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Unlocking Project Success: The Synergistic Effects of Project Management Maturity Matrix, Governance, and Top Management Support

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Abstract

This study looks at the impact of organizational project management maturity on project success, using project governance as a mediator and top management support as a moderator. The research focuses on project-based enterprises that have formed project management offices. A standardized questionnaire was used to gather data from 250 to 275 participants, which included project managers and PMO workers. Using correlation and regression analysis, the findings show a substantial positive association between project management maturity and project success, with project governance serving as a critical mediating factor. While top management support has a less moderating effect, it nevertheless improves the link between maturity and success. The research is constrained by its geographic concentration on Islamabad, Pakistan, which may introduce location-based bias. According to the results, firms should emphasize improving their project management maturity and assuring strong top management support to optimize project success. Additionally, project managers should strive to build governance structures with each project to increase organizational maturity. This study provides new insights into the joint impacts of project management maturity, governance, and leadership support on project results.

Introduction

Over the past four decades, research has discovered additional characteristics that contribute to project performance throughout its life cycle. Additionally, other criteria are used to evaluate a project's success after completion. 2016 (Joslin, Müller). Successful projects meet objective and subjective criteria described in the success criteria and evaluated after completion (Müller and Judgev, 2012). Success remains below expectations (Judgev and Müller, 2005; Lehtonen and Martinsuo, 2006). Thus, academics have expanded the range of success variables and placed more focus on project setting structure and performance. One ingredient that has gained prominence is Project governance began in 2005 (Biesenthal & Wilden, 2014). This literature stream emphasises finding project execution-critical structural elements (Müller & Lecoeuvre, 2014). Project governance uses systems, authority structures, and procedures to allocate, manage, and regulate project resources. It helps initiatives meet organisational goals within corporate governance. Few qualitative and quantitative studies have examined the relationship between project governance and project success. Most of the study has been

theoretical. Wang and Chen (2006) examined how governance affects ERP project success, whereas Müller and Martinsuo (2015) examined how project governance affects buyer-supplier relational norms and project success. However, both studies showed that governance matters in the IT industry. The relationship between corporate governance, management performance, and shareholder value has been widely examined, unlike broader management studies. Given that project governance is in line with corporate governance and that effective corporate governance is linked to managerial performance, project governance and success may be linked. This will be covered in the document. Project maturity indicates or quantifies an organization's ability to use projects for various purposes. PMI [2] shows multiple maturity models. These models show that organisations use projects differently to achieve goals. Many of these models only categorise organisational behaviour, therefore they are limited in scope. Top management support (TMS) helps projects succeed (Doll, 1985; Garrity, 1963; Lederer and Mendelow, 1988; Markus, 1981; Rockart and Crescenzi, 1984; Schmidt et al., 2001). Recent research found that TMS is the most critical component in project success, not project management success (Young and Jordan, 2008). Traditional techniques that emphasise project methodologies, user interaction, high-level planning, and good project staff may be misguided. TMS with project governance may solve IT project failure. A complete special issue of the International Journal of Project Management (Volume 24, Issue 8) and other research support the findings. The findings and proposed standards have major ramifications, and changing board, senior management, and project management behaviours may be difficult. Top managers usually view initiatives as operational issues rather than direct interests (Crawford, 2005; Thomas et al., 2002). Top managers may struggle to distinguish innovative advice from lip-service or exhortation (Emery, 1990). Researchers and project managers may struggle to accept that their expert advice has less impact on achievement than they imagined. This is because success depends more on a business-oriented approach than on project or technical characteristics (Thompsett, 1989). This study examines how top management support and project management maturity moderate the relationship between project governance and success. To determine if project governance types affect project success. For this, the following research question is presented Effective project governance affects project goals and outcomes. We perform an empirical study to determine the relationship between project governance and success. Next, we discuss essential assumptions that, if met, can indicate constrained causation. The relationship between project governance and success is examined. The study uses Müller and Lecoeuvre (2014) governance concepts. The project's parent organisation's focus on shareholders versus stakeholders (Clarke, 2004) and control over behaviour versus outcomes (Ouchy, 1980) are considered in this framework. This helps contrast agency and stewardship perspectives. Agency theory helps explain shareholder-focused governance. These structures use contracts and control mechanisms to limit managers' self-interest and maximise shareholder profit (Berle and Means, 1968; Friedman, 1962). Stewardship theory, on the other hand, explains conduct in governance frameworks that promote stakeholder interests. These structures control and balance stakeholder needs to achieve organisational goals using trust and the focus on desired outcomes (Davis et al., 1997c; Müller, 2011). This study applies to practitioners creating successful governance frameworks. It lists several success-related governance methods. It also helps academics create contingency theories to explain project performance and results. Here is a detailed review of governance, project success, and agency and stewardship literature. These ideas underpin the theories. Next are the study methods, findings, and commentary. The paper finishes with the study's findings and implications.

Literature Review

The idea of success factors has evolved and become more broad since Pinto, Slevin, and Prescott's 1988 models, which focused on organisational effectiveness and technical validity. Researchers immediately realised that success variables without structure, grouping, and context increased project risks. Success factor frameworks highlighted these variables' multidimensionality and uniqueness (Baccarini, 1999; Shenhar et al., 2001). Further research has shown the importance of intangible elements like team collaboration (Hoegl and Gemünden, 2001), project manager leadership (Turner and Müller, 2005), and team leadership (Cox et al., 2003). Serra and Kunc (2014) linked strategy planning and execution using benefits realisation management (BRM) to determine success. Two qualitative case studies in South Africa examined the role of project governance in large-scale investment projects. Bekker and Steyn (2008) used Delphi and nominal group approaches to find that respondents agreed that governance principles affected project success. A recent quantitative study explored how project management practices affect project success in different governance contexts. The study used Sharma et al.'s 1981 analytical approach. The findings indicate that governance does not directly moderate the methodology-success relationship. Governance is an antecedent variable here. This matches conceptual research that views governance as embracing the entire life cycle of temporary organisations like projects. These organisations' focus on shareholders or stakeholders and control systems may exist before launching specific projects. Thus, Stinchcombe's (1965) theory that an organization's founding qualities determine its future behaviours may apply (Van de Ven, 2007). Since temporal precedence applies, project governance precedes project success. This assumption requires organisations to build governance structures independent of project type. If this is true, the empirical test meets John Stuart Mills' and Van de Ven's (2007) first causality requirements. The analytical component of this study meets the last two requirements—covariance or correlation and no spurious components. Project governance may affect project success, as discussed in the conclusion. Project success criteria have expanded beyond the iron triangle to encompass quality, stakeholder satisfaction, and knowledge management. Pinto and Prescott (1988), Shenhar et al. (2002), Hoegl and Gemünden (2001), and Turner and Müller (2006) have suggested project performance models. Different assumptions underpin these models. Khan et al. (2013) created a model of these success factors by analysing 40 years of literature. This study used their success model since it is based on the latest literature and incorporates all the success factors established by leading project success researchers. Their concept balances empirical and subjective factors and evaluates 25 success variables in five areas. The model includes the iron triangle (dimension 1) and four other project performance dimensions. When assessing a project, examine its efficiency, advantages to the organisation, impact, stakeholder satisfaction, and future development possibilities. H1: Project Management Maturity has a significant positive effect on Project Success. A company's project management approach, methodology, strategy, and decision-making process matures over time. The ideal maturity level for each organisation depends on its goals, strategies, resources, scope, and needs. Project success has always meant meeting goals on schedule and within budget. Businesses still utilise this assessment criterion most. Success in a development project goes beyond meeting schedule and budget goals; it also involves satisfying beneficiaries, stakeholders, funders, and finance agencies. However, finding these success factors is difficult, and some may not be analysed until years after the project is complete. Lack of money prevents many organisations from doing these assessments. To evaluate performance, organisations must distinguish project success from project management success. Success can be defined by project effectiveness, which is measured by benefits and stakeholder satisfaction, or the amount to which project goals are met. Project management success is measured by how efficiently the project met its goals. Efficient project management involves meeting goals

with limited resources and maintaining excellent connections with internal and external stakeholders. A project can fail to meet the budget, schedule, and scope goals but succeed in meeting the development objectives, or it can meet those goals but fail to meet the final development objectives. A project can only succeed if its success criteria were established early. Success must be defined on three levels when starting a project.

Level 1: Project completion success: outlines criteria for successful delivery of project outputs. This criterion handles scope, timeline, money, and quality project restrictions. The criteria are confined to the project's duration and can be measured throughout and after completion. This assesses the project's resource efficiency in producing products.

Level 2: Results success: This involves setting the success criteria for the product or service (e.g., all beneficiaries use it, pupils attend school, water systems work, certified teachers, etc.). These criteria must be measured after product/service implementation and over time.

Level 3: Development success: This involves determining how the product/service benefits beneficiaries' economic, health, social, and other well-being. Examples include 50% income growth, 25% sickness reduction, etc.

The most common technique to evaluate project performance is using the "iron triangle"—cost, time, and quality. Thus, a successful project stays within budget, meets the deadline, and meets stakeholder criteria. These core criteria have been criticised for being limited over the years, prompting efforts to create a more thorough review. These attempts either add dimensions to the basic criteria or reduce them to one evaluation criterion. Therefore, a logical connection positively correlates. Project Management Maturity predicts project success.

H2: Project Governance modifies the relationship of Project Management Maturity on Project Success.

Project governance is the management structure that guides project decisions. Any project needs project governance because an organization's business-as-usual activities are outlined in its organisational governance arrangements, but its capital investments are rarely governed by the same framework. For instance, the organisation chart shows who is responsible for each operational activity. This chart is unlikely to appear for project development activities unless an organisation has explicitly declared a project governance approach. Since project governance is rational, rigorous, and repeatable, it helps organisations make capital spending decisions. Thus, a corporation will have a methodical approach to business as usual and business transformation, or project, activities. Previous research has not examined the relationship between corporate governance orientation—shareholder or stakeholder-oriented governance—and project performance. A company is shareholder-oriented when it prioritises shareholder wealth over other stakeholders (Clarke, 1998; Davis et al., 1997c). Thus, when organisations examine their mission more deeply (Heblich Hirschey et al., 2009). Different definitions of stakeholders exist. We follow Freeman's (1984) view that stakeholders include those who can influence company goals and those who may be affected by them. Stakeholder-oriented organisations evaluate stakeholder groups and manage their needs to achieve organisational goals (Heblich Hirschey et al., 2009). The project management literature has long stressed the importance of stakeholders in project success. Project managers view stakeholders as the project's main beneficiaries and prioritise their satisfaction. Müller and Turner found in 2007 that North American project managers rank

stakeholders as the most critical component for success, while project managers in other regions rank it among the top 10. Project Governance changes the relationship between PMM maturity and project success.

H3: Top Management Support moderates the relationship of Project Management Maturity and Project Governance such that the relationship is stronger when Top Management Support is high. Top management turns board-of-director's policy into goals, objectives, and strategies and projects a shared future. It makes company-wide decisions and is solely responsible for its success or failure. Top management turns board-of-director's policy into goals, objectives, and strategies and projects a shared future. It makes company-wide decisions and is solely responsible for its success or failure. We know that project management maturity and governance are correlated, therefore we'll examine what moderates them. Top management support highly correlates with project management maturity and governance, according to research. The rationale is that project management procedures don't reflect a firm's maturity level without senior management backing. Thus, even if the firm has well-defined and mature procedures, the project manager may not benefit from them without senior management backing.

Research Methodologies

Project-based workers provided the data for the study. The study examines how Project Management Maturity affects project success in project-based organizations, with Project Governance mediating and moderating. Data was collected by questionnaire. The Top Management Support Questioner came from Covin and Slevin (1988). From Hillson (2003), the 30-item Project Management Maturity questionnaire employed a 5-point Likert scale from (1) strongly disagree (2) disagree (3) neutral (4) agree (5) strongly agree to measure this characteristic. The 10-item Project Governance Questionnaire employed a five-point Likert scale from (1) strongly disagree (2) disagree (3) neutral (4) agree (5) strongly agree to measure this characteristic. The Juslin and Muller (2016) project success questionnaire was used. Project success was measured using a 36-item questionnaire on a five-point Likert scale from strongly disagree to strongly agree. The study population was Islamabad organizations. Al-khidmat Foundation, Darul sukun, and EHSAS were selected via convenient sampling due to time and money constraints. These organizations hired based on personal relationships and issue relevance. Most participants work in teams. A sample of 250 employees received a personal questionnaire. Although 170 surveys were returned, only 156 were usable. The response rate was 63.8%.

Demographic Analysis

Gender	Frequency	Percentage
Male	114	73%
Female	42	27%

Correlation Analysis

Variables	**1**	**2**	**3**	**4**
Project management maturity matrix	1			

Project Governance	.435**	1		
Top Management Support	.325**	.214**	1	
Project Success	.400**	.342*	.255*	1

*p= 0.05, **p=0.01

**Correlation is significant at the level 0.01 level (2-tiled)

Results

Project Management Maturity

Each project management maturity matrix level has four attributes: culture, process, experience, and application. These allow an organisation to assess its project management competency against agreed-upon criteria, set realistic improvement goals, and measure progress. Since tools and training are not enough, four attributes were chosen to represent project management essentials. Many companies think getting 'the perfect software product' and educating staff will improve project management. Clearly, other factors are equally as important, if not more so. The project management maturity matrix defines four key attributes that can be used to assess organisational project management competence. An organization's attitude, ethos, and belief system affect natural assumptions and behaviours, making organisational culture (how we think) vital. A second element for successful project management is process (how we do things), which includes approaches, tools, and strategies. Experience—what we know and can do—is a third crucial component of project management. It shows how well we comprehend project management concepts and practise. Project maturity depends on competent project management. Using the project management maturity matrix paradigm, the four maturity levels are defined against the four attributes:

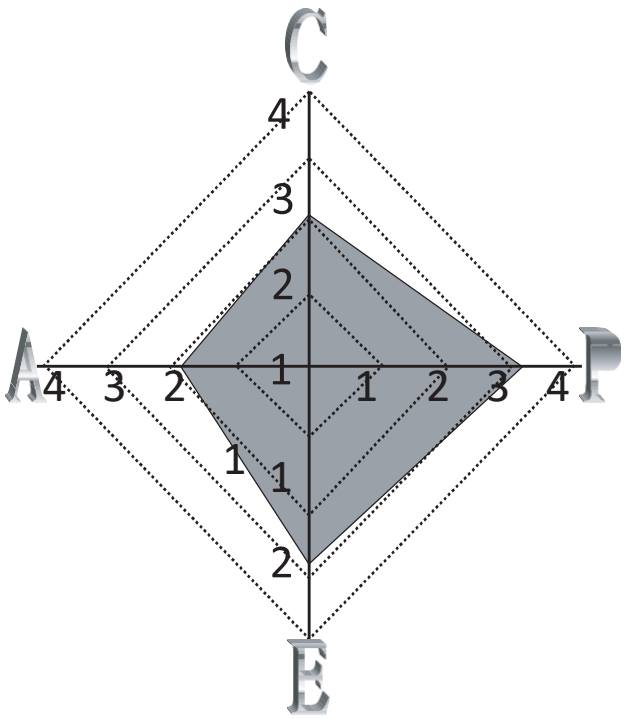
The attributes of the Level 1 project management organisation are at the lowest level. The culture resists change, and project management is ignored. Project management processes, experience, and business applications are absent. The Level 2 Novice project management organisation struggles to see the benefits of project management and views it as a required expense. These processes are informal and rely on the expertise of a few persons with limited formal training. Unreliable project management software. Level 3 organisations have integrated project management into their culture, recognising its worth and expecting benefits from managing it. We have established formal systems, sufficient resources, and experienced staff to manage projects effectively. Application is standard across projects. Level 4 Natural's project-based culture encourages proactive project management to capitalise on the changing business environment. All business levels use best practices, with regular updates and active learning from prior initiatives. All staff members have experience with project management methods for tasks, and their use is common and natural in all domains. Each attribute has multiple diagnostic characteristics for assessment. Descriptions of attributes are in Table 1.

The Project management maturity matrix can help organisations benchmark their project management procedures and achieve successful in-house project management. Project management maturity matrix helps companies use project management methods to ensure they achieve their promised benefits in a way that meets their needs. A perception-based questionnaire

and organised interviews with key staff can assess an organization's project management competency against the maturity matrix framework.

Project Management Maturity Model Questionnaire

Project management maturity matrix Questionnaire can assist an organization analyze its place within the framework. According to the four-project management maturity matrix levels, assessing performance against four criteria may reveal strengths and weaknesses. For each characteristic, the Project management maturity matrix Questionnaire asks respondents how well their organization manages projects, with each question offering a range of responses matching one of the four levels. Questions examine the lowest-level diagnostic features under each of the four attributes. The project management maturity matrix questionnaire is provided to aid comprehension. In Table 2, each example question has four possible answers in sequence of increasing Project management maturity matrix level, 1-2-3-4. The authentic version randomizes the response order. To ensure anonymity and encourage open conversation, obtain responses from a variety of staff members without identifying them. Analyze responses for the entire dataset or by organizational parameters like employment position, location, or company region. This sub-analysis considers organizational project management maturity differences. reviewed, identifying areas of strength that could inspire others and areas that require more attention. The questionnaire findings can be kept in a database for attribute scoring and analysis. A series of targeted questions can evaluate each Project management maturity matrix attribute (Culture, Process, Experience, and Application). Each question's answers are rated 1-4 for project management maturity matrix level. The mean score for each question and characteristic set is calculated, with standard deviations reflecting respondent agreement. Project management maturity matrix levels for each attribute are calculated by rounding the mean score to the nearest decimal point, and the overall level is the average of all four characteristics. The findings include a radar map of the four attributes, attribute scores, and a project management maturity matrix-level approach to entrepreneurial behaviors. Entrepreneurship will be better utilized. We define theoretical and empirical aspects that moderate their effectiveness. This study lists organization structure as a factor. Other factors may also strongly affect the entrepreneurial style—firm performance relationship. Thus, not all organizations should adopt an entrepreneurial style. Contextual elements must be considered when assessing the benefits of entrepreneurial management.



Top Management Support

Approach to entrepreneurship. When theoretical and empirical elements that moderate entrepreneurial actions are defined, they will be used more successfully. This study lists organisation structure as a factor. Other factors may also strongly affect the entrepreneurial style—firm performance relationship. Thus, not all organisations should adopt an entrepreneurial style. Contextual elements must be considered when assessing the benefits of entrepreneurial management.

Conclusion

This study empirically examined project governance and success. A theoretical research model was tested deductively. The study used agency and stewardship theories. We can now answer the research question: Project governance has a small but significant effect on success. One of the two governance factors correlates with project success, validating Hypothesis 1. H3 is supported because Top Management Support in Governance is strongly correlated with project success. Stakeholder-oriented governance accounts for 6.3% of project success variation. Following section on theoretical implications discusses the conditions under which this correlation could be regarded causal, meaning certain assumptions must be met and maintained to claim that project governance affects success. H2 is unsupported because governance control orientation (behavior–outcome) does not predict project success. This study shows that understanding the governance orientation of the organization managing projects and the probable facilitative impact of top-level management on project governance might help projects succeed. Cultural considerations affect project success. Participatory, cohesive, and values-driven organizations are more likely to succeed with their projects. Stewardship connections exist in stakeholder-focused, value-sharing organizations. This can only happen with the right social conditions, institutions, and people with the right psychological profiles.

Practical implications

Managers planning Project Management Maturity should recognise the relevance of Top Management Support in project success. This information should be included in industrial and academic manager training. This comprises project governance, advanced management, and organisational design courses for medium and senior levels. Managers should be aware that control structures that encourage behaviour or result control may not affect project success globally, but they may in certain project circumstances. Recruitment managers must understand project managers' and supervisors' characteristics to guarantee they can lead in project governance. Project managers must understand the organization's governance processes and work with the governing body to create project governance procedures. They must tailor these methods to the project setting and type.

Theoretical implications

This section examines the conditions for showing a cause-and-effect link between project management maturity and project success. As mentioned, this article lists the criteria academics employ to analyse cause-and-effect interactions. In a temporal sequence, cause precedes effect. Covariance is the degree to which two variables—an independent variable and a dependent variable—are connected. When either change, the other does too. Third, a non-spurious link occurs when no additional circumstances impact the cause-and-effect relationship. 4. A correlation explanation based on theory. Cross-sectional design made testing conditions 2 and 3 easier. Covariance (condition 2), a high association between variables, is demonstrated. We also looked for non-random associations (condition 3) by altering regression variables. As a cross-sectional study, we cannot tell whether project success occurs before or after governance structure. The Top Management Support and Governance Structure must be built before selecting a project to establish causation.

Strengths and limitations

The study's merits are its extensively tested and validated measuring constructs. Another benefit is the large, evenly distributed sample from all three major Pakistani regions. Because of their job passion, active professional group members give superior answers, exceeding their employers' expectations. Professional organisations like IPMA and PMI distributed the questionnaire to their members only.

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