

MIDOCEAN UNIVERSITY

Faculty of Management – Project Management Program

FINAL PROJECT 2 – PMG 497

THE IMPACT OF PROJECT MANAGEMENT PRACTICES ON CUSTOMER SATISFACTION AND BRAND EQUITY: A CASE STUDY OF FLYADEAL IN JEDDAH

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Dedication

To my beloved parents, whose prayers, sacrifices, encouragement, and unconditional support have been the foundation of every step I have taken. I dedicate the outcome of my years of study and effort to you with endless love and gratitude.

To my husband, Mohammed, my life partner and constant source of support. Your presence beside me has given me reassurance, strength, and motivation to continue pursuing my academic ambitions. I share the joy of this achievement with you because your encouragement has been an essential part of the journey that led me here.

To my dear brothers and sisters, my companions through life and a continuing source of strength and happiness. Thank you for every encouraging word, every supportive moment, and every time you shared my ambitions and celebrated my progress. This achievement carries a part of your love and support.

To my family and to everyone who believed in my abilities and encouraged me to continue learning and developing, I dedicate this work with sincere appreciation. I pray that this achievement will be the beginning of a new stage filled with success, contribution, and meaningful accomplishments.

Abstract

This study examines the impact of project management practices on customer satisfaction and brand equity in the context of flyadeal, a low-cost airline operating in Saudi Arabia, with a focus on customers in Jeddah. Project management practices are represented by planning, execution, time management, risk management, and communication. Customer satisfaction is treated as an intermediate outcome, while brand equity is represented through awareness, image, trust, and loyalty.

A quantitative cross-sectional design was adopted using a structured questionnaire containing 34 Likert-scale items. Data were available for 30 respondents. Twenty percent selected 5 for all items, 40% selected 4, 30% selected 3, and 10% selected 2. The overall mean was 3.70 out of 5. Because each respondent gave the same score to every item, all composite variables were perfectly collinear. Therefore, perfect correlations and reliability coefficients are mathematical consequences of the response structure and are not interpreted as evidence of perfect relationships in the population.

The study emphasizes descriptive findings and transparent methodological interpretation. It recommends integrating customer-based indicators into project success criteria, strengthening communication and risk-response practices, measuring customer outcomes before and after service-improvement projects, and repeating the study with a larger and more varied sample suitable for regression and mediation analysis.

Keywords: Project Management, Customer Satisfaction, Brand Equity, Airline Industry, Low-Cost Carrier, flyadeal, Jeddah.

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Chapter 1: Introduction

1.1 Research Background

Organizations increasingly use projects as vehicles for strategic change. Projects introduce new systems, redesign customer journeys, improve operations, develop digital platforms, and implement service innovations. In service industries, the final value of such projects is experienced not only by internal stakeholders but also by customers. This creates an important managerial question: should a project be considered successful if it is delivered on time and within budget but does not improve the customer's experience or perception of the organization?

The traditional project management perspective has emphasized time, cost, scope, and quality. These dimensions remain essential, but modern project-success literature recognizes that project outcomes must also be evaluated in relation to stakeholders, business benefits, customer impact, and long-term organizational value. Shenhar, Levy, and Dvir (1997) argued that project success is multidimensional and includes project efficiency, impact on the customer, direct business success, and preparation for the future.

The broader perspective is especially relevant in aviation. Airlines operate through complex systems in which technology, airport processes, customer communication, scheduling, service recovery, digital channels, and operational coordination are highly interdependent. Many improvements in these areas are delivered through projects. Customers do not observe the schedule baseline or risk register, but they directly experience the outcomes produced by those management practices.

Low-cost airlines face additional pressure because they must maintain cost efficiency while providing a reliable and understandable customer journey. Price is important, but reliability, responsiveness, communication, ease of booking, handling of disruptions, and perceived fairness also influence customer evaluation. Project management practices that improve these touchpoints may therefore contribute to satisfaction and, over time, stronger brand equity.

1.2 Research Problem

Organizations invest substantial resources in projects intended to improve services and operational performance. Yet project evaluation frequently remains concentrated on internal indicators such as schedule, cost, scope, and technical completion. This can create a gap between successful project delivery and successful customer outcomes. In a service organization, the gap is critical because the customer ultimately evaluates the organization through the quality and consistency of the service experience.

The specific research problem is the limited empirical integration of project management practices with customer satisfaction and brand equity in the context of a Saudi low-cost airline. The study seeks to determine the perceived levels of the three constructs and examine the proposed relationships while acknowledging the limitations of the available dataset.

1.3 Research Significance

The study has theoretical significance because it connects project management literature with service marketing and brand management. Rather than treating project success as an isolated operational concept, it considers the customer as a stakeholder whose experience may provide evidence of project value.

The study has managerial significance because it encourages decision makers to include customer-based indicators when evaluating service-improvement projects. Measures such as satisfaction, communication quality, trust, repeat-use intention, and recommendation can complement traditional measures of time, cost, scope, and quality.

The study is also relevant to the Saudi aviation context. Continued aviation and tourism development creates a need for organizations to deliver improvements efficiently while maintaining a positive passenger experience. A framework that links project practices to customer and brand outcomes can support more integrated decision making.

1.4 Research Questions

- RQ1: What is the perceived level of project management practices at flyadeal from the perspective of the surveyed customers?
- RQ2: What is the level of customer satisfaction among the surveyed flyadeal customers?
- RQ3: What is the perceived level of flyadeal brand equity among the surveyed customers?
- RQ4: What relationship is observed between project management practices and customer satisfaction?
- RQ5: What relationship is observed between customer satisfaction and brand equity?
- RQ6: What relationship is observed between project management practices and brand equity?
- RQ7: Can customer satisfaction be statistically assessed as a mediator between project management practices and brand equity using the available data?
- RQ8: Can the relative effects of planning, execution, time management, risk management, and communication on customer satisfaction be compared using the available data?

1.5 Research Objectives

- O1: Measure the perceived level of project management practices.
- O2: Measure customer satisfaction.
- O3: Measure perceived brand equity.
- O4: Examine the observed relationship between project management practices and customer satisfaction.
- O5: Examine the observed relationship between customer satisfaction and brand equity.
- O6: Examine the observed relationship between project management practices and brand equity.
- O7: Assess whether the data permit a valid mediation test.
- O8: Assess whether the five project-management dimensions can be compared.
- O9: Develop practical recommendations for integrating customer outcomes into project evaluation.

1.6 Research Hypotheses

- H1: Project management practices have a positive relationship with customer satisfaction.
- H2: Customer satisfaction has a positive relationship with brand equity.
- H3: Project management practices have a positive relationship with brand equity.
- H4: Customer satisfaction mediates the relationship between project management practices and brand equity.
- H5: The project management dimensions differ in the strength of their relationship with customer satisfaction.

1.7 Research Model

The conceptual model contains three principal constructs. Project management practices form the independent variable and consist of planning, execution, time management, risk management, and communication. Customer satisfaction is the proposed mediator. Brand equity is the dependent variable and is represented by awareness, image, trust, and loyalty. The primary conceptual path is Project Management Practices → Customer Satisfaction → Brand Equity, with an additional direct path from Project Management Practices → Brand Equity.

Table 1.1 Alignment of Research Questions, Objectives and Hypotheses

Question	Objective	Analysis
RQ1	O1	Descriptive statistics
RQ2	O2	Descriptive statistics
RQ3	O3	Descriptive statistics
RQ4	O4	H1
RQ5	O5	H2
RQ6	O6	H3
RQ7	O7	Feasibility test
RQ8	O8	Feasibility test

Source: Prepared by the researcher.

1.8 Scope of the Study

- Subject scope: project management practices, customer satisfaction, and brand equity.
- Geographical scope: flyadeal customers in Jeddah, Saudi Arabia.
- Human scope: 30 questionnaire respondents.
- Time scope: academic year 2026.
- Analytical scope: descriptive statistics and cautious assessment of inferential relationships because of perfect collinearity.

1.9 Project Structure

The project consists of five chapters. Chapter 1 defines the problem and research design. Chapter 2 reviews relevant theory and empirical studies and develops the hypotheses. Chapter 3 explains the methodology and instrument. Chapter 4 presents the statistical analysis, answers every research question, assesses every hypothesis, and connects the findings with literature. Chapter 5 presents limitations, detailed recommendations, an implementation roadmap, future research directions, and the conclusion.

Chapter 2: Literature Review

2.1 Introduction

This chapter critically reviews the concepts and empirical findings that support the research model. It covers project management practices, customer satisfaction, brand equity, project success, the low-cost airline environment, the relationships among the variables, the research gap, and hypothesis development.

2.2 Planning as a Project Management Practice

Planning clarifies objectives, scope, activities, resources, stakeholders, risks, and monitoring arrangements. In customer-facing projects, planning should also define the intended customer benefit. A project that redesigns a booking process, for example, should specify not only technical deliverables but also the expected reduction in customer effort or confusion.

Poor planning can create rework, delay, unclear responsibilities, and inconsistent implementation. These internal weaknesses can become customer-facing problems when they affect service availability, communication, or process reliability. Planning is therefore included as a core dimension in the present study.

2.3 Execution and Implementation Quality

Execution converts plans into deliverables and requires coordination, resource availability, quality control, issue resolution, and stakeholder engagement. In service projects, execution quality becomes visible when a change is introduced into a live operating environment.

Customers may evaluate execution indirectly through system stability, process consistency, employee readiness, and the smoothness of transitions. A technically correct solution can still produce dissatisfaction if implementation is poorly coordinated.

2.4 Time Management

Time management involves developing and controlling the schedule so that activities and milestones are completed when required. Schedule performance remains central because delays can increase cost, reduce confidence, and postpone expected benefits.

In aviation, time also has direct customer significance. Delayed improvements, slow issue resolution, or poorly timed changes can influence passenger experience. Time management is therefore treated as both an internal efficiency practice and a possible contributor to customer value.

2.5 Risk Management

Risk management identifies uncertainty, analyzes probability and impact, plans responses, assigns ownership, and monitors emerging risks. Service projects may face technical, operational, regulatory, supplier, schedule, cybersecurity, and customer-experience risks.

A useful extension is to evaluate risks according to customer impact. A disruption that appears manageable internally may have a substantial effect on passenger trust if communication is slow or inconsistent. This connects risk management with satisfaction and brand outcomes.

2.6 Communication Management

Communication connects stakeholders and supports shared understanding. It includes identifying information needs, selecting channels, determining frequency, and ensuring that messages are timely and accurate.

In airline environments, communication is one of the most visible consequences of project and operational coordination. Customers may tolerate changes or disruptions more positively when they receive clear and timely information. Communication may therefore be one of the project dimensions most directly perceived by customers.

2.7 Customer Satisfaction

Customer satisfaction is an evaluative response formed by comparing expectations with perceived performance. In airlines, satisfaction develops across multiple touchpoints including search, booking, payment, check-in, airport processes, boarding, the flight, baggage, and post-service communication.

Satisfaction is important because it is associated with repeat purchase, recommendation, reduced switching, and favorable attitudes. It is not identical to loyalty, however, because a satisfied customer may still select another airline because of route, schedule, or price.

In this study, satisfaction is positioned between project management practices and brand equity. The logic is that management practices influence the quality and consistency of service improvements, which customers experience and translate into satisfaction judgments.

2.8 Brand Equity

Brand equity is the value associated with a brand beyond the functional characteristics of the service. In service industries, it is strongly influenced by direct experience because the service is produced and consumed through interactions with systems, employees, processes, and environments.

The study represents brand equity through awareness, image, trust, and loyalty. Awareness concerns recognition and recall; image concerns overall associations; trust concerns confidence in the airline; and loyalty concerns preference, future use, and recommendation.

For airlines, brand equity is sensitive to consistency. Advertising can create awareness, but operational experiences create credibility. Well-managed service improvements can reinforce the brand promise, while poorly managed change can weaken trust.

2.9 Project Success and Customer Value

Project-success research has moved beyond a narrow focus on efficiency. Shenhar, Levy, and Dvir (1997) proposed a multidimensional model that explicitly includes impact on the customer. This provides direct theoretical justification for treating customer satisfaction as a project-related outcome.

Crawford and Pennypacker (2001) and Oswald and Pennypacker (2002) also contributed to the discussion of project-management value by examining benefits beyond immediate delivery metrics. Their work supports the idea that project management can be assessed through stakeholder and organizational outcomes.

This broader perspective is consistent with benefits realization. Projects are undertaken because organizations expect them to create benefits. In service organizations, some benefits are customer-facing: reduced effort, faster response, better information, improved reliability, and more consistent experiences.

2.10 Low-Cost Airline Context

Low-cost carriers compete through simplified service models, efficient asset utilization, and price-sensitive offerings. Nevertheless, satisfaction remains strategically important because dissatisfied passengers can switch providers, share negative experiences, or reduce future purchase intention.

Kos Koklic, Kukar-Kinney, and Vegelj (2017) found that satisfaction is related to repurchase and recommendation intentions and that some relationships differ between low-cost and full-service airlines. Hassan and Salem (2022) reported significant relationships among service quality, airline image, customer satisfaction, and loyalty in the Saudi low-cost airline context.

These studies do not measure project management directly, but they clarify the customer pathway through which project outcomes may matter. Projects modify the systems and processes through which service quality is delivered.

2.11 Airline Brand Equity

Sarker, Mohd-Any, and Kamarulzaman (2019) argued that consumer-based service brand equity in airlines should account for direct service experience and brand consistency. Airline brands are not evaluated only through communications; passengers repeatedly test the brand promise through actual encounters.

Direct service experience creates evidence for or against the brand promise. When booking, communication, airport processes, and problem resolution are consistent, customers are more likely to develop trust. Trust can support loyalty, while repeated inconsistencies can weaken the brand even if awareness remains high.

2.12 Relationships among Variables

The proposed Project Management Practices → Customer Satisfaction relationship assumes that project management affects the quality, timing, consistency, and communication of service improvements. Customers experience these outputs and form satisfaction judgments.

The Customer Satisfaction → Brand Equity relationship is supported by service and airline literature linking satisfaction to trust, repeat use, recommendation, image, and loyalty. The direct Project Management Practices → Brand Equity path recognizes that some project outcomes can immediately influence perceptions of competence, modernity, and reliability.

The mediation hypothesis proposes that part of the influence of project management on brand equity occurs because better project outcomes create a better customer experience, which increases satisfaction and then contributes to brand value.

2.13 Critical Review and Research Gap

The literature provides support for each part of the conceptual chain but remains fragmented. Project management studies emphasize delivery, maturity, stakeholder success, and value; airline studies emphasize service quality, satisfaction, and loyalty; brand studies emphasize experience, trust, and associations. Relatively few studies place project management practices at the beginning of a model that ends with satisfaction and brand equity.

The main research gap is therefore the limited integration of project management practices, customer satisfaction, and brand equity within a single empirical framework in the Saudi low-cost airline context. The present study addresses this gap while also recognizing that customers assess the observable outcomes of management practices rather than technical internal project procedures.

2.14 Hypothesis Development

H1 is based on the expectation that better planning, execution, time control, risk response, and communication produce more reliable customer-facing outcomes. H2 is based on evidence that satisfied customers are more likely to trust, reuse, and recommend an airline. H3 recognizes that project outcomes can shape brand associations directly.

H4 proposes satisfaction as an explanatory mechanism between project management and brand equity. H5 recognizes that the five project dimensions may not be equally visible to customers; communication and time may be more immediately observable than planning.

Table 2.1 Literature Review Matrix

Study	Context	Main finding	Relevance
Shenhar et al. (1997)	Project success	Customer impact is a success dimension	Basis for customer outcome
Crawford & Pennypacker (2001)	PM value	Value extends beyond delivery metrics	Broader project value
Oswald & Pennypacker (2002)	103 organizations	PM improvement linked to organizational measures	Supports H1 logic
Hussain et al. (2015)	Airline customers	Service quality influences satisfaction	Customer pathway
Kos Koklic et al. (2017)	382 passengers	Satisfaction affects repurchase/recommendation	Supports H2
Sarker et al. (2019)	Airline brand equity	Direct experience and consistency matter	Supports brand construct
Hassan & Salem (2022)	Saudi LCC	Service quality predicts satisfaction, image and loyalty	Contextual support

Source: Prepared by the researcher.

2.15 Chapter Summary

The literature supports a broader concept of project success that includes customer impact, a customer-experience pathway to satisfaction, and a satisfaction/experience pathway to brand value. The research gap lies in integrating these streams within one model in the context of a Saudi low-cost airline. The five hypotheses are theoretically defensible, but empirical conclusions depend on the quality and variability of the data.

Chapter 3: Research Methodology

3.1 Introduction

This chapter explains how the empirical study was designed and how the collected data were analyzed. It covers operational definitions, research philosophy, approach, strategy, time horizon, population, sampling, data collection, instrument structure, validity and reliability, statistical procedures, and research ethics.

3.2 Operational Definitions

Project management practices are operationalized as customer-perceived manifestations of planning, execution, time management, risk management, and communication. Customer satisfaction is operationalized as an overall favorable evaluation and behavioral intention. Brand equity is operationalized through awareness, image, trust, and loyalty.

3.3 Research Philosophy and Approach

The study adopts a positivist orientation because it uses structured numerical data to describe variables and examine proposed relationships. A deductive approach is used because hypotheses were developed from theory and previous studies before assessment using questionnaire data.

3.4 Research Strategy and Time Horizon

A survey strategy was selected to obtain standardized responses from multiple participants. The study uses a mono-method quantitative design and a cross-sectional time horizon because perceptions were collected during one period rather than tracked longitudinally.

3.5 Population and Sampling

The target population is flyadeal customers in Jeddah who can evaluate their airline experience. The accessible dataset contains 30 respondents and should be treated as a small non-probability sample rather than a statistically representative sample of all customers.

No complete demographic dataset was supplied for the 30 respondents. Therefore, age, gender, travel frequency, nationality, and travel-purpose distributions are not fabricated. This protects the integrity of the project.

3.6 Data Collection

Primary data were collected using a structured questionnaire with a five-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The standardized scale enables frequencies, percentages, means, standard deviations, and composite scores.

3.7 Instrument Design

The instrument contains 34 substantive items. Q1–Q15 measure project management practices, Q16–Q22 measure customer satisfaction, and Q23–Q34 measure brand equity. The project-management section is divided into planning, execution, time, risk, and communication; brand equity is divided into awareness, image, trust, and loyalty.

3.8 Validity and Reliability

Content validity is supported by the alignment of items with the conceptual dimensions. Internal consistency would normally be evaluated through Cronbach's alpha. In the current dataset, identical within-person responses create perfect covariance patterns, so an alpha of 1.000 is mathematically possible but should not be interpreted as proof of perfect reliability in a wider population.

Construct validity cannot be meaningfully evaluated through factor analysis because the items lack independent variation. Future research should collect more varied responses and use exploratory or confirmatory factor analysis.

3.9 Statistical Analysis Procedures

The analysis uses frequencies, percentages, means, and standard deviations to answer the level-based research questions. Correlations are examined for H1–H3 but interpreted cautiously. Mediation and dimension-comparison procedures are evaluated for feasibility rather than forced when assumptions are violated.

A statistic can be mathematically computable without being substantively meaningful. Therefore, the project reports the descriptive findings fully, explains the perfect-correlation structure, and avoids overstating inferential conclusions.

3.10 Research Ethics

Participation was voluntary and no personally identifying information is reported. The response matrix is anonymized. Academic integrity is maintained by distinguishing actual collected data from theoretical interpretation and by refusing to invent missing demographic characteristics or statistical variation.

Sources are acknowledged in the text and included in the reference list. The study also avoids claiming causal certainty from cross-sectional survey data.

3.11 Chapter Summary

The study uses a quantitative cross-sectional survey design with 30 respondents and 34 Likert-scale items. The design is suitable for descriptive analysis and theoretical exploration, while the response structure restricts inferential testing. Chapter 4 therefore answers all research questions while explicitly identifying which hypotheses can and cannot be validly assessed.

Table 3.1 Questionnaire Structure

Construct	Dimension	Items
Project Management Practices	Planning	Q1–Q3
Project Management Practices	Execution	Q4–Q6
Project Management Practices	Time	Q7–Q9
Project Management Practices	Risk	Q10–Q12
Project Management Practices	Communication	Q13–Q15
Customer Satisfaction	Satisfaction / intention	Q16–Q22
Brand Equity	Awareness	Q23–Q24
Brand Equity	Image	Q25–Q27
Brand Equity	Trust	Q28–Q30
Brand Equity	Loyalty	Q31–Q34

Source: Prepared by the researcher.

Table 3.2 Statistical Analysis Plan

Purpose	Procedure	Status
Describe responses	Frequency / percentage	Valid
Measure variable levels	Mean / SD	Valid
Reliability	Cronbach alpha	Computable but not substantively interpretable
H1–H3	Correlation	Direction observable; magnitude distorted
H4	Mediation	Not valid with perfect collinearity
H5	Multiple regression	Not valid with identical dimensions

Source: Prepared by the researcher.

Chapter 4: Statistical Analysis and Findings Discussion

4.1 Introduction

This chapter presents the analysis of the 30 questionnaire responses. It describes the response distribution, calculates the main descriptive statistics, diagnoses the data structure, answers every research question explicitly, assesses each hypothesis, compares the findings with literature, and develops managerial implications.

4.2 Response Profile

Six respondents (20%) selected 5 for every item, twelve (40%) selected 4, nine (30%) selected 3, and three (10%) selected 2. No respondent selected 1. The combined positive response rate is therefore 60%, neutral responses are 30%, and negative responses are 10%.

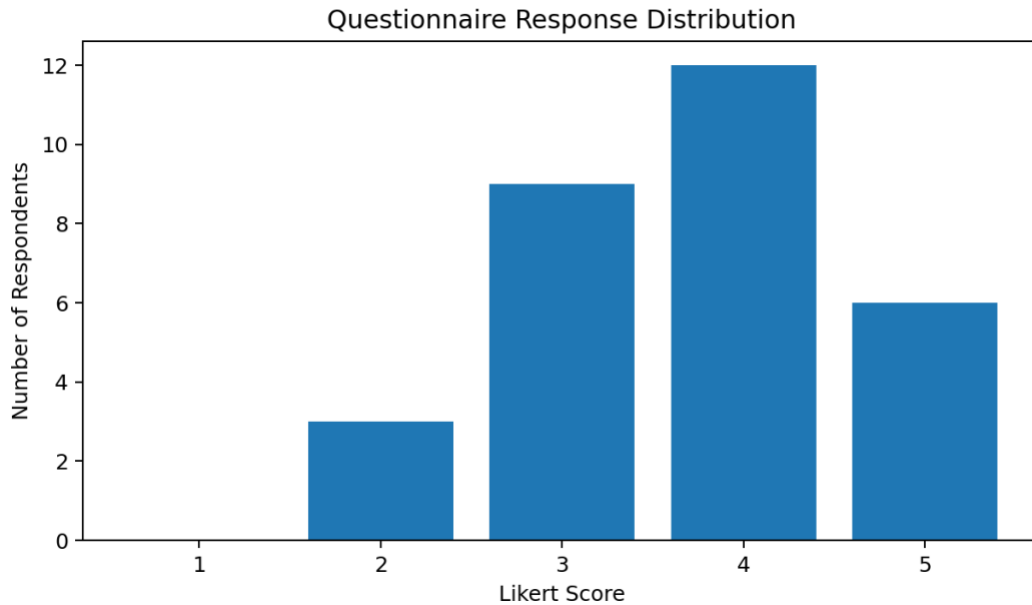


Figure 4.1 Questionnaire Response Distribution

Table 4.1 Response Distribution

Score	Frequency	Percentage	Meaning
5	6	20%	Strongly Agree
4	12	40%	Agree
3	9	30%	Neutral
2	3	10%	Disagree
1	0	0%	Strongly Disagree

Source: Prepared by the researcher.

4.3 Descriptive Statistics

The overall mean is 3.70 out of 5 and the sample standard deviation is 0.915. Using the interpretation scale 3.41–4.20 = high, the general level is high. Because every respondent used the same score across all 34 items, the three composite variables have exactly the same descriptive statistics.

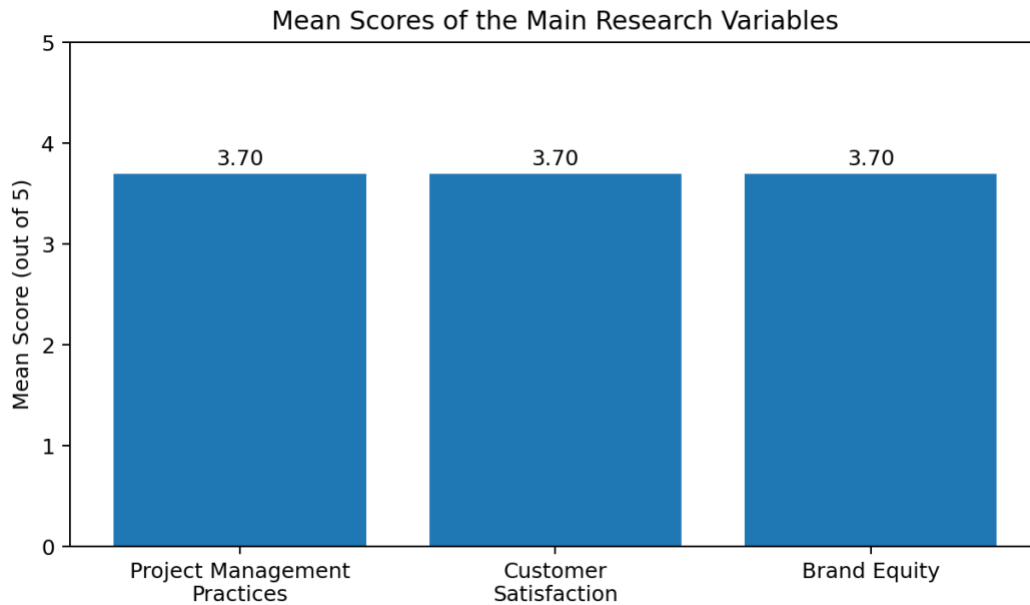


Figure 4.2 Mean Scores of the Main Research Variables

Table 4.2 Descriptive Statistics

Variable	Items	Mean	SD	Level
Project Management Practices	Q1–Q15	3.70	0.915	High
Customer Satisfaction	Q16–Q22	3.70	0.915	High
Brand Equity	Q23–Q34	3.70	0.915	High

Source: Prepared by the researcher.

4.4 Data Structure and Reliability Diagnostic

The dataset produces perfect internal consistency and perfect linear relationships because each participant used one score for all items. If a respondent selected 4 on Q1, that respondent selected 4 on Q2 through Q34. Therefore, the average project-management, satisfaction, and brand-equity scores are identical for each respondent.

Mathematically, the correlation between any two composite variables is 1.000 and regression models containing several dimensions cannot distinguish independent contributions. This is perfect multicollinearity.

The academically correct approach is to report this pattern, explain why it occurred, rely primarily on descriptive findings, and recommend recollection of more discriminating data. The project does not present the perfect coefficient as evidence of a perfect real-world relationship.

4.5.1 Answer to RQ1

Project management practices have a mean of 3.70/5, classified as high. Sixty percent of respondents are positive. The five dimensions cannot be ranked because their scores are identical.

4.5.2 Answer to RQ2

Customer satisfaction has a mean of 3.70/5, classified as high. The distribution is 60% positive, 30% neutral, and 10% negative. Satisfaction is therefore favorable overall but not universal.

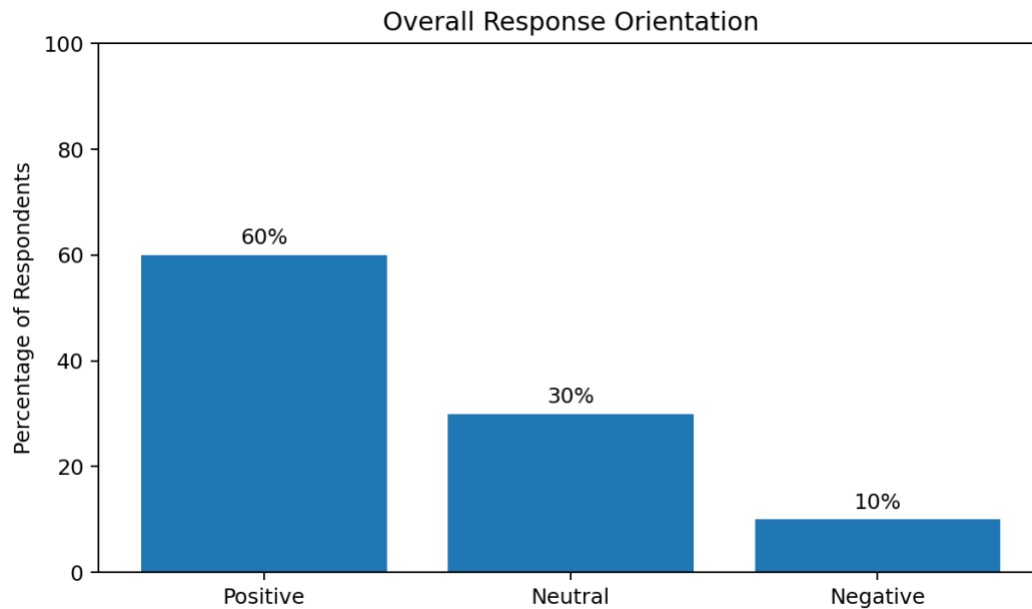


Figure 4.3 Overall Response Orientation

4.5.3 Answer to RQ3

Brand equity has a mean of 3.70/5, classified as high. Awareness, image, trust, and loyalty cannot be ranked separately because the same response pattern appears in every subdimension.

4.5.4 Answer to RQ4

The computed relationship between project management practices and satisfaction is $r = 1.000$ because the composite variables are identical transformations of the same scores. The direction is positive, but the magnitude is not a credible population estimate.

4.5.5 Answer to RQ5

The computed relationship between satisfaction and brand equity is $r = 1.000$ for the same structural reason. The positive direction is consistent with airline literature, but the coefficient magnitude is not substantively interpretable.

4.5.6 Answer to RQ6

The computed relationship between project management practices and brand equity is $r = 1.000$. The direct effect cannot be isolated from satisfaction using the current data.

4.5.7 Answer to RQ7

A valid mediation test cannot be performed because mediation requires separable variation among the independent variable, mediator, and dependent variable. H4 remains theoretically supported but empirically untested.

4.5.8 Answer to RQ8

The five project-management dimensions cannot be compared because all dimensions have identical scores for every respondent. Multiple regression would suffer from perfect multicollinearity. H5 is therefore not empirically tested.

Table 4.3 Research Question Answers

RQ	Answer
RQ1	Project management practices have a mean of 3.70/5, classified as high. Sixty percent of respondents are positive. The five dimensions cannot be ranked because their scores are identical.
RQ2	Customer satisfaction has a mean of 3.70/5, classified as high. The distribution is 60% positive, 30% neutral, and 10% negative. Satisfaction is therefore favorable overall but not universal.
RQ3	Brand equity has a mean of 3.70/5, classified as high. Awareness, image, trust, and loyalty cannot be ranked separately because the same response pattern appears in every subdimension.
RQ4	The computed relationship between project management practices and satisfaction is $r = 1.000$ because the composite variables are identical transformations of the same scores. The direction is positive, but the magnitude is not a credible population estimate.
RQ5	The computed relationship between satisfaction and brand equity is $r = 1.000$ for the same structural reason. The positive direction is consistent with airline literature, but the coefficient magnitude is not substantively interpretable.
RQ6	The computed relationship between project management practices and brand equity is $r = 1.000$. The direct effect cannot be isolated from satisfaction using the current data.
RQ7	A valid mediation test cannot be performed because mediation requires separable variation among the independent variable, mediator, and dependent variable. H4 remains theoretically supported but empirically untested.
RQ8	The five project-management dimensions cannot be compared because all dimensions have identical scores for every respondent. Multiple regression would suffer from perfect multicollinearity. H5 is therefore not empirically tested.

Source: Prepared by the researcher.

4.6 Hypothesis Assessment

Table 4.4 Hypothesis Assessment

Hypothesis	Observed result	Decision
H1	Positive; $r=1.000$	Directionally supported with major caution
H2	Positive; $r=1.000$	Directionally supported with major caution
H3	Positive; $r=1.000$	Directionally supported with major caution
H4	Mediation not estimable	Not empirically tested
H5	Dimensions identical	Not empirically tested

Source: Prepared by the researcher.

4.7 Discussion with Previous Literature

The positive descriptive evaluation of project management practices is consistent with project-success literature that includes stakeholder and customer impact. Shenhar et al. (1997) explicitly position customer impact as a dimension of project success.

The proposed relationship between satisfaction and brand equity is consistent with airline research. Kos Koklic et al. (2017) linked satisfaction with repurchase and recommendation, while Hassan and Salem (2022) reported relationships among service quality, satisfaction, airline image, and loyalty in the Saudi low-cost context.

The brand-equity logic is also consistent with Sarker et al. (2019), who emphasized direct service experience and brand consistency. If projects improve the consistency of the service experience, downstream effects on trust, image, and loyalty are theoretically reasonable.

The present study cannot claim that perfect correlations confirm previous findings statistically. Its contribution is the integrated conceptual model and the transparent identification of a data-quality limitation.

4.8 Managerial Implications

- Include customer KPIs in the success criteria of every project that changes a passenger touchpoint.
- Treat customer communication as a project deliverable during changes and disruptions.
- Add a customer-impact rating to project risk registers.
- Conduct post-implementation reviews that verify customer benefits, not only technical completion.
- Monitor trust, repeat-use intention, and recommendation after major service changes.
- Use neutral and dissatisfied responses as inputs for improvement rather than relying only on the overall mean.

4.9 Chapter Summary

The analysis shows an overall mean of 3.70 and a 60% positive response rate. All eight research questions are answered. H1–H3 are directionally consistent with theory but their perfect coefficients are not interpreted as realistic effect sizes. H4 and H5 cannot be tested with the present data. The findings are therefore primarily descriptive and exploratory.

Chapter 5: Research Limitations, Recommendations and Conclusion

5.1 Research Limitations

- Small sample size of 30 respondents limits statistical power and generalizability.
- Non-probability sampling prevents claims of representativeness.
- Identical within-person responses create perfect collinearity and prevent valid estimation of independent effects.
- Complete demographic data were not available, so subgroup analysis could not be conducted.
- The cross-sectional design cannot establish causal direction.
- Customers observe project outcomes rather than internal technical project-management processes.
- The study focuses on one airline and one geographical context.
- Self-report data may be affected by response style and common-method bias.
- Objective project-performance data such as schedule variance, cost variance, and risk exposure were not available.

5.2 Complete Research Recommendations

5.2.1 Integrate customer KPIs into project charters

Every customer-facing project should specify measurable customer benefits, a baseline, a target, a data source, and a measurement date.

5.2.2 Measure before and after implementation

Collect customer measures before change and after stabilization so that project-related improvement can be distinguished from general perceptions.

5.2.3 Strengthen communication management

Define message ownership, timing, channels, escalation rules, and approval procedures for projects that affect customers.

5.2.4 Add customer impact to risk registers

Rate each significant risk according to its potential effect on passengers, trust, complaints, and service continuity.

5.2.5 Use structured post-implementation reviews

Review technical completion, customer outcomes, operational performance, lessons learned, and sustained benefits.

5.2.6 Create a customer-experience benefits dashboard

Connect project milestones with satisfaction, complaints, digital completion, contact rate, trust, repeat use, and recommendation.

5.2.7 Investigate neutral and dissatisfied customers

The 40% neutral/negative group should be studied to identify specific friction points and improvement opportunities.

5.2.8 Recollect questionnaire data independently

Respondents should assess every item separately; pilot testing should detect straight-line responding before full launch.

5.2.9 Increase sample size and diversity

Include customers with different ages, travel frequencies, purposes, routes, and disruption experiences.

5.2.10 Use validated scales

Adapt established scales and test content, convergent, discriminant, and construct validity.

5.2.11 Apply factor analysis and SEM/PLS-SEM

With adequate data, test the measurement model, direct effects, and the mediation hypothesis using bootstrapping.

5.2.12 Combine survey and operational data

Compare perceptions with objective indicators such as complaint resolution time, system availability, and project schedule performance.

5.2.13 Create project-to-brand governance

PMO, operations, customer experience, and marketing should jointly review major customer-facing projects.

5.2.14 Track benefits over time

Measure outcomes at 30, 90, and 180 days to confirm that improvements are sustained.

5.2.15 Build a lessons-learned repository

Classify lessons by planning, execution, time, risk, communication, and customer impact for reuse in future projects.

Table 5.1 Prioritized Recommendations

Priority	Action	KPI	Owner
1	Customer KPIs in project charters	CSAT / complaints / task completion	PMO + Customer Experience
2	Pre/post measurement	Change from baseline	Customer Experience
3	Customer communication plan	Notification time / communication satisfaction	Project Manager
4	Customer-impact risk rating	High-impact risks mitigated	Project + Risk
5	Benefits review	Benefits achieved vs target	PMO + Business Owner
6	New larger research sample	Valid independent variation	Future researcher

Source: Prepared by the researcher.

5.3 Implementation Roadmap

Table 5.2 Implementation Roadmap

Timeframe	Action	Expected output	Success indicator
0–3 months	Define customer KPIs	Standard charter section	All relevant projects have KPI
0–3 months	Add customer-impact field to risk register	Updated risk template	Customer risks explicitly tracked
3–6 months	Introduce pre/post measurement	Baseline and post reports	Measured change available
3–6 months	Standardize communication plans	Communication checklist	Fewer communication complaints
6–12 months	Create integrated dashboard	Project/customer dashboard	Executive benefits review
6–12 months	Conduct larger validation study	Clean multivariate dataset	No perfect collinearity

Source: Prepared by the researcher.

5.4 Future Research

Repeat the study with a larger sample and pilot-test the questionnaire to prevent straight-line response patterns.

Collect demographic and behavioral variables such as age, gender, travel frequency, purpose of travel, route type, and disruption experience.

Use a longitudinal design that measures perceptions before a project, after implementation, and after stabilization.

Combine project-manager data with customer data to reduce common-method bias.

Use factor analysis and SEM or PLS-SEM with bootstrapping to test measurement validity and mediation.

Compare low-cost and full-service airlines or compare multiple Saudi low-cost carriers.

5.5 Conclusion

This project examined project management practices, customer satisfaction, and brand equity in the context of flyadeal in Jeddah. It was motivated by the view that project success in service organizations should be evaluated through customer and strategic outcomes in addition to time, cost, scope, and quality.

The 30-response dataset produced an overall mean of 3.70 and a 60% positive response rate. The identical response pattern created perfect collinearity, so the study does not claim that the constructs are perfectly related in reality.

The literature provides a coherent theoretical basis for the model: project-success research recognizes customer impact, airline research links service experience with satisfaction and loyalty, and brand research emphasizes direct experience and consistency.

The main practical conclusion is that customer outcomes should be built into project governance. Customer benefits should be defined at initiation, customer risks managed during execution, communication controlled during change, and benefits verified after implementation.

Transparent treatment of the data limitation strengthens the academic credibility of the project and provides a clear foundation for a stronger future study.

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Appendices

Appendix A: Questionnaire

Response scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

- Q1. flyadeal appears to plan service improvements in an organized manner.
- Q2. Service improvements appear to consider customer needs.
- Q3. Changes introduced by flyadeal appear to have clear objectives.
- Q4. Service improvements are implemented efficiently.
- Q5. New or changed services are introduced in a coordinated manner.
- Q6. Implementation of improvements generally supports a smooth customer experience.
- Q7. Service improvements are delivered within reasonable timeframes.
- Q8. flyadeal responds to service-related issues without unnecessary delay.
- Q9. Time-related aspects of service changes are managed effectively.
- Q10. flyadeal appears prepared to deal with service problems and disruptions.
- Q11. Potential problems are handled in a way that reduces their impact on customers.
- Q12. The airline responds appropriately when unexpected service issues occur.
- Q13. Information related to service changes is communicated clearly.
- Q14. Customers receive information at an appropriate time.
- Q15. Communication channels provide useful information when service issues occur.
- Q16. Overall, I am satisfied with my experience with flyadeal.
- Q17. The airline generally meets my expectations.
- Q18. I am satisfied with the way flyadeal delivers its services.
- Q19. I consider my overall experience with flyadeal positive.
- Q20. I would consider using flyadeal again.
- Q21. I would recommend flyadeal to others.
- Q22. I am satisfied with the value I receive from flyadeal.
- Q23. I can easily recognize the flyadeal brand.

- Q24. flyadeal is one of the airline brands that comes to mind when considering low-cost travel.
- Q25. I have a generally positive image of flyadeal.
- Q26. I consider flyadeal a modern airline brand.
- Q27. The flyadeal brand has clear and distinctive associations in my mind.
- Q28. I trust flyadeal to provide the service it promises.
- Q29. I consider flyadeal a credible airline brand.
- Q30. I feel confident when choosing flyadeal.
- Q31. I would prefer flyadeal when it offers a suitable flight option.
- Q32. I intend to continue considering flyadeal for future travel.
- Q33. I would speak positively about flyadeal to others.
- Q34. I would recommend flyadeal when its service fits another person's travel needs.

Appendix B: Raw Response Matrix

The matrix below reflects the response pattern supplied for the study. It is divided into four blocks for readability.

Responses Q1–Q9

Respondent	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
1	5	5	5	5	5	5	5	5	5
2	5	5	5	5	5	5	5	5	5
3	5	5	5	5	5	5	5	5	5
4	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5
6	5	5	5	5	5	5	5	5	5
7	4	4	4	4	4	4	4	4	4
8	4	4	4	4	4	4	4	4	4
9	4	4	4	4	4	4	4	4	4
10	4	4	4	4	4	4	4	4	4
11	4	4	4	4	4	4	4	4	4
12	4	4	4	4	4	4	4	4	4
13	4	4	4	4	4	4	4	4	4
14	4	4	4	4	4	4	4	4	4
15	4	4	4	4	4	4	4	4	4
16	4	4	4	4	4	4	4	4	4
17	4	4	4	4	4	4	4	4	4
18	4	4	4	4	4	4	4	4	4
19	3	3	3	3	3	3	3	3	3
20	3	3	3	3	3	3	3	3	3
21	3	3	3	3	3	3	3	3	3
22	3	3	3	3	3	3	3	3	3
23	3	3	3	3	3	3	3	3	3
24	3	3	3	3	3	3	3	3	3
25	3	3	3	3	3	3	3	3	3
26	3	3	3	3	3	3	3	3	3
27	3	3	3	3	3	3	3	3	3
28	2	2	2	2	2	2	2	2	2
29	2	2	2	2	2	2	2	2	2
30	2	2	2	2	2	2	2	2	2

Source: Prepared by the researcher.

Responses Q10–Q18

Respondent	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18
1	5	5	5	5	5	5	5	5	5
2	5	5	5	5	5	5	5	5	5
3	5	5	5	5	5	5	5	5	5
4	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5
6	5	5	5	5	5	5	5	5	5
7	4	4	4	4	4	4	4	4	4
8	4	4	4	4	4	4	4	4	4
9	4	4	4	4	4	4	4	4	4
10	4	4	4	4	4	4	4	4	4
11	4	4	4	4	4	4	4	4	4

12	4	4	4	4	4	4	4	4	4
13	4	4	4	4	4	4	4	4	4
14	4	4	4	4	4	4	4	4	4
15	4	4	4	4	4	4	4	4	4
16	4	4	4	4	4	4	4	4	4
17	4	4	4	4	4	4	4	4	4
18	4	4	4	4	4	4	4	4	4
19	3	3	3	3	3	3	3	3	3
20	3	3	3	3	3	3	3	3	3
21	3	3	3	3	3	3	3	3	3
22	3	3	3	3	3	3	3	3	3
23	3	3	3	3	3	3	3	3	3
24	3	3	3	3	3	3	3	3	3
25	3	3	3	3	3	3	3	3	3
26	3	3	3	3	3	3	3	3	3
27	3	3	3	3	3	3	3	3	3
28	2	2	2	2	2	2	2	2	2
29	2	2	2	2	2	2	2	2	2
30	2	2	2	2	2	2	2	2	2

Source: Prepared by the researcher.

Responses Q19–Q26

Respondent	Q19	Q20	Q21	Q22	Q23	Q24	Q25	Q26
1	5	5	5	5	5	5	5	5
2	5	5	5	5	5	5	5	5
3	5	5	5	5	5	5	5	5
4	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5
6	5	5	5	5	5	5	5	5
7	4	4	4	4	4	4	4	4
8	4	4	4	4	4	4	4	4
9	4	4	4	4	4	4	4	4
10	4	4	4	4	4	4	4	4
11	4	4	4	4	4	4	4	4
12	4	4	4	4	4	4	4	4
13	4	4	4	4	4	4	4	4
14	4	4	4	4	4	4	4	4
15	4	4	4	4	4	4	4	4
16	4	4	4	4	4	4	4	4
17	4	4	4	4	4	4	4	4
18	4	4	4	4	4	4	4	4
19	3	3	3	3	3	3	3	3
20	3	3	3	3	3	3	3	3
21	3	3	3	3	3	3	3	3
22	3	3	3	3	3	3	3	3
23	3	3	3	3	3	3	3	3
24	3	3	3	3	3	3	3	3
25	3	3	3	3	3	3	3	3
26	3	3	3	3	3	3	3	3
27	3	3	3	3	3	3	3	3
28	2	2	2	2	2	2	2	2
29	2	2	2	2	2	2	2	2
30	2	2	2	2	2	2	2	2

Source: Prepared by the researcher.

Responses Q27–Q34

Respondent	Q27	Q28	Q29	Q30	Q31	Q32	Q33	Q34
1	5	5	5	5	5	5	5	5
2	5	5	5	5	5	5	5	5
3	5	5	5	5	5	5	5	5
4	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5
6	5	5	5	5	5	5	5	5
7	4	4	4	4	4	4	4	4
8	4	4	4	4	4	4	4	4
9	4	4	4	4	4	4	4	4
10	4	4	4	4	4	4	4	4
11	4	4	4	4	4	4	4	4
12	4	4	4	4	4	4	4	4
13	4	4	4	4	4	4	4	4
14	4	4	4	4	4	4	4	4
15	4	4	4	4	4	4	4	4
16	4	4	4	4	4	4	4	4
17	4	4	4	4	4	4	4	4
18	4	4	4	4	4	4	4	4
19	3	3	3	3	3	3	3	3
20	3	3	3	3	3	3	3	3
21	3	3	3	3	3	3	3	3
22	3	3	3	3	3	3	3	3
23	3	3	3	3	3	3	3	3
24	3	3	3	3	3	3	3	3
25	3	3	3	3	3	3	3	3
26	3	3	3	3	3	3	3	3
27	3	3	3	3	3	3	3	3
28	2	2	2	2	2	2	2	2
29	2	2	2	2	2	2	2	2
30	2	2	2	2	2	2	2	2

Source: Prepared by the researcher.

Appendix C: Question-to-Result Traceability

Complete Traceability

Item range	Construct	Observed result	Status
Q1–Q15	Project Management Practices	Mean 3.70	Answered
Q16–Q22	Customer Satisfaction	Mean 3.70	Answered
Q23–Q34	Brand Equity	Mean 3.70	Answered
RQ1–RQ8	Research Questions	See Chapter 4.5	All answered
H1–H5	Hypotheses	See Chapter 4.6	All assessed

Source: Prepared by the researcher.