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**The Negative Effects of Project Oriented Management on Resource Allocation and
Project Outcomes in Functionally Structured Government Organizations**

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DEDICATION

To my beloved parents, whose unwavering commitment, sacrifices, and unrelenting support have been the pillars that I stand upon—your guidance and trust in me have allowed me to follow my dreams.

To my dearest sisters and brothers, those constant pillars of my strength who have stood with me through every struggle and triumph, your belief and unwavering faith in me are more than words can express.

To my family members, including my beautiful daughter and son, whose smiles brighten even the gloomiest of days and whose love makes my heart full of purpose—your presence in my life is my greatest source of happiness and inspiration.

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ABSTRACT

This research investigates the negative effects of Project-Oriented Management (POM) on resource allocation and project outcomes within functionally structured government organizations in Saudi Arabia. Employing a descriptive analytical approach integrated with qualitative methods and a cross-sectional design, the study collected data via structured questionnaires from 276 employees across various Saudi government agencies. Data analysis, conducted using SPSS version 25, included descriptive statistics, correlation, and multiple regression analysis to test the hypotheses. The findings revealed that Work Distribution Priorities exert a significant positive effect on Resource Allocation, while Authority Conflict demonstrates a significant negative effect. Regarding Project Outcomes, Employee Dispersion and Overload, Work Distribution Priorities, and Accountability and Responsibility all showed significant positive impacts. Notably, Authority Conflict did not exhibit a statistically significant direct effect on Project Outcomes. The study concludes that the integration of POM within functional structures presents challenges to both resource allocation efficiency and project success, highlighting the need for tailored management approaches. These findings underscore the importance of clear prioritization, conflict mitigation, workload management, and accountability frameworks for improving project management within functionally structured government organizations in Saudi Arabia.

Keywords: Project-Oriented Management, Functional Structure, Resource Allocation, Project Outcomes, Government Organizations.

ملخص الدراسة

يهدف هذا البحث إلى دراسة الآثار السلبية للإدارة الموجهة نحو المشروع (POM) على تخصيص الموارد ونتائج المشاريع في المؤسسات الحكومية ذات الهيكل الوظيفي في المملكة العربية السعودية. باستخدام المنهج الوصفي التحليلي المتكامل مع الأساليب النوعية والتصميم المقطعي، جمعت الدراسة بيانات من خلال استبيانات منظمة من 276 موظفًا عبر مختلف الوكالات الحكومية السعودية. تضمن تحليل البيانات، باستخدام برنامج SPSS الإصدار 25، الإحصاء الوصفي، والارتباط، وتحليل الانحدار المتعدد لاختبار الفرضيات. كشفت النتائج أن أولويات توزيع العمل تمارس تأثيرًا إيجابيًا كبيرًا على تخصيص الموارد، في حين أظهر تضارب السلطة تأثيرًا سلبيًا كبيرًا. فيما يتعلق بنتائج المشاريع، أظهر كل من تشتيت الموظفين والإفراط في التحميل، وأولويات توزيع العمل، والمساءلة والمسؤولية تأثيرات إيجابية كبيرة. والجدير بالذكر أن تضارب السلطة لم يُظهر تأثيرًا مباشرًا ذا دلالة إحصائية على نتائج المشاريع. يخلص البحث إلى أن دمج الإدارة الموجهة نحو المشروع داخل الهياكل الوظيفية يمثل تحديات لكل من كفاءة تخصيص الموارد ونجاح المشاريع، مما يسلط الضوء على الحاجة إلى أساليب إدارة مصممة خصيصًا. تؤكد هذه النتائج على أهمية التحديد الواضح للأولويات، وتخفيف حدة النزاعات، وإدارة عبء العمل، وأطر المساءلة لتحسين إدارة المشاريع داخل المؤسسات الحكومية ذات الهيكل الوظيفي في المملكة العربية السعودية.

الكلمات المفتاحية: الإدارة الموجهة نحو المشاريع، الهيكل الوظيفي، تخصيص الموارد، نتائج المشاريع، المنظمات الحكومية.

CHAPTER 1: INTRODUCTION

1.1 Introduction

The success of the project is determined by the expected outcomes being achieved on time and within the set budget, sustainable, and meets the predetermined standards. Success also promotes project efficiency, customer satisfaction, the achievement of organizational goals, and sustainable growth and development of the business. However, project success is not only beneficial to the organization but also the economy as a whole. In this case, it promotes the development of the economy. Irfan et al. (2021) found that a 1% investment in projects results in a 1% increase in the gross domestic product (GDP). However, project success is not guaranteed. Projects are continuously experiencing time, quality, and cost issues due to incompetence, organizational structure, and insufficient funding (Alsulami and Hamza, 2024). The possibility of project failure encourages organizations to implement appropriate strategies for the expected outcomes to be achieved. In this case, businesses formulate and adopt project management strategies. Project management involves applying tools, techniques, knowledge, and skills to functions or activities of the project for to meet the expected outcomes or specifications (Makokha and Ngugi, 2022; Almatari, 2021). Project management promotes effectiveness and efficiency in all the processes, from planning to managing and directing (Makokha and Ngugi, 2022). In other words, project management enables employees to focus on the tasks that matter and prevents them from being distracted by tasks that are not related to the project.

Organizations and governments are adopting project management offices (PMOs) for efficiency and effectiveness in project management (Albaiti and Alsulami, 2021). Saudi Arabia has not been left behind. Since the introduction of vision 2030 in 2016, Saudi Arabia has significantly improved its economy through various initiatives. It has implemented reforms that have improved the procurement, obtaining permits for construction, and doing business processes. Projects in the country are continuously experiencing issues related to quality, delays, and cost overruns (Almatari et al., 2022). Additionally, businesses are not applying knowledge from previous projects on future ones. In other words, they are not observing the current trends. Organizations in Saudi Arabia are embracing PMOs to improve project management and address the issues.

However, the benefits presented by PMOs may fail to be realized in organizations that apply a functional structure. In project-oriented management (POM), the project managers have the full authority to control and manage resources. Employees working on the project report directly to the manager who has the responsibility to perform performance appraisal and promote career projection of the team members. Full authority means that the lines of communication are centralized, leading to quick actions and responses (Kerzner, 2017). The project-oriented management also encourages the team to work on one project until completion. In functional structured government organizations, the functions of project-oriented management are not efficient or smooth because it applies vertical communication. This slows down the decision-making processes, resulting in delays and other risks like cost overruns (El Khatib et al., 2024). This paper explores the negative effects of project-oriented management on resource allocation and project outcomes in functionally structured government organizations in Saudi Arabia.

1.2 Problem Statement

The introduction of vision 2030 in Saudi Arabia led to the implementation of reforms the improved procurement, doing business, and obtaining permits for construction processes. Despite the introduction of new reforms, projects in the country are continuously experiencing quality issues, cost overruns, and delays (Almatari et al., 2022). Additionally, organizations are not learning from previous challenges or mistakes and observing the current trends. This leads organizations to maintain the old ways of doing things, thus increasing the chances of experiencing issues. As a way of addressing the issues, government organizations in Saudi Arabia have adopted PMOs. However, this has not resolved the existing issues due to organizations not realizing the value PMOs add to them. Almatari (2021) stated that organizations terminate 50% of PMOs during initiation of the project. The inability to experience the benefits PMOs present in businesses is attributed to the organizational structure.

The adoption of functional organizational structure in a project-oriented management, results to negative effects. As stated earlier, in project-oriented management, the managers have the full authority to control and manager resources. It applies a centralized communication system, which results in quick communication actions, and responses (Kerzner, 2017). Employees are assigned to one project until completion and they report to the manager. Project-oriented management cannot function smoothly in functional structured government organizations. The functional structure applies vertical communication. Vertical communication is not efficient in project-oriented management because it tends to slow down the project processes (Newton, 2018; El Khatib et al., 2024). This is a problem, especially in the modern business environment, where quick outcomes are valued. In other words, the functional structure may result in issues like delays and cost overruns due to the slow decision-making process.

Furthermore, in a functional structure, the project team may be forced to work on various projects simultaneously, which may present various distractions. Conflicting priorities may lead to job dissatisfaction and reduced productivity. The structure also promotes the presentation of issues experienced by customers to top-level management, instead of the function managers who may be in a position to resolve them effectively and quickly (Newton, 2018). Resources in functional structure are controlled and managed by departmental managers, making it hard for project managers to access them. This negatively affects the project implementation and outcomes. The functional structure is a traditional approach that does not factor in the current trends and knowledge from previous and for future projects. Therefore, functional structures in project-oriented management may lead to delays, cost overruns, and quality issues. Another problem is that limited studies exist on the negative effects of project-oriented management on resource allocation and project outcomes in functionally structured government organizations in Saudi Arabia. Therefore, this study seeks to fill the gap.

1.3 Study Purpose

The study aims at investigating the negative effects of project-oriented management on resource allocation and project outcomes in functionally structured government organizations in Saudi Arabia.

1.4 Study Objectives

- To examine the effects of POM on resource allocation in functionally structured government organizations in Saudi Arabia

- To investigate the influence of POM on project outcomes in terms of quality, budget adherence, and time compliance
- To identify the challenges experienced by project managers and teams when it comes to integrating POM into functionally structure government organizations in Saudi Arabia
- To provide recommendations on how to improve project management methods in government organizations in Saudi Arabia

1.5 Study Importance

The study aims at investigating the negative effects of project-oriented management on resource allocation and project outcomes in functionally structured government organizations in Saudi Arabia. This study is important because it will help in the identification of negative effects of project-oriented management on resource allocation and project outcomes in functionally structured government organizations in Saudi Arabia. Upon identification of the negative effects, effective solutions will be formulated and implemented to resolve the issues. The ability to resolve the problems will lead to success of projects, which will be beneficial to both the organizations and the economy as a whole. In other words, it will enable the organization to achieve their objectives and promote the growth and development of the economy.

Additionally, this study is important because it will promote the achievement of vision 2030. As stated earlier, Saudi Arabia introduced vision 2030 to reduce its reliance on oil, promote diversification, and increase employment, and promote economic growth and development. In this case, the government of Saudi Arabia implemented reforms that improved the procurement, obtaining permits for construction, and doing business processes. However, despite the implementation of these reforms, Saudi projects still experience issues like delays, cost overruns, and quality issues (Almatari et al., 2022). This study will enable the government of Saudi Arabia to understand the root cause of the issues and formulate and implement better policies to address the issues and promote the achievement of vision 2030.

Furthermore, by understanding the negative effects that arise when POM is integrated into functional structures in government organizations, the businesses will adopt better management approaches to improve teamwork and reduce conflicts. Having a proper management framework will motivate employees to effectively and efficiently perform their roles. This means that the right amount of work will be assigned to employees, thus reducing burnout and promoting job satisfaction. This will result in the delivery of quality projects on time and within the set budget.

1.6 Research Questions

- What are the effects of POM on resource allocation in functionally structured government organizations in Saudi Arabia?
- How does POM influence project outcomes in terms of quality, budget adherence, and time compliance?
- What are the challenges experienced by project managers and teams when it comes to integrating POM into functionally structure government organizations in Saudi Arabia?
- How can project management approaches be improved government organizations in Saudi Arabia?

1.7 Research Hypotheses

H₁: POM negatively affects the efficiency of resource allocation in functionally structured government organizations

H₂: POM lowers the success of projects in in functionally structured government organizations

H₃: The integration of POM in in functionally structured government organizations leads to job dissatisfaction and reduced performance and productivity

H₄: Effective adaptation strategies can mitigate the negative effects of POM in functionally structured government organizations

1.8 Theoretical Model

The study is based on two theoretical models. The first model, resource-based view (RBV) theory suggests that proper management and utilization of resources enables an organization to create a competitive advantage. In this case, the theory will examine the influence of POM on resource allocation in functionally structured government organizations. The second theoretical model, contingency theory, suggests that the external environment and other circumstances determine the effectiveness of an organizational structure. This theory will help us understand the challenges POM presents in functionally structured government organizations and how the problems can be addressed to improve efficiency.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

For a project to be successful, it requires proper allocation of resources, quick and effective decision making, and good coordination. When it comes to the effective and efficient achievement of project goals, organizational structure plays an important role. Nizma et al. (2024) defined organizational structure as regulations that determine the functional and hierarchical relationships between members of a team and promote the successful running of a project. It includes assigning of tasks, and coordination, decision making and communication processes. A proper organizational structure promotes efficiency and effectiveness in operation while an improper one presents challenges that prevent the progress of the project. Project-oriented management and functional structures are two conflicting project management organizational structures. Their conflicting nature presents negative effects on resource allocation and project outcomes in government organizations. In this chapter, past studies will be reviewed to identify the negative effects of POM on resource allocation and project outcomes in functionally structured government organizations.

Dependent Variable

- **Resource allocation:** It covers the distribution and utilization of financial, human, and technological resources.
- **Project outcomes:** It assesses project success or failure. Success is determined by the delivery of quality projects on time and within the set budget. Delays, cost overruns, and quality issues are considered as failures.
- **Independent Variable**
- **Project-oriented management:** Project-oriented structures give total control and authority to project managers
- **Functionally structured organizations:** they give more power and control to functional managers and not project managers.

2.2 The Concept of Project-oriented Management and Functional Structures

Basioni and Khan (2024) suggested that in project-oriented management, project managers are provided with the required employees and resources to enable them effectively and efficiently control the project and make decisions. It is also the responsibility of managers to communicate with the team members on ways of achieving project goals and improving performance. This structure is mostly applied in big organizations with long-term projects. Kerzner, (2017) went deeper by defining a project-oriented structure as one that gives project managers full control and authority over project resources. In this structure, it is the responsibility of the project manager to acquire the required resources for the achievement of project goals or the delivery of quality projects. Additionally, it is the responsibility of the project manager to assign tasks. The employees or team members in this structure report directly to the project manager (Ibraheem, 2018). The structure also applied a centralized communication system, where one platform is used for communication. This system enables the team members to respond quickly, thus reducing the chances of delays and cost overruns. Finally, the employees in this structure

are retained exclusively to the project. The nature of this structure promotes proper understanding goals and activities of the project.

On the other hand, Bacioni and Khan (2024) stated that functional structures divide the organization into different sections or departments based on their functions. When it comes to project management, the project manager does not have significant influence in the process of decision making. In this case, functional manager are more influential. This means that in this structure, functional managers have more control and authority than project managers. According to El Khatib et al. (2024) the functional structure applied vertical communication. In this case, in case changes need to be made, the project manager must communicate with the functional manager first since he or she has control and authority over the resources of the project. This slows down the project processes and may lead to delays and cost overruns.

2.3 Negative Effects of POM on Resource Allocation in Functionally Structured Government Organizations

As stated earlier, POM and functional structures are conflicting frameworks. The adoption of POM within a functional structured organization presents various challenges to resource allocation. Momeni and Martinsuo (2018) stated that the main problems experienced in organizations that work on various project are the improper allocation of resources and resource constraints. In this case, resource demand is affected by failure in scheduling projects and resources over commitment, while resource supply is negatively affected by opportunistic managers and lack of management accounting systems. In project-oriented management, projects have different access to resources. Access to resources depends on the stakeholders' network and the position of the project in the parent company. This means that several projects compete for resources in an organization. Resource competition is a challenge because it makes it hard to estimate the resources required for every project, make changes as the project continues, and prioritize projects.

In modern times, it is common for organizations to apply different project management organizational structure. The problem with adopting different project management organizational structures is that it promotes competition for resources (San Cristóbal, Fernández, and Diaz, 2018). The adoption of POM in a functional structure results in the difficulty of accessing resources that complement the project or align with the goals of the project, communication issues, and conflicts (Ibraheem, 2018). In this structure, the project-oriented managers depend on functional managers or units. In this case, the functional managers have control and authority over the project managers. Functional manager make all decisions including the employees that would work on the project since they are borrowed from their units or departments (El Khatib et al., 2024). This structure allows employees to work for both their functional units and the project. This means that the workers are reporting to two managers. Employees may fail to perform effectively and efficiently in case the two managers conflict because both managers would expect loyalty, leaving the employees in the middle (George, 2020). The project manager reports to the functional manager, which makes communication complex and slows down decision making process. Additionally, roles and responsibilities are not clearly defined since employees may be forced to work on more than one project, resulting in confusion and conflict.

2.4 Resource Allocation in Functionally Structured Government Organization

In a functional structure projects are implemented by the functional department of the organization. In this case, the organization has different departments that are divided based on their functions. It applies a hierarchical form, which means that authority lines are very clear (San Cristóbal, Fernández, and Diaz, 2018). Resources allocation in this structure is easy because every department has its functions and resources. However, the problem comes when projects are introduced outside the functional units and require the support of functional units. The project manager reports to the functional manager, who is the decision maker and has control and authority over resources. It is the responsibility of the functional manager to assign employees to the project. The functional manager may choose to retain highly-skilled employees to the unit, especially when they are needed in the functional unit, and assign those that are not highly-skilled to the projects (George, 2020). This may result in conflicts between the two managers. Additionally, employees assigned to the project may be more loyal to the functional manager than the project manager. This may be due to incentives that come with being attached to the parent company through the functional department. In such a case, the project will suffer. The functional structure applies vertical communication, which slows down the decision making process and hinders the project from responding to customers efficiently and on time. Therefore, in a functional structure conflicts negatively affect resource allocation.

2.5 Negative Effects of POM on Project Outcomes in Functionally Structured Government Organizations

Conflicts over resources between project-oriented management and functional organizational structures negatively affect project outcomes. As discussed, the employees in this structure report to both the project manager and the functional manager (George, 2020; El Khatib et al., 2024). In case of a conflict or disagreement, both managers expect employees to take their side. Conflicts and tension in the organization may result in job dissatisfaction and reduced performance and productivity (San Cristóbal, Fernández, and Diaz, 2018). In other words, the employees will not perform their roles effectively and efficiently for the achievement of project goals. In the end the project delivered to the customer may have quality issues.

Additionally, the structure causes communication issues (Momeni and Martinsuo, 2018). As discussed, the functional manager has more power and control than the project manager. This means that the project manager reports to the functional manager, who is in charge of resource allocation and decision making (Ibraheem, 2018). In this environment, in case changes need to be made during the lifecycle of the project, the project manager must report to the functional manager first for the decision to be made (El Khatib et al., 2024). This long chain or line of command slows down the decision making process, which may result in delays and cost overruns since the project will take longer to complete.

Another challenge in this structure is the difficulty in accessing resources that align with the goals of the project (Momeni and Martinsuo, 2018). In this case, the functional manager may prioritize the activities of the functional unit over those of the project. This may lead to allocating resources that do not complement the goals of the project. As a result, a poor quality project may be delivered to the customers. It may also take longer to complete the project, resulting in cost overruns. Therefore, the adoption of POM in a

functional structure causes communication issues, conflicts, and the difficulty of allocating effective resources to the project, resulting in delays, quality issues, and cost overruns.

2.6 Mitigation Measures

The negative effects of POM on resource allocation and project outcome in functionally structured government organizations can be addressed by the establishment and utilization of PMOs. PMOs have departments that draft, plan, and implement projects for organizations. The offices do this by standardizing management processes linked to the project and providing support to the management team of the project (Albaiti and Alsulami, 2021; El Khatib et al., 2024). It also coordinates the employees' efforts and manages governance processes. Another role is to direct the implementation of the project and maintaining the documents. The utilization of PMOs leads to return on investment (ROI). ROI may be achieved when PMOs ensure the accurate definition of methodology applied in project management, the project aligns or complements the organizational culture, strategic planning, effective management of resources, and creation of project software, tools, and archives for effective management of the project (Albaiti and Alsulami, 2021; El Khatib et al., 2024; Almatari et al., 2022; Almatari, 2021; Ibraheem, 2018).

However, the benefits PMOs present go beyond monetary or financial gain. PMOs further improve coordination, decision making, commitment, performance, and resource allocation (El Khatib et al., 2024). It also provides information that is helpful when it comes to decision making. Therefore, PMOs promote success of projects. In other words, they promote the delivery of quality projects within the stipulated time and set budget.

2.7 Theoretical Framework of the Study

The RBV theory suggests that the proper utilization of resources enables an organization to achieve a competitive advantage. In this case, the resources that must be effectively utilized are the human, technological, and financial resources. However, with the conflicting structures, functional and project-oriented, the chances of failure and inefficiencies are high. The problems can be addressed through proper allocation of resources. The proper utilization and allocation of these resources will result in the success of the project. This means that the organization will be able to deliver quality projects within the stipulated budget and on time. The theory suggests that the successful execution of projects requires the resources to be stable and flexible (Newton, 2018).

Another theoretical framework that may be applied in this study is contingency theory. It suggests there is not a perfect approach to management and the external environment and organizational strategies determine the effectiveness of the organization structure. The application of the contingency theory to POM in functionally structured government organizations shows that these structures are rigid and bureaucratic in nature, meaning they are favorable to project management approaches that are flexible (El Khatib et al., 2024). Therefore, a hybrid model that can effectively and efficiently integrate POM into functional structure must be adopted for project success and effective resource allocation.

3. CHAPTER THREE: METHODOLOGY

This chapter of the study discusses the methods employed to assess how project-oriented management adversely affects resource allocation and outcomes of a project within a functionally structured public sector organization. The chapter opens with the approach to the study and gives a description of the research plan including the study population, study setting, and sampling procedures. The chapter further explains the research tool used, how it was calibrated, and the techniques applied to process the data statistically.

3.1 Study Approach

This investigation used a descriptive analytical approach integrated with qualitative methods. A descriptive analytical approach “is collecting a data for the purpose of testing a hypothesis or answering questions related to the actual status of a subject within a study. It states and gives account of the status of the matter” (Gay, 1996, p. 217). This was found necessary as the study aimed to describe how the available resources were allocated and what their project outcomes were within the targeted organizations and further examined the interrelationships of project matrix management and outcomes. Moreover, qualitative research was added to give more descriptive details. Qualitative research “is an inquiry process of understanding fundamentally different methodological traditions of inquiry that profoundly discuss or analyze a social or human issue. The researcher constructs a complex, holistic picture, gives an analysis of the narratives, reports the qualitatively analyzed words of the informants, and the study is done in a real-world environment” (Creswell, 2013, p. 44). The approaches made it possible to combine general statistical overview and detailed insight on the entire issue.

3.2 Study Design

This particular research adopted the “research onion” structure (Saunders, Lewis, & Thornhill, 2019) for organizing its design. The study adopted a cross-sectional design at the core of the onion. A cross-sectional study refers to one in which data is collected from a population in a single point of time, akin to taking a “photograph” of the phenomena being studied (Levin, 2006). This method helps to rapidly survey large population groups and detect relationships between different variables. This made it possible to assess the link between project-based management styles and their perceived impacts on resources allocation and project results across numerous government institutions in the Kingdom of Saudi Arabia. Data was collected through semi-structure interviews with the staff in these organizations. The interviews provided detailed, qualitative information that, together with the quantitative data, added context to the results.

3.3 Study Population

The study population consisted of employees from functionally partitioned government agencies in the Kingdom of Saudi Arabia. These included Government Owned Institutions (GOIs), Royal Commissions, mega-city projects (e.g. NEOM), and Development Authorities. The Saudi Ministry of Human Resources and Social Development, 2023 indicates that more than 1.5 million people are working in the governmental domain. This provides ample and varied evidence so that the impact of project-oriented management can be evaluated within the conventional, bureaucratic organizational context.

3.4 Study Sample

The Krejcie and Morgan (1970) sample determination technique was used for the population sample. Even though the table may indicate a larger sample size than 277 for populations larger than a million, this figure was accepted for this study. It was influenced by pragmatic factors such as available resources and expected participation. Moreover, a highly motivated sample that is easier to obtain was chosen to enhance the quality of the data and the possibility of carrying out the qualitative in-depth interviews.

3.5 Measurement of the Study Tool

Data collection was carried out using a structured questionnaire, distributed to respondents through Google Forms. The questionnaire was divided into six sections:

- **Section A: Resource Allocation (8 items):** Sourced and adapted from studies on resource allocation challenges in project environments (e.g., Egbujie, 2023; Kerzner, 2017). This section explored conflicts, imbalances, and inefficiencies in resource allocation.
- **Section B: Project Outcomes (10 items):** Derived from literature on project success factors and the impact of resource constraints (e.g., Project Management Institute, 2021). This section focused on delays, quality issues, and knowledge retention.
- **Section C: Authority Conflict (5 items):** Based on research on matrix organizations and authority structures (e.g., Larson & Gray, 2020). This section investigated conflicts between functional and project managers.
- **Section D: Employee Dispersion and Overload (7 items):** Adapted from studies on employee well-being and workload in project-based settings (e.g., Turner, 2016). This section examined the impact of multiple project assignments.
- **Section E: Work Distribution Priorities (5 items):** Developed based on literature on project prioritization and strategic alignment (e.g., Archer & Ghasemzadeh, 1999). This section explored the disruption caused by urgent projects.
- **Section F: Accountability and Responsibility (5 items):** Informed by research on role ambiguity and accountability in complex organizational structures (e.g., Bresnen, 1995). This section focused on unclear responsibilities for project outcomes.

Each item within these sections was measured using a five-point Likert scale (Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5). To ensure the questionnaire's validity, a pilot study was conducted with a small group of respondents (n=10) representative of the target population. Feedback from the pilot study was used to refine the questionnaire's wording and clarity. The collected data was entered into SPSS (Statistical Package for Social Sciences) version 25 for analysis. Descriptive statistics (means, standard deviations) and inferential statistics (correlation, regression) were employed.

Arithmetic Averages Calculation:

The arithmetic average for each statement was calculated based on the assigned weight of each response (1-5) and the frequency of each response.

Relative Blindness:

The percentage was calculated by dividing the obtained score by 5 (the maximum score) and multiplying by 100.

3.6 Category Length:

The range for each response level (Low, Average, High) was determined by dividing the difference between the highest and lowest scores ($5-1=4$) by the number of levels (3), resulting in a category length of 1.33. This was then used to create the following ranges:

- **Low:** 1 to less than 2.33
- **Average:** 2.34 to less than 3.67
- **High:** 3.68 to 5

3.7 Data Collection

Data collection involved both primary and secondary data sources.

- **Primary Data:** Primary data was gathered using the self-administered questionnaire discussed in Section 3.6. The questionnaire was administered online through Google Forms and respondents were reached via emails and professional social networks.

- **Secondary Data:** The secondary data was collected from other sources which include:

- Project managing and resource allocating literature and journals.
- Social reports by the Saudi Ministry of Human Resource and Social Development and other agency documents.
- Publications on the Saudi project management industry.
- Reports and Organizational Websites

3.8 Scale Truthfulness

To evaluate the trustworthiness and authenticity of the query data, a number of different steps were implemented within this study:

3.8.1 Face Validity (Virtual Honesty)

Face validity is defined as the degree to which a measure like a questionnaire seems to measure what it is supposed to measure. In achieving face validity, the questionnaire was reviewed by the academic supervisor who specializes in project management and organizational behavior. The supervisor reviewed the questionnaire and provided feedback on its clarity, relevance, and completeness. Every suggestion made was utilized to refine the instrument which resulted in its improved validity and reliability.

3.8.2 Construct Validity

Construct validity is the extent to which the measurements for the theoretical constructs designed in the questionnaire are actually captured by the questionnaire. This was determined with the use of Pearson's correlation coefficient to test the correlations between items and their individual section scores, as well as with each section in relation to the whole scale score.

A. Dependent Variable

To establish construct validity of the dependent variable sections (Resource Allocation and Project Outcomes), Pearson's correlation coefficients were computed to determine the correlation between each item and its corresponding total score for the section.

Table 3.1: Pearson Correlation Coefficients for Dependent Variable Items and Section Scores

Dependent variable	Correlations
Section A: Resource Allocation	
1. Project-oriented management creates conflicts over resource allocation in functional organizational structures	0.224**
2. Resource allocation is often unbalanced, favoring certain projects over others.	0.525**
3. Critical resources like human, technological, and financial are often misallocated and underutilized	0.616**
4. Functional teams struggle to access necessary resources due to project-based initiatives.	0.629**
5. Prioritizing long-term projects negatively influence long-term resource planning.	0.614**
6. Frequent budget reallocations disrupt the efficiency of functional departments	0.608**
7. The constant reassignment of employees between projects leads to job uncertainty.	0.584**
8. The shifting of workforce resources between projects negatively affects operational stability.	0.633**
Section B: Project Outcomes	
9. Insufficient resource allocation causes frequent project delays.	0.434**
10. Unplanned reallocation of resources results in missed project deadlines.	0.508**
11. The quality of project deliverables declines due to inconsistent resource allocation.	0.395**
12. Project managers often compromise on scope or quality due to inadequate resources.	0.622**
13. The frequent movement of employees between projects hinders knowledge retention.	0.329**
14. Functional teams face difficulties in providing continuous support to projects.	0.197**
15. The pressure of meeting project deadlines results in employee burnout.	0.448**

16. Project-oriented management creates unclear career paths for employees.	0.735**
17. Project-oriented management causes frequent misalignment between project goals and organizational strategy.	0.649**
18. Implementing a hybrid approach (balancing functional and project-oriented management) would improve both resource allocation and project outcomes.	0.534**

The correlation coefficients from Pearson's r statistics for each item systemic relations analysis with its corresponding section total score ranged from 0.197 to 0.735. All correlations computed were significant at the $p < 0.01$ level (indicated by **), showing that there is a strong positive correlation for each item with the whole construct of its section's items. This construct validation is fairly strong concerning the dependent variable sections.

B. Independent Variable

For the independent variable sections (Authority Conflict, Employee Dispersion and Overload, Work Distribution Priorities, and Accountability and Responsibility), construct validity was assessed by computing Pearson's correlation coefficients with each item score and the total score for the section.

Table 3.2: Pearson Correlation Coefficients for Independent Variable Items and Section Scores

Independent variable	Correlations
Section C: Authority Conflict	
19. Conflicts often arise when functional managers and project managers have overlapping authority over resource allocation.	0.917**
20. Decision-making delays occur due to unclear authority boundaries between functional and project managers.	0.908**
21. Competing directives from functional and project managers create inefficiencies in daily operations.	0.903**
22. Project managers struggle to enforce decisions when authority conflicts with functional managers.	0.919**
23. Authority conflicts lead to inconsistent communication and direction for project teams.	0.309**
Section D: Employee Dispersion and Overload	
24. Employees in my department are frequently assigned to work on multiple projects simultaneously	0.169**
25. Employees experience difficulty in balancing the demands and deadlines of	0.184**

multiple project assignments	
26. Employees often receive conflicting instructions when managed by multiple project and functional managers.	0.854**
27. The dispersion of employees across multiple managers reduces task efficiency and focus.	0.835**
28. Employees struggle to balance workload demands from different managers simultaneously.	0.849**
29. The multiplicity of managers leads to fragmented communication and reduced productivity.	0.846**
30. Employees feel overburdened and stressed due to the workload from multiple project assignments	0.374**
Section E: Work Distribution Priorities	
31. Urgent projects from senior management often disrupt resource allocation for planned projects.	0.531**
32. Functional departments experience operational challenges when resources are reallocated to urgent projects.	0.648**
33. There is a lack of clear criteria for prioritizing resource allocation between urgent and ongoing projects.	0.638**
34. Frequent shifts in resource allocation to address urgent projects negatively impact long-term project goals.	0.691**
35. Resource distribution often favors short-term gains over strategic project objectives.	0.456**
Section F: Accountability and Responsibility	
36. Functional managers are often assigned responsibility for project outcomes even when they were not involved in the initial project phases	0.818**
37. Accountability for project success is often unclear when functional departments join projects that are already in progress	0.132*
38. Lack of involvement in the initial project phases makes it difficult for functional managers to contribute effectively.	0.858**
39. Functional managers feel unfairly evaluated on project outcomes when their involvement is requested late in the project lifecycle	0.887**
40. There is ambiguity in assigning responsibility when functional managers provide support to ongoing projects.	0.868**

The Pearson correlation coefficients in this case were between 0.132 and 0.919. Almost all correlations were significant at the $p < 0.01$ level (***), except one item (item 37) which was significant at the $p < 0.05$ level (*). This analysis shows that there exists a strong positive correlation of every item to the whole construct of the designated section. Therefore, it indicates good construct validity for the independent variable sections. The lack of degree of correlation from the aforementioned guess suggests where that item needs to be paid more attention.

C. Total Scale

To evaluate the overall construct validity of the scale, it computed Pearson's correlation coefficients for each section's total score with the total score of the entire questionnaire.

Table 3.3: Pearson Correlation Coefficients for Section Scores and Total Scale Score

Total scall	Correlations
Section A: Resource Allocation	0.449**
Section B: Project Outcomes	0.849**
Total dependent variable Resource Allocation and Project Outcomes	0.765**
Section C: Authority Conflict	0.885**
Section D: Employee Dispersion and Overload	0.905**
Section E: Work Distribution Priorities	0.735**
Section F: Accountability and Responsibility	0.892**
Total independent variable	0.980**

The Pearson correlation coefficients between each section's total score and the total scale score were between 0.449 and 0.980. All correlations were significant at $p < 0.01$ (**) and showed strong positive correlation with each section and the overall construct measured by the questionnaire. This strengthens the evidence for construct validity for the scale.

3.9 Scale Reliability (Stability)

Reliability, particularly internal consistency, was evaluated using Cronbach's alpha coefficient. Cronbach's alpha is used to measure the extent to which scale items sub-divided into different parts are correlated with each other to indicate that the scale is consistent. A higher alpha (usually over 0.7) reflects good internal consistency.

Table 3.4: Cronbach's Alpha Coefficients for Scale Sections

variables & Sections	Cronbach's	N of
----------------------	------------	------

	Alpha	Items
Section A: Resource Allocation	0.768	8
Section B: Project Outcomes	0.772	10
Total dependent variable Resource Allocation and Project Outcomes	0.760	18
Section C: Authority Conflict	0.884	5
Section D: Employee Dispersion and Overload	0.755	7
Section E: Work Distribution Priorities	0.746	5
Section F: Accountability and Responsibility	0.801	5
Total independent variable	0.918	22
Total scall	0.913	40

The Cronbach's alpha coefficients for individual sections was between 0.746 and 0.884, while the alpha for the total scale was 0.913. All of these values exceed the general cut-off value of 0.7 which signifies good to excellent internal consistency reliability of both individual sections and overall questionnaire. This, suggests that the items corresponding to each of the sections within the entire scale are measuring the same underlying constructs consistently.

3.10 Normal Distribution Test

To determine the appropriateness of using parametric statistical tests (like t-tests and ANOVA), the normal distribution of the data was assessed using the Kolmogorov-Smirnov and Shapiro-Wilk tests. These tests examine whether the data significantly deviates from a normal distribution. A non-significant result ($p > 0.05$) suggests that the data is normally distributed.

Table 3.5: Kolmogorov-Smirnov and Shapiro-Wilk Test Results

Sections	Mean	Std. Deviation	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
			Statistic	df	p.value	Statistic	df	p.value
Section A: Resource Allocation	3.9235	0.45711	0.172	276	0.000	0.898	276	0.000

Section B: Project Outcomes	3.6460	0.49648	0.156	276	0.000	0.908	276	0.000
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The results of both the Kolmogorov-Smirnov and Shapiro-Wilk tests for Section A (Resource Allocation) and Section B (Project Outcomes) were statistically significant ($p < 0.001$). This indicates that the data for these sections significantly deviates from a normal distribution. The figures (3.1 and 3.2, which would be histograms and Q-Q plots) would visually confirm this non-normality. Because the data is not normally distributed, non-parametric tests might be more appropriate for analyzing these sections, or data transformations could be considered.

Fig 1. : Section A: Resource Allocation

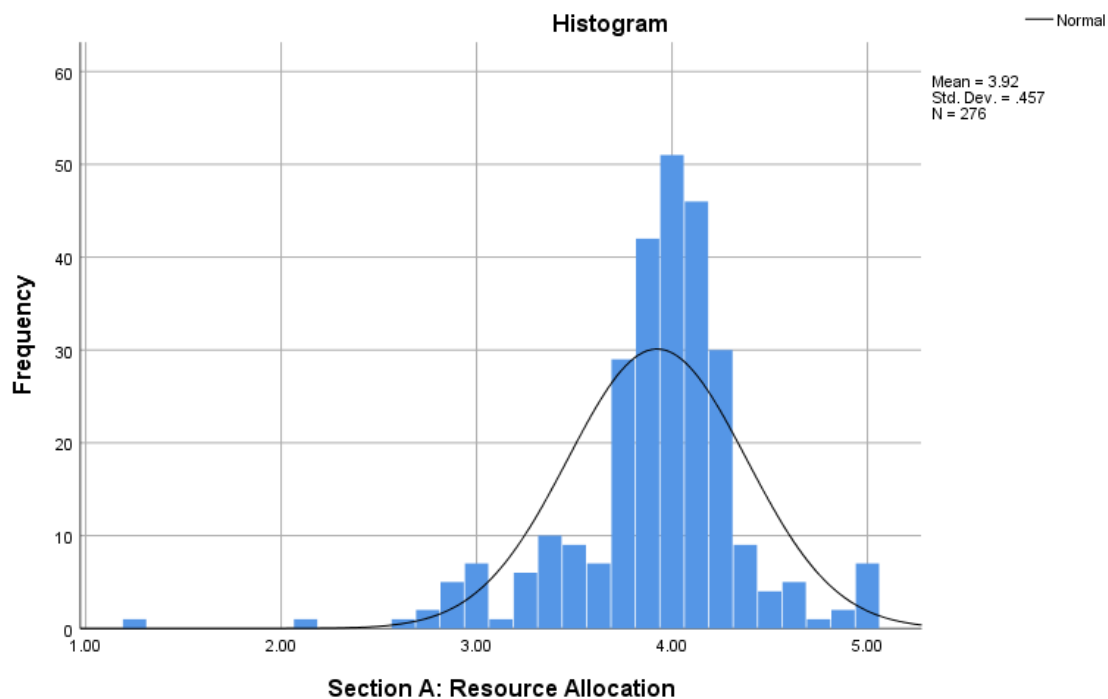
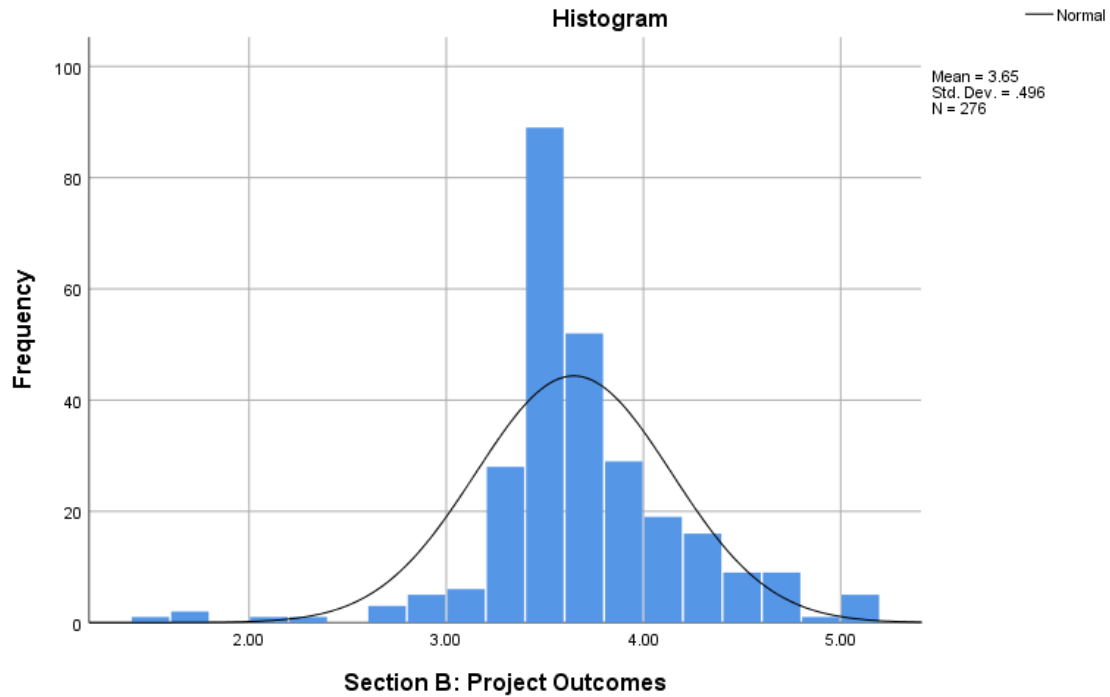


Fig 2. : Section B: Project Outcome



3.11 Data Analysis

The collected data will be analyzed using SPSS (Statistical Package for the Social Sciences) version 25. The following statistical techniques will be employed:

Descriptive Statistics: Means, standard deviations, frequencies, and percentages will be calculated to describe the demographic characteristics of the sample and the responses to each questionnaire item.

Correlation Analysis: Pearson's product moment correlation to check the relation between variables

Multiple Regression Analysis: Multiple regression analysis will be used to examine the relationship between the independent variables (Authority Conflict, Employee Dispersion and Overload, Work Distribution Priorities, Accountability and Responsibility) and the dependent variables (Resource Allocation and Project Outcomes), while controlling for the effects of other variables.

Non-parametric tests: if the data violates, after making many transformation, the normal distribution. This comprehensive methodological approach will ensure that the study's findings are robust, reliable, and valid.

CHAPTER 4: RESULTS OF THE STUDY

Chapter 4 of this paper provides the study's results. The SPSS version 25 was used to analyze the data, which came from three hundred and one employees of organizationally structured government in Saudi Arabia and collected by applying a questionnaire. Several stages were followed during analysis: first demographic profile was investigated, then various aspects explaining study variables were covered (both dependent and independent) and finally experiment was carried out to verify impact of indecent variables (IDV) on dependent ones (DV). Throughout these findings, passive voice is extensively applied.

4.1 Demographics

The section gives a description of the demographic characteristics of the sample. This part presents how the participants are distributed with respect to their gender, age brackets as well as years spent at work.

Table 4.1: Distribution of the Sample by Demographic Variables

Variables	Items	Frequency	%
Gender	Male	274	99.3
	Female	2	0.7
Age	20-30	9	3.3
	31-39	164	59.4
	40-49	96	34.8
	50 and above	7	2.5
Years of Experience	5 years and less	11	4.0
	5-10 years	127	46.0
	11-20 years	109	39.5
	21 years and above	29	10.5
	Total	276	100.0

The sample was mostly male (99.3%, n=274), with only a couple of females (0.7%, n=2). Age 31-39 years had the highest number of people (59.4%, n=164), followed by 40-49 years old (34.8%, n=96). A small proportion of the sample was aged 20-30 (3.3%, n=9) or 50 and above (2.5%, n=7). In terms of experience, many respondents had an experience ranging from 5 to 10 years (46.0%, n=127) or between 11 and 20 years (39.5%, n=109). Others had less than five years experience in professional employment (4.0%, n=11) or more than twenty-one year experience in the field (10.5% ,n =29). The total sample size

was 276 out of which no fewer than four were females, bringing us to a female participation rate of <1%. The sample reflects a male-dominated population.

4.2 Characterization of Study Variables

This part indicates the study's dimensions by use of measure like mean, standard deviation, score, ranking and relative importance which gives an overview on how each dimension is perceived by the respondents

4.2.A. Total Dependent Variable: Resource Allocation and Project Outcomes

Table 4.2: Descriptive Statistics for Resource Allocation Items

Items & Section	Mean	Std. Deviation	Relative significance	Degree	Rank
1. Project-oriented management creates conflicts over resource allocation in functional organizational structures	3.04	1.05	60.72%	Moderate	8
2. Resource allocation is often unbalanced, favoring certain projects over others.	4.14	0.70	82.83%	High	2
3. Critical resources like human, technological, and financial are often misallocated and underutilized	4.05	0.76	81.01%	High	4
4. Functional teams struggle to access necessary resources due to project-based initiatives.	4.02	0.73	80.36%	High	6
5. Prioritizing long-term projects negatively influence long-term resource planning.	3.87	0.94	77.46%	High	7
6. Frequent budget reallocations disrupt the efficiency of functional departments	4.19	0.75	83.84%	High	1
7. The constant reassignment of employees between projects leads to job uncertainty.	4.12	0.78	82.39%	High	3
8. The shifting of workforce resources between projects negatively affects operational stability.	4.05	0.77	81.01%	High	4
Section A: Resource Allocation	3.94	0.45	78.70%	High	1

Arithmetic mean values for the items in the section about “Resource Allocation” ranged from 3.04 to 4.19. The highest mean score was for the item “frequent budget reallocations

disrupt the efficiency of functional departments” (Mean = 4.19, SD = 0.75, Relative Significance = 83.84%, Degree = High, Rank = 1), showing that many participants agreed with this statement. The lowest mean score was obtained for the item “Project-oriented management creates conflicts over resource allocation in functional organizational structures” (Mean = 3.04, SD = 1.05, Relative Significance = 60.72%, Degree = Moderate, Rank = 8). In general, responses indicated a relatively large level of agreement on statements regarding issues related to resource allocations (Overall Mean=3.94/SD=.45/Relative Significance=78.70%/Degree=High/Rank=1) within “Resource Allocation”.

Table 4.3: Descriptive Statistics for Project Outcomes Items

Items & Section	Mean	Std. Deviation	Relative significance	Degree	Rank
9. Insufficient resource allocation causes frequent project delays.	4.31	0.62	86.23%	High	2
10. Unplanned reallocation of resources results in missed project deadlines.	4.32	0.60	86.45%	High	1
11. The quality of project deliverables declines due to inconsistent resource allocation.	4.18	0.65	83.62%	High	3
12. Project managers often compromise on scope or quality due to inadequate resources.	3.07	1.06	61.38%	Moderate	8
13. The frequent movement of employees between projects hinders knowledge retention.	4.07	0.80	81.38%	High	4
14. Functional teams face difficulties in providing continuous support to projects.	3.85	0.94	77.03%	High	6
15. The pressure of meeting project deadlines results in employee burnout.	4.05	0.88	81.01%	High	5
16. Project-oriented management creates unclear career paths for employees.	2.86	1.03	57.17%	Moderate	9
17. Project-oriented management causes frequent misalignment between project goals and organizational strategy.	2.86	0.94	57.17%	Moderate	9
18. Implementing a hybrid approach (balancing functional and project-oriented management) would improve	3.17	1.11	63.48%	Moderate	7

both resource allocation and project outcomes.					
Section B: Project Outcomes	3.67	0.44	73.49%	High	2
Total dependent variable Resource Allocation and Project Outcomes	3.80	0.38	76.10%	High	

The arithmetic means for the items in the “Project Outcomes” section ranged from 2.86 to 4.32. The highest mean item was “Unplanned shifting of resources leads to missed project deadlines” (Mean= 4.32, SD =0.60, Relative Significance =86.45%, Degree= High, Rank=1), which indicated strong agreement among respondents. However, “Project-oriented management creates unclear career paths for employees” and “Project-oriented management causes frequent misalignment between project goals and organizational strategy”, had the lowest means with both recording a mean of 2.86 (SD=1.03 and 0.94 respectively, Relative Significance=57.17%, Degree=Moderate Rank =9). The overall mean for this section’s “Project Outcomes” was 3.67 (SD=.44; Relative Significance=73.49%; Degree= High Rank =2), suggesting that there is a high level of agreement regarding statements about negative project outcomes made in these questionnaires’ statements .The Total mean for both dependent variables "Resource Allocation and Project Outcome" was 3.80

4.2.B. Total Independent Variable

Table 4.4: Descriptive Statistics for Independent Variable

Items & Section	Mean	Std. Deviation	Relative significance	Degree	Rank
19. Conflicts often arise when functional managers and project managers have overlapping authority over resource allocation.	3.30	1.12	65.94%	Moderate	2
20. Decision-making delays occur due to unclear authority boundaries between functional and project managers.	3.29	1.16	65.72%	Moderate	5
21. Competing directives from functional and project managers create inefficiencies in daily operations.	3.24	1.04	64.86%	Moderate	3
22. Project managers struggle to enforce decisions when authority conflicts with functional managers.	3.24	1.11	64.78%	Moderate	4
23. Authority conflicts lead to inconsistent communication and direction for project teams.	4.24	0.60	84.78%	High	1
Section C: Authority Conflict	3.46	0.84	69.22%	High	3

The means for the power conflict items ranged from 3.24 to 4.24. The highest mean was scored by the item “When project teams are involved, authority conflicts cause mixed messages and uncertainties” (Mean=4.24, SD=.60, Relative Significance=84.78%, Degree=High, Rank=1). The item with the lowest mean was “Conflicting orders given by functional managers and project managers make it difficult for daily operations to be efficient” (Mean=3.24, SD = 1.04, Relative Significance = 64.86%, degree = Moderate, Rank=3). The general mean of this section on Authority Conflict was estimated at 3.46 (SD = .84; Relative Significance =69.22%; Degree = High; Rank =3).

Table 4.5: Descriptive Statistics for Employee Dispersion and Overload Items

Items & Section	Mean	Std. Deviation	Relative significance	Degree	Rank
24. Employees in my department are frequently assigned to work on multiple projects simultaneously	4.18	0.69	83.62%	High	2
25. Employees experience difficulty in balancing the demands and deadlines of multiple project assignments	4.12	0.71	82.32%	High	3
26. Employees often receive conflicting instructions when managed by multiple project and functional managers.	3.27	1.15	65.36%	Moderate	4
27. The dispersion of employees across multiple managers reduces task efficiency and focus.	3.22	1.11	64.49%	Moderate	6
28. Employees struggle to balance workload demands from different managers simultaneously.	3.21	1.12	64.13%	Moderate	7
29. The multiplicity of managers leads to fragmented communication and reduced productivity.	3.25	1.16	65.00%	Moderate	5
30. Employees feel overburdened and stressed due to the workload from multiple project assignments	4.19	0.70	83.77%	High	1
Section D: Employee Dispersion and Overload	3.63	0.61	72.67%	High	2

The means for the "Employee Dispersion and Overload" items ranged from 3.21 to 4.19. "Employees feel overburdened and stressed due to the workload from multiple project assignments" had the highest mean (Mean = 4.19, SD = 0.70, Relative Significance = 83.77%, Degree = High, Rank = 1). "Employees struggle to balance workload demands from different managers simultaneously" had the lowest mean (Mean = 3.21, SD = 1.12, Relative Significance = 64.13%, Degree = Moderate, Rank = 7). The overall section mean was 3.63 (SD = 0.61, Relative Significance = 72.67%, Degree = High, Rank = 2).

Table 4.6: Descriptive Statistics for Work Distribution Priorities Items

Items & Section	Mean	Std. Deviation	Relative significance	Degree	Rank
31. Urgent projects from senior management often disrupt resource allocation for planned projects.	3.23	1.15	64.57%	Moderate	5
32. Functional departments experience operational challenges when resources are reallocated to urgent projects.	4.19	0.63	83.84%	High	1
33. There is a lack of clear criteria for prioritizing resource allocation between urgent and ongoing projects.	4.08	0.78	81.67%	High	3
34. Frequent shifts in resource allocation to address urgent projects negatively impact long-term project goals.	4.14	0.70	82.75%	High	2
35. Resource distribution often favors short-term gains over strategic project objectives.	4.07	0.79	81.45%	High	4
Section E: Work Distribution Priorities	3.94	0.48	78.86%	High	1

The item means within the "Work Distribution Priorities" section ranged from 3.23 to 4.19. "Functional departments experience operational challenges when resources are reallocated to urgent projects" had the highest mean (Mean = 4.19, SD = 0.63, Relative Significance = 83.84%, Degree = High, Rank = 1). "Urgent projects from senior management often disrupt resource allocation for planned projects" had the lowest mean (Mean = 3.23, SD = 1.15, Relative Significance = 64.57%, Degree = Moderate, Rank = 5). The overall section mean was 3.94 (SD = 0.48, Relative Significance = 78.86%, Degree = High, Rank = 1).

Table 4.7: Descriptive Statistics for Accountability and Responsibility Items

Items & Section	Mean	Std. Deviation	Relative significance	Degree	Rank
36. Functional managers are often assigned responsibility for project outcomes even when they were not involved in the initial project phases	3.06	1.05	61.23%	Moderate	4
37. Accountability for project success is often unclear when functional departments join projects that are already in progress	4.07	0.72	81.30%	High	1
38. Lack of involvement in the initial project phases makes it difficult for functional managers to contribute effectively.	3.12	1.15	62.39%	Moderate	3
39. Functional managers feel unfairly evaluated on project outcomes when their involvement is requested late in the project lifecycle	3.17	1.10	63.33%	Moderate	2

40. There is ambiguity in assigning responsibility when functional managers provide support to ongoing projects.	3.05	1.06	61.09%	Moderate	5
Section F: Accountability and Responsibility	3.29	0.77	65.87%	Moderate	4
Total independent variable	3.58	0.58	71.65%	Moderate	
Total scall	3.69	0.42	73.88%	High	

The item means within the "Accountability and Responsibility" section ranged from 3.05 to 4.07. "Accountability for project success is often unclear when functional departments join projects that are already in progress" had the highest mean (Mean = 4.07, SD = 0.72, Relative Significance = 81.30%, Degree = High, Rank = 1). "There is ambiguity in assigning responsibility when functional managers provide support to ongoing projects" had the lowest mean (Mean = 3.05, SD = 1.06, Relative Significance = 61.09%, Degree = Moderate, Rank = 5). The overall section mean was 3.29 (SD = 0.77, Relative Significance = 65.87%, Degree = Moderate, Rank = 4). The total mean for the independent variable was 3.58. The total scale mean was 3.69.

4.3 Effect of the Independent Variable on the Dependent Variable

This section examines the impact of the independent variables (Authority Conflict, Employee Dispersion and Overload, Work Distribution Priorities, and Accountability and Responsibility) on the dependent variables (Resource Allocation and Project Outcomes). Multiple regression analysis was used to test the hypotheses.

First Hypothesis:

Hypothesis Statement: There is a statistically significant effect of the independent variables (Authority Conflict, Employee Dispersion and Overload, Work Distribution Priorities, and Accountability and Responsibility) on Resource Allocation.

Table 4.8: Multiple Regression Results for the First Hypothesis

Sections	Unstandardized Coefficients		Standardized Coefficients	t	p.vlaue
	B	Std. Error	Beta		
(Constant)	2.183	0.208		10.491	0.000
Section C: Authority Conflict	-0.154	0.063	-0.291	-2.456	0.015
Section D: Employee Dispersion and Overload	0.136	0.076	0.187	1.800	0.073
Section E: Work Distribution Priorities	0.440	0.056	0.478	7.866	0.000

Section F: Accountability and Responsibility	0.016	0.058	0.028	0.282	0.778
	F= 21.198	p.vlaue= 0.000	Df= 4/271	R= 0.488	R2= 0.238

The multiple regression model was statistically significant ($F(4, 271) = 21.198, p < 0.001$). The R-squared value was 0.238, indicating that 23.8% of the variance in Resource Allocation was explained by the four independent variables. "Work Distribution Priorities" had a significant positive effect on Resource Allocation ($\beta = 0.478, t = 7.866, p < 0.001$). "Authority Conflict" had a significant negative effect on Resource Allocation ($\beta = -0.291, t = -2.456, p = 0.015$). "Employee Dispersion and Overload" ($\beta = 0.187, t = 1.800, p = 0.073$) and "Accountability and Responsibility" ($\beta = 0.028, t = 0.282, p = 0.778$) did not have statistically significant effects. Thus, the first hypothesis is partially supported.

Second Hypothesis:

Hypothesis Statement: There is a statistically significant effect of the independent variables (Authority Conflict, Employee Dispersion and Overload, Work Distribution Priorities, and Accountability and Responsibility) on Project Outcomes.

Table 4.9: Multiple Regression Results for the Second Hypothesis (Predicting Project Outcomes)

Sections	Unstandardized Coefficients		Standardized Coefficients	t	p.vlaue
	B	Std. Error	Beta		
(Constant)	1.368	0.162		8.427	0.000
Section C: Authority Conflict	-0.006	0.049	-0.011	-0.114	0.909
Section D: Employee Dispersion and Overload	0.184	0.059	0.257	3.116	0.002
Section E: Work Distribution Priorities	0.266	0.044	0.293	6.082	0.000
Section F: Accountability and Responsibility	0.185	0.045	0.322	4.095	0.000
	F= 73.495	p.vlaue= 0.000	Df=4/271	R=0.721	R ² = 0.520

The multiple regression model was statistically significant ($F(4, 271) = 73.495, p < 0.001$). The R-squared value was 0.520, indicating that 52.0% of the variance in Project Outcomes was explained by the four independent variables. "Employee Dispersion and Overload" ($\beta = 0.257, t = 3.116, p = 0.002$), "Work Distribution Priorities" ($\beta = 0.293, t = 6.082, p < 0.001$), and "Accountability and Responsibility" ($\beta = 0.322, t = 4.095, p < 0.001$) had significant positive effects on Project Outcomes. "Authority Conflict" ($\beta = -0.011, t = -0.114, p = 0.909$) did not have a statistically significant effect. Therefore, the second hypothesis is largely supported.

CHAPTER FIVE: DISCUSSION OF FINDINGS AND RECOMMENDATIONS

This chapter offers an elaborate discussion of the study's findings in relation to other literature as well as attempts to provide explanations of the relationships that have been found between the project-oriented management practices vis-a-vis the resource allocation and project results in functionally organized governmental institutions in Saudi Arabia. The discussion considers the important findings with respect to the demographic features of the respondents, the descriptive analysis of the study variables, and the analysis of the results of the hypotheses tests. With this, practical suggestions are provided for governmental institutions that intend to better allocate resources and enhance project results in a functional structure. The purpose of this chapter is to integrate empirical findings with some practical strategies and deepen understanding on the issues associated with project-oriented management in this case.

5.1 Discussion of Findings

5.1.1 Demographic Characteristics

Examination of the sample's demographic characteristics indicates that there is a serious overrepresentation of male respondents (99.3%). Dominance of male respondents poses some challenges in understanding how the findings can be applied. Although the research shows the actual situation of the workforce within the selected Saudi government agencies, it does not tell the whole story about the employee experiences and viewpoints of women. This disparity raises an impending matter concerning the representation of women in the Saudi public sector, especially in positions that would interface with project management systems. This supports other reports and estimates on the understaffing of women in the Saudi labor market, especially in government and engineering positions (General Authority for Statistics, Kingdom of Saudi Arabia, various years). Further studies should aim to these representational issues in order to explain the whole phenomenon accurately.

Most of the respondents in the sample were aged between 31 to 39 years (59.4%) and 40 to 49 years (34.8%). This implies that the results are more likely to represent the views of moderately experienced professional participants. Such viewpoints are important as these people have most likely gained enough experience to understand the interaction between functional areas and the project-based work system. At the same time, this means the younger employees (20 to 30 years) and employees approaching retirement (50 years and above) have not been adequately represented. Younger employees may have different views on career progression and adaptability to project-based work, whilst older employees may have more useful organizational change experience.

Regarding work experience, the sample was predominantly comprised of people who had 5-10 years (46.0%) and 11-20 years (39.5%) of experience. Such respondents are likely to have seen the development of project management in their respective organizations and face the difficulties of resource allocation and project implementation, so their participation in the study is beneficial. Nevertheless, the low proportion of respondents with less than five (4.0%) and more than twenty-one (10.5%) years of

experience means the study is unlikely to reflect fully the views of people who are at the very early or very advanced stages of their career. It is possible that the more experienced participants were in some leadership positions and offered a richer perspective.

5.1.2 Characterization of Study Variables

5.1.2.A Total Dependent Variable: Resource Allocation and Project Outcomes

Respondents showed a great deal of consensus concerning the obstacles presented by project-oriented management relative to the “Resource Allocation” dimension. “Recurrent budget reallocations disturb the working efficiency of organizational functional units” received the strongest confirmation. This result supports classic literature on matrix organizations and project management—it captures the paradox of functional stability and dynamic project demands. Functional departments frequently have set budgets and resource plans. To meet project requirements, resources must be reallocated, which tends to create instability, decrease efficiency, and generate conflict.

Respondents expressed positive of ‘resource allocation is often unbalanced where certain projects are chosen over others,’ as well as ‘critical resources like human, technological and financial are often misallocated and underutilized.’ This paints a picture of underserving and inefficiency in the way resources are managed. This can be caused by several reasons such as the power struggles between project managers and functional managers, ambiguous (or absent) prioritization guidelines, or unsatisfactory resource allocation design. This supports other studies noting the ‘project-centric’ bias that occurs in resource rich organizations emphasizing project-centric activity.

The approval rating, although still moderate in degree, is lower for ‘project-oriented management creates conflict of interest at resource allocation within functional organizational structure,’ suggesting that while there is conflict, the overwhelming presence of conflict is not guaranteed. It could also be that other factor, such as the side effects stemming from ne resource allocation, are more dominant violence, imbalance.

In relation to “Project Outcomes,” the greatest level of agreement was with the statements “Unplanned resource reallocations result in missed deadlines” and “Poor allocation of resources causes chronic delays.” This connects resource management challenges directly to deficient project outcomes, an integration that already exists in the project management resources. When there is an unscheduled movement of resources or when resources are not available in adequate amounts, projects are bound to be behind schedule which compromises the planned deliverables and increases cost estimates.

Respondents were also in strong agreement with “Inconsistent allocation of resources leads to a decline in the quality of project deliverables.” This captures the malfunctioning generators of resource volatility at the level of work output. Poor resource levels or even a change in resources make it difficult for teams to concentrate and deliver results of the desired, and required, quality.

Surprisingly, there was lesser consensus for statements claiming that project-based management results in career path ambiguity, misalignment between projects and the organizational strategy, or that a hybrid approach would improve outcomes. This indicates that while there is an acknowledgment of challenges regarding resource allocation and project outcomes, these issues are unlikely to be solely attributed to project-oriented management. They may regard the problems as resulting from the implementation of project-oriented management rather than the approach itself. Alternatively, respondents may simply lack

enough understanding of other potential forms of organization, such as a hybrid one, to accept them.

5.1.2.B Total Independent Variable

Understanding the independent variable parts explains the specific reasons why there are problems in resource allocation and achievement of the project objectives.

In the “Authority Conflict” subsection, there was an agreement among respondents that conflicts exist between functional and project managers. Most respondents agreed with the statement, “Authority conflicts lead to inconsistent communication and direction for project teams.” This statement captures the effect of divided authority: noise and ineffectuality to the staff who fall in the gaps. This is typical of employees caught in matrix organizations, which suffer from dual reporting and poor authority relationships.

The “Employee Dispersion and Overload” subsection portrayed highly positive responses towards employees’ perceptions of difficulties experienced by employees working on more than one project at the same time. Most respondents strongly agreed that “Employees feel overburdened and stressed due to the workload from multiple project assignments.” This reliance speaks about the organizational cost of a project-based environment that is left unmanaged. Employees end up being overworked and, as a result, their health and output suffer. It relates to evidence on workload, stress, and burnout in project-based work.

The section on “Work Distribution Priorities” presented a high level of consensus around the fact that “Operational functional departments face challenges of their own whenever there is a shift of resources to more urgent activity.” This shows the negative effect of unanticipated and high priority projects on the equilibrium of functional departments. This finding is consistent with the “firefighting” phenomenon in project management, when the resource is in constant need to be diverted from planned activities because urgent issues take precedence over everything else. The support that existed underscored that resource allocation is tilted towards fulfilling minimum goals which are short term in nature.

“Accountability and Responsibility” Section gave moderate agreement. The greatest agreement was noted regarding, “When there are many functional departments working on ongoing projects, there is a lack of clarity concerning responsibility for project success.” This reveals an issue of considerable importance in functional project staffing and control. When functional teams are brought in late, it becomes difficult to assign responsibility for outcomes which were mostly decided prior to their involvement. This can result in bitterness and low accountability.

5.1.3 Hypothesis Testing

First Hypothesis (Resource Allocation):

The first hypothesis was partially validated throughout the multiple regression analysis because the independent variables had a meaningful impact on Resource Allocation. In particular, the dependent variable “Work Distribution Priorities” had positive impacts whereas “Authority Conflict” had negative impacts.

The positive impact of “Work Distribution Priorities” explains that greater perceptions of problems related to work distribution priorities translate into greater problems relating to resource allocation. This is logical. When there are urgent projects that disturb the intended resource allocation, it leads to imbalance and inefficiency and an element of

unfairness. Such feelings deeply impact the Resource Allocation dimension. Hence, strong and clear prioritization and resource allocation criteria with sound planning processes are necessary.

The harmful aspect of “Authority Conflict” is also understandable. As inter-organizational and intra-organizational conflicts among functional and project managers increase, the likelihood of problems associated with resource allocation appears to be less. This may be surprising, and some explanation could be provided as to why. One possibility is that in the presence of severe authority conflict, decisions concerning the distribution of resources might be highly centralized, probably to an authority (such as a senior manager) who decides everything. While this may ameliorate the conflict, it may not improve resource allocation at all. In fact, it may reduce perceived equity and efficiency because there is a divergence between the decisions and the needs of the projects or the departments. Such negative correlation may also describe a situation where, because of severe conflict, resources are not effectively allocated which leads to the belief that the problem is not one of allocation imbalances, but an absence of resources altogether.

The absence of marked impacts for “Employee Dispersion and Overload” and “Accountability and Responsibility” on Resource Allocation indicates that those issues do matter in organizational context, but, perhaps, they do not directly influence how resource allocation problems are perceived within the limits of this research. Their impacts may be indirect, or perhaps the effects of those constructions were too subtle to be measured by the questions asked in the survey.

Second Hypothesis (Project Outcomes):

The analysis of regression data mostly confirmed the second hypothesis, having confirmed the presence of significant influence of the independent variables on Project Outcomes. “Employee Dispersion and Overload,” “Work Distribution Priorities,” and “Accountability and Responsibility” contributed positively and significantly. “Authority Conflict,” on the other hand, did not.

The positive effect of “Employee Dispersion and Overload” on Project Outcomes is twofold (yet, we shall assume this as issues of employee dispersion and overloading), which is quite significant. It means that the more employees are loaded with multiple projects, the more likely they are to underperform on the projects. This is consistent with ample evidence for the negative consequences of overwork and consequent burnout on performance.

The impact of “Work Distribution Priorities” on Project Outcomes is positive, which indicates strategic alignment and prioritization is beneficial. When important unanticipated projects continuously challenge already scheduled work, projects are late, work quality declines, and the overall success of the project is at risk. This stresses the importance of having well-defined criteria for project prioritization and resource allocation which balances immediate needs with long-term strategic objectives.

The previously mentioned positive effect of “Accountability and Responsibility” clearly demonstrates why responsibility assignment matrices are necessary. With no accountability, especially with late joining functional departments on projects, it is very difficult to ascertain that work needed to complete the project scope of work is accomplished and people are being held accountable for their work contributions. However, with this lack of clarity, there can be a considerable amount of project outcome deficiencies with respect to time, quality and cost.

It is noteworthy that “Authority Conflict” has no significant impact on Project Outcomes. Even though authority conflicts are certainly problematic within the organization, these findings suggest that such conflicts may not have a direct effect on the project outcomes that

were measured (delays, quality issues, etc.) Necessarily, this is likely because the impacts of authority conflicts are more indirect, possibly through employee morale or communication, which in turn impacts project outcomes. Alternatively, it may be that the specific measures of project outcomes available in this study were insufficient to account for the negative impact's authority conflicts have on projects outcomes.

5.2 Recommendations

Based on the findings and discussion above, the following recommendations are offered to functionally structured government organizations in Saudi Arabia seeking to improve resource allocation and project outcomes in the context of project-oriented management:

- Develop and implement transparent and well-defined processes for allocating resources, including clear prioritization criteria, robust resource planning, capacity planning and resource tracking systems.
- Clearly define roles, responsibilities, and decision-making authority for both project and functional managers to minimize conflict.
- Prevent employee overload and burnout by setting limits on simultaneous project assignments and monitoring workload.
- Ensure functional departments are involved in project planning and initiation from the outset.
- Provide comprehensive training for both project and functional managers on best practices in project management, resource allocation, and conflict resolution.
- Promote collaboration and communication between project teams and functional departments.
- Actively review and address gender representation within the workforce, particularly in project management roles.
- Explore the potential benefits of a hybrid management approach that balances functional and project-oriented structures.

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APPENDICES

THE NEGATIVE IMPACT OF PROJECT-ORIENTED MANAGEMENT ON RESOURCE ALLOCATION AND PROJECT OUTCOMES IN FUNCTIONALLY STRUCTURED GOVERNMENT ORGANISATIONS

Dear Respondent,

I am a Master's candidate (MBA) and currently I am conducting a study titled "The impact of project-oriented management on resource allocation and project outcomes in functionally structured government organizations". The scope of this study is focused on government organizations in the Kingdom of Saudi Arabia, including entities such as GOI, Royal Commissions, mega cities and Development Authorities. I would like to request your cooperation to answer this questionnaire. Any information obtained will be kept confidential and only used for academic purposes.

Your cooperation is highly appreciated.

Section 1: Demographic Characteristics

Please choose the most appropriate choice

Gender

*

- Male

- Female

Age

*

20-30

31-39

40-49

50 and above

Years of Experience

*

5 years and less

5-10 years

11-20 years

21 years and above

Section 2

Please indicate your degree of agreement or disagreement with the following statements, so please choose for the choice that reflects your opinion by choosing one of the five alternatives.

Please choose according to your level of agreement (Strongly Disagree – Disagree – Neutral – Agree – Strongly Agree)

Section A: Resource Allocation

1. Project-oriented management creates conflicts over resource allocation in functional organizational structures
2. Resource allocation is often unbalanced, favoring certain projects over others.
3. Critical resources like human, technological, and financial are often misallocated and underutilized
4. Functional teams struggle to access necessary resources due to project-based initiatives.
5. Prioritizing long-term projects negatively influence long-term resource planning.
6. Frequent budget reallocations disrupt the efficiency of functional departments
7. The constant reassignment of employees between projects leads to job uncertainty.
8. The shifting of workforce resources between projects negatively affects operational stability.

Section B: Project Outcomes

9. Insufficient resource allocation causes frequent project delays.
10. Unplanned reallocation of resources results in missed project deadlines.
11. The quality of project deliverables declines due to inconsistent resource allocation.
12. Project managers often compromise on scope or quality due to inadequate resources.
13. The frequent movement of employees between projects hinders knowledge retention.
14. Functional teams face difficulties in providing continuous support to projects.
15. The pressure of meeting project deadlines results in employee burnout.
16. Project-oriented management creates unclear career paths for employees.
17. Project-oriented management causes frequent misalignment between project goals and organizational strategy.
18. Implementing a hybrid approach (balancing functional and project-oriented management) would improve both resource allocation and project outcomes.

Section C: Authority Conflict

19. Conflicts often arise when functional managers and project managers have overlapping authority over resource allocation.

20. Decision-making delays occur due to unclear authority boundaries between functional and project managers.

21. Competing directives from functional and project managers create inefficiencies in daily operations.

22. Project managers struggle to enforce decisions when authority conflicts with functional managers.

23. Authority conflicts lead to inconsistent communication and direction for project teams.

Section D: Employee Dispersion and Overload

24. Employees in my department are frequently assigned to work on multiple projects simultaneously

25. Employees experience difficulty in balancing the demands and deadlines of multiple project assignments

26. Employees often receive conflicting instructions when managed by multiple project and functional managers.

27. The dispersion of employees across multiple managers reduces task efficiency and focus.

28. Employees struggle to balance workload demands from different managers simultaneously.

29. The multiplicity of managers leads to fragmented communication and reduced productivity.

30. Employees feel overburdened and stressed due to the workload from multiple project assignments

Section E: Work Distribution Priorities

31. Urgent projects from senior management often disrupt resource allocation for planned projects.

32. Functional departments experience operational challenges when resources are reallocated to urgent projects.

33. There is a lack of clear criteria for prioritizing resource allocation between urgent and ongoing projects.

34. Frequent shifts in resource allocation to address urgent projects negatively impact long-term project goals.

35. Resource distribution often favors short-term gains over strategic project objectives.

Section F: Accountability and Responsibility

36. Functional managers are often assigned responsibility for project outcomes even when they were not involved in the initial project phases

37. Accountability for project success is often unclear when functional departments join projects that are already in progress

38. Lack of involvement in the initial project phases makes it difficult for functional managers to contribute effectively.

39. Functional managers feel unfairly evaluated on project outcomes when their involvement is requested late in the project lifecycle

40. There is ambiguity in assigning responsibility when functional managers provide support to ongoing projects.

الآثار السلبية للإدارة الموجهة نحو المشاريع على تخصيص الموارد ونائج المشاريع في المنظمات الحكومية ذات الهيكل الوظيفي

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