

The Impact of Project Management Methodologies on Project Success in the Health Care
Sector in Saudi Arabia.

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Introduction

Background and Context

In the dynamic landscape of the health care sector in Saudi Arabia, the effectiveness of project management methodologies plays a pivotal role in determining the success and efficiency of various initiatives aimed at improving patient care, operational processes, and overall organizational outcomes. In recent years, the health care sector in Saudi Arabia has witnessed rapid expansion and transformation, driven by technological advancements, evolving patient needs, and increasing demands for quality care delivery (Alasiri, A& Mohammed,V, 2022). Amidst this environment, the successful execution of projects within healthcare organizations is paramount for achieving strategic objectives, enhancing service delivery, and ensuring optimal resource utilization (Huebner & Flessa, 2022; Baran & Woznyj, 2020). Successful completion of a project is the ultimate goal of all companies and stakeholders; hence, ensuring successful completion of a project is a desire for every business(Abdulla et al., 2019). This study aims to investigate the influence of project management methodologies on the success of projects in the health care sector in Saudi Arabia. By examining various project management approaches such as Agile, Waterfall, Lean, Six Sigma, Scrum, and Hybrid, we will be able to identify which methodologies are most effective in improving project outcomes in healthcare settings. This research will provide valuable insights for healthcare organizations in Saudi Arabia seeking to enhance the efficiency and effectiveness of their projects through proper project management practices. It endeavours to explore and analyse the relationship between project management methodologies and project success in the healthcare sector of Saudi Arabia, shedding light on

key factors, challenges, and opportunities for improving project outcomes in this dynamic and rapidly evolving domain.

Problem Statement

One of the difficulties that project managers have is choosing the right project management methodology (Kraiem et al., 2023). Practitioners and researchers have discovered that, despite projects' widespread perception as essential components, their high failure rates are losing many businesses millions of dollars annually (Gupta et al., 2019). Healthcare projects still struggle to determine which project management approaches will maximize effectiveness and ultimately project success, despite this field's expanding understanding of what makes a project successful or unsuccessful.

Research Questions

1. What are the key factors contributing to project success in health care projects in Saudi Arabia?
2. What are the most common project methodologies in healthcare used in Saudi Arabia?
3. What is the relationship between use management methodologies and project success in the health care sector in Saudi Arabia?

The purpose of study

In the healthcare sector, project implementation encompasses a range of methodologies aimed at optimizing performance and increasing the chances of success. The selection of the appropriate methodology is pivotal for organizations, as it significantly influences project execution effectiveness. Despite meticulous selection, challenges may still arise during the implementation phase.

This paper is centered on analysing the project methodologies utilized by diverse organizations within Saudi Arabia's healthcare sector. The examination commences with an assessment of project methodologies and their association with project success. Theoretical exploration into organizational methodologies will ensue, culminating in an assessment of their strengths and weaknesses. Furthermore, the study seeks to evaluate the impact of these methodologies, whether positive or negative, on project outcomes.

The insights derived from this research can offer valuable guidance to organizations engaged in project management, providing them with effective tools and techniques. Additionally, it illuminates the challenges encountered during project implementation, presenting practical solutions for organizations to navigate these obstacles. Given the novelty of this study within the Saudi Arabian context, its findings are particularly pertinent to organizations operating within the region, potentially catalysing transformative changes. This paper serves as a blueprint for organizations aiming to enhance their success rates in project implementation and lays the groundwork for future research endeavours in the field of project management.

Significance of the Research

Our motivation behind undertaking this study is to identify the impact of Project Management Methodologies (PPMs) on project success within the dynamic context of the healthcare sector in Saudi Arabia. The significance of this research lies in its potential to shed light on the effectiveness of various project management approaches in a sector that plays a pivotal role in the well-being of individuals and communities.

Healthcare projects in Saudi Arabia are crucial for improving healthcare infrastructure, enhancing service delivery, and ultimately, enhancing the quality of life for its citizens (Chowdhury et al. ,2021). However, the unique challenges inherent in healthcare projects, such as complex regulatory requirements, rapidly evolving technology, and diverse stakeholder interests, necessitate a nuanced understanding of project management methodologies.

By investigating the impact of different PPMs on project success metrics such as timely delivery, cost-effectiveness, stakeholder satisfaction, and overall project outcomes, this research aims to provide valuable insights for healthcare practitioners, policymakers, and project managers. Understanding which project management methodologies are most effective in the Saudi Arabian healthcare context can inform decision-making processes, optimize resource allocation, and ultimately contribute to the successful execution of healthcare projects.

Moreover, as Saudi Arabia continues to invest significantly in its healthcare infrastructure and endeavors to achieve its Vision 2030 goals, the findings of this research can have far-reaching implications for the future development and sustainability of the healthcare sector (Health Sector Transformation Program, 2021). By identifying best practices and areas for improvement in project management methodologies, this study can

facilitate the alignment of project strategies with broader national healthcare objectives, thereby enhancing the overall efficiency and effectiveness of healthcare project delivery.

In conclusion, this research is not only academically significant but also holds practical relevance for healthcare stakeholders in Saudi Arabia and beyond. By examining the impact of PPMs on project success in the healthcare sector, we aim to contribute to the advancement of knowledge in project management theory and practice, while also providing actionable insights to support informed decision-making and improve the delivery of healthcare projects in Saudi Arabia.

Literature review

The literature review was performed to collect recent studies regarding The Impact of Project Management Methodologies on Project Success in the Health Care Sector in Saudi Arabia. This literature review aims to identify knowledge gaps and provide a plan to address them. The chapter begins with an overview of project management methodologies. Second, explain the factors that contribute to project success. The literature review was implemented to collect the recent studies regarding of impact of Project Management Methodologies on Project Success in the Health Care Sector in Saudi Arabia. The database searched for the following literature review include Google Scholar and Web of science. The following key words were used for the searching process: Project Management Methodologies, Project Success, Project organization, Healthcare in Saudi Arabia.

Overview of project management methodologies

In 1995, the Standish Group published "CHAOS," a research study that is frequently referenced. A survey was conducted with 365 US IT executives overseeing more than 8,380 IT application projects in the consulting industry. Efforts were marked by chaos, as suggested by the research title. In the early 1990s, IT application development projects in the US cost firms over \$250 billion annually. An analysis revealed a success rate of 16.2% for these projects, with 31% being cancelled before completion and 51.7% facing various challenges. Before we dive in, let's first explore methodologies and history. The Merriam-Webster Dictionary offers a definition of 'methodology' as "a body of methods, rules, and postulates employed by a discipline" (Methodology, n.d).

Government organizations set up the initial PMMs around 50 years ago to oversee plans, budgets, and quality (Packendorff, 1995).

Project success factors

As per the Project Management Institute (PMI), a project involves a series of structured tasks, activities, and outcomes that are carefully executed to achieve a specific objective. They are temporary projects focused on creating value through unique products, services, and procedures (PMI, n.d). Since the late 1960s, project management scholars have been studying project success criteria and have developed results that have been extensively mirrored in practitioner literature (Kloppenborg et al, 2003). Even though these well-known research results, decades of individual and collective experience of managing projects (Morris et al,1994). With rapid growth in project management professional bodies, and a dramatic increase in project work in industry, project results continue to disappoint stakeholders (Cooke-Davies, 2001). A model of success factors was created by Khan et al. (2013) based on a survey of the previous 40 years' literature. Their methodology employs 25 variables arranged in five categories to quantify performance while providing a balance between hard and soft aspects. In addition to the four extra project success criterion dimensions listed below, the model includes the three requirements for the iron triangle:

1. *Project efficiency,*
2. *Organizational benefits,*
4. *Project impact,*
5. *Stakeholder satisfaction, and*
6. *Future potential.*

The model was selected for this study because it is based on the latest research and encompasses the success criteria defined by leading project success experts.

Research design and methods

Instrumentation

The research will employ a self-administered questionnaire designed by Joslin and Muller (2015) as the survey instrument. The survey employed to evaluate the relationship between project success and project management methodologies.

There are fourteen questions on the survey. The survey was divided into four sections: participant demographics, project details, project management techniques, and project success. A convenience non-probability sample of the target population was used in this investigation.

All current Saudi Arabian healthcare project specialists who were engaged at the time of the survey in either public or private healthcare institutions met the inclusion criteria.

Health care workers, students, and non-healthcare project specialists were among the exclusion criteria.

▪ **Methods and Sources**

This is a cross-sectional study that we will conduct using a custom survey to assess the attitude of experts in the healthcare project management field from several organizations in Saudi Arabia. We will ask them multiple questions in order to understand the relationship between project management methods and project success in the healthcare sector. The target participants are 100 project professionals. The survey will be available from the first day of March 2024 to the 31st of March 2024. Participants will include employees in the healthcare sector, particularly those working in project management roles and top administrative positions. Health care workers and project management employees not in the healthcare sector will be excluded. The data we collect will be analysed using SPSS version 29.

Practical Considerations

For ensuring the validity and integrity of our study. There are some strategies we going to implement in order to deal with these challenges:

- Lack of Participant Cooperation:

We guess that some participants may not be willing to provide accurate or complete responses. To mitigate this, we assured participants on the online questionnaire of confidentiality and anonymity, and we provided them on the questionnaire with the email address of one of the principal investigators, so if they had any concerns, they could contact us in order to get answers to their inquiries.

- Sample Bias

To address that, we are going to send the questionnaire to a director of project management in each institution related to the health care sector, so he or she can forward it to our target sample. In addition, we will exclude any questionnaires irrelevant to the study.

Ethical Issues

- Informed Consent

To address that, we have written in the survey that “By clicking the button below, you acknowledge that your participation in the study is voluntary, you are 18 years of age, and that you are aware that you may choose to terminate your participation in the study at any time and for any reason” so if the participant click that I consent, begin the study, so it will be able to continue.

- Confidentiality and Anonymity

For Protect participants' privacy, we don't ask them about their names, ID, date of birth, so the participant would be able to continue without any concerns about that.

Implications and contributions to knowledge

Finish the proposal by emphasizing why your proposed project is important and what it will contribute to practice or theory.

This study aims to investigate the influence of project management methodologies on the success of projects in the health care sector in Saudi Arabia. As a result, this project will help project managers in the health care industry concludes which ideal project management methodologies to use based on strengths and weaknesses. Also, this study will answer research questions such as which project factors could positively impact its success.

Practical Implications

Will your findings help improve a process, inform policy, or make a case for concrete change?

Absolutely, the finding of study could provide a comprehensive overview on healthcare project management.

Theoretical Implications

Will your work help strengthen a theory or model, challenge current assumptions, or create a basis for further research?

In fact, agile frameworks have the ability to be the best among project methodologies, resulting in their flexibility and increased efficiency and productivity; however, some PPMs have other features that might be perfect for a particular kind of work. So in this study, I am going to illustrate the details of that and shed light on the difference between them. Also, through the cross-sectional study, I would know what the most common PPM used by their health companies was.

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