

**Investigating the relationships between project management
performance, team empowerment and project success
in Hong Kong**

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Statement of Originality

I, Yau Yuet Wah, Sindy, hereby certify that this thesis contains no material which has been accepted for the award of any other degree or diploma in any university or other tertiary institution and, to the best of my knowledge and belief, contains no material previously published or written by another person, except where due reference has been made in the text. I give consent to the final version of my thesis being made available worldwide when deposited in the University's Digital Repository**, subject to the provisions of the Copyright Act 1968.

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Abstract

In reacting to global competition, many organizations have adopted project management practices to implement initiatives for enhancing their competitive advantages. Despite the continuous efforts of project management practitioners and project management professional associations in improving project management practices, the contribution of project management to project success is still limited. On the other hand, the effectiveness of team empowerment in enhancing team performance has drawn increasing attention from project management researchers.

The aim of this research was to investigate the relationship between project management performance and project success in Hong Kong, together with a consideration of the possible moderating effect of team empowerment on that relationship. The research was modelled on previous studies testing the relationship between project management performance and project success in United Arab Emirates and the works studying the impact of psychological team empowerment on team performance. Quantitative cross-sectional research with an online survey was conducted with participation of project management practitioners from various industries in Hong Kong.

A series of multiple regression analyses was conducted to test the research hypotheses. Analysis of data and subsequent results indicated that there was a significant and positive relationship between Project Management Performance and Project Success in Hong Kong. However, the moderating effect of psychological Team Empowerment on the relationship between Project Management Performance, with the exception of the sub factor of 'Project Management Key Performance Indicators', and Project Success in Hong Kong was positive but not significant. This research further revealed that psychological Team Empowerment was an independent variable creating positive and significant impact on Project Success. This research supports that Project Management Performance, especially the management of 'Project Management Policy and Strategies' and 'Project Management Key Performance Indicators', was effective in creating success for projects in Hong Kong. Project management practitioners in Hong Kong are further advised to make use of psychological team empowerment to motivate teams for achieving project success.

This research contributes to expanding the scope of project management research in Hong Kong and provides practical references for project managers to motivate project teams with team empowerment. In view of the limitations of a positivist quantitative research, more studies with other research paradigms and methodologies are recommended to further explore the impact of various contextual and contingency factors in affecting the impact of project management and the achievement of project success in Hong Kong.