
The Relation Ship Between Management Process and Performace of RTA in UAE Technological Orientation as Moderator

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Abstract

Transportation in United Arab Emirates (UAE) have contributed largely to economic output, import, and export in the manufacturing sector, creating employment opportunities in service sectors and expanding the export base. They are playing a role of key service providers and vendors to many big corporations. The significance of the contributions of project management process in Road and Transportation internationally and encourages more development initiative to support road and transportation from Middle Eastern region and United Arab Emirates (UAE). This study investigates the project management process, technological orientation and organizational performance of Infrastructure in United Arab Emirates (UAE). The size of the sample is designed with a view to establish the internal and external validity in order to generalize the findings to the population. As the study used Structural Equation Modelling, a higher sample above 400 was considered. A total of 436 responses were considered for the final analysis of the study.

Keywords: Technological orientation, Management process, performance.

Introduction

This study investigates the project management process, technological orientation and organizational performance of Infrastructure in United Arab Emirates (UAE). This first chapter provides an overview of the study and lays down the foundation of its structural scheme. Transportation in United Arab Emirates (UAE) have contributed largely to economic output, import, and export in the manufacturing sector, creating employment opportunities in service sectors and expanding the export base. They are playing a role of key service providers and vendors to many big corporations too (UNDP, 2007). The significance of the contributions of project management process in Road and Transportation internationally and encourages more development initiative to support road and transportation from Middle Eastern region and United Arab Emirates (UAE). Internal and external challenges are increasingly in globalization to limit their opportunities and growth. An ideal project management process is an important choice of the financial decision in any firm (Markus Kohlbacher, 2013). The choice of project management is critical not just a result of the nest to expand return to the shareholders, yet it vital in view of the effect such choice on an association's capacity to manage focused contribution.

Problem Statement

Construction come expertise delays within their completion because of varied reasons in the world and United Arab Emirates (UAE) is not any exception. Once a project is delayed, it's a negative impact on the involved parties. Projects being completed on time and handed over is recorded as a performance indicator from technical and business purpose of view. Therefore due to the significance of the Infrastructure performance within the United Arab Emirates (UAE) national economy and due to the prevailing 'research gap' in the identified area of knowledge, there is a clear need for a study to understand the combined impact of project management process, technological orientation, and organizational performance in transportation services in United Arab Emirates (UAE). A clear vacuum in the available research material in the United Arab Emirates (UAE) in this context is observed, however, some findings by the scholars in other countries were noted in related areas of research. Road and transportation plays a key role in coping with critical global issues such

as gender empowerment, climate change, and poverty alleviation. Road and transportation are entities that innovate and commercialize their own innovations (Hua Song et al., 2016). Road and transportation are considered to be a vital determinant of economic growth. However, a visible gap in available research material in the road and transportation in the United Arab Emirates (UAE) context was evident in the area of research; however, some observations by scholars in the other countries were noted in the related areas of research. Many studies have been done over time in order to gain an insight as to what determines the success of the project management process and process orientation in organizational performance. In the existing phenomenon, it was clearly established that the role of the properly planned project management process in the small and medium enterprises makes a significant contribution to the nation's economy. However, the overall performance in both financial and market measures are seriously affected by the firm's project management process (Lenahan et al, 2018). The situations of management gap exist when an organization is unable to secure the business or there is a lack of sufficient capital despite the fact that there is a profitable opportunity available (Lenahan et al, 2018). The lack of research done in the area, which is the relationship between project management process, technological orientation and organizational performance in United Arab Emirates (UAE), will be addressed via this research to fill this knowledge gap. Many factors affecting the project process were intensively researched, but less attention was paid as to how does the combined effect of the relationship between project management process and organization performance for the Infrastructure in United Arab Emirates (UAE) and how does the same impact the success of the Infrastructure. Even with the limited amount of academic research that has been done, this was based on the developed countries and only a few were from the developing countries and both were done in isolation. Thus, this research focuses on attaining an insight as to how road and transportation success in United Arab Emirates (UAE) via project management process.

Literature review

Technological Orientation in Project Management

Technology assumes importance within the context of project management because of bigger challenges in today's technology-enabled work surroundings, wherever technology tools are habitually used for collaboration, communication, and preparation of project management practices (Anantatmula, V. S, 2008). It's changing into common observe for even co-located project groups to use the electronic medium for the needs. Not standing the importance of technology, analysis has shown that it's tough to associate the utilization of technology with business performance and therefore the absence of such relation is compute to project performance similarly. However, technology will play a serious role in supporting project managers in managing comes effectively and with efficiency. Many studies have self-addressed the importance and leadership form of project managers (Anantatmula, V. S, 2008).

3.2 Project Management Process and organizational Performance

An ideal project management process is an important choice of the financial decision in any firm. Though planning gives a broader meaning, Baldwin et al, (2009) gave a comprehensive meaning to business planning. According to their view, business planning should include financial management, human resource, marketing and merchandising, product development, and technology. Hence, their standpoint on business planning is the chosen meaning for business planning for this research.

A business plan is a comprehensive document. A comprehensive business plan covers key areas of business management including all primary and supportive activities of the business as explained in the value chain analysis by Michael Porter. Research done by Fuad and Al-Shaikh (1998) contended that lack of planning is a primary cause of business failure. Planning prior to commencing the business is a key ingredient of business success. Lussier and Pfeifer (2002) considered it in their research, which was done on business success vs. failure (comparison between US and Croatia), and stated that the deficiency in business planning was a key variable of business failure. They revealed that US entrepreneurs did more planning before commencing businesses than those in Croatia. Fuad and Al-Shaikh (1998) recognized that US entrepreneurs are more knowledgeable about business planning and its importance than those in Croatia. According to their study, entrepreneurs' knowledge about the preparation of a business plan and its importance was a reason for the difference between the US and Croatia. There are enough small and big professional advisers in the US in the field of professional services; hence, it is an added advantage to entrepreneurs in US over those in CEEC (Central Eastern Europe Croatia). Fuad and Al-Shaikh (1998) had conducted research aiming to find causes for business failure in developing

countries, especially in Jordan. They found similar reasons for business failure as found by Gaskill et al, (2002). In their research, among the key variables, the lack of a business plan was considered as a significant cause for business failure.

3.3 Leading and Project Management Process

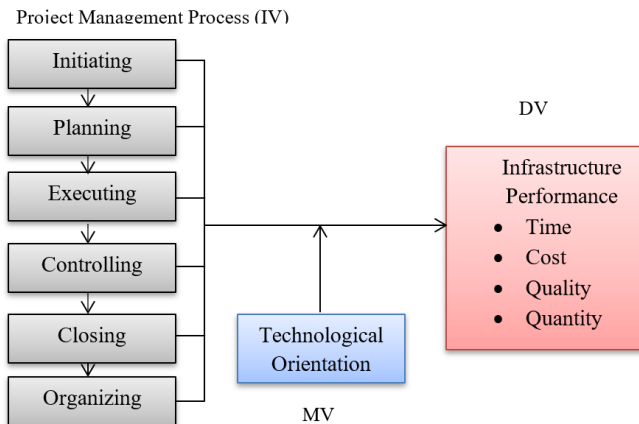
Human resource, marketing skills and knowledge, and education were some other causes of business failure recognized by many scholars. Poor quality staff recruitment, staff management and retention were identified as matters associated with failed firms. Lack of recognition of the stages of a product's life, poor recognition of the market, the competitive environment, and lack of marketing skills were predominantly cited factors for business failure in articles. Education of entrepreneurs was also identified as a notable factor for business failure. Many scholars say those who have a higher education have less of a tendency for business failure (Longenecker et al, 2000; Ooghe & Prijkcker 2007; Ghosh, et al 2001; Temtime & Pansiri, 2004). etc had stated that having higher education and the effective use of marketing will increase the chances of success.

Research Methodology

Research methodology explains the methods/ techniques used for this research. Its very important in research to specify the study population, were the population is complete set of features that retain a particular common characteristic defined by the sampling criteria reputable by the researcher (Neven & Jasenko, 2018).

The main limitation is recognized as the non-availability of data base of failed firms in terms of project management. The decision has been taken to distribute the questionnaire to 700 employees irrespective of whether they were failed firms. In other words, the questionnaire has been distributed to RTA employees. The total target population is 361 employees.

Overview of Conceptual Framework



Instruments questionnaire

The questionnaire for this study is a closed ended type. The questionnaire was two parts as follows: section : included the demographic data of the study sample using five main categories, gender, age ,education, position, experiences). The questionnaire scale that measure each variable was designed after examining a number of previous studies in order to com up with a suitable indicators for each variable these studies helped formulating the final questionnaire (Ahmes, Fiaz & Shoib, 2015; Downens, 2014; Edwards, Handzic, Carlsson & Nissen, 2003; Lee & Choi, 2003).

Data Analysis & Result

Component Transformation Matrix

Component	1	2	3	4	5	6	7	8	9	10	11
1	.466	.415	.468	.024	-.075	.443	-.113	-.056	.296	.290	.001
2	-.105	.226	.010	-.645	.289	.090	.385	.482	-.006	.071	-.212

3	-.209	.165	-.120	.359	-.565	.180	.585	.239	.167	-.053	.070
4	-.469	.300	-.053	.290	.589	.132	.099	-.300	.367	-.058	-.005
5	.223	.038	.014	.552	.352	-.084	-.149	.687	-.122	-.062	-.033
6	.417	-.132	.090	.193	.253	-.170	.641	-.342	-.276	.148	-.212
7	-.102	-.752	.336	-.015	.146	.228	.150	.150	.337	.131	.251
8	.377	.044	-.542	-.124	.183	.250	.105	-.030	.021	-.109	.653
9	-.157	.269	.447	-.041	.012	-.507	-.111	.033	-.136	.112	.633
10	-.140	-.018	-.349	.077	-.014	-.077	-.089	.051	-.016	.914	.010
11	-.294	.004	.165	.074	.051	.576	-.029	-.048	-.726	.046	.119

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
Covariance's and Correlations

	Covariances				Correlations
	Estimate	S.E.	C.R.	P	Estimate
PMI <-> TEO	.056	.025	2.272	.023	.128
PMI <-> OPT	.203	.033	6.171	***	.403
PMP <-> TEO	.104	.034	3.012	.003	.166
PME <-> OPY	.025	.034	.730	.466	.042
PMM <-> OPT	.055	.043	1.285	.199	.070
PMM <-> OPY	.065	.049	1.323	.186	.073
OPQ <-> OPY	.047	.040	1.170	.242	.068
OPT <-> OPY	.053	.035	1.509	.131	.090
PME <-> TEO	.012	.025	-.464	.643	.025
PMC <-> PME	.321	.044	7.353	***	.467
PME <-> OPT	.294	.037	7.900	***	.559
PMP <-> OPY	.011	.045	.249	.803	.014
PMP <-> PMM	.019	.055	.352	.725	.018
OPQ <-> OPT	.058	.035	1.655	.098	.095
TEO <-> OPT	.012	.026	.459	.646	.026
PMI <-> PMP	.324	.044	7.294	***	.471
PMI <-> PME	.230	.033	6.909	***	.457
PMI <-> PMM	.016	.040	.398	.691	.021
PMI <-> OPY	.023	.033	.710	.478	.041
PME <-> OPC	.185	.030	6.251	***	.444
PMM <-> OPC	.051	.034	1.496	.135	.081
OPC <-> OPY	.015	.028	.541	.589	.032
PME <-> OPQ	.004	.034	.105	.916	.006
PMI <-> OPQ	.031	.033	.936	.349	.052
PMM <-> OPQ	.053	.049	1.082	.279	.057
TEO <-> OPC	.013	.020	-.627	.530	.035
TEO <-> OPY	.042	.030	1.410	.158	.081
PME <-> PMM	.008	.042	.183	.855	.010
PMC <-> PMM	.015	.053	.285	.776	.015
TEO <-> PMM	.040	.036	1.103	.270	.058
PMO <-> OPT	.026	.030	.863	.388	.049
PMP <-> PMO	.058	.039	1.492	.136	.080
PMI <-> PMO	.019	.028	.661	.509	.037
PMO <-> TEO	.034	.026	1.327	.185	.073

	Covariances				Correlations
	Estimate	S.E.	C.R.	P	Estimate
PMO <-> PMM	.066	.042	1.547	.122	.082
PMO <-> OPY	.064	.035	1.827	.068	.106
PMO <-> OPQ	.010	.034	.294	.769	.016
PMO <-> OPC	.009	.024	.384	.701	.022
PMO <-> PME	.056	.030	1.877	.061	.105
PMP <-> OPQ	.048	.045	1.072	.284	.057
PMP <-> PME	.303	.044	6.829	***	.421
PMC <-> OPT	.274	.043	6.380	***	.398
PMI <-> PMC	.244	.040	6.066	***	.370
PMC <-> PMP	.301	.053	5.642	***	.321
PMC <-> TEO	.009	.032	.286	.775	.015
PMC <-> PMO	.021	.038	.556	.578	.030
PMC <-> OPY	.051	.044	1.156	.248	.066
PMC <-> OPC	.217	.036	5.978	***	.399
PMC <-> OPQ	.005	.043	.125	.901	.007
TEO <-> OPQ	.066	.030	2.202	.028	.123
OPQ <-> OPC	.014	.027	.503	.615	.028
PMI <-> OPC	.194	.030	6.525	***	.486
PMP <-> OPC	.245	.039	6.310	***	.431
OPC <-> OPT	.130	.027	4.768	***	.312
PMP <-> OPT	.153	.041	3.749	***	.214
e32 <-> e33	.262	.040	6.461	***	.323
e33 <-> e34	.229	.040	5.707	***	.279
e4 <-> e5	.125	.021	5.879	***	.377

The Chi-square/degree of freedom value (2.876) is less than 3.0. The most popular and commonly used goodness of fit measures such as GFI, AGFI, NFI, CFI, TLI, IFI, and the parsimony fit measures are observed to be within the required limits. The RMSEA (root mean square error of approximation) for the measurement model is 0.006 is less than the cutoff value of 0.05. Similarly, the RMR (root mean square residual) is within the limit of 0.02. Considering the fitness indices shown by the model, it is inferred that the measurement model achieved the required model fit. Thus, the model is found to be unidimensional (Byrne, 2010; Hair et al., 2013).

Conclusion

The present study has examined the project management process related issues in organizations in United Arab Emirates (UAE). The relation between demographic profile of respondents and the project management process, technological orientation, and organizational performance was assessed. The study found that the technological orientation significantly mediates the relationship between the project management process and the organizational performance. These arguments further strengthen the importance of technology orientation as recognized by Anantamula, V. S. (2008).

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