization of resources, recognize projects which are facing trouble, and liberate, postponement, or cessation them as suitable. Subsequently, the likewise literature recommends numerous models of project governance. Ruuska, Ahola, Artto, Locatelli and Mancini (2011) recognized on the basis of variety and involvement level of stakeholders categorized three sorts of models of project governance: a sole firm's governance arrangement through its several projects, projects of multi-firm in which several companies involve in predetermined contracts, and hybrid projects or web-like structures comprising several interrelated performers depend on the existence of one ultimate hierarchical power. Morris and Geraldi (2011) discussed that there are three functional levels of project management: technical level, strategical

level, and institutional level. Bekker (2014) united the two models which have been described above into 'schools of thoughts' as sole firm, multi-level firm, and large capital.

Though, models of project governance have dawdled behind the progress in the literature of project management. Current literature admits that projects have explicit benefits to attain (Shenhar and Dvir, 2007) and it also admits that the fulfilling deliverables are a (compulsory but inadequate) prerequisite to the recognition of benefits (Zwikael and Smyrk, 2012).

The literature specifies that the organization is focusing in the direction of the progress of the positive organizational psychology at individual and organizational level. (Meyers, van Woerkom, & Bakker, 2013). At the individual level, the key interpreters are spirituality and forgiveness; through at the level of organization, organizational citizenship behavior, selflessness, and work ethics act as the vital role (Seligman & Csikszentmihalyi, 2014). Between these interpreters, workplace ethics directs the behavior of employees in the right way by reassuring affirmative behavior. For the promotion of workplace ethics, the existing literature gives substantial importance to the religion and an excess of studies emphasis on diverse religions (Parboteeah, Paik, & Cullen, 2009) including Islamic work ethic (Ali,1988, 1992; Yousef, 2000, 2001). Islamic work ethics are stranded on the teachings of the Quran and Sunnah of Prophet Muhammad (peace be upon him) (Ali & Al-Owaihan, 2008; Rice, 1999; Yousef, 2000a, 2000b). In distinction with other spiritual educations of work ethics, scholars specified that Islamic work ethic is an extensive thought and it is not restricted to a specific individuals or groups and indefinite professions (Khan, Abbas, Gul, & Raja, 2015).

Furthermore, the difference between ethics and Islamic work ethic might be demonstrated by the concept established by Rawwas, Arjoon, and Sidani (2013). In a directive to do a moral

result, three aspects arise to the mind: ethical viewpoints, relations of organizations and values, and opportunity. Moral philosophies are ideologies that persons practice to govern what is correct and what is mistaken. Relationships of organization and values are those beliefs which are adopted by a worker at work in order to deal with other employees, peers and superiors and the values are adopted by the employees to perform their task. Opportunity means favorable conditions that make available reward.

In Islam, every single act of an individual is ruled on by the direction of work ethics of Islam and it's the responsibility of a Muslim to trail the teachings of Islam (Khan et al., 2015). Syed and Ali (2010) further explained that according to the teachings of Islam, obligations of Muslims are to surrender completely to Allah's will. So irrespective of the situation, the person who believes in Islam will behave according to the teachings of Islam and the employees would stay positive. These employees would be stricter to ethics and compared to those who follow a man-made code of ethics.

1.2. Gap Analysis

Khan and Rasheed (2014) recommended that the future direction for the research is that the research needs to be conducted in public and private sector with the focus on human resource practices, Islamic work ethics, and project success. The research needs to be done with or without the moderating impact of Islamic work ethics. Karatepe (2015), also recommended that the empowerment and reward were considered as high-performance work practices, the future research needs to focus on the other human resource practices. The security and selectivity appeared as important high-performance work practices (Sun et al., 2007). There is a lack of empirical studies, so there is a gap exist in the literature of project management and literature of

human resource management that's why high-performance work practices need to be incorporated in future research in the context of project management (Wickrama-Singhe & Liyanage, 2013).

Huemann (2010) recommended that the project oriented human resource management research can be an auspicious topic for the future research. The Badewi (2016), is the view that project governance framework has provided the new door for research. The future research can be done to measure the impact of it on project success with continuous basis because the owners don't take interest in continuous benefit from the project when it finishes (Badewi, 2015).

The ethical issues, governance of project management should be considered in further research to investigate the relationship with project success (Tsalturyan & Muller, 2015; Muller et al., 2013; Aubry et al., 2011, 2012). The research needed to focus on the mediating role of governance of the projects to reach the complete picture of the structures of project governance (Muller & Lecoeurve, 2014). The project governance with the ethical framework needs to be incorporated in further research (Muller et al., 2013). The research in project governance need to continue and the emphasis should be on ethical conduct and their mutual framework (Bekker, 2014).

In the field of project management much needs to be done because the project and program management is the critical issue nowadays. And project or program governance is the critical issue for all those who are involved in organizations and it's not only the field of project managers. So the future research is needed to mature the concept of the governance in program and project management. It is needed to operationalize it with core concepts of project management. The scholars, professionals, and researchers need to develop meaningful knowledge in project

governance domain and it should not remain focused on academic journals but the policy makers should involve in it (Paton et al., 2013; Pitsis, Sankaran, Gudergan & Clegg, 2014).

In the light of the above recommendation, the present study has fulfilled the gap by exploring the impact of high-performance work practices as an independent variable, on the project success as a dependent variable. The project governance framework used as a mediating variable with the moderation of Islamic work ethics (Tsalturyan & Muller, 2011; Muller et al., 2013; Aubry et al., 2011, 2012; Khan and Rasheed 2014).

1.3. Problem Statement

Governing projects is a unique challenge, this is because the governance issue involved from planning to execution. It is required to ensure that the right things are needed to be done, and then to ensure that during the project the right path has been followed.

The governance is one of the major issues in projects of Pakistan that are why the performance rate of projects in Pakistan is dropping down frequently. According to the evaluation report[1] of Asian Development Bank, the success rate of projects has been decreased to 29%, this prima facie that the circumstances of the country are difficult for the execution of projects, with challenging federal-provincial-local government coordination, stakeholder dissonance, volatile calamities and procurement, land acquisition issues, implementation problems.

As the first phase of Dasu project is totally uncertain because the federal government has become unsuccessful to settle issues related to land, together with ones on land acquisition and reimbursement of charges with Khyber Pakhtunkhwa (Ahmad, 2016) and it may lead to the

---

[1] Country Assistance Program Evaluation: Pakistan 2002-2012 Continuing Development Challenges

cancellation of international funding by the World Bank due to lack of governance in land acquisition[2], similarly the 969MW Neelam Jehlam hydropower project is set to miss repeatedly extended deadlines.[3] The stakeholders are against the design of the Orange Line Train project because they claimed of the government to either alter the direction or use tunnel technology, deteriorating which the private land for acquisition would certainly not be dispensed over to the government at any cost. Sentiments remained high among the project affects. The Lahore High Court has declared that the government NOC is null and void.[4] The Tarbella extension plan, which was supposed to contribute 1410MW has been in trouble and its acceleration has almost been abandoned. The Nandi Pur Power is another example of the spectacular failure to deliver its promises.[5]

The alarming situation has occurred for the government and society of Pakistan and the circumstances are becoming more complicated day by day. It's hour of need to cater the issues regarding project governance and to explore the contribution of it to project success.

Previously the researchers and project managers paid attention to the iron triangle which basically the output determined approach (Chih & Zikael, 2015). While it generates the problem on the individual and organizational level this leads to the collisions between the line and project managers (Maylor et al., 2006). While the inexperienced managers try to focus on the iron triangle as compared to the process of getting the successful project (Muller & Turner, 2007). The literature has revealed that output focused orientation cause confusion (Shenhar, 2007) and the iron triangle is insufficient for the success pf project (Samset, 2009), that's why it is required to realise that the

---

[2] The World Bank, Implementation status, and results report
[3] The Dawn News, 04 August, 2016
[4] Order Sheet, The Lahore High Court Judicial Department, Case # W.P.No.39291/2015
[5] AMNESTY International Report 2015-2016

how projects should be done through the framework of governance (Breese, 2012; Chih & Zwikael, 2015).

1.4. Research Question

On the basis of the indicated problems, the current study is indented to find answers for some questions, the questions are as follows;

Question 1: What is the impact of high-performance working practices on project success? And how they influence the success of the project?

Question 2: Does project governance act as a mediator between high-performance working practices and project success? And how it influences the relationship between high-performance work practices and project success?

Question 3: Does Islamic work ethics act as a moderator between high-performance work practices and project success?

1.5. Significance of the study

The present study is helpful for the organization because of the governance of projects, it gives the internal organizational control, and due to which organizations will be able to ensure that they are following the right path, and externally it convinces the stakeholders that their money is spent justly. The organizations will be capable of accomplishing the demands of stakeholders that their money is spending justly. The organization will be able to fulfill the demands of stakeholders because due to project governance the organization can be capable of complying with the external rules, regulations, and legislations.

This study is also significant for the project managers because it will help them in the methodology of delivering projects by optimizing the investment, they will be competent to avoid the common reasons of failure of the projects, and they will be capable of motivating their subordinates through effective communication. The implementation of good governance lowers the risks which arise from the change and it will benefit them to maximize their benefits.

While in that organization where governance is not certainly driven force, the project teams should take responsibilities for the governance. And the sponsor of the project should ensure that the appropriate mechanism of governance is in place. The periodic evaluation should be conducted by the third party to assure that the mechanism of governance is being applied.

The study has also fulfilled the theoretical gap which existed in the literature because the research on the governance framework with the framework of Islamic work ethics was not done before in the field of project management. The present study has catered the need of the time by exploring the impact of high-performance work practices on project success.

Captivating situations and settings of Pakistan in view, the position of project based establishments cannot be ignored. Remarkably, human resource practices and roles in developing the economy of Pakistan go to the early sixties while regime focused on the institutional progress. Lots of glitches have been confronted by the nation state in the course of this development and consequently the pace of development as regards the progress of successful organizations has been certainly slow. There can be numerous ascribing reasons for this sluggish pace, however, one factor can be a lack of emphasis on giving unpaid significance to Islamic work ethics in Muslim nation state like Pakistan. Academics have brought into being that religious simulation on human practices are very substantial but are an abandoned field in research (Hashim, 2010). The

simulations of Islam in relative to human resource practices in the atypical setting of Pakistani project-based establishments are an area of attention where much can be done.

1.6. Research Objectives

The overall objective of the study is to examine the impact of high-performance work practices, through governance on project success.

The specific objectives of the study are stated below;

1.   To explore the relationship between high-performance work practices and project success.
2.   To examine the mediating effect of project governance on the relationship between high-performance work practices and project success.
3.   To examine the moderating effect of Islamic work ethics on the relationship between high-performance work practices and project success.

1.7. Supporting theories

1.7.1. Agency Theory

Agency theory is a communal perspective of corporate governance, and it's commonly used in the governance literature though criticism exists against it, still widely used over the longer period of time (Nyberg et al., 2010). The foundation of agency theory based on economic utilitarianism (Ross, 1973), it explains that characteristic of individuals based on self-interest and they pursue individual interests (Cohen & HolderWebb, 2006; Lubatkin, 2005). The agency theory recommended that when the principal and agent involved in the contract that agent will perform services on the behalf of the principal and principal delegates some authority of decision making to the agent, it nears it allow agent having direct control of his own wellbeing.

On the other hand, agency problems arise in the fore mentioned contract because both parties who want to maximize their utility, both have diverged interests, different preferences for risks and in the situation where principal cannot monitor the agent's behavior, it allows the opportunity to the agent to pursue his self-interests and his own aims irrespective of the objectives of principal (Eisenhardth, 1989; Jensen & Meckling, 1976; Ross 1973). The governance challenge arises because both partied have a conflict of goals and the information is an asymmetry between principal and agent. The asymmetry information means that the principal has less information about the skills and competencies of the agent as compared to the agent. As the principal unable to monitor the agent directly that's why mostly the information tends to be expensive and inaccessible (Eisenhardt, 1989; Sharma, 1997). As this theory defines the two-sided relationship among self-interested agent and principal, they have to put efforts to be in a contract in which both parties align their interests because both get asymmetry information about each other (Eisenhardt, 1989). The situational factors influence the agency relationship (Toivonen & Toivonen, 2014).

1.7.2. Stewardship Theory

The stewardship theory developed in the retort to the condemnation on the generalizability of agency theory. This theory is a pessimistic view about the discrete individualities and motivation constructed on the utility consideration (Cuevas, Rodriguez et al., 2012). The perspective of stewardship theory is that it elaborates the different model of the individual, instead of pursuing self-interested behavior, the individual pursues collectivist behavior. Instead of the self-interest agent, the steward makes the decision which is based on the best satisfying organizational demands. The steward satisfies his personal needs by fulfilling organizational demands. The organization that inculcates the culture of empowerment and autonomy their employees will develop the stewardship relations which are opposed to the agency relationships (Davis et al.,

1997).The theory of stewardship explains, behavior in the stakeholder-oriented structure of governance, where organizational goals achieved through the mechanism of trust and controlling is done by outcome (Muller, 2011).

1.8. Structure of Thesis

Chapter 1 has introduced the comprehensive domain of this study. Along with, it has discussed the background, research gap, research questions, and significance of the study, research objectives, and supporting theories. Chapter 2 has looked into the literature review in detail. Also, the chapter has provided an understanding of the proposed theoretical framework, along with the hypothesis of the study. Chapter 3 discusses the sample and procedures of data collection, the scales that were used to measure the different constructs in this study, and the statistical tests that were used to find the results. The last chapter 4 includes results of the study, discussion of the findings, theoretical and practical implications, study strengths and limitations, and future research directions

CHAPTER 2

REVIEW OF LITERATURE

2. Literature Review

The subsequent review of the literature has been indicated within the extensive field of project success. Numerous studies have been studied to ascertain a substantial gap in the literature. Additionally, this chapter contributes to an understanding of the suggested conceptual framework, alongside with the hypothesis development for the present study.

2.1. Theoretical Framework

2.1.1. High-performance work practices as independent variable

The success of project means to achieve the defined targets by applying an appropriate strategy that is pertinent to the product and services of organizations. While the success of management team is measured by achieving targets according to the planned budget and quality with planned control methods (Muller & Turner, 2010). These two types of achievements have a common thing that they all depend on the human resource, the project success can only be happen if the management is successful. The human resource working practices is an important incident related to the project success. That's why in the previous years it was one of the favorite topics of researchers. So on the basis of that, it has a positive connection with the performance of an organization (Guest et al., 2000).

The previous research elaborates that a human resource is a practical approach and it provides complete structure and framework to the organization from recruitment to career management of planning (Masood, 2010). That's why the human resource needs to be united with the contextual framework of the organization and the organizational strategies need to be aligned

with it. To add value the organizational strategy needs to design to build the relationship with the employee because among the employee and organization the exchange relationship exists (Paauwe, 2004). As in the project based organizations the organizational strategy, its structures due to the temporary framework and its culture act as a challenge for the human resource management. The researchers are of the view that the challenges sprout due to the accountability and authority of the project managers (Keegan & Turner, 2003; Larsen, 2002), pay structure and promotional criteria (Aitken &Crawford, 2007), managing with project workload (Zika-Viktorsson et al., 2006), dispensation of resources (Engwall & Jerbant, 2003).

The project-based organizations required to modify the human resource practices and process from recruitment to the releasing for a specific project like from assigning to the dispersion (Huemann et al., 2007). Contrary to this many projects based organization which are comparatively mature are still in a struggle to develop the human resource practices because the practices for employees to the specific project and practices for the regular employees are not aligned (Turner et al., 2008).

In the project-based organizations the activities of human resource management are decentralized because these are performed by the department of human resource, line, and project managers (Soderlund & Bredin, 2007; Keegan et al., 2009). Human resource management plays an important role in project oriented organization. They need to align their strategies from a passive functionality to proactive functionality. The organization needs to align their strategies and practices according to the projects (Huemann, 2010). The performance and success depend upon the skills and capabilities to apply appropriate knowledge by the employees (Davenport, 2006). That's why the literature suggests that the practices of human resource adopted by the organization should support the working environment of the organization to meet the deadlines of the project

(Turner, 2007; Turner et al., 2008; Zupan & Kase, 2007). That's why the literature has categorized some practices of human resource management as the high-performance work practices (Gollan, 2005; Long & Shields, 2005).

The high-performance work practices are the soft practices of human resource management. These practices inculcate the interactive authority, accountability and recognition at the work (Gollan, 2005; Long & Sheilds, 2005). These practices are relevant to the working environment of the project because they allow designing the jobs at a broad level from the planning phase to the execution. And the shared responsibilities are increased to it. It also inculcates the concept of shared accountability of performance and attainment of shared goals with minimal differences (Gollan, Davis & Hamberger, 2005). These practices are highly important for the performance and success. These are the essential process because they have an impact on the employee deployment and its persistence (Turner, 2008).

The project management has particular context and project managers generally pursue to employ high-performance work practices because they need to cope with the complex and particular environment of the projects. That's why the research has been increased in the domain of the project management to analyses the requirements for successful projects. That's why the recent studies have focused on the practices and competencies or skills which influence the project success (Geoghegan & Dulewicz, 2008; Keegand & Den Hartog, 2004; Mazur, Pasarski, Chang & Ashkanasy, 2014; Muller & Turner, 2010). As projects have deadlines and work pressures so this causes the state of stress which fosters the abusive behavior (Mawritz, Mayer, Hoobler, Wayne & Marinola, 2012). So due to these pressures the risk arises, as the supervisor act as an authoritative because of the influence the project outcomes (Anantatmula, 2010; Fisher, 2011; Mazuer et al., 2014). They have an influence on the choice of practices as well. That's why they can use authority

to influence the behavior of his employees and they try to choose those practice which increases the performance due to which ultimate desired results achieved (Lolyd-Walker & Walker, 2011). The managers need to understand the importance of high-performance work practices because they have a strong influence on the success in the time of pressure and stress. The project manager needs to rely on the positive practices to achieve the positive and desired performance. The human resource management has become the most efficient style of management from the middle of the previous century (Armstong, 2003).

The significant pivotal of the management style are the distinct values, execution of the effective practices, and the techniques or skills which enhance the performance (Storey, 2007). There are many studies that have explored the relationship between effective practices and performance of the organization. The researchers have explored that the utilization and implementation of the high-performance work practices which lead towards the attainment of desired results in terms of the performance of the organization (Datla et al., 2003). The Wright et al., (2003) were of the view that organizational success depends upon the employee commitment. As the commitment is the human resource practices utility. So ostensibly the high-performance work practices have the relation with the success of the project in the organization which is project based (Khan & Rasheed, 2014). The Pfeffer (1994) recommended that by acquiring some particular practices the organizations can modify the existing process and by doing this the organization's performance will be improved and which ultimately lead towards the success. Becker et al., (1995), conducted the study which becomes very popular. The study was conducted on the 740 organizations. The study explored the system of human resource established in the organizations that which organization have adopted high-performance work practices and focused that the who were on the high index had greater performance in terms of economics and statistics.

In the same line, the study was conducted by the Fey and Bjorkman (2001) that practices of human resource are effective for every type of employees and the practices have an influence on the resultant outcomes pf the organizations.

Weright et al., (2005) of the view that the human resource practices have a positive impact on the organizational success. The study concluded that the selective practices of the human resource have a positive impact on the organizational success. It was also explored that the organizations attain a competitive advantage by the implementation of human resource practices. In the domain of project management, it has been established that the success of the project is linked to the success of the organization (Cooke0Davis, 2002). Irrespective of the unique and temporal nature of project-based organizations, they have a permanent structure as well like the project management office and the groups of the portfolio (Gareis, 2005). Moreover, the practices of human resource in project-based organizations are doubted because in the literature generally, the human resource practices are for the outsized organizations (Huemann et al., 2007). As per the definition of PMI (2008), the projects are unique and they are time destined, that's why they need extra attention. Though the PMBOK has published the complete chapter on the strategies of human resource for the project based organizations but still, it needs more development. That's why to get the project success the process of management need to define in terms of projects and need to implement the modified process to get the success of human resource (Gareis, 2010). The implementation of these process required human resource. That's why the relation of practices of human resource and the project success is consistently established in the literature. According to the universalistic perspective, the specific practices of the human resource have a positive impact on the success organization (Tzafrir, 2006), that's why the similar relation holds for the success of the project.

According to the Harvard model that the practices which are defined in the model are relative to the management of the project as well as these are relevant to the universalistic perspective as well (Khan & Rasheed, 2014), because the employee recruitment and selection process ensure the fair intake of the people as employees. Irrespective of the small budget but the organizations don't compromise (Masood, 2010). Similarly, training and development of employees, the performance appraisal, and the compensation system have a strong influence on their performance which ultimately leads towards the project success (Khan & Rasheed, 2014). These practices have a significant relationship with the project success in the project-based organizations (Belout & Gauvreau, 2004; Khan & Rasheed, 2014). It was also found that though training and development has non-significant impact on the project success, it varies from country to country (Khan & Rasheed, 2014), the project based organization try to save the cost of training and development due to limited budget (PMI, 2008)., the results varies according to the context as Aguinisand Kraiger (2009) is the view that the training and development refines the culture and working environment of the organization. As the empowerment of employees increases the performance due to the distinctive set of human resource practices (Appelbaum, Barley, Beragnd & Kallebey, 2001), that's why the success of the management is to deliver targets according to the planned targets and budget of the project (Muller & Turner, 2010).

The former studies divulge that the human resource is an applied methodology and it delivers the comprehensive arrangement and structure to the organization from the staffing to professional development (Masood, 2010). These practices are the predecessor of the project success in a project-based organization that's why they are the crucial practices and make available the framework to accomplish the goals which eventually causes in the success of the project (Khan & Rasheed, 2014).

H1: High-performance work practices have a positive impact on project success.

2.1.2. Project governance as mediator

The governance has an indirect impact on the people via supervisor who governed and it has a direct impact via organizational indirect forces like the society in which the people live and the working environment in which people work (Foucault, 1991). The governance occurs in every aspect of life and it intermingles with the law and with situational structures, however, the actions of people who are involved in teams and groups cannot be governed through it (Clegg, 1994). The governance has many definitions which vary in terms of its scope and focus like the societal governance, governance of projects and project governance. In terms of projects, governance plays its important part at multiple levels like governance of the groups of projects in terms of the programs or portfolios of projects. In these, the governance focused on the collaborative governance. It is regarded as the governance of projects (Muller & Lecoeuvre, 2014). The definition of governance of project is different from the governance of single projects as it is defined by Pinto (2014) that project governance means to utilize the systems, process, and the authority to deploy resources and synchronize or wield project activities. The governance of project is combined with the project governance. They are the subset of the structure of corporate governance and they dealt with the governance of program, portfolio, and project (Muller et al., 2014).

The literature of project governance caters the various perspective like distribution of risks through project governance (Abednego & Ogunlana, 2006), the structure for investigating the growth and completion of the large invested projects (Muller & Hobbs, 2005), particular structure of the project defined by NASA (Shenhar et al., 2005), governance of the processes in projects (Winch, 2001), methodology of governance in project-based firms (Turner Keegan, 2001),

regulation of deviation (Pinto, 2014) and the governance in different types of organizations like functional organization, matrix-based organization and projectile organizations (Muller et al., 2014).

In the literature the gaps the project governance and project success (Joslin & Muller, 2015).the project governance needs to be used as the contextual determinant because the corporate governance is existent from the time of establishment of the organization. The project governance has modified the view of individuals and their point of view about the project management. It happened because project governance provides the framework to start, execute, and control the projects (Turner, 2006).

To comprehend the relationship of project governance with the project success, a structure is needed to characterize the governance structure of organizations. That is why the different types of models were devised from different viewpoints like top-down or bottom-up methodology (Kalkegg et al., 2009). The top-down perspective is in the context of stakeholder's and outcomes while the bottom-up perspective is in the context of process control perspective (Muller, 2009). Basically, the governance model by Muller (2009), based on transaction cost economic theory, agency theory, and institutional theory. In this model, the categories of governance were defined which are also called the paradigms. So when an organization caters the specific projects it sets into one of four categories. These categories have two orientations, one is the corporate governance approach in terms of stakeholder-stakeholder orientation while the second is the organizational approach in terms of behavior-outcome orientation. The corporate governance orientation was developed on the basis of models developed by Clarke (2004) and Hernandez (2012).

According to them, the continuum can be used from stakeholder to stakeholder for the corporate governance approach. While in the second approach the control orientation means the control implemented by the organization on the project and project manager. It differentiates between the control by the organization, which emphasis on the achievement of goals by monitoring outcomes, contrary to this the compliance with the behavior of the employee. The contingency theory advocates the importance of distinctive frameworks, based on the context of organization for the organizations (Burns & Stalker, 1961; Woodward et al., 1965).

According to the Donaldson's (2001) model of the contingency theory in organizational perspective, it describes the impact of one variable on the other variable reliant on the contextual variable which is the third variable. The recent literature in the domain of project management showed that the use of contingency theory, in this domain it has been increased from 2005 (Hancih & Wald, 2012). The contingency they support the theoretical perspective of the present study that the relationship between high-performance work practices and project success in the context of project governance. As in the previous models of the success factors by Pinto, Selvin and Prescott cater the factors of the effectiveness of the organization and the procedural strength. The factors of success have been expanded in the previous years. The scholars have realized that the factors without the contextual framework without the contextual can lead towards the increased risks of projects that are why, the structure of success factors were considered like those foster the multiple dimensions and distinct factors (Shennhar et al., 2001).

The significance of the project governance for the project success was assessed in the qualitative case studies conducted in South Africa by using different qualitative research techniques. The people who were involved in the interviews were of the view that the governance principles have a strong impact on project success (Bekker & Steyn, 2008). The governance has

an impact on the entire life cycle of the project because the two orientation i.e. stakeholder orientation and organizational control orientation exists in the project based organizations before starting phase of the single project (Josline & Muller, 2016).

As it was mentioned before that the governance structure exists at the different levels which flow from the wide concept to the narrow concept (Kalkegg et al., 2009). The governance related to the projects is aligned with the broad concept of corporate governance but it's merely focused on the specific project. The project management institute (PMI) explained the governance as a function which oversight, it is enclosed which is an oversight, it is synchronized with the organizational model of the governance, and that is enclosed with the life cycle of the project. It provides the uniform method to control the project and ensure its success by defined, documented, communicated, the reliable and consistent practice of the project (PMI, 2013).

Moreover, project governance deal with the individual or single projects while the governance of projects deals with the programs and portfolios and the corporate governance deal with the wider perspective (Muller et al., 2015).

Though there are many theories of management applied and used in the project governance as defined earlier. In the 1980s the corporate governance was considered in the realm of law, after that the economists took interest in that how organizations involved in the decision making (Glison, 1996). The Gilson (1996) was of the view that the economists considered that there might be a relation exist between the governance and the performance of organizations.

From the above standpoint, the researchers applied the theories of management to explore the factors which have an impact on the governance and performance of the organizations (Maher & Andersson, 2000). The famous domain of the governance was agency and stewardship theory,

stakeholder-stakeholder theory, transaction cost economics and dependence on the resource they (Yusoff & Alhaj, 2012). The reason behind the implementation of these theories is to structure and cope with those issues which are responsible for bad and poor governance (Hirschey et al., 2009).

In the late 70s the problem related to the bad governance and their influence on the value of shareholder was studied in various economies (Basu et al., 2007; Hirschey et al., 2009). The agency they grounded on the economic interpretation of the relationships, at work, between the shareholder and the manager.

The assumption of the story is that both actors are rational and they are self-interested. The agency theory has been used in the domain of finance, economics, social sciences, organizational behavior and governance (Turner & Muller, 2003; Kaiser, 2006). The agent they theorize that the agent could utilize their power on the distribution of resources unscrupulously to achieve the objectives which are not aligned with the welfare of the principals (Jensen & Meckling, 1976). This showed that both the principal and the agent issues occur because both have a self-interest in their own well-being in maximizing their own value (Mitnick, 1973). The problem between the principal and the agent sprout due to asymmetrical information. It is due to that the agent (Project Manager) has more informant than the principal (Sponsor of the project) (Wiseman et al., 2012). This causes the risk of ethical hazard which, if alleviated, is possible to escalate the agency impact (Poblete & Spulber, 2012).

The famous remedies to the issues consist of treaties and inducements that stimulate the agent to work according to the requirements and interests of principals, and agents can be controlled by the framework of controlling mechanism. The corporate and project governance need to design according to the situation of the organization to mitigate the risks and problems linked

with the agent and principal relation. The agency theory has been capitalized a lot because it has ignored the transition between the project manager and sponsor of the project. The transitions between the project manager and the sponsor are socially entrenched and consequently obstructed by organizational settings (Wiseman et al., 2012). In the present study, the agency theory is used as to describe the behavior in which the orientation of stakeholder and to explain the structure of the governance for controlled behavior.

The stewardship theory basically based on the psychological standpoint in the direction of the governance. The stewardship theory explains that the managers act as stewards and-and their intentions are line up with the ultimate goals of principals as compared to their own interests, which are for a shorter period of goal, maximize the utility (Donaldson & Davis, 1991). The Davis et al., (1997) of the view that this behavior belongs to the higher level need of Maslow's need hierarchy theory. It explained that the stewards are different from agents because stewards are trustful and responsible. And they make those decisions which are in the interests of the organization, however, managers required to be provided with the incentive. This theory has been disparaged.

The reason behind the criticism is that this theory considered the static mode of organization and it hasn't considered that the steward can turn back on the place of the agent when the position of a steward is in danger (Pastoriza & Arino, 2008). While the theory of transaction cost of economics is of the view that the organizations attain the lowermost expenditure of transaction to modifying the framework of governance according to the type of the transaction (Willimson, 1979). The resource dependency theory is of the view that to achieve the organizational goals managers can line up the inner and peripheral resources (Pfeffer & Salanick, 1978).

In the domain of the project, the two features out of three establish governance as a project governance i.e on are governing single project and the second is governing the groups of projects in terms of the programs and portfolios (Muller et al., 2015). These features are in line with the definition which was given by PMI and individual projects and with the framework governance for the individual projects and categorize of them (PMI, 2013).

The previous studies showed diverse tactics of the governance in the domain of the project governance (Muller et al., 2015), the topics included like the improve the way to manage the projects, the relationship between governance, and trust in project-based organizations along with the ethics, the jeopardy, threats, ambiguity and governance in the large projects, governance in different sectors especially the information technology and the the stabilization of deviation (Too & Weaver, 2014; Muller et al., 2013; Sanderson, 2012; Weill & Ross, 2004; Pinto, 2014).

In the domain of projects, the studies about governance have used the same management theories which were used in the domain of the corporate governance (Biesenthal & Wilden, 2014). Muller and Martinsuo (2015) conducted a study with the moderation of the project governance in the relationship of interpersonal standards of project buyers and the suppliers of projects and combined success of projects. Though the quantitative research studies are very less. The Josline and Muller (2015), conducted a study in which they determine the governance as a partial moderator as an impalpable part in the methodology of the management of project and success of the project. Bekker and Steyn (2008), point out that the governance act as a predecessor in project success. Kaminsky and Zerjav (2016) conducted a study, in the model of the study the governance as a mediator in the relationship of contractual governance and the performance of the projects among public-private partnership. Recently the study was conducted in the domain of project-

based organizations, the study investigated the mediating role of the corporate governance (Muller et al., 2016).

Some studies have categorized the governance like Muller (2009) has described the governance in terms of four paradigms. The model was based on the two dimensions i.e stakeholder-stakeholder orientation and control behavior orientation. Muller and Lecoeurve (2014), operationalized the above dimension. The present study considered the second dimension in the quantitative study due to its applicability in the variety of projects. The theoretical review has been done on both dimensions. The study endeavored to comprehend the comprehend the approach and role of governance as a mediator in the project success in the variety of projects and sectors.

Though, the literature give the unclear picture about the relationship between the behavioural control orientation and project success but the literature on the project maturity model by the PMI (2013) and study conducted by Klalegg et al., (2009) put emphasize on significance of governance for the project success and its implementation, the other study conducted by Crawfor et al. (2008), emphasized on the requirement of the situational contingency of the framework. Turner and Muller (2004) presented that, the control via technology need to have a sense of balance among being excessive behavioral control and excessively leave it freely without control mechanism. All of the above-mentioned studies showed the correlation between the controlled orientation and success. These are basically process based approaches, the PMI (2013), gave the general idea of process control and the Shwaber (2004), gave the idea which became popular in process-based approach.

H2: Project Governance mediates the relationship between high-performance work practices and project success.

2.1.3. Islamic Work Ethics as moderator

The ethics have become the famous topic from last decade. Many international scandals outlined due to the ethical problems, the reason behind are the absence of transparency in the organization from the framework of corporate governance. That is why there are various scandals. The researchers are trying to discover methods to contain ethics in training of employees at work. The people who are involved in business and the organizations have consensus that the ethical competency of employees is the core factor through which organizations can avoid the crises and outrages in the future. To understand the impact of working environment on the behavior has become the focal point, which is concerned about the ethical problems in working environments of projects (Muller et al., 2013). Buchholz and Rosenthal (1996), defined ethics as it is the explanation of the activities and the practice which people implement in the particular situation. So it means ethics dealt with the thinking practice and moral replication on the life and ideologies entrenched in the life.

The ethical dilemmas refer to the condition in which the one has to choose among two alternatives which are wanted and unwanted in the same way (Walker & Lolyd-Walker, 2014). The studies related to this focused on the individual and context in which one made the decision (Clegg, Rhodes & Kornberger, 2006), to maintain a sense of balance between the financial and ethical abilities of the choice (Heugens, 2006). The research was conducted by Mulller et al. (2016), showed that the research in project-based organizations has shown that the type of ethical problems and the methods in which the project manager react to the problems vary with the type of governance framework used by the organization.

Mostly the problem faced by the process orientation dimension of governance is the transparency problem because the managers do not disclose the actual performance while the stakeholder orientation mostly faced the problem of optimization like ethical dispersal of the uncertainties and welfare in project-based organizations (Muller, et al., 2013, 2014), with the mechanism of governance.

Some researchers have focused on the misrepresentation of facts and the ethical biases of the managers of projects. Like Smith, Thompson, and Iacovou (2009) are of the view that the organization in which manager has to follow strict rules and regulations they are often involved in the less misrepresentation. While the mostly representation occurs in those organizations where the organizational culture promotes interests. There needs to be a standardized framework of reporting because managers usually do not want to report the bad news and managers usually remain silent (Park & Keli, 2009). Nickerson (2008), is the view that the role of the framework of governance gives the complete understanding of the ethical issues at the project based organizations. The governance gives the structure to the management in which the tasks are performed and the contiguous governance established for a project based organization is usually its navigating group (Muller, 2016).

The researchers have diverse views about the impartiality of the governance of project-based organizations. However, the corporate governance controls all the doings incorporation comprising of governance of project-based organizations as well (Too & Waever, 2013), though according to some authors the project based organizations are autonomous in nature, and work as agents for the utilization of resources (Turner & Muller, 2013), and might not be completely governed by the corporate governance and governance of project-based organizations at macro

and micro level respectively (Husted & Michilova, 2010). The organization is a social concept irrespective of its nature (Turner, Huemann, Anbari & Bredillet, 2010).

As explained earlier the agency theory explains the relationship of project managers and sponsors (Jensen & Meckciz, 1976), while the institutional theory explains the behavioral system and normative system in the social framework, their establishment, stability and changes (Scott, 2012). It describes the resemblances and variations in social situations, the relations among the frameworks and behaviors, represents pulls among autonomy and command, at the social level, association level, organizational level and personal relational level (Scott, 2004'2012). The ethics are the comparatively new domain in the field of management and however is remain as generally covered in the common management. The mainstream of influences is in the domain of normative ethics, which means, his domain speaks about what needs to be done in a specific situation. The research was done by the Helgadottir (2008), Jonasson & Ingason (2013), and Bredillet (2014), discuss about the deontological, teleological and Aristotelian methodologies to make the choices, Godbold (2007), intensified the significance of recognization of ethics in the act of project manager, Muller et al. (2014), and Walker and Lioyd-Walker (2014), examined the categories of ethical problem which can be assured in project-based organizations.

Though few studies found which cater the behavior ethics, which is concerned about that why the individuals act unethically at the place of work like the Kvalnes (2014) conducted study to find the intentions for untruthfulness in the projects. The research studies of the management have been done on ethics argued that about the circumstantial occurrence of ethical choices (Kellery & Elm, 2003), and spread into a socially interrelated arbitrament among the ethical and economical choices (Barraquier, 2011). The work done by Muller (2013, 2014), recognized the various kinds of ethical problems in the governance framework of project-based organizations. By

a qualitative study, the three types of ethical problems were recognized and the majority of the respondents gave consensus about them during a global survey. The first one is the problem of transparency i.e. the project managers are unwilling to state the actual progress. The second is the relationship problem i.e. the unsuitable and personal relations of the project managers with the other stakeholders. The third is the optimization problem i.e. to meet the requirements of all relevant stakeholders and the distribution of uncertainties and profits among all stakeholders through the optimization.

The literature on ethics come from many disciplines like the relationship between the management and philosophy termed as the normative ethics, while psychology and social sciences termed it as a behavioral ethics (Godbold, 2007, 2008). The normative ethics referred to the situational factors while the manager takes the decision. It has been grouped into three groups i.e. process orientation, outcome orientation, and character orientation. The process orientation was given by the Micewski and Troy (2007), while the Cruilla (2009), gave the character orientation and Helgdottir (2008) gave the summary of the normative ethics. While the studies conducted on behavioral ethics explored the reasons that why people respond unethical at work, Kish-Gephart, Harrison and Trevino (2010), investigate reasons for unethical behavior. The research was conducted on the bad apples, showed that the endorsing a faith determinism increased the misrepresentation (Vohs & Schooler, 2008), or else the people who are honest usually behave in an unethical manner due to the particular situation in which they have no other option (Shalvi, Handgraaf & De Dreu, 2011). The people who want to achieve the short term goals and want to show that they are focused in their work usually cheat more as compared to those who want to perform the task for their focused learning, and to fulfill the self-standards (Van Yperen, Hamstra & Van der Klauw, 2011). Though the research conducted by the Jones (1991), identified the bad

cases and explained that the unethical behavior is derived due to the circumstances while the bad barrels explored in terms of the ethical climate (Victor & Culler, 1988) and the culture (Trevino, 1990). However, the Tseng and Fan (2011) pointed out that climate and culture has an impact.

The popular study of Hofstad (2006), is also of the view that t=culture has an impact on the performance and decision making. So as the present study has been conducted I the Islamic country so the Islamic work ethics were taken into account to explore the moderating impact of the Islamic work ethics on the success of the project. Marri et al., (2012) found that the significant positive influence is the Islamic work ethics, the study was conducted in Pakistan. While the Budhwar and Sparrow (1997) found Islamic work ethics on the performance of the organization in different environmental settings. Yousaf (2001), explored the significant impact of Islamic work ethics in the organizational structure. However, in the domain of the project management, the study was conducted by Kahn and Rasheed (2014), to explore the relationship of Islamic work ethics as a moderator between the practices of human resource and success of the project. The two recent studies have been conducted, one of them has explored the relationship of corporate governance and ethics I the domain of project management (Muller et al., 2016), the other study has explored the relationship of ethics and governance (Muller et al., 2013).

The ethics which are driven by the religion of Islam are termed as Islamic work ethics because of Otheman et al., (2004), of the view, that work-related ethics usually divided from the religion. The studies have suggested that practices of the human resource have a significant impact on commitment of the employee Hashim, 2010) likewise the former is linked with the Islamic work ethics by Marri et al. (2012), and Peltijhon et al. (2008), is the view that the every individual at the organization differentiate between failure and success according to his own perception, this

finding as regard to the prevalent ethical norms at organization, the finding has the great importance in the setting of Islamic work ethics in the context of organization.

The Islamic work ethics act as a significant moderator because the practices which prevailed in the organization has to influence the success (Marri et al., 2012; Muller et al., 2013). Rice (1999) found that the Islamic work ethics impact on success and failure because the individual takes religion as their private practice. So the following hypothesis was made on the basis od above discussion.

H3: Islamic work ethics moderates the relationship between high-performance work practices and project success. And Islamic Work Ethics highly moderates the relationship between high-performance work practices and project success.

2.1.4. Project Success as dependent variable

The researchers have been trying from the 1970s to understand the concept of project success and the factors which contribute to the success of the project (Ika, 2009). Though there is no general consensus about its meanings (Judgev & Muller, 2005). As the four decades of research has identified range of success factors which can be applied during the life cycle to increase the chances of projects to be successful, subsequently wide number of success criteria were identified which can be applicable at the completion of the project to analyze the success of the project (Muller and Judgev, 2012). In spite of this, the success rate is very low and is not up to the perceived expectations (Judgev and Muller, 2012) Basically, the project success is a multifaceted concept. It contains both types of projects i.e. short term and long term projects. In short term, it means the success of management of the project with efficiency and in the long term, it means achieving anticipated outcomes from the projects which mean the effectiveness of the project and

its impact (Judgev et al., 2001). According to the Muller and Turner (2007), to get the mutual understanding of the project success it should be defined in terms of measures of success and these criteria should be measurable (Muller & Turner, 2007).

Historically the thoughtful of criteria of project success has been developed from the simple threefold constraint model which is also known as the iron triangle. It includes budget, scope, and time. To some extent, it includes further criteria of success like management of knowledge, quality, and satisfaction of stakeholder (Atkison, 1999; Judgev & Muller, 2005; Judgev &Muller, 2012; Shenhar & Dvir, 2007). Traditionally budget, time, and quality were used to measure the success of the project (Pinto & Selvin, 1987; Mullaly, 2006; Papke-Shields et al., 2010). The project is considered as a successful project when the actual cost is close to the planned budget, the project deadlines meet with the estimated time, and the deliverables meet all the requirements which were established by all the stakeholders.

To measure the project success multiple models were developed by many researchers. The famous and generally accepted are by Pinto and Slevin (1988), Shenhar et al., (2002), Hoegl and Gemuenden, 2001, and Turner and Muller, 2006, these all models were constructed with the various fundamental assumptions. Pinto (1988) established a framework for success which covers the effectiveness of the organization, technical and organizational validity. Freeman and Beale's (1992), the framework of success includes the execution, efficiency, performance in terms of technical, organizational implications, managerial implications, productivity, personal development and performance of business. While the Shenhar et al., (2001) explained the every project have its own requirements and they needed distinct success factors. These factors depend upon the nature of the project and their objectives.

In the same timeframe, the topic of project success becomes popular among the researchers (like Belassi & Tukel, 1996, White & Fortune, 2002). The factors can be grouped into environment-related factors. It means where the project is executed (Fortune & White, 2006; Hyvari, 2006; Jha & Iyer, 2006), factors related to people (Tishler et al., 1996), factors related to the process and tools (Jessen & Andersen, 2000; Khang & Moe, 2008, Shenhar et al., 2002) and the factors related to the context (Sauser et al., 2009). As there is no generally accepted definition of the project context. The Abowd et al., (1999) defined the context of the project as the type of information which can be grouped into the situations of the project i.e. physical characteristics and mental characteristics. The experience of the previous projects great importance including the environment in which project is executed. These two dimensions are under the concept of physical characteristics of the project, while in the mental characteristics contains the social state of the project, emotional situation or the informational situation.

The Shenhr et al., (2001) explains that the project success is not only important for the project life cycle but it also influences the completion of the project and the production as well. The researchers have realized that the risk o project increases due to the absence of the proper structural context and the grouping. That's why the framework of the success factors was established (Judgev & Muller, 2005).

However, the definition of project success is a challenge in the case of complex projects because these types of projects have long competitive time and projects size is substantially ample (Toor & Ogunlana, 2010; Wang & Huang, 2006). While generally, the researchers have consensus on the two elements to define the project success. The first component is criteria of success and the second one is critical success factor (Muller & Judgev, 2012; Turner & Huang, 2006).

The criteria o success focused on the measures of objectives like fulfilling timelines, scope, and the budget. However, this criterion has got substantial criticism specifically in the case of complex projects. The substantial criticism I because these criteria are overly simplified concepts and they are unable to cope with the experience of and complex projects (Toor & Ogunlana, 2010). An addition to the Judgev and Muller (2005) argued that this criterion has become failed to address the wide range of factors which are considered as indicators of success. While on the other side critical success factors focused on the soft aspects like the behavioral skills of the team, client satisfaction and satisfaction of stakeholders because they provide the real picture of the progressive development of the project success (Judgev & Muller, 2005; Pinto, 1990). While Turner and Zolin (2012) are of the view that the factors f success like budget, time and scope can easily be measured prior to the completion of the project. Moreover, these criteria can be used to measure the progress of long-term and complex projects.

Khan et al., (2013) combined these models on the basis of the literature of last forty years. Basically, it is the superset model pf the project success based on the criteria of success identified by prominent researchers. This model has a balance between the hard factors and soft factors and has 25 variables under the distinct dimensions. The model has subsequent dimensions, project efficiency, organizational benefits, project impact, stakeholder satisfaction and future potential.

Mazuer et al., (2014) has focused on the people-related factors for the success of the project. They argued that, firstly, communication should be effective with internal and external stakeholders and secondly unexpected problems and complexities should be managed effectively as they occur during crises. Thirdly there should be clarity of mission of the project and lastly, social support in terms of the top management support is essential (Pinto, 1990). The scholars are of the view that these factors are the key to the project success. Previously both Davis (2014) and

Mazuer et al., (2014) distinctively recognized that these factors are the matchless measures of the project success, substantially in the situation of complex projects.

Chang et al., (2013) have highlighted that in large projects it's very usual that the goals are vaguely defined at the beginning of the long-term projects. while the distinct and special goal leads to the substantial project success. While Mazur et al., (2014) argued that particularly the top management support is the most critical component in the life cycle of a project from the planning to the completion. The organizations face many challenges during the project management and they need to cater the new challenges (Csei-Bryon, 2010). Moreover, the project success is the subjective concept and it depends upon the standpoint of those who measure it (Jha & Iyer, 2006).

Barclay and Osei-Bryson (2010), were of the view that the biggest challenge to the project is the vague and unclear goals and the discrepancy in the expectation of stakeholders. Furthermore, the criteria of success for every project is different, it means it varies from one project to the other project because it depends on the contextual situation and the various perspective of stakeholders (Toor & Ogunlana, 2010). On the basis of this assumption, some researchers like de Vries (2009) and the Chou Yang (2012) have identified that stakeholders have a strong impact. Though researchers have no consensus about the criteria of success (Jha & Iyer, 2006). The reason behind it that there are many factors which have impact on the success of the project like situational factors which are internal to the organization and external factors which mean the environment in which project is executed and they have impact on the outcome of the project and its success (Papke-Shields at al., 2010). Though this concept has been criticized a lot and according to the researchers its and incomplete (Yu et al., 2005). While the researchers have done numerous attempts to fulfill the deficiencies by grouping two distinct approaches. The first is by enriching traditional criteria and secondly, is considering the budget and quality variables of project cost (Yu et al., 2005).

The review of the literature suggested that the project management needs to be focused on the efficiency and effectiveness. Though, Raunair and Rawski (2012) certify that the failure to deliberately manage the vital projects can limit the competitive progress of the business. That's why due to the complexities of the projects and the absence of the consensus of the researchers, the iron triangle still used as a dominant measure of the success of the project (Pake-Shields, 2010). According to the Agrwal and Rathod (2006), these criteria are still considered as important to evaluate the project success from the professional's point of view and it has been used in many studies sometimes alone and sometimes in combining with other measures. The performance or success of the project can be evaluated according to the planned cost, time and the quality. The quality dimension can be divided into two criteria i.e. fulfilling technical specifications and demands of stakeholders. Projects can be considered successful when it meets the above requirements and partial success can be considered when some of them fulfilled by the project.

2.2. Research Model

Independent Variable | **Mediators** | **Dependent Variable**

High Performance Work Practices → Project Governance → Project Success

Islamic Work Ethics

Moderator
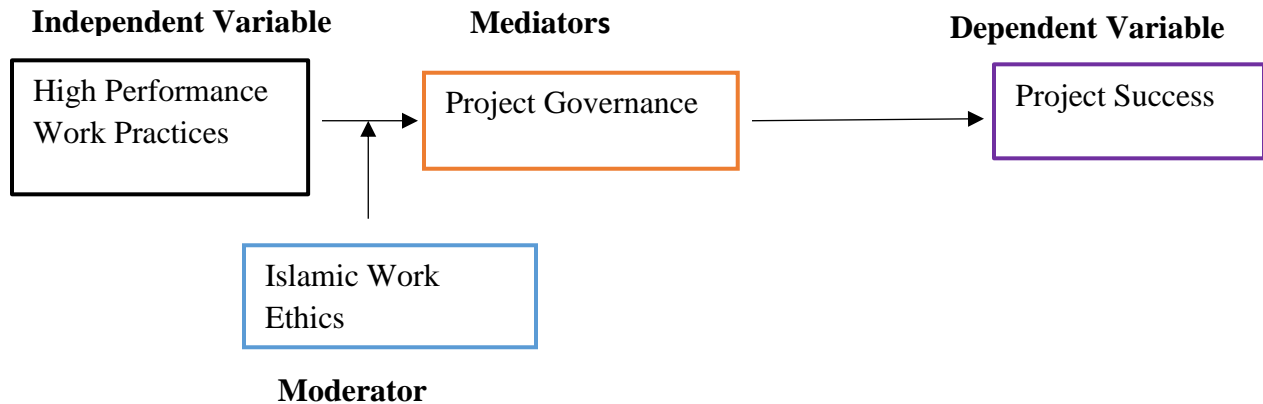
Figure 1.1: Research Model of Project Governance and High-Performance Work Practices impact on Project Success through mediation of top Management Support and Islamic Work Ethics

2.3. Research Hypothesis

H1: High-performance work practices have a positive impact on project success.

H2: Project Governance mediates the relationship between high-performance work practices and project success.

H3: Islamic work ethics moderates the relationship between high-performance work practices and project success. And it highly moderates the relationship between high-performance work practices and project success.

CHAPTER 3

METHODOLOGY AND DATA DESCRIPTION

3. Research Methodology

This section discusses the research methodology and research strategy to be used for the dissertation in detail. The process for data being collected is also discussed in this chapter.

3.1. Research Design

The research was based on the deductive method and an adopted questioner was used to gather the data and the relationship of dependent, independent variable, mediator and moderator were examined. For better understanding, the data was examined through quantitative method.

The respondents were contacted at their workplaces to fill the questionnaires in the regular settings of their working environment. The findings of the research are not affected by the research interferences because the research interference did not exist.The unit of analysis was individual working on the different projects in the public sector from capital city Islamabad and two metropolitan cities Rawalpindi and Multan.

3.2. Population and Sampling

3.2.1. Population

As the present study focused on the governmental projects in Pakistan, the population of the study comprised of the managers and subordinates working in the different projects, which are implemented by governmental institutes like WAPDA, NADRA, SNGPL, and DHA.

3.2.2. Sample and Procedures

The progress of the project success varies across the different sectors that are why to apprehend the maximum variance, organizations which were in governmental projects were targeted in the capital city, Islamabad and two big cities Rawalpindi and Multan. The study was based on the snowball sampling. The respondents were contacted through researcher's personal and professional contacts and through the chain referrals by referents.

The study was consented by the Capital University of Science and Technology, Islamabad. The cover letter was overtly specified that the study is conducted for academic research purposes only and is intended for providing a clear understanding. Participants were assured of the confidentiality of their responses and anonymity so that the respondents feel free to fill in the questionnaire without hesitation. It was also mentioned that the participants would be detained strictly private and the responses would be applied for the objectives of the current study as the summary statistics.

The completed questioners were collected by the researcher. The data was collected between November 2016 to December 2016. During the collection of the data, no major event happened in the organizations of respondents. Almost 500 questioners were distributed because the total population of the organizations was 47682 and the sample size was 380 which were calculated by sample calculator, with 95% confidence level and 5 was the confidence interval. The 300 questioners were retrieved out of 500 questioners, the retrieval percentage is 60%. Out of these 300 questioners, the 35% were from NADRA, 10% were from SNGPL, 30% were from DHA and 25% from WAPDA.

3.3. Scales

The data was collected through adopted questionnaires from different sources. The nature of the items included in the questionnaire is such that all of them i.e. Project Governance, High-performance work practices, Project Success, Top Management Support, and Islamic work Ethics have to be filled by managers and subordinates. All the items in the questionnaire were responded to using a 5-points Likert-scale where 1 (strongly disagree) to 5 (strongly agree). Questionnaires also consist of four demographic variables which include information regarding the respondent Gender, Age, Qualification, and Experience.

3.3.1. High-Performance Work Practices

To measure the High-Performance Work Practices the scale is adopted of Vikram Singh and Liyanage (2013) The responses will be obtained through 5 points Likert scale ranging from 1= Strongly disagree 5= Strongly Agree. The items of the scale are "Your organization provides specified examples of expected performance during performance review discussions, Performance feedback helps you to improve your performance, Often you get honest performance feedback during the review, Often you use the feedback on performance to plan your future career, Your organization facilitate employees to acquire required information easily at any time, Your organization shares up to date information about competitors and industry trends with employees, Employee in your organizations openly discuss their mistakes in order to learn from them, Your organization generally supports requests of its employees for learning opportunities, Training sessions provided by your organizations help in improving your current job performance, Training sessions provided by your organizations help in improving your future job performance, Your organization uses two-way communication (such as suggestion system, electronic bulletin, board

and open meetings) to discuss organizational issues on regular basis, Teams in your organization have the freedom to adapt their goals as needed, Team in your organization revise their thinking as a result of group discussions, Team in your organization are confident that the organization will act on their recommendations".

3.3.2. Project Success

A four-item scale will be used to assess project success, developed Aga (2016) scales. The rating scale ranged from1 (Strongly disagree) to 5 (Strongly Agree). The items are "The project was completed on time, the project was completed according to the budget allocated, given the problem for which it was developed, and the project seems to do the best job of solving that problem, project specifications were met by the time of handover to the target beneficiaries".

3.3.3. Project Governance

The 10 item scale developed by Muller and Lecoeuvre (2014) will be used to measure the project governance. The responses will be obtained through 5 points Likert scale ranging from 1= Strongly Disagree to 5= Agree. The items of the scale are "In my organization; decisions are made in the best interest of the shareholders and owners of the organization and their return on investment (ROI), the remuneration system includes stock options for employees and similar incentives that foster shareholder ROI thinking, prevails an image that profitability determines the legitimacy of actions (including projects), I am sometimes asked to sacrifice stakeholder satisfaction for the achievement of financial objectives, the long-term objective is to maximize value for the owners of the organization. The management philosophy in my organization favors; a strong emphasis on always getting personnel to follow the formally laid down procedures, tight formal control of most operations by means of sophisticated control and information systems, a

strong emphasis on getting personnel to adhere closely to formal job description, support institutions (like a PMO) should ensure compliance with the organization's project management methodology, prioritization of methodology compliance over people's own experiences in doing their work".

3.3.4. Islamic Work Ethics

To measure the Islamic Work Ethics, the scale is adopted of Abbas (2012). The responses will be obtained through 5 points Likert scale ranging from 1= Strongly disagree 5= Strongly Agree. The items of the scale are "Laziness is a vice, Dedication to work is a virtue, Good work benefits both one's self and others, Justice, and generosity in the workplace are necessary conditions for society welfare, Producing more than enough to meet one's personal needs contributes to the prosperity of society as a whole, One should carry work out to the best of one's ability, Work is not an end in itself but as means to foster personal growth and social relations, Life has no meaning without work, More leisure time is good for society, Human relations in organizations should be emphasized and encouraged, Work enables man to control nature, Creative work is a source of happiness and accomplishment, Any man who works is more likely to get ahead in life, Work gives one the chance to be independent, A successful man is the one who meets deadlines at work, One should constantly work had to meet responsibilities, The value of work is derived from the accompanying intention rather than its results".

3.4. Descriptive Statistics

Descriptive statistics, bivariate correlations, alpha reliabilities are presented in table 1. All the alpha reliabilities were in suitable range and the bivariate correlations were in the anticipated direction. The measure of central tendency is shown in table1. The value of the mean is

representing the central tendency of the data. The 38 % respondents had age between 18 years to 25 years, 47% respondents had age between 26-33 years, 12% respondents had age between 34-41 years, while 2% respondents had age between 41-50 years and 1% respondents had age above 50. However, the present study was having 57% male respondents and 43% female respondents. The 15% of the participants had a degree equivalent to 12 years of education, 35% had a degree equivalent to 16years of education, 57% held a master's level degree, 10% held 4% held a Ph.D. level degree. The majority of the respondents had experience from 5 to 10years while only 5% had experience of above 17 years. The reliabilities of each construct are shown in parenthesis.

Table 1. Means, Standard Deviations, Correlations, and Reliabilities [a]

	Mean	SD	1	2	3	4	5	6	7	8
1. GR	1.43	.49								
2. AG	1.79	.76	-.08							
3. ED	3.38	.99	-.00	.54**						
4. WE	1.31	.67	-.08	.59**	.32**					
5. HPWP	1.35	.47	-.06	.02	.01	-.07	(.82)			
6. PS	4.25	1.04	-.14**	.05	.03	-.02	.24**	(.76)		
7. PG	2.99	1.42	-.17**	.05	.05	.05	.29**	.25**	(.89)	
8. IWE	3.05	1.19	-.17**	-.04	-.01	-.06	.21**	.30**	.69**	(.79)

Table 1: Mean, Standard Deviations, Correlations and Reliabilities

[a]n = 300; GR = Gender; AG = Age; ED = Education; WE = Work Experience; HPWP = High Performance Work Practices; PS = Project Success; PG = Project Governance; IWE= Islamic Work Ethics;
The reliabilities are mentioned in parenthesis. For gender, 1, "male"; 2, "female". For Age, 1, "18-25 years"; 2, "26-33 years"; 3, "34-41 years"; 4, "42-49 years"; 5, "50 and above". For education, 1, "Matriculation"; 2, "Intermediate"; 3, "Bachelor"; 4, "Masters"; 5, "MS/M.Phil"; 5, "Ph.D.". For Work Experience, 1, "5-10 years"; 2, "11-16 years"; 3, "17-22 years"; 4, "23-28 years"; 5, "29-35 years"; 6, "36 and above years"
$* p < .05; ** p < .01;$

The relationship between the variables was analyzed by the help of correlation which is a statistical technique through formula it deals with the level of the relationship among variables. It is the measure of linear relationship between variables.

CHAPTER 4

RESULTS AND DISCUSSIONS

4. Data Analysis and Results

This chapter comprises of results of the present study. Descriptive statistics, correlations, alpha reliabilities, and results of linear mediated and moderated regression analysis are represented in both narrative form and tabular forms. Moreover, discussion of the study findings, it's theoretical and practical implications with strengths and limitations of the study, and directions for future research are also discussed.

4.1. Regression Analysis

The regression analysis was used to measure the link between the independent and dependent variable. For the regression analysis, the ordinary least square method was used. For this method, the index for each variable was developed by summing up different questions for each variable. And then the average was calculated from the index. The values of the beta coefficient, R-squared, and change in R-squared are presented in Table 2.

Table 2. Results for Regression Analysis [a]

Regression analysis results

Predictors	Project Success			
	ß	t	R²	ΔR²
Step 1				
Control Variables			0.024	
Gender	-0.219			
Age	0.070			
Education	0.013			
Experience	-0.070			
Step 2				
Constant	2.466***			
Gender	-0.200			
Age	-0.046			
Education	0.011			
Experience	-0.032			
High Performance Work Practices	0.371***	4.122	0.077	0.553***

Table values are standardized beta weights.

[a] n = 300

*** correlation is significant at the 0.000 level

Table 2: Regression Analysis Results

4.2. Mediation with Bootstrapping

By using the Preacher and Hayes Analysis a multiple regression analysis was run with the bootstrap sample of 5000 as recommended by literature (MacKinnon, Lockwood, & Williams, 2004; Preacher & Hayes, 2004). The results are presented in Table 3.

Table 3. Results for Direct Effects and Total Effects Mediation Analysis [a]

Meditation Results

Effects of Project Governance as a mediator (M) between the High-Performance Work Practices (IV) and Project Success (DV)

IV	Effect of IV on M	Effect of M on DV	Direct Effect	Total Effect	Bootstrapping result for indirect effects	
					LL 95% CI	UL 95% CI
High Performance Work Practices	0.2565***	0.2419	0.2703***	0.3323***	0.0168	0.1335

IV= independent variable, M = mediator, DV= dependent variable, LL = lower limit, UL = upper limit, CI= confidence interval.
[a] n = 300;
* $p < .05$; ** $p < .01$; *** $p < .001$;

Table 3: Mediation Analysis Results

In the present dissertation, High-Performance Work Practices is a variable X that assumed to Project Success so it is denoted by Y. The variable X (HPWP) is called the casual variable and variable Y (Y) is called outcome.

In pictorial form unmediated model is
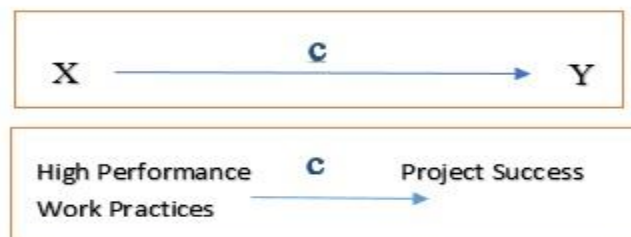
Figure 1: Unmediated Model

The path c in above model is called total effect. The effect of high-performance work practices on project success may be mediated by Islamic work ethics. The mediating variable has been denoted by M. The mediating model is
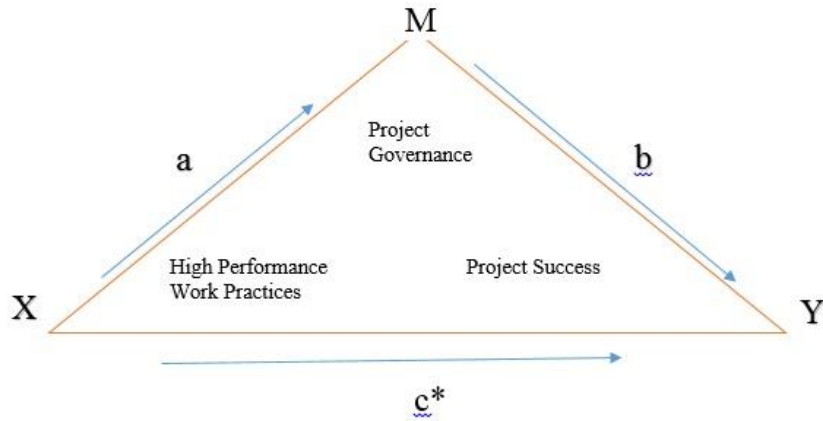
Figure 2: Mediated Model

The following figure showed the indirect effects of high-performance work practices on project success. The coefficients of the path a, b, and c* are showed in the figure.
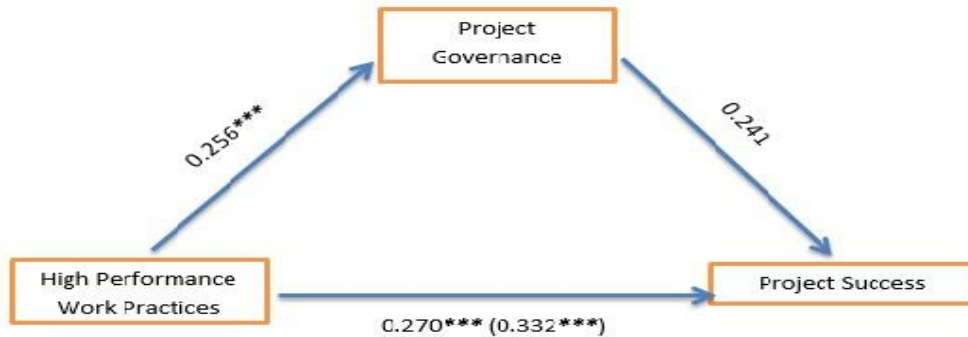
Figure 3: Coefficients of mediated model

Note: *p<.05, **p <.01, ***p <.001

4.3. Moderation Analysis

The moderation was used to determine that whether the relationship between high-performance work practices and project success depends on Islamic work ethics. The moderation analysis is basically multiple regression equations with an interaction term.

Table 4. Results for Main Effects and Moderated Regression Analysis [a]

Moderation analysis results

Predictors	Project Success		
	ß	R²	ΔR²
Step 1			
		0.24	
High-Performance work practice	0.335***		
Islamic Work Ethics	0.032		
Step 2			
High-Performance Work Practices	0.262***		
Islamic Work Ethics	0.058		
Interaction Term (HPWP*IWE)	0.367***	0.357***	0.067***

Table values are standardized beta weights.

*** correlation is significant at the 0.000 level

Table 4: Moderation Analysis Results

[a] n = 300;

* $p < .05$; ** $p < .01$; *** $p < .001$;

4.3.1. Interaction Moderated Graph

Figure 4. Interactive effects of High-Performance Work Practices and Islamic Work Ethics on Project Success.
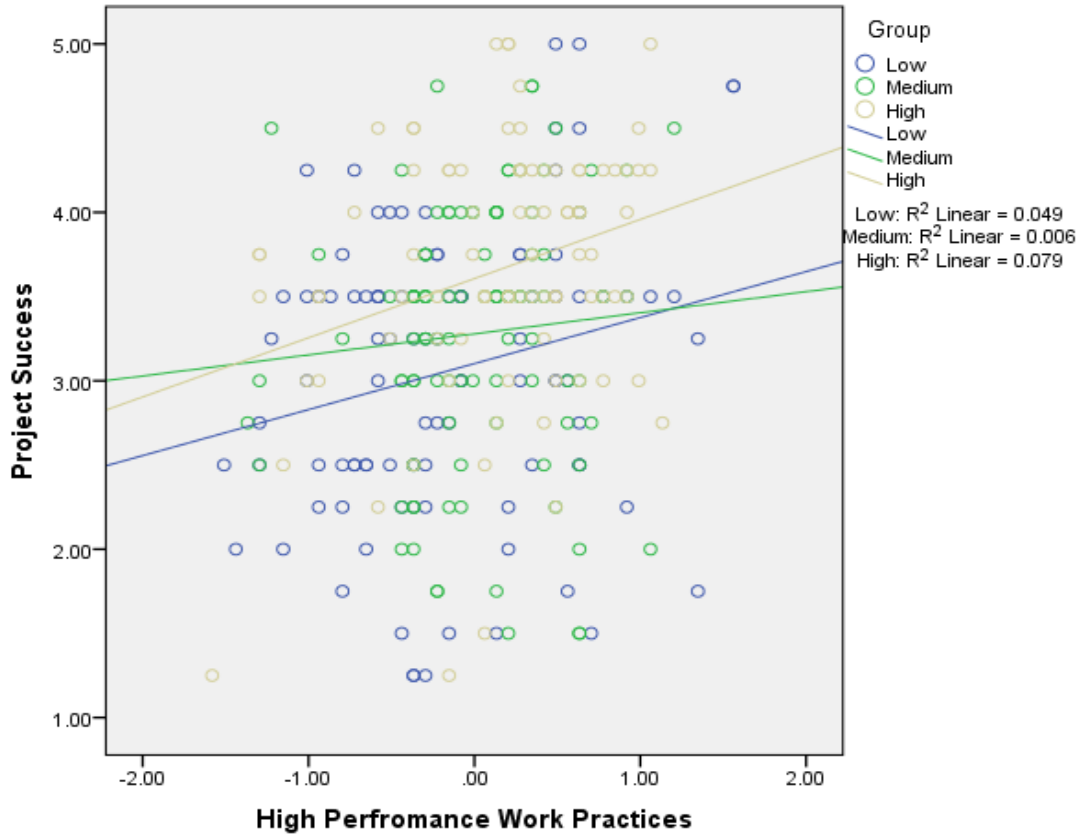
Figure 4: Mod Graph

4.4. Results:

The bivariate correlation was analyzed, the results were accepted as significant at $p \le 0.01$. As can be seen in Table 1, the high-performance work practices were significantly positively related to project success ($r = 0.24$, $p \le 0.01$), project governance ($r = 0.29$, $p \le 0.01$) and significantly positive correlated with Islamic work ethics ($r = 0.21$, $p \le 0.01$).The mediator project governance is positively correlated with high-performance work practices ($r = 0.29$, $p \le 0.01$), and turn over project success ($r = 0.25$, $p \le 0.01$). The moderator Islamic work ethics is significantly positive correlated with high-performance work practices ($r = 0.21$, $p \le 0.01$), significantly positive correlated with project success ($r = 0.30$, $p \le 0.01$) and significantly positive correlated with project governance ($r = 0.69$, $p \le 0.01$).

Table 2 provides the hypotheses relations between the variables. The overall model for predicting project success from high-performance work practices was significant ($F = 4.918$, $p \le 0.000$). The value of F showed that the model under study in this dissertation is supported by the data and variables which are fit in. The analysis controlled for the effect of the demographic variable (i.e. age, gender, education, and experience). The results of regression analysis showed that high-performance work practices were a significant predictor of project success ($\beta = 0.371$, $p < 0.000$). Thus found support for hypothesis 1 that high-performance work practices would lead to project success. The regression equation which is mentioned above showed that the if the value of high-performance work practices increases by unit 1 then the value of project success will increase by 0.371. The above table 2 showed that value of R-square is 7.7%, it means that the independent variable is explaining the 7.7% variations in the dependent variable.

The mediational analysis was conducted by using the bootstrapping method presented by Preacher and Hayes (2008). Bootstrapping is a nonparametric method that generates an estimate

of the indirect effect including 95% confidence interval. When zero is not in the confidence interval it means that indirect effect is significantly different from zero at p<0.05 (two-tailed). The bootstrapping method allows the researcher to avoid shortcomings of the earlier stepwise approach for testing mediation (Hayes, 2008). Furthermore, a better estimate can be drawn with the bootstrapping method because of its resampling with replacement approach.

The figure 3 presented the values of path a, b, c and c*, coefficient (ß) value of these paths are, 0.256 significant (p<0.000), 0.241, 0.332 significant (p<0.000) and 0.270 significant (P<0.000). The Table 3, presented direct effect, total effect and bootstrap results for indirect effects. From this, it can be seen that the indirect effect via project governance on the relation between high-performance work practices and project success fell between 0.0168 and 0.1335. For these results, zero was not present in confidence interval so it means that the project governance mediates the relationship between high-performance work practices and project success but direct effect of high-performance work practices is significant (p<0.000) and the coefficient (ß) has been decreased (from 0.3323 to 0.2703) so it means that project governance partially mediates the relationship between high-performance work practices and project success, so hypothesis 2 was therefore partially supported.

To test for the interaction effects of Islamic work ethics on high-performance work practices and project success, moderated multiple regression analysis was used, as suggested by Cohen, Cohen, West, and Aiken (2003). The value of variables has been converted into centralized standardized and the interaction term was computed by multiplying the value of the independent variable with the moderating variable. The multiplication of high-performance work practices and Islamic work ethics is known as interaction. In step 1, both independent and moderator variables were jointly entered. In step 2, the interaction terms of independent and moderator variable was

entered, which if significant, confirms moderation. For the moderated regression analyses, the variables were centered by subtracting the overall mean from the individual values.

In table 4 (step 2) results in the interaction effects high-performance work practices and moderator Islamic work ethics on the project, success is presented. The results show that controlling for the effects of all independent and moderator variables, the interaction term "High-performance work practices * Islamic work ethics" was significant for project success ($\beta = 0.367$, $p < 0.000$). This result confirmed moderation for hypothesis 3.

Figure 4 was plotted by using SPSS, the figure presented the values of high-performance work practices which is independent variable on x-axis while the values of project success on the y- axis. The figure has presented three regression lines which are showing the moderation at three levels i.e. low, medium, and high. The R-squared value for the low moderation is 0.049 and its correlation is 0.221, for the medium moderation the value of R-squared is 0.006 and its correlation is 0.077, while in the case of high moderation the R-squared value is 0.079 and correlation are 0.281.

4.5. Discussion

The results of the hypothesis, which were tested, are summarized in the result section of the dissertation. Altogether the present study has spawned significant answers to the research question, namely, whether the high-performance work practices has impact on project success, whether the project governance act as a mediator between the high-performance work practices and project success and whether the Islamic work ethics act as a moderator between the high-performance work practices and the project success.

The present study shows that the main effects of the hypothesis are supported. The results clearly showed that the high-performance work practices have a significant impact on the project success. As it is widely accepted that the human resource practices have the strong influence on the achievement of the desired results. The results are consistent with the existing study by Belout and Gauvreau (2004), in which the advocated the significance high-performance practices in the domain of the project success and it is contradicting with the results of the Pinto and Prescott (1988) in which they advocated that the importance of personal factors in the domain of the project success as compared to the human resource practices. The results of the study also in line with other studies like Khan and Rasheed (2014), Geoghegen and Dulewicz (2008), Keegan and Den Hartog (2004), Mazur, Pasasski, Chang and Astikanasy (2014), Muller and Turner (2010).

The results reveal that the practices of human resource management support on developing the environment which leads towards the success (Huemann, Keegan & Turner, 2007; Zupan & Kase, 2007). The acceptance of the hypothesis due to the reason. That basically it's the complete process from the recruitment to deployment for the survival (Turner, 2008). The results are consistent with the study which as conducted by the Guest et al., (2000).

The study shows that the project governance act as a partial mediator in the relationship between high-performance work practices and project governance. As the previous studies show that the organizations who are behavior-outcome oriented are not correlated with the project success (Josline & Muller, 2016). The results basically are in line with the literature cited above that the project-based organizations where the practices are behaviorally oriented they do not necessarily help to achieve the desired results as compared to the project organizational practices which are outcome oriented. As it has been described in PMI (2013) that the strong control in the process leads to the better and desired results. Along with this line Yazici (2009), demonstrated

that in the project success the culture, values that representants the importance of the shared goals, cohesion and commitment of the human resource, play a vital role. This supports the stewardship theory, which advocates that the behavior of the individual is aligned with the organizational goal and supportive of achieving the collectivistic goals. The individual do not support the individualistic goals and the self-serving goals. As project managers are agents and their task is to complete the complex projects its deliverables, therefore the practices which help to achieve such goals are required by the principle (Turner & Muller, 2004).

The success of project enables the organizations to achieve the success in future. It enhances the potential of the organization to enable, motivate, and improve the capability of the organization to pursue other projects works, so the project governance is correlated with the future potential success of the organization. The organization needs to create a balance between the human resources of the organization. The employees who are delivering deliverables of the organization because it is the basis of long-term and positive relation as it is highlighted in the thesis of the Donaldson & Preston (1995), that the management practices to manage the stakeholder are comparatively successful in the traditional performance terms like profitability, stability, growth etc. The control orientation of the governance gas impacts on the project success. The results are in line with other studies like Khalegg at al., (2009) and Crawfor et al., (2008). The PMI (2013) advocates the process control have the impact on the project success but there should be a balance between the control of the behavior and the liberty without control mechanism (Turner & Muller, 2004).

Taking forward the discussion, Islamic Work Ethics is a significant moderator between the high-performance work practices and project success. The description of the analysis of data under the social exchange theory (Homans, 1958), advocated that the cost-benefit relation matters a lot.

This is also in line with the Protestant work ethics, the concept was given by the Weber (1958), that the financial benefits are of great importance.

The reason of the significant moderation of the Islamic work Ethics is consistent with the study of Marri et al., (2012) in which like the moderation of Islamic Work Ethics tested on the different variables of the organizations. Rice (1999), found that the Islamic Work Ethics has impact on the failure and success, but is non-presence of the moderating role of Islamic Work Ethics, especially in the Islamic culture in which the project-based organization, established, it is highlighted that the employees take religion as their private matter it is the matter between the God and with them, it demonstrates the consistency with the western culture (Rice, 1999).

The study has proved that the ethical consideration is essential because Islamic Work Ethics is a moderator and it has a significant impact on the project success. The study results are in line with the previous recommendations (Tsalturyan & Muller, 2011; Muller et al., 2013; Aubry et al., 2011, 2012).

CHAPTER 5

RECOMMENDATIONS AND CONCLUSION

5. Recommendations

The following chapter comprised of the implications of the study in terms of managerial implications and the academic implications. The strengths, limitations, and the future recommendations are also included in the chapter. The last section of this chapter is comprised of the conclusion of the overall study which ids derived from the study.

5.1. Implications

5.1.1. Managerial Implications

Empirical evidence showed that the human resource practices have a significant impact on the project success, however, the partial mediation of the governance is due to the contextual and cultural reasons because the individuals usually are not concerned with the governance structure. The moderation of Islamic Work Ethics is fully supported in the study.

The managers of the project-based organizations especially in the context of Pakistan need to elucidate the concept of project success among the employees for the effective implementation of the high-performance work practices and the utilization and implementation of the principles target by Islam in the form of Islamic work ethics.

Managers need to determine the environmental and contingency factors which negate the impact of the Islamic work ethics in their organizations. After determination, the appropriate measures need to be implemented for the improvement in project success. According to the Hofsted (2006), the culture act as a significant role in the success of the organization. Managers in

the project based organizations should draw from the relevant culture for the improvements in the indexes of the project success. The managers need to select the practices which have a positive impact on the project based organization. Managers need to adopt those practices which are aligned with the Islamic work ethics to ensure the growth and relevance of the employees to increase the success index.

Managers need to avoid the basis during performance appraisals. According t the Agency they point of view explained by the Eisenhdart (1989), reside in the fact that the managers can not be biased due to the other non-job related issues so the managers need to adopt the system of high-performance work practices for the unbiased appraisals and due to the adoption the index of project success will increase.

5.1.2. Academic implications

The present research study can be utilized by social scientists for residing upon those social factors which moderate negatively the relationship of human resource practices and the project success. The research can be utilized for the research in development purpose for sponsors of the projects to determine the appropriate structure of governance with the balance between the behavioral and outcome approach.

In this globalized era of the economy, the study can be utilized by researchers to evaluate the human resource practices which suit best in the developing economies and especially in the project based organizations. The results and findings of this study have some similarities and differences regarding the structure of governance and high-performance work practices. So the study provides the reference for the comparison among the traditional and project-based organizations.

5.2. Strengths, Limitations, and Directions for Future Research

The study has many strengths and limitations. The strength of the study so that it gives the new insight in research domain of the project management. The governance as a mediator with this model is used for the first time in the study, so it gives new insights for the practitioners and researchers.

The study do have limitations, first of all, is due to the research was conducted in short span of time. The academic calendar and the schedule of the semester at MS level do not allow enough time and resources to conduct the study at a broad level by studying different types of project-based organizations in multiple cities and time lags but the study was restricted to the easily reachable organizations.

The second limitation is the instrument was adopted for the measurement, however, it served as a good measure for the independent variable, dependent variable, mediator, and moderator. Their reliabilities were confirmed by the Cronbach's alpha but they may have varied impacts of the era developed according to the environment of the studied country.

The identical and alike instrument can be used to measure the same or similar sample in the future to authorize that the estimates were articulated by the respondents without obstruction and not contaminated due to biases, the consequences of replication of the study on the corresponding study will augment the credibility of the study.

The future study is recommended to be conducted with the same model among the public and private sector separately. This may lead toward the different results as compared to this study. The replication of this study may be conducted with the bigger sample size and the reassess the efficacies and the generalizability of the study.

The future study should involve the political settings as a variable in this model and can be added more independent variables like the different practices of human resource with the mediation of project governance and moderation of Islamic work ethics.

5.3. Conclusion

The research was intended to investigate the impact of high-performance practices on the project success with the mediating role of project governance and moderation of the Islamic work ethics in the project based organizations. It was concluded that the mediation of the project governance is not much significant. It only partially mediates the relationship in the context of Pakistan project based organizations.

Moreover, it was focused that the Islamic work ethics act as a significant moderation of the Islamic work ethics. It was found that it has commonalities with the concept with the protestant work ethics.

The research effectively highlights that the every individual has its own understanding of the project success and they perceive it according to t their own perspective. The experts need to devise the uniform measures of units to standardize the project success. The standardize measures will help to communicate the standard parameters of success in the organization.

The organization needs to focus on the high-performance work practices which helps to increase the project success and by providing governance structure needs to be balanced to control the project manager for avoiding corruption and give liberty to the project manager to meet the outcomes of the projects by sponsors. The project-based organizations need to eradicate those practices which are not in line with Islamic work ethics and the balance of governance structure.

REFERENCES

- Abbas, M. (2012). Impact of Islamic Work Ethics and Job Satisfaction on Job Involvement and Turnover Intentions. *Journal of Islamic Business and Management Vol*, *2*(2), 47.

- Abednego, M.P., Ogunlana, S.O., 2006. Good project governance for proper risk allocation in public–private partnerships in Indonesia. Int. J. Proj. Manag. 24 (7), 622–634.

- Anantatmula, V. S. (2010). Project manager leadership role in improving project performance. *Engineering Management Journal*, *22*(1), 13–22.

- Armstrong, M., 2003. A Handbook of Human Resource Management Practice. Kogan Page Limited.

- Atkinson, R., 1999. Project management: cost, time and quality, two best guesses and a phenomenon, it's time to accept other success criteria. Int. J. Proj. Manag. 17 (6), 337–342.

- Andersen, E.S., Jessen, S.A., 2002. Project maturity in organizations. Int. J. Proj. Manag. 21, 457–461.

- Aga, D. A., Noorderhaven, N., & Vallejo, B. (2016). Transformational leadership and project success: The mediating role of team-building. *International Journal of Project Management*, *34*(5), 806-818.

- Agarwal, N., Rathod, U., 2006. Defining "success" for software projects: an exploratory revelation. Int. J. Proj. Manag. 24, 358–370.

- Aguinis, H., Kraiger, K., 2009. Benefits of training and development for individuals and teams, organizations, and society. Annu. Rev. Psychol. 60, 451–474.

- Ali, A. (1988). Scaling an Islamic work ethic. *The Journal of Social Psychology*, *128*(5), 575-583.

- Ali, A. J. (1992). The Islamic work ethic in Arabia. *The Journal of psychology*, *126*(5), 507-519.

- Ali, J. A. & Al-Owainhan. (2008). Islamic Work Ethic: A Critical Review. Cross Cultural Management. 15(1) pp. 5-19.

- Aubry, M., Hobbs, B., 2010. A fresh look at the contribution of project management to organizational performance. Proj. Manag. J. 42, 3–16.

- Aubry, M., Müller, R., & Glückler, J. (2011). Exploring PMOs through community of practice theory. *Project Management Journal*, *42*(5), 42-56.

- Aubry, M., Müller, R., Glückler, J., 2012. Governance and Communities of PMOs. Project Management Institute, Newtown Square, PA, USA.

- Bakker, R.M., Boros, S., Kenis, P., Oerlemans, L.A.G., 2013. It's only temporary: time frame and the dynamics of creative project teams. Br. J. Manag. 24, 383–397.

- Basu, S., Hwang, L.-S.,Mitsudome, T., Weintrop, J., 2007. Corporate governance, top executive compensation and firmperformance in Japan. Pac. Basin Financ. J. 15 (1), 56–79.

- Badewi, A. (2016). The impact of Project Management (PM) and Benefits Management (BM) practices on project success: Towards developing a project benefits governance framework. *International Journal of Project Management*, *34*(4), 761-778.

- Badewi, A., Mohamad, M., Shehab, E., & Wood-Harper, T. (2015). Business innovation in ERP orchestration theory: multicases from the West and East. *The Journal of Strategic Information Systems*.

- Badewi, A., 2015. The impact of project management (PM) and benefits management (BM) practices on project success: towards developing a project benefits governance framework. Int. J. Proj. Manag. http://dx.doi. org/10.1016/j.ijproman.2015.05.005.

- Barraquier, A. (2011). Ethical behaviour in practice: Decision outcomes and strategic implications. *British Journal of Management*, *22*(s1), S28-S46.

- Barclay, C., & Osei-Bryson, K. M. (2010). Project performance development framework: An approach for developing performance criteria & measures for information systems (IS) projects. *International Journal of Production Economics*, *124*(1), 272-292.

- Becker, B., Huselid, M., Pickus, P., Spratt, M., 1995. HR as a source of shareholder value: research and recommendations. Hum. Resour. Manag. J. 31 (1), 1–8.

- Bekker, M.C., Steyn, H., 2008. The impact of project governance principles on project performance. PICMET Conference Proceedings, July 27–31, 2008, Cape Town, South Africa, pp. 1324–1330.

- Bekker, M.C., 2014. Project governance: "schools of thought". S. Afr. J. Econ. Manag. Sci. 17, 22–32.

- Belassi, W., & Tukel, O. (1996). A new framework for determining critical success/failure factors in projects. *International Journal of Project Management*, 141-151.

- Belout, A., Gauvreau, C., 2004. Factors influencing project success: the impact of human resource management. Int. J. Proj. Manag. 22 (1), 1–11.

- Besner, C., Hobbs, B., 2013. Contextualized project management practice: a cluster analysis of practices and best practices. Proj. Manag. J. 44, 17–34.

- Biesenthal, C., Wilden, R., 2014. Multi-level project governance: Trends and opportunities. Int. J. Proj. Manag. 32 (8), 1291–1309.

- Bozec, R., Dia, M., Bozec, Y., 2010. Governance–performance relationship: a reexamination using technical efficiency measures. Br. J. Manag. 21 (3), 684–700.

- Bresnen, M. (2016). Institutional development, divergence, and change in the discipline of project management. *International Journal of Project Management*, *34*(2), 328-338.

- Bredillet, C., Tywoniak, S., & Dwivedula, R. (2014). Reconnecting theory and practice in a pluralistic organizing context: issues and Aristotelian considerations.

- Breese, R., 2012. Benefit realisation management: panacea or false dawn? Int. J. Proj. Manag. 30, 341–351.

- Bryde, D. J., & Wright, G. H. (2007). Project management priorities and the link with performance management systems. *Project Management Journal*, *38*(4), 5–11.

- Budhwar, P., Sparrow, P., 1997. Evaluating levels of strategic integration and development of human resource management in India. Int. J. Hum. Resour. Manag. 8, 476–494.

- Burns, T. and G. M. Stalker,. (1961), *The management of innovation.* London: Tavistock.

- Buchholz, R. A., & Rosenthal, S. B. (1996). Toward a new understanding of moral pluralism. *Business Ethics Quarterly*, *6*(03), 263-275.

- Crawford, L., 2007. Coping with stress: dispositional coping strategies of project managers. International Journal of Project Management 25 (7), 666–673.

- Carvalho, M.M., 2014. An investigation of the role of communication in IT projects. Int. J. Oper. Prod. Manag. 34, 36–64.

- Ciulla, J. B. (2009). Leadership and the ethics of care. *Journal of Business Ethics*, *88*(1), 3-4.

- Clarke, T., 2004. The Stakeholder Corporation: A Business Philosophy for the Information Age. Theories of Corporate Governance: The Philosophical Foundations of Corporate Governance. Routledge, London, UK, pp. 189–202.

- Clegg, S.R., 1994. Weber and Foucault: social theory for the study of organizations. Organization 1 (1), 149–178.

- Clegg, S. R., Rhodes, C., & Kornberger, M. (2006). The ethics of managerial subjectivity. *Journal of Business Ethics*, *64*(1), 45-55.

- Chang, A., Chih, Y.Y., Chew, E., Pisarski, A., 2013. Reconceptualising mega project success in Australian Defence: recognising the importance of value co-creation. Int. J. Proj. Manag. 31 (8), 1139–1153.

- Chen, P., 2008. Governance and support in the sponsoring of projects and programs. Proj. Manag.

- Cheng-Hua, T., Shyh-Jer, C., & Shih-Chien, F. (2009). Employment modes, high-performance work practices, and organizational performance in the hospitality industry. *Cornell Hospitality Quarterly*, *50*(4), 413–431. doi:10.1177/1938965509348580

- Chiesa,V., Frattini, F., Lazzarotti,V., & Manzini, R. (2007).Measuring performance in new product development projects: A case study in the aerospace industry. *Project Management Journal*, *38*(4), 45–59.

- Chih, Y.-Y., Zwikael, O., 2015. Project benefit management: a conceptual framework of target benefit formulation. Int. J. Proj. Manag. 33 (2), 352–362.

- Chou, J.S., Yang, J.G., 2012. Project management knowledge and effects on construction project outcomes: an empirical study. Proj. Manag. J. 43, 47–67.

- Cohen, J., Cohen, P., & Stephen, G. (2003). West, and Leona S. Aiken (2003). *Applied multiple regression/correlation analysis for the behavioral sciences*, *3*.

- Combs, J., Liu, Y., Hall, A., & Ketchen, D.(2006). How much do high-performance work practices matter? A meta-analysis of their effects on organizational performance. *Personnel Psychology, 59*(3)*,* 501–528.

- Cooke-Davies, T., 2002. The "real" success factors on projects. Int. J. Proj. Manag. 20 (3), 185–190.

- Davidson, M. C. G., McPhail, R., & Barry, S. (2011). Hospitality HRM: Past, present and the future. *International Journal of Contemporary Hospitality Management*, *23*(4), 498–516. doi:10.1108/09596111111130001

- Davis, K., 2014. Different stakeholder groups and their perceptions of project success. Int. J. Proj. Manag. 32 (2), 189–201.

- de Vries, J., 2009. Assessing inventory projects from a stakeholder perspective: results of an empirical study. Int. J. Prod. Econ. 118, 136–145.

- Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of management Review*, *20*(1), 65-91.

- Donaldson, L. (2001). *The contingency theory of organizations*. Sage. Woodward, J., Industrial Organisation: Theory and Practice (Oxford, U.P., 1965)

- Du Plessis, J.J., McConvill, J., Bagaric, M., 2005. Principles of contemporary corporate governance. Cambridge University Press, Melbourne, Australia.

- Ekrot, B., Kock, A., & Gemünden, H. G. (2016). Retaining project management competence— Antecedents and consequences. *International Journal of Project Management*, *34*(2), 145-157.

- Engwall, M., Jerbrant, A., 2003. The resource allocation syndrome: the prime challenge of multi-project management? International Journal of Project Management 21 (6), 403–409

- Fey, C.F., Björkman, I., 2001. The effect of human resource management practices on MNC subsidiary performance in Russia. Journal of international business studies 59–75.

- Freeman, M., & Beale, P. (1992). Measuring project success. *Project Management Journal*, 8-17.

- Forbes, D.P., Milliken, F.J., 1999. Cognition and corporate governance: understanding boards of directors as strategic decision-making groups. Acad. Manag. Rev. 24, 489–505.

- Fortune, J., White, D., 2006. Framing of project critical success factors by a systems model. Int. J. Proj. Manag. 24, 53–65.

- Foucault, M., 1991. Governmentality. In: Burchel, G., Gordon, C., Miller, P. (Eds.), The Foucault Effect. University of Chicago Press, Chicago, USA, pp. 87–104.

- Gareis, R., 2005. Happy Projects!, (Vienna).

- Gareis, R., 2010. Changes of organizations by projects. International Journal of Project Management 28 (4), 314–327.

- Garland, R., 2009. Project governance: a practical guide to efficient project decision-making.

- Geoghegan, L., & Dulewicz, V. (2008). Do project managers' leadership competencies contribute to project success? *Project Management Journal*, *39*(4), 58–67.

- Gilson, R. J. (1996). Corporate governance and economic efficiency: When do institutions matter. *Wash. ULQ*, *74*, 327.

- Godbold, A. (2007). Managing ethics. *Gower handbook of project management*, 838-854.

- Gollan, P. J. (2005).High involvement management and human resource sustainability: The challenges and opportunities. *Asia Pacific Journal of Human Resources*, *43*(1), 18–33.

- Gollan, P. J., Davis, E., & Hamberger, J., 2005. High performance work systems—Guest editors' note. *Asian Pacific Journal of Human Resources*, *43*(1), 6–9.

- Guest, D.E., Michie, J., Sheehan, M., Conway, N., 2000. Getting inside the HRM–performance relationship. Paper Presented to the Academy of Management Conference, Toronto, August.

- Hanisch, B., & Wald, A. (2012). A bibliometric view on the use of contingency theory in project management research. *Project Management Journal*, *43*(3), 4-23.

- Hashim, J., 2010. Human resource management practices on organizational commitment: the Islamic perspective. Pers. Rev. 39 (6), 785–799.

- Helgadóttir, H. (2008). The ethical dimension of project management. *International Journal of Project Management*, *26*(7), 743-748.

- Henisz, W. J., Levitt, R. E., & Scott, W. R. (2012). Toward a unified theory of project governance: economic, sociological and psychological supports for relational contracting. *Engineering Project Organization Journal*, *2*(1-2), 37-55.

- Hernandez, M., 2012. Toward an understanding of the psychology of stewardship. Acad. Manag. Rev. 37 (2), 172–193.

- Heugens, P. P., van Oosterhout, J. H., & Kaptein, M. (2006). Foundations and applications for contractualist business ethics. *Journal of Business Ethics*, *68*(3), 211-228.

- Hirschey, M., Kose, J., Anil, M. (Eds.), 2009. Corporate Governance and Firm PerformanceJournal of Corporate Finance Vol. 6. JAI Press, Bingley, UK.

- Hoegl, M., Gemünden, H.G., 2001. Teamwork quality and the success of innovative projects: A theoretical concept and empirical evidence. Organ. Sci. 12 (4), 435–449.

- Hofstede, G., 2006. What did GLOBE really measure? Researchers" minds versus respondents" minds. J. Int. Bus. Stud. 37 (6), 882–896.

- Homans, G.C., 1958. Social behavior as exchange. Am. J. Sociol. 597–606.

- Hong, P., Doll, W.J., Revilla, E., Nahm, A.Y., 2011. Knowledge sharing and strategic fit in integrated product development projects: an empirical study. Int. J. Prod. Econ. 132, 186–196.

- Huemann, M., Keegan, A., Turner, J.R., 2007. Human resource management in the project-oriented company: a review. Int. J. Proj. Manag. 25 (3), 315–323.

- Huemann, M. (2010). Considering Human Resource Management when developing a project-oriented company: Case study of a telecommunication company. *International Journal of Project Management*, *28*(4), 361-369.

- Husted, K., & Michailova, S. (2010). Governing knowledge sharing in organizations: Levels of analysis, governance mechanisms, and research directions. *Journal of Management studies*, *47*(3), 455-482.

- Ika, L. A. (2009). Project success as a topic in project management journals.*Project Management Journal*, *40*(4), 6-19.

- Jansen, J.J.P., Bosch, F.A.J.V.D., Volberda, H.W., 2005. Managing potential and realized absorptive capacity: how do organizational antecedents matter? Acad. Manag. J. 48, 999–1015.

- Jensen, M., Meckling, W., 1976. Theory of the firm: Managerial behavior, agency costs, and ownership structure. J. Financ. Econ. 3 (4), 305–360.

- Jha, K.N., Iyer, K.C., 2006. Critical determinants of project coordination. Int. J. Proj. Manag. 24, 314–322.

- Jonasson, H. I., & Ingason, H. (2015). ethical Considerations in Project Management Research. *Designs, Methods and Practices for Research of Project Management*, 143.

- Jones, T. M., & Ryan, L. V. 1997. The link between ethical judgment and action in organizations: A moral approbation approach. Organization Science, 8: 663-680.

- Jugdev, K., Thomas, J., 2002. Project management maturity models: the silver bullets of the competitive advantage? Proj. Manag. J. 33, 4–14.

- Judge, T.A., Bono, J.E., Erez, A., Locke, E.A., 2005. Core self-evaluations and job and life satisfaction: the role of self-concordance and goal attainment. J. Appl. Psychol. 90 (2), 257.

- Jugdev, K., Muller, R., 2005. A retrospective look at our evolving understanding of project success. Proj. Manag. J. 36, 19–31.

- Kaminsky, J., & Zerjav, V. (2016). Hinkley Point C: The rhetoric and the reality: Risk and the management of nuclear power projects.

- Karatepe, O. M. (2015). High-Performance Work Practices, Perceived Organizational Support, and Their Effects on Job Outcomes: Test of a Mediational Model. *International Journal of Hospitality & Tourism Administration*, *16*(3), 203-223.

- Keegan, A., & Turner, J. R., 2001. Quantity versus quality in project-based learning practices. *Management learning*, *32*(1), 77-98.

- Keegan, A.E., Turner, J.R., 2003. Managing human resources in the project-based organization. In: Turner, J.R. (Ed.), People in Project Management. Gower, Aldershot.

- Keegan, A. E., & Den Hartog, D. N.(2004). Transformational leadership in a project-based environment: A comparative study of the leadership styles of project managers and line managers. *International Journal of Project Management*, *22*(8), 609–617.

- Keegan, A.E., Huemann, M., Turner, J.R., 2009. Beyond the Line: Exploring the Relationship between HR, Line Managers and Project Managers, Working Paper.

- Kerzner, H., 2006. Project Management — A Systems Approach to Planning, Scheduling, and Controlling, 9th edition. John Wiley & Sons.

- Khan, K., Turner, J.R., Maqsood, T., 2013. Factors that Influence the Success of Public Sector Projects in Pakistan. Proceedings of IRNOP 2013 Conference, June 17–19, 2013. BI Norwegian Business School, Oslo, Norway.

- Khan, K., Abbas, M., Gul, A., & Raja, U. (2015). Organizational justice and job outcomes: Moderating role of Islamic Work Ethic. *Journal of Business Ethics*, *126*(2), 235-246.

- Kish-Gephart, J. J., Harrison, D. A., & Treviño, L. K. (2010). Bad apples, bad cases, and bad barrels: meta-analytic evidence about sources of unethical decisions at work. *Journal of applied psychology*, *95*(1), 1.

- Klakegg, O.J., Williams, T., Magnussen, O.M., 2009. Governance Frameworks for Public Project Development and Estimation. Project Management Institute, Inc, Newton Square, PA, USA.

- Klakegg, O.J., Haavaldsen, T., 2011. Governance of major public investment projects: in pursuit of relevance and sustainability. Int. J. Manag. Proj. Bus. 4 (1), 157–167.

- Larsen, H.H., 2002. Oticon: unorthodox project-based management and careers in a Spaghetti Organization. Human Resource Planning 25 (4), 30–37.

- Lehtonen, P., & Martinsuo, M. (2006). Three ways to fail in project management and the role of project management methodology. *Project Perspectives*, *28*(1), 6-11.

- Lloyd-Walker, B., & Walker, D. (2011). Authentic leadership for 21st century project delivery. *International Journal of Project Management*, *29*(4), 383–395.

- Long, R. J., & Shields, J. L. (2005). Best practice or best fit? High involvement management and base pay practices in Canadian and Australian firms. *Asia Pacific Journal of Human Resources*, *43*(1), 52–75.

- Long, R. J., & Shields, J. L. (2005). Best practice or best fit? High involvement management and base pay practices in Soderlund, K., Bredin, J., 2007. Reconceptualising line management in project based organisations: the case of competence coaches at Tetra Pak. Personnel Review 36 (5), 815–833.

- MacKinnon, D. P., Lockwood, C. M., & Williams, J. (2004). Confidence limits for the indirect effect: Distribution of the product and resampling methods. *Multivariate behavioral research*, *39*(1), 99-128.

- Maher, M., & Andersson, T. (2000). Corporate governance: effects on firm performance and economic growth. *Available at SSRN 218490*.

- Malach-Pines, A., Dvir, D., Sadeh, A., 2009. Project manager–project (PM-P) fit and project success. Int. J. Oper. Prod. Manag. 29 (3), 268–291.

- Marchington, M. (2001). Employee involvement at work. In J. Storey (Ed.), *Human resource management: A critical text* (2nd ed., pp. 232–252). London, England: Thomson Learning.

- Marri, M.Y.K., Sadozai, A.M., Zaman, H.M.F., Ramay, M.I., 2012. The impact of Islamic work ethics on job satisfaction and organizational commitment: a study of agriculture sector of Pakistan. Int. J. Bus. Behav. Sci. 2 (12), 32–45.

- Marle, F., Vidal, L.A., Bocquet, J.C., 2013. Interactions-based risk clustering methodologies and algorithms for complex project management. Int. J. Prod. Econ. 142, 225–234.

- Masood, T., 2010. Impact of Human Resource Management (HRM) Practices on Organizational Performance: A Mediating Role of Employee Performance. (Doctoral dissertation) Mohammad Ali Jinnah University, Karachi.

- Mawritz, M. B., Mayer, D. M., Hoobler, J. M., Wayne, S. J., & Marinova, S. V. (2012). A trickle-down model of abusive supervision. *Personnel Psychology*, *65*(2), 325–357.

- Mazur, A., Pisarski, A., Chang, A., & Ashkanasy, N. M. (2014). Rating defence major project success: The role of personal attributes and stakeholder relationships. *International Journal of Project Management*, *32*(6), 944–957.

- Mazur, A., Pisarski, A., Chang, A., Ashkanasy, N.M., 2014. Rating defence major project success: the role of personal attributes and stakeholder relationships. Int. J. Proj. Manag. 32 (6), 944–957.

- Meredith, J.R., Mantel, S.J., 2000. Project Management: A Managerial Approach. John Wiley & Sons, New York.

- Meyers, M. C., van Woerkom, M., & Bakker, A. B. (2013). The added value of the positive: A literature review of positive psychology interventions in organizations. *European Journal of Work and Organizational Psychology*, *22*(5), 618-632.

- Micewski, E. R., & Troy, C. (2007). Business ethics–deontologically revisited. *Journal of Business Ethics*, *72*(1), 17-25.

- Mitnick, B.M., 1973. Fiduciary rationality and public policy: The theory of agency and some consequences. Annual General Meeting of the Americian Political Science Association. American Political Science Association, New Orleans, LA.

- Moe, N.B., Šmite, D., 2008. Understanding a lack of trust in Global Software Teams: a multiple-case study. Softw. Process: Improv. Pract. 13 (3), 217–231.

- Morris, P., 1997. The Management of Projects. Thomas Telford, London, UK.

- Morris, P.W.G., Geraldi, J., 2011. Managing the institutional context for projects. Proj. Manag. J. 42 (6), 20–32.

- Morris, P. (2013). Reconstructing project management reprised: A knowledge perspective. *Project Management Journal*, *44*(5), 6-23.

- Mullaly, M., 2006. Longitudinal analysis of project management maturity. Proj. Manag. J. 36, 62–73.

- Müller, R., Turner, J.R., 2007. The influence of project managers on project success criteria and project success by type of project. Eur. Manag. J. 25 (4), 298–309.

- Müller, R., 2009. Project governance. Gower Publishing Limited, Farnham, England.

- Müller, R., 2009. Project Governance. Gower Publishing, Aldershot, UK.

- Muller, R., Turner, R., 2010. Leadership competency profiles of successful project managers. Int. J. Proj. Manag. 28 (5), 437–448.

- Müller, R., 2011. Project governance. In: Morris, P., Pinto, J.K., Söderlund, J. (Eds.), Oxford Handbook of Project Management. Oxford University Press, Oxford, UK, pp. 297–320.

- Müller, R., Judgev, K., 2012. Critical success factors in projects: Pinto, Slevin, and Prescott – the elucidation of project success. Int. J. Manag. Proj. Bus. 5 (4), 757–775.

- Müller, R., Andersen, E. S., Kvalnes, Ø., Shao, J., Sankaran, S., Rodney Turner, J., ... & Gudergan, S. (2013). The interrelationship of governance, trust, and ethics in temporary organizations. *Project Management Journal*, *44*(4), 26-44.

- Müller, R., Andersen, E.S., Kvalnes, Ø., Shao, J., Sankaran, S., Turner, J.R., Biesenthal, R., Walker, D.H.T., Gudergan, S., 2013. The interrelationship of governance, trust, and ethics in temporary organizations. Proj. Manag. J. 44 (4), 26–44.

- Müller, R., Pemsel, S., Shao, J., 2014. Organizational enablers for project governance and governmentality in project-based organizations. Int. J. Proj. Manag

- Müller, R., & Lecoeuvre, L., 2014. Operationalizing governance categories of projects. *International Journal of Project Management*, *32*(8), 1346-1357.

- Müller, R., Pemsel, S., Shao, J., 2014a. Organizational enablers for governance and governmentality of projects: a literature review. Int. J. Proj. Manag. 32 (8), 1309–1320.

- Müller, R., Turner, J.R., Andersen, E.S., Shao, J., Kvalnes, Ø., 2014b. Ethics, trust and governance in temporary organizations. Proj. Manag. J. 45 (4), 39–54.

- Müller, R., Pemsel, S., Shao, J., 2015. Organizational enablers for project governance and governmentality in project-based organizations. Int. J. Proj. Manag. 33 (4), 839–851.

- Müller, R., Martinsuo, M., 2015. The impact of relational norms on Information Technology project success and its moderation through project governance. Int. J. Managing Projects Bus. 8 (1), 154–176.

- Müller, R., Shao, J., & Pemsel, S. (2016). Organizational Enablers for Project Governance. *Newtown Square, PA: Project Management Institute*.

- Nickerson, J. A. (2008). Interorganizational trust, governance choice, and exchange performance. *Organization Science*, *19*(5), 688-708.

- Nigro, G.L., Perrone, G., Chiapparrone, S., 2012. Governance forms drivers in bio-pharmaceutical inter-firm relationships. Int. J. Prod. Econ. 140 (2), 604–613.

- OECD, 2004. OECD Principles of Corporate Governance 2004. OECD Publishing, Paris.

- OGC — UK Office of Government Commerce, 2009. Managing successful programmes. The Stationery Office, Norwich, UK.

- Othman, A.S., Rahman, N.M.T.A., Malek, Z.A., Osman, A.R., 2004. Organizational commitment and work ethics: an empirical assessment in a Malaysian context.

- Parboteeah, K. P., Paik, Y., & Cullen, J. B. (2009). Religious groups and work values a focus on Buddhism, Christianity, Hinduism, and Islam. *International Journal of Cross Cultural Management*, *9*(1), 51-67.

- Park, C., & Keil, M. (2009). Organizational silence and whistle-blowing on IT projects: An integrated model. *Decision Sciences*, *40*(4), 901-91

- Pastoriza, D., Ariño, M., 2008. When Agents Become Stewards: Introducing Learning in the Stewardship Theory. 1st IESE Conference on Humanizing the Firm & Management Profession, June 30-July 2, 2008. IESE Business School, Barcelona, pp. 1–16.

- Papke-Shields, K.E., Beise, C., Quan, J., 2010. Do project managers practice what they preach, and does it matter to project success? Int. J. Proj. Manag. 28, 650–662.

- Pfeffer, J., Salancik, G., 1978. The external control of organizations: A resource dependence perspective. The External Control of Organizations: A Resource Dependence Perspective. Harper & Row, Publishers, New York.

- Pfeffer, J., 1994. Competitive Advantage Through People: Unleashing the Power of the wOrk Force. Harvard Business School Press, Boston.

- Pinto, J.K., Slevin, D.P., 1987. Critical factors in successful project implementation. IEEE Trans. Eng. Manag. 34, 22–27.

- Pinto, J.K., Slevin, D., 1988. Project success: definitions and measurement techniques. Proj. Manag. J. 19 (1), 67–72.

- Pinto, J.K., 1990. Project implementation profile: a tool to aid project tracking and control. Int. J. Proj. Manag. 8 (3), 173–182.

- Pinto, J.K., 2014. Project management, governance, and the normalization of deviance. Int. J. Proj. Manag. 32 (3), 376–387.

- Pitsis, T. S., Sankaran, S., Gudergan, S., & Clegg, S. (2014). Governing projects under complexity: Theory and practice in project management. *Internationa Journal of Project Management, 32*(8), 1285–1290.

- PMI, 2013. A guide to the project management body of knowledge (PMBOK® Guide), 5th ed. Project Management Institute, Newton Square, PA.

- Project Management Institute, 2008. A Guide to the Project Management Body of Knowledge: PMBOK® Guide. Project Management Institute.

- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior research methods, instruments, & computers*, *36*(4), 717-731.

- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior research methods*, *40*(3), 879-891.

- Rauniar, R., Rawski, G., 2012. Organizational structuring and project team structuring in integrated product development project. Int. J. Prod. Econ. 135, 939–952.

- Rawwas, M. Y., Arjoon, S., & Sidani, Y. (2013). An introduction of epistemology to business ethics: A study of marketing middle-managers. *Journal of business ethics*, *117*(3), 525-539.

- Renz, P.S., 2007. Project governance: implementing corporate governance and business ethics in nonprofit organizations. Physica-Verlag, Heidelberg, Germany

- Rice, G. (1999). Islamic ethics and the implications for business. *Journal of business ethics*, *18*(4), 345-358.

- Ruuska, I., Ahola, T., Artto, K., Locatelli, G., Mancini, M., 2011. A new governance approach for multi-firm projects: lessons from Olkiluoto 3 and Flamanville 3 nuclear power plant projects. Int. J. Proj. Manag. 29 (6), 647–660.

- Sanderson, J., 2012. Risk, uncertainty and governance in megaprojects: A critical discussion of alternative explanations. Int. J. Proj. Manag. 30 (4), 432–443.

- Samset, K. (2009). Projects, their quality at entry and challenges in the front-end phase. In *Making essential choices with scant information* (pp. 18-35). Palgrave Macmillan UK.

- Sauser, B.J., Reilly, R.R., Shenhar, A.J., 2009. Why projects fail? How contingency theory can provide new insights—a comparative analysis of NASA's Mars Climate Orbiter loss. Int. J. Proj. Manag. 27 (7), 665–679.

- Schwaber, K., 2004. Agile Project Management with SCRUM. Microsoft Press, Redmont, WA, USA.39 (S1), S43–S55

- Scott-Young, C., Samson, D., 2009. Team management for fast projects: an empirical study of process industries. Int. J. Oper. Prod. Manag. 29 (6), 612–635.

- Seligman, M. E., & Csikszentmihalyi, M. (2014). *Positive psychology: An introduction* (pp. 279-298). Springer Netherlands.

- Shalvi, S., Dana, J., Handgraaf, M. J., & De Dreu, C. K. (2011). Justified ethicality: Observing desired counterfactuals modifies ethical perceptions and behavior. *Organizational Behavior and Human Decision Processes*, *115*(2), 181-190.

- Shenhar, A.J., Dvir, D., Levy, O., Maltz, A.C., 2001. Project success: a multidimensional strategic concept. Long Range Plan. 34, 699–725.

- Shenhar, A.J., Tishler, A., Dvir, D., Lipovetsky, S., Lechler, T., 2002. Refining the search for project success factors: a multivariate, typological approach. R&D Manag. 32 (2), 111–126.

- Shenhar, A., Dvir, D., Milosevic, D., Mulenburg, J., Patanakul, P., Reilly, R., Ryan, M., Sage, A., Sauser, B., Srivannabon, S., Stefanovic, J., Thamhain, H., 2005. Toward a NASA-specific project management framework. Eng. Manag. J. 17 (4), 8–16.

- Shenhar, A., Dvir, D., 2007. Reinventing Project Management. Harvard Business School Press.

- Smith, C. L., Thompson, R. L., &, Iacovou H. J. (2009). Selective status reporting in information systems projects: a dyadic-level investigation. *MIS quarterly*, 785-810.

- Stoker, G., 1998. Governance as theory: Five propositions. Int. Soc. Sci. J. 50 (155), 17–28.

- Storey, J. (Ed.), 2007. Human Resource Management: A Critical Text (CengageBrain.com).

- Sundstrom, E., De Meuse, K.P., Futrell, D., 1990. Work teams: applications and effectiveness. Am. Psychol. 45 (2), 120–133.

- Sun, L. Y., Aryee, S., & Law, K. S. (2007). High-performance human resource practices, citizenship behavior, and organizational performance: A relational perspective. *Academy of management journal*, *50*(3), 558-577.

- Syed, J., & Ali, A. J. (2010). Principles of employment relations in Islam: a normative view. *Employee Relations*, *32*(5), 454-469.

- Tamkin, P. (2004). *High performance work practices*. Brighton, England: Institute for Employment Studies.

- Tsaturyan, T., & Müller, R. (2015). Integration and governance of multiple project management offices (PMOs) at large organizations. *International Journal of Project Management*, *33*(5), 1098-1110.

- Tsaturyan, T., & Muller, R. (2015). Integration and governance of multiple project management offices (PMOs) at large organizations. *International Journal of Project Management*, *33*(5), 1098-1110.

- Toor, S.-u.-R., Ogunlana, S.O., 2010. Beyond the 'iron triangle': stakeholder perception of key performance indicators (KPIs) for large-scale public sector development projects. Int. J. Proj. Manag. 28 (3), 228–236.

- Too, E.G., Weaver, P., 2013. The management of project management: a conceptual framework for project governance. International Journal of Project Management.

- Too, E.G., Weaver, P., 2014. The management of project management: A conceptual framework for project governance. Int. J. Proj. Manag. 32 (8), 1382–1394.

- Trevino, L. K., & Youngblood, S. A. (1990). Bad apples in bad barrels: A causal analysis of ethical decision-making behavior. *Journal of Applied psychology*, *75*(4), 378.

- Tseng, F. H., Chou, L. D., & Chao, H. C. (2011). A survey of black hole attacks in wireless mobile ad hoc networks. *Human-centric Computing and Information Sciences*, *1*(1), 1.

- Tricker, B., 2012. Corporate Governance: Principles, Policies, and Practices, second ed. Oxford University Press, UK, Oxford, UK.

- Turner, J.R., Muller, R., 2003. On the nature of the project as a temporary organization. Int. J. Proj. Manag. 21 (1), 1–7.

- Turner, J.R., Müller, R., 2004. Communication and co-operation on projects between the project owner as principal and the project manager as agent. Eur. Manag. J. 22 (3), 327–336.

- Turner, J.R., Müller, R., 2006. Choosing Appropriate Project Managers: Matching their Leadership Style to the Type of Project. Project Management Institute, Newtown Square, PA.

- Turner, J. R.,Huemann, M., & Keegan, A. E (2008).Human resource management in the project-oriented organisation: Employee well being and ethical treatment. *International Journal of Project Management*, *26*(5), 577–585.

- Turner, J.R., 2009. Governance of project-based management. Handbook of Project-based Management. McGraw Hill.

- Turner, R. J., Huemann, M., Anbari, F. T., & Bredillet, C. N. (2010). *Perspectives on projects*. Routledge. Van Yperen, N. W., Hamstra, M. R., & Van der Klauw, M. (2011). To win, or not

to lose, at any cost: The impact of achievement goals on cheating. *British Journal of Management*, *22*(s1), S5-S15.

- Turner, J.R., Zolin, R., 2012. Modelling success on complex projects: multiple perspectives over multiple time frames. J. Project Manag. 87–99 (October).

- Tzafrir, S.S., 2006. A universalistic perspective for explaining the relationship between HRM practices and firm performance at different points in time. J. Manag. Psychol. 21 (2), 109–130.

- Victor, B., & Cullen, J. B. (1988). The organizational bases of ethical work climates. *Administrative science quarterly*, 101-125.

- Vohs, K. D., & Schooler, J. W. (2008). The value of believing in free will encouraging a belief in determinism increases cheating. *Psychological science*, *19*(1), 49-54.

- Wang, X., Huang, J., 2006. The relationships between key stakeholders' project performance and project success: perceptions of Chinese construction supervising engineers. Int. J. Proj. Manag. 24 (3), 253–260.

- Way, S. A. (2002). High performance work systems and intermediate indicators of firm performance within the U.S. small business sector. *Journal of Management*, *28*(6), 765–785.

- Weber, M., 1958. The Protestant work ethic and the spirit of capitalism. New York: Scribner's. Webster's Third New International Dictionary of the English Language Unabridged. 1986. Merriam-Webster, Springfield, MA.

- Weill, P., Ross, J., 2004. IT Governance: How Top Performers Manage IT Decision Rights for Superior Results. 1. Harvard Business Review Press, Watertown, MA

- White, D., & Fortune, J. (2002). Current practice in project management—Anempirical study. *International journal of project management*, *20*(1), 1-11

- Wickramasinghe, V., & Liyanage, S. (2013). Effects of High Performance Work Practices on Job Performance in Project-Based Organizations. *Project Management Journal*, *44*(3), 64-77.

- Williamson, O., 1979. Transaction-cost economics: The governance of contractual relations. J. Law Econ. 22 (2), 233–261.

- Winch, G.M., 2001. Governing the project process: a conceptual framework. Constr. Manag. Econ. 19, 799–808.

- Wiseman, R.M., Cuevas-Rodríguez, G., Gomez-Mejia, L.R., 2012. Towards a social theory of agency. J. Manag. Stud. 49 (1), 202–222.

- Wright, P.M., Gardner, T.M., Moynihan, L.M., 2003. The impact of HR practices on the performance of business units. Hum. Resour. Manag. J. 13 (3), 21–36.

- Wright, P.M., Gardner, T.M., Moynihan, L.M., Allen, M.R., 2005. The relationship between HR practices and firm performance: examining causal order. Pers. Psychol. 58 (2), 409–446.

- Yazici, H. J. (2009). The role of project management maturity and organizational culture in perceived performance. *Project Management Journal*, *40*(3), 14-33.

- Yousef, D. A. (2000). Organizational commitment as a mediator of the relationship between Islamic work ethic and attitudes toward organizational change. *Human Relations*, *53*(4), 513-537.

- Yousef, D. A. (2000). The Islamic work ethic as a mediator of the relationship between locus of control, role conflict and role ambiguity-A study in an Islamic country setting. *Journal of Managerial Psychology*, *15*(4), 283-298.

- Yousef, D.A., 2001. Islamic work ethic—a moderator between organizational commitment and job satisfaction in a cross-cultural context. Pers. Rev. 30 (2), 152–169.

- Yu, A.G., Flett, P.D., Bowers, J.A., 2005. Developing a value-centred proposal for assessing project success. Int. J. Proj. Manag. 23, 428–436.

- Yusoff, W. F. W., & Alhaji, I. A. (2012). Insight of corporate governance theories. *Journal of Business and management*, *1*(1), 52-63.

- Zika-Viktorsson, A., Sundstro¨m, P., Engwall, M., 2006. Project overload: an exploratory study of work and management in multi-project settings. International Journal of Project Management 24 (5), 385–394.

- Zupan, N., & Kase, R. (2007). The role of HR actors in knowledge networks. *International Journal of Manpower*, *28*(3/4), 243–259.

- Zwikael, O., Smyrk, J.R., 2011. Project management for the creation of organisational value. Springer-Verlag, London, UK.

- Zwikael, O., Smyrk, J., 2012. A general framework for gauging the performance of initiatives to enhance organizational value. Br. J. Manag. 23, S6–S22.

Annexure A: Questionnaire

CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY ISLAMABAD

DEPARTMENT OF MANAGEMENT SCIENCES

<u>**Questionnaire**</u>

Dear Participant,

I am students of MS Project Management at Capital University of Science and Technology, Islamabad. I am conducting a research on impact of **Project Governance and High Performance Work Practices on Project Success with mediating role of Top Management Support and Islamic Work Ethics**. You can help me by completing the attached questionnaire, you will find it quite interesting. I appreciate your participation in my study and I assure that *your responses will be held confidential* and will only be used for education purposes.

Sincerely,

Rafia Ahmad

Please tick the relevant choices: 1= **Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree**

	Project Governance					
In my organization						
1	decisions are made in the best interest of the shareholders and owners of the organization and their return on investment (RoI)	1	2	3	4	5
2	the remuneration system includes stock-options for employees and similar incentives that foster shareholder RoI thinking	1	2	3	4	5

3	prevails an image that profitability determines the legitimacy of actions (including projects)	**1**	**2**	**3**	**4**	**5**
4	I am sometimes asked to sacrifice stakeholder satisfaction for the achievement of financial objectives	**1**	**2**	**3**	**4**	**5**
5	the long term objective is to maximize value for the owners of the organization	**1**	**2**	**3**	**4**	**5**
The management philosophy in my organization favors						
6	a strong emphasis on always getting personnel to follow the formally laid down procedures	**1**	**2**	**3**	**4**	**5**
7	tight formal control of most operations by means of sophisticated control and information systems	**1**	**2**	**3**	**4**	**5**
8	a strong emphasis on getting personnel to adhere closely to formal job descriptions	**1**	**2**	**3**	**4**	**5**
9	support institutions (like a PMO) should ensure compliance with the organization's project management methodology	**1**	**2**	**3**	**4**	**5**
10	prioritization of methodology compliance over people's own experiences in doing their work	**1**	**2**	**3**	**4**	**5**
	High Performance Work Practices					
1	Your organization provides specified examples of expected performance during performance review discussions	**1**	**2**	**3**	**4**	**5**
2	Performance feedback helps you to improve your performance	**1**	**2**	**3**	**4**	**5**
3	Often you get honest performance feedback during the review	**1**	**2**	**3**	**4**	**5**
4	Often you use the feedback on performance to plan your future career	**1**	**2**	**3**	**4**	**5**
5	Your organization facilitate employees to acquire required information easily at any time	**1**	**2**	**3**	**4**	**5**
6	Your organization shares up to date information about competitors and industry trends with employees	**1**	**2**	**3**	**4**	**5**
7	Employee in your organizations openly discuss their mistakes in order to learn from them	**1**	**2**	**3**	**4**	**5**

8	Your organization generally supports requests of its employees for learning opportunities	**1**	**2**	**3**	**4**	**5**
9	Training sessions provided by your organizations help in improving your current job performance	**1**	**2**	**3**	**4**	**5**
10	Training sessions provided by your organizations help in improving your future job performance	**1**	**2**	**3**	**4**	**5**
11	Your organization uses two way communication (such as suggestion system, electronic bulletin , board and open meetings) to discuss organizational issues on regular basis	**1**	**2**	**3**	**4**	**5**
12	Teams in your organization have the freedom to adapt their goals as needed	**1**	**2**	**3**	**4**	**5**
13	Team in your organization revise their thinking as a result of group discussions	**1**	**2**	**3**	**4**	**5**
14	Team in your organization are confident that the organization will act on their recommendations	**1**	**2**	**3**	**4**	**5**
	Project Success					
1	The project was completed on time.	**1**	**2**	**3**	**4**	**5**
2	The project was completed according to the budget allocated.	**1**	**2**	**3**	**4**	**5**
3	Given the problem for which it was developed, the project seems to do the best job of solving that problem	**1**	**2**	**3**	**4**	**5**
4	Project specifications were met by the time of handover to the target beneficiaries.	**1**	**2**	**3**	**4**	**5**
	Islamic Work Ethics					
1	Laziness is a vice.	**1**	**2**	**3**	**4**	**5**
2	Dedication to work is a virtue	**1**	**2**	**3**	**4**	**5**
3	Good work benefits both one's self and others.	**1**	**2**	**3**	**4**	**5**
4	Justice and generosity in the workplace are necessary conditions for society welfare.	**1**	**2**	**3**	**4**	**5**

5	Producing more than enough to meet one's personal needs contributes to the prosperity of society as a whole.	1	2	3	4	5
6	One should carry work out to the best of one's ability.	1	2	3	4	5
7	Work is not an end in itself but as means to foster personal growth and social relations.	1	2	3	4	5
8	Life has no meaning without work.	1	2	3	4	5
9	More leisure time is good for society	1	2	3	4	5
10	Human relations in organizations should be emphasized and encouraged	1	2	3	4	5
11	Work enables man to control nature	1	2	3	4	5
12	Creative work is a source of happiness and accomplishment	1	2	3	4	5
13	Any man who works is more likely to get ahead in life.	1	2	3	4	5
14	Work gives one the chance to be independent.	1	2	3	4	5
15	A successful man is the one who meets deadlines at work.	1	2	3	4	5
16	One should constantly work had to meet responsibilities.	1	2	3	4	5
17	The value of work is derived from the accompanying intention rather than its results.	1	2	3	4	5

Please provide following information.

	1	2
Gender	Male	Female

	1	2	3	4	5
Age	18- 25	26–33	34-41	42-49	50 and above

	1	2	3	4	5	6
Qualification	Metric	Inter	Bachelor	Master	MS/M.Phil.	PhD

	1	2	3	4	5	6
Experience	5 – 10	11 – 16	17 – 22	23 – 28	29 – 35	36 and above