

**UNIVERSITI TEKNOLOGI MARA**

**PROJECT AND OPERATIONAL  
STAKEHOLDERS' PERSPECTIVES  
OF AN AIRPORT TERMINAL  
PROJECT OUTCOME**

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## ABSTRACT

An airport terminal development project is considered a complex project due to the large number of stakeholders involved in the development and the operations of the facility. The aviation industry evolution, especially in terms of its liberalisation, has also increased the complexity in terms of the synergy among the industry players. This study deliberated and examined the relationship between the critical success factors towards a successful project outcome, from a collective airport stakeholders' perspective. The project chosen for this study was the development of the klia2 terminal which was completed and commissioned in May 2014. The project received huge coverage on its delay and cost overrun and as to this date, remains a controversial subject between the airport operator and the main user of the terminal. In collecting the perspectives of all airport stakeholders, two separate methods were used to suit the type of stakeholders. Stakeholders who belong to organisations were interviewed using the Project Implementation Profile (PIP) questionnaire while the klia2 passengers' perspectives were obtained from the yearly Airport Service Quality (ASQ) Survey, conducted by the airport operator. Both data collections contain questions related to the drivers and the stakeholder satisfaction elements of the klia2 terminal, namely the project outcome. Using quota sampling, a total of 21 responses was obtained for the PIP, which was then analysed using non-parametric analysis. The secondary data obtained from the ASQ Survey were modelled using the Structural Equation Modelling (SEM) method. The results of both sets of data were analysed separately and their findings were combined, to obtain the collective perspectives of both the project and operational stakeholders of klia2. From the organisational stakeholders' perspective, there seems to be a common opinion of both critical success factors and the project performance (outcome), except for the project mission. It was also found that airport environment is the best predictor in predicting the variance of the overall passenger satisfaction. With a collective perspective of the airport stakeholders, the future airport projects would benefit from the richness view of wider perspectives compared to the usual perspective of only the project team and project owner. Although the findings from this study are not to be generalised to other projects, it serves as a good start in the effort to embrace the stakeholder theory's concept that organisations should do their best in achieving the optimal value for all stakeholders, without compromising any one of the stakeholders' objectives.

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