

**Governance's Impact on Team Performance in Engineering Consulting  
Companies in Riyadh**

أثر الحوكمة على أداء فرق العمل في شركات الاستشارات الهندسية بالرياض

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## Dedication

We are pleased to present this research as a sincere expression of gratitude and thanks to all who have provided us with support and encouragement over the years, whether from our families or colleagues. This dedication signifies our deep appreciation to all of you.

We would like to extend our special thanks to everyone who has assisted us during this research journey. In these closing lines, we reminisce about the wonderful times we have spent since the beginning of our academic journey in elementary school until reaching the master's level. We want to express our special gratitude to our colleagues and esteemed professors who have contributed significantly to building the future generation.

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## Introduction

Due to the significant challenges and rapid changes within the framework of Saudi Arabia's Vision 2030, and the rapid development that encompasses all aspects, it has become imperative to align with strategic objectives. Every project, organization, or management entity needs to define its goals and the means to achieve them through effective governance. Governance plays a prominent role in guiding teams and leadership towards achieving those goals and influencing individuals or groups within the organization. This group can be referred to as the members of engineering consulting firms as a whole.

In general, the role of governance in engineering consulting firms is of utmost importance, as governance represents the fundamental framework and practices that regulate the management and oversight of these companies. Its primary goal revolves around ensuring effective and responsible company management while adhering to legal, ethical standards, and established rules. Successfully achieving governance contributes significantly to achieving strategic objectives and enhancing leadership and success in this vital organizational context.

## Study problem

In the current era, significant developments are observed, resulting from the widespread exchange of diverse ideas and opinions among societies. Each society seeks to highlight its unique perspective, leading to differences between developing and non-developing societies in various aspects, including economic, cultural, commercial, educational, and engineering fields. Managing this diversity requires regulation and the establishment of laws governing these aspects and setting principles to guide them. This regulation is referred to as "governance," which deals with a set of rules, guidelines, and internal procedures within administration.

This governance provides guarantees that ensure the interests of stakeholders are upheld and the rights of relevant parties are preserved.

Our focus in this study is on engineering consulting firms, which involve various components. These companies require effective management and precise organization within a framework that respects the national constitution, which defines the principles of organization for members of the administration.

These members are bound to work according to the governance principles they belong to and reflect their job performance at the level of the institution. The concept of job performance refers to the employee's ability to carry out the duties and responsibilities of their job with maximum efficiency, minimum time, and cost to achieve maximum productivity. This occurs within an integrated organizational environment that encourages work and provides management directives.

## The importance of the study

The study of the impact of governance on the functional performance in engineering consulting companies is of great significance. It plays a fundamental role in improving company management, increasing transparency, ensuring financial sustainability, attracting investments, developing leadership, adhering to ethical standards, and, therefore, contributes significantly to enhancing the overall functional performance of the company.

## Objectives of the study

The study aims to achieve a set of objectives through:

- Understanding the nature of the reciprocal relationship between governance and functional performance.
- Providing recommendations and suggestions to enhance the governance of functional teams.
- Addressing the theoretical and philosophical aspects of governance and functional performance.
- Exploring the role of implementing the principles of accountability and control in improving functional performance in engineering consulting firms.
- Analyzing the role of implementing the principles of transparency and clarity in enhancing functional performance in engineering consulting firms.
- Analyzing the role of implementing the principles of efficiency and effectiveness in promoting functional performance in engineering consulting firms.

## Study questions

The problem of this study revolves around a primary question, which is:

**"To what extent does governance impact the performance of work teams in engineering consulting firms in Riyadh?"**

This primary question can be divided into several sub-questions:

- ❖ Does governance affect productivity?
- ❖ What is the material and moral impact of governance on the performance of work teams?
- ❖ What is the role of implementing the principles of accountability and control in improving functional performance in engineering consulting firms?
- ❖ What is the role of implementing the principles of transparency and clarity in improving functional performance in engineering consulting firms?
- ❖ What is the role of implementing the principles of efficiency and effectiveness in improving functional performance in engineering consulting firms?

## Research Structure

**In this research study, we will address several axes as follows:**

**Axis 1:** The theoretical framework of the study.

**Axis 2:** Field survey and hypothesis analysis.

**Axis 3:** The statistical analysis of the study sample variables.

**Axis 4:** Results and Recommendations.

**Axis 5:** List of references and preliminary sources.

## Previous studies and theoretical framework

**Study by Ben Thabet and Abdi (2010) “Governance in Islamic Banks,” Ammar Thalji University, Algeria.**

This study dealt with the concept of governance at a time when there was a lot of criticism about the Islamic bank in that, uh, it imitates traditional banks, using tricks and justifications to put them ostensibly under the Islamic framework, and many experts and researchers have begun to criticize it.

Among the results of this study are the following: Banks need to apply governance principles, which have roots in Islamic Sharia, and are stated in line with the people and the extent of their commitment, which requires providing the infrastructure for Islamic finance, which is one of the most important pillars of governance.

This study developed a set of recommendations, including:

- Each Islamic bank or financial institution creates a special department for supervisors of internal law, to ensure that the bank’s work is compatible with Islamic Sharia.
- Establishing an audit committee in Islamic banks of members who have experience in accounting and auditing.
- Unifying the Sharia bodies of Islamic banks and financial institutions under one authority and under the supervision of the Islamic Central Bank.

**Al-Shammari's study (2009) "Job satisfaction among employees and its effects on their job performance, an applied study on the industrial sector in Al-Khafji Joint Operations".**

The aim of this study was to reveal the extent of the impact of job satisfaction in increasing the level of productivity and job performance of workers in Al-Khafji Joint Operations. The study also focused on explaining the state of job satisfaction among the company's employees and its relationship to many factors related to the work environment, including working hours and employee relations among them. And their relationships with their superiors, managers, and leadership positions in Khafji Operations. The descriptive analytical approach was used to describe the phenomenon, then analyze and interpret it, in addition to the observation method, given the researcher's work in the same company as the subject of the study. A questionnaire was developed and distributed to the study sample, which included 30 employees out of the company's total employees. Their job levels varied between managers, department heads, and regular employees, and the researcher reached several results in his study, including:

- More than 70% of employees do not feel that there is communication between senior management, which does not mean that there is no job satisfaction among employees regarding the relationship between managers, leaders, and workers.
- 90% of workers believe that the workplace affects their job performance, which means that the workplace has a significant impact on employee performance.

**Study by Al-Qannas (1996) “Human relations and their impact on the performance of employees in the security services,” an applied study on the emirate of the Riyadh region.**

This study aimed to identify the extent of implementation of human relations programs and activities, and to identify the extent of the impact of human relations on the performance of employees, as well as the extent of harmony between the emirate’s goals and the motivations and needs of employees. This study relied on the descriptive and analytical approach.

Among the results I found were:

- There is a relationship between the extent of experiencing human relations activities and performance.
- The longer the period of living, the higher the individual’s performance level.
- There is a relationship between experiencing active relationships in the work environment and satisfaction with work, its circumstances and conditions.
- Moral support for human relations activities constitutes an important value in job satisfaction.
- Human relations activities and their effectiveness in achieving employees’ performance goals contributes to ensuring that these activities continue at the same rates.

**Comment on previous studies:**

We note that the previous studies that were relied upon in this study varied and varied in their presentation of the topic of governance and job performance. There are similar studies and others that share only one change. In studies related to governance, most studies focused on the role and effectiveness of applying governance principles or mechanisms in improving financial performance or in maintaining on the system of the institution, company or bank. As for previous studies that dealt with the subject of job performance, they focused on the factors that affect job performance and the factors that improve it. It also became clear that.

there is a difference and discrepancy between all studies in the goal to be achieved, as well as diversity in their research interest. It also varied in terms of the communities in which the study was conducted.

## **Theoretical premises of study**

This study complements previous studies that have addressed topics related to governance or topics related to functional performance.

This study is unique because it differs from previous studies as it encompassed the governance system and functional performance in engineering consulting firms, shedding light on the positive relationship between effective and well-regulated implementation and improving functional performance.

## **Methodology and research methods**

In the theoretical part of the research, a descriptive and analytical methodology was employed by referring to books, references, and scientific journals from relevant entities (engineering consulting firms, National Water Company, Water and Electricity Regulatory Authority, Communications Authority, Saudi Electricity Company) to describe the concepts, terms, and elements included in the study.

In the practical part of the research, an analytical statistical approach was adopted by referring to publications, records, and statistical reports. The research questionnaire was then distributed within the geographical boundaries of the study area, followed by data collection, analysis, and testing of the study hypotheses.

## Study tools

Based on the approach that will be followed in the research, the questionnaire tool will be used to identify the opinions of employees in engineering consulting companies in Riyadh about the impact of governance on them to answer the study questions.

## Study Limitation

- **Temporal Boundaries:** 2023.
- **Spatial Boundaries:** Engineering consulting companies in Riyadh city.
- **Human Boundaries:** Employees working in engineering consulting companies.
- **Subject Boundaries:** The impact of governance on team performance.

## The theoretical framework of the study

### Governance

is the framework of rules, practices, and structures by which an organization or society is directed, controlled, and held accountable. It encompasses the mechanisms and processes that guide decision-making, ensure accountability, and balance the interests of various stakeholders.

#### ❖ Types of Governance:

##### **I. Corporate Governance:**

Corporate governance involves the mechanisms and practices through which companies are directed and controlled. It includes the roles and responsibilities of boards of directors, executive management, and shareholders to ensure ethical conduct and protect the interests of stakeholders.

##### **II. Political Governance:**

pertains to the management and administration of public affairs within a government system. It includes decision-making processes, policy formulation, and the implementation of laws and regulations.

##### **III. Nonprofit Governance:**

Nonprofit governance focuses on organizations that operate for a social or public purpose. It involves the oversight and management of nonprofit entities to ensure they fulfill their missions while being accountable to donors, beneficiaries, and the public.

#### **IV. Global Governance:**

Global governance refers to the coordination and cooperation among nations, international organizations, and non-state actors to address global challenges. It involves mechanisms for collaboration on issues such as climate change, human rights, and global health.

#### **❖ Methods of Governance:**

##### **I. Democratic Governance:**

Democratic governance involves the participation of citizens in decision-making processes. It emphasizes principles of representation, equality, and protection of individual rights.

##### **II. Authoritarian Governance:**

Authoritarian governance is characterized by centralized power and limited political pluralism. Decision-making is concentrated in the hands of a single leader or a small group, with minimal input from the broader population.

##### **III. Market Governance:**

Market governance relies on market forces to guide decision-making. It is prevalent in economic systems where supply and demand, competition, and market mechanisms play a significant role in resource allocation.

#### **IV. Collaborative Governance:**

Collaborative governance emphasizes partnerships and collaboration among various stakeholders, including government, businesses, and civil society. It seeks to address complex issues through collective efforts

##### **❖ Functions of Governance:**

#### **I. Decision-Making Oversight:**

Governance provides a framework for decision-making processes, ensuring that decisions align with the organization's objectives and values.

#### **II. Accountability Mechanisms:**

Governance establishes accountability mechanisms, making individuals and entities responsible for their actions and ensuring transparency in operations.

#### **III. Risk Management:**

Governance includes risk management practices to identify, assess, and mitigate risks, safeguarding the organization against potential challenges.

##### **❖ Role of Governance in Engineering Consulting Offices:**

#### **I. Client Confidence:**

Effective governance enhances client confidence by demonstrating a commitment to quality, ethical conduct, and transparent business practices.

## **II. Project Success:**

Governance contributes to project success by ensuring efficient management, risk mitigation, and adherence to quality standards, enhancing the office's reputation and fostering client satisfaction.

## **III. Employee Engagement and Development:**

Governance supports employee engagement and development by providing clear guidelines, ethical standards, and career advancement opportunities.

In summary, governance is a fundamental aspect that extends across various domains, providing a framework for responsible and effective management. In engineering consulting offices, it plays a crucial role in ensuring ethical practices, quality service delivery, and overall success in a dynamic and competitive industry.

## Performance

Performance refers to the effectiveness, efficiency, and accomplishment of tasks, goals, or activities within a given context. It is a multidimensional concept that can be applied at various levels, including individual, team, organizational, and systemic, and is often evaluated based on predefined criteria and objectives.

### ❖ Types of Performance:

#### I. Individual Performance:

Individual performance assesses the effectiveness and efficiency of a single person in fulfilling their responsibilities and achieving specific goals within a given role or task.

#### II. Team Performance:

Team performance evaluates the collective effectiveness of a group of individuals working together toward common objectives. It involves assessing communication, collaboration, and the overall impact of the team's efforts.

#### III. Organizational Performance:

Organizational performance measures the overall effectiveness and efficiency of an entire organization in achieving its mission, strategic goals, and delivering value to stakeholders.

#### IV. Systemic Performance:

Systemic performance assesses the efficiency and effectiveness of interconnected components within a larger system, such as technological systems, business processes, or complex organizational structures.

❖ **Methods of Measuring Performance:**

**I. Key Performance Indicators (KPIs):**

KPIs are quantifiable metrics aligned with organizational objectives. They provide a focused and measurable way to track performance in critical areas, such as productivity, customer satisfaction, and financial success.

**II. Balanced Scorecard:**

The balanced scorecard is a strategic management tool that translates an organization's mission and objectives into a set of comprehensive performance indicators. It includes financial, customer, internal process, and learning and growth perspectives.

**III. Benchmarking:**

Benchmarking involves comparing performance metrics with industry standards or competitors to identify areas for improvement, best practices, and competitive advantages.

**IV. Performance Appraisals:**

Performance appraisals are systematic evaluations of an individual's or team's job performance, often involving periodic reviews, feedback, and goal-setting for improvement.

❖ **Connection to Governance:**

**I. Strategic Alignment:**

Governance provides the framework for setting strategic goals and objectives. Performance measurement ensures that individual, team, and organizational activities align with these strategic goals, fostering coherence and direction.

**II. Accountability and Transparency:**

Governance structures establish accountability mechanisms and promote transparency. Performance metrics contribute to holding individuals and entities accountable for their responsibilities, fostering a culture of openness and responsibility.

**III. Decision-Making and Risk Management:**

Governance influences strategic decision-making by integrating performance data. It also plays a role in risk management, as performance evaluations help identify potential challenges and uncertainties, allowing for proactive mitigation.

**IV. Resource Allocation and Funding Decisions:**

Governance influences the allocation of resources and funding decisions. Performance metrics assist in determining which individuals, teams, or projects receive support based on past achievements and potential impact.

**V. Continuous Improvement:**

Governance encourages a culture of continuous improvement. Performance measurement identifies areas for enhancement, supporting governance structures in making informed decisions to drive organizational growth and efficiency.

In summary, performance is a dynamic concept with applications at various levels. The methods for measuring performance are diverse, and their effective application is closely intertwined with governance, providing the structure and principles necessary to ensure strategic alignment, accountability, transparency, and informed decision-making in diverse contexts.

## Engineering Offices

Engineering offices, also known as engineering firms or consulting firms, are professional organizations that provide specialized engineering services to clients. These offices bring together skilled engineers, architects, and technical experts to offer expertise in various engineering disciplines, including civil, mechanical, electrical, and environmental engineering.

### ❖ Types of Engineering Offices:

#### I. Civil Engineering Offices:

Specializing in infrastructure projects such as roads, bridges, and buildings, civil engineering offices design, plan, and oversee construction projects.

#### II. Mechanical and Electrical Engineering Offices:

These offices focus on designing and optimizing mechanical and electrical systems, including HVAC, power distribution, and industrial machinery.

#### III. Environmental Engineering Offices:

Environmental engineering offices work on projects related to environmental protection, waste management, water treatment, and sustainable development.

#### IV. Structural Engineering Offices:

Specializing in structural analysis and design, these offices ensure the stability and safety of buildings, bridges, and other structures.

**V. Multidisciplinary Engineering Offices:**

Some engineering offices offer a range of services across multiple disciplines, providing comprehensive solutions for complex projects.

❖ **How Engineering Offices Work:**

**VI. Project Acquisition:**

Engineering offices acquire projects through proposals, bids, or direct contracts. Clients, which may include government agencies, private businesses, or individuals, seek the expertise of engineering offices for specific projects.

**VII. Project Planning and Design:**

Once a project is secured, the office engages in comprehensive planning and design activities. This involves conceptualization, feasibility studies, and the creation of detailed engineering plans.

**VIII. Regulatory Compliance:**

Engineering offices navigate and ensure compliance with regulatory requirements, obtaining necessary permits and approvals for projects. This involves adhering to local, national, and international standards.

**IX. Project Execution and Construction Oversight:**

During the execution phase, engineering offices oversee the construction or implementation of the project. They ensure that plans are followed, quality standards are met, and projects are completed on time and within budget.

**X. Quality Assurance and Control:**

Engineering offices implement rigorous quality assurance and control measures to verify that the work meets specified standards. This includes inspections, testing, and validation processes.

❖ **Linkages to Governance:**

Ethical and Professional Standards:

Governance in engineering offices involves adherence to ethical and professional standards. Professional engineering associations and codes of conduct guide the behavior and practices of engineers within the office.

**I. Regulatory Compliance:**

Governance ensures that engineering offices comply with regulations and standards set by government authorities and professional bodies. This involves maintaining licenses, certifications, and legal compliance.

**II. Risk Management:**

Governance structures implement risk management practices to identify, assess, and mitigate risks associated with engineering projects. This includes financial risks, safety concerns, and environmental impacts.

### **III. Client Relationship Management:**

Governance in engineering offices emphasizes client satisfaction and relationship management. Clear communication, transparency, and meeting client expectations are essential components of effective governance.

### **IV. Continuous Improvement:**

Governance encourages a culture of continuous improvement within engineering offices. Performance evaluations, feedback mechanisms, and lessons learned from projects contribute to ongoing enhancement.

In summary, engineering offices play a crucial role in providing specialized services and contributing to the development of infrastructure and technology. Governance ensures that these offices operate ethically, comply with regulations, manage risks effectively, and maintain high standards of quality and professionalism in their engineering endeavors.

## Field survey and hypothesis analysis

### Survey questions

Based on the research methodology followed, a survey tool was employed to assess the opinions of employees in engineering consulting firms regarding governance, productivity, and their associated implications.

The first section of this section aims to provide general information, according to Table No. (0.1) below, about the employee who will fill out the questionnaire.

| General data | Topic                     | Choices              |                    |                    |              |
|--------------|---------------------------|----------------------|--------------------|--------------------|--------------|
|              | Gender                    | Male                 | Female             |                    |              |
|              | Years of Experience       | Less than 5 years    | From 5 to 10 years | More than 10 years |              |
|              | Age                       | 20-29                | 30-39              | 40-49              | More than 50 |
|              | Educational qualification | High school or below | diploma            | Bachelor's         | Master's     |

*Table 0.1 - General data*

The second section includes the basic research axes to achieve the goal of the study, which are as follows, according to Table No. (0.2) below

*Comprehensive questionnaire reference: The role of administrative governance in improving job performance  
A field study at the OSC Chaoi Sports Club in Kam El Bouaghi and the impact of governance principles on job performance: An applied study on the eastern neighborhood of Nasr City*

| No | Questions                                                                                                                                               | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | A average | $\sigma$ |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------|---------|----------|-------------------|-----------|----------|
| 1  | Governance principles rely on continuous improvement of performance?                                                                                    | 109            | 78    | 13      | 0        | 0                 | 3.75      | 1.2      |
| 2  | Governance principles distance themselves from authoritarian methods by emphasizing performance improvement monitoring?                                 | 118            | 71    | 11      | 0        | 0                 | 3.4       | 0.74     |
| 3  | The application of governance principles yields tangible positive results in improving job performance?                                                 | 197            | 3     | 0       | 0        | 0                 | 3.55      | 1.12     |
| 4  | Governance principles contribute to positive changes in current work methods and systems?                                                               | 67             | 115   | 18      | 0        | 0                 | 3.21      | 1.67     |
| 5  | The current administrative organization of the organization's units helps me in expediting performance?                                                 | 194            | 4     | 2       | 0        | 0                 | 3.51      | 0.12     |
| 6  | Governance works to ensure the independence of employees when making decisions?                                                                         | 81             | 106   | 13      | 0        | 0                 | 1.78      | 1.12     |
| 7  | The engineering consulting office leaders strive to raise awareness about the importance of governance and its principles?                              | 64             | 104   | 32      | 0        | 0                 | 1.48      | 1.52     |
| 8  | Leaders allocate appropriate time for the education and training of subordinates?                                                                       | 51             | 143   | 6       | 0        | 0                 | 2.44      | 1.85     |
| 9  | Leaders clearly define the methods required to achieve the goals?                                                                                       | 35             | 157   | 8       | 0        | 0                 | 3.54      | 1.77     |
| 10 | The application of governance principles contributes to increasing the level of trust among the public towards leadership?                              | 51             | 143   | 6       | 0        | 0                 | 2.44      | 1.85     |
| 11 | Is the success of the engineering consulting office contingent upon the effective performance of its employees?                                         | 183            | 14    | 3       | 0        | 0                 | 3.85      | 1.41     |
| 12 | Does the engineering consulting office adhere to ethical standards in its executive tasks and management?                                               | 72             | 101   | 27      | 0        | 0                 | 2.46      | 1.41     |
| 13 | Does the engineering consulting office have methods and standards for measuring the efficiency and effectiveness in the smooth operation of work?       | 25             | 80    | 94      | 1        | 0                 | 3.18      | 1.84     |
| 14 | Does the management of the engineering consulting office provide suggestions for achieving efficiency in work performance?                              | 104            | 87    | 9       | 0        | 0                 | 2.74      | 0.58     |
| 15 | Does the interaction of the organizational structure in the engineering consulting office contribute to achieving efficiency in the management process? | 108            | 77    | 15      | 0        | 0                 | 3.48      | 0.88     |
| 16 | Is accountability by the supervisor considered a violation of the employee's rights?                                                                    | 72             | 123   | 5       | 0        | 0                 | 2.44      | 0.49     |
| 17 | Does the management of the engineering consulting firm commit to transparency in decision-making?                                                       | 77             | 119   | 4       | 0        | 0                 | 3.41      | 1.79     |
| 18 | Is there a clear system that provides information about management in terms of tasks, goals, and financial expenses?                                    | 49             | 134   | 17      | 0        | 0                 | 3.76      | 0.43     |
| 19 | Does the person in charge make their decisions transparently and clearly?                                                                               | 54             | 138   | 8       | 0        | 0                 | 4.16      | 0.84     |
| 20 | Does the person in charge in management rely on presenting information with honesty and objectivity?                                                    | 21             | 166   | 13      | 0        | 0                 | 4.12      | 0.96     |
| 21 | Is there integrity in administrative dealings at the engineering consulting office between the person in charge and the employee?                       | 52             | 145   | 3       | 0        | 0                 | 3.52      | 0.46     |
| 22 | Is the engineering consulting office subject to external oversight for its operations and activities?                                                   | 64             | 134   | 2       | 0        | 0                 | 4.11      | 0.82     |
| 23 | Is there a mechanism for holding employees accountable in engineering consulting?                                                                       | 78             | 101   | 21      | 0        | 0                 | 3.57      | 1.14     |
| 24 | Can internal auditing contribute to the implementation of decisions made in the engineering consulting office?                                          | 74             | 103   | 23      | 0        | 0                 | 4.05      | 1.03     |
| 25 | Does the management of the engineering consulting office commit to providing detailed reports to higher authorities regarding corruption issues?        | 40             | 134   | 26      | 0        | 0                 | 3.73      | 1.42     |

Table 0.2 - Comprehensive questionnaire

## The statistical analysis of the study sample variables

### 1- Gender

| General data | Gender |        |       |
|--------------|--------|--------|-------|
|              | Male   | Female | Total |
| Frequency    | 183    | 17     | 200   |
| Percent (%)  | 92%    | 9%     | 100%  |

Table 1.1 - Gender

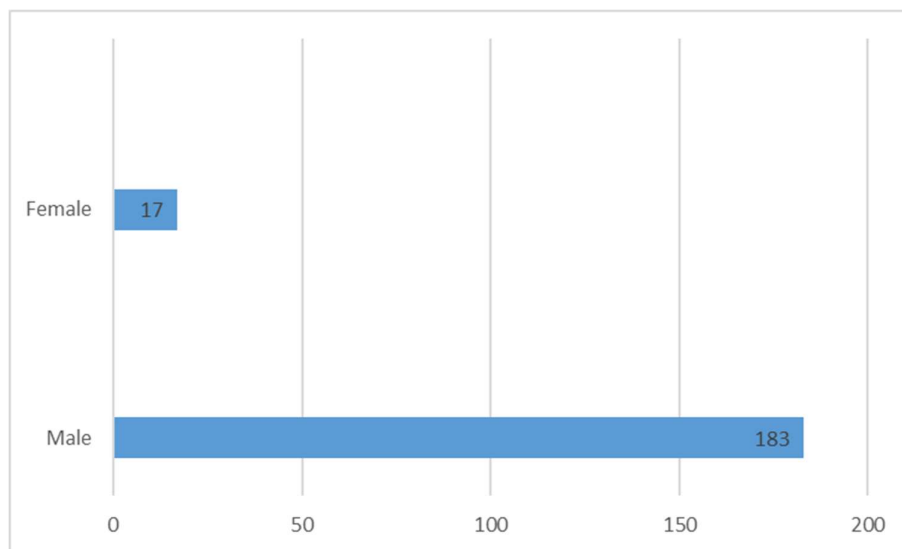


Chart 1.1 - Gender

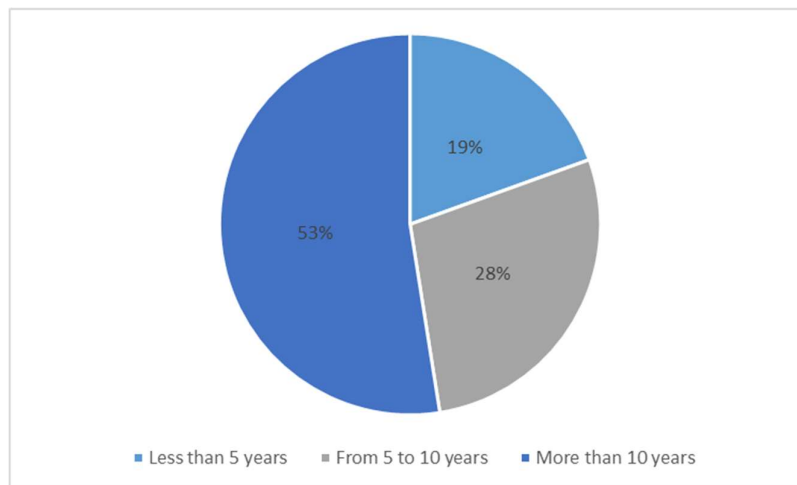
- Male: 183 individuals (92%)
- Female: 17 individuals (9%)
- Total: 200 individuals

According to the data, males make up the majority of the population, accounting for 92% of the total, while females make up the remaining 9%. The total number of individuals considered in the data is 200.

## 2 - Years of Experience

| General data | Years of Experience |                    |                    |       |
|--------------|---------------------|--------------------|--------------------|-------|
|              | Less than 5 years   | years From 5 to 10 | years More than 10 | Total |
| Frequency    | 39                  | 56                 | 105                | 200   |
| Percent (%)  | 20%                 | 28%                | 53%                | 100%  |

*Table 1.2- Years of Experience*



*Chart 1.2 - Years of Experience*

- Less than 5 years of experience: 39 individuals (20%)
- From 5 to 10 years of experience: 56 individuals (28%)
- More than 10 years of experience: 105 individuals (53%)
- Total: 200 individuals

According to the data, the majority of individuals, 53%, have more than 10 years of experience. 28% of individuals have between 5 to 10 years of experience, and 20% have less than 5 years of experience.

### 3 - Age

| General data | Age   |       |       |              |       |
|--------------|-------|-------|-------|--------------|-------|
|              | 29-20 | 39-30 | 49-40 | 50 More than | Total |
| Frequency    | 45    | 41    | 67    | 47           | 200   |
| Percent (%)  | 23%   | 21%   | 34%   | 24%          | 100%  |

Table 1.3- Age

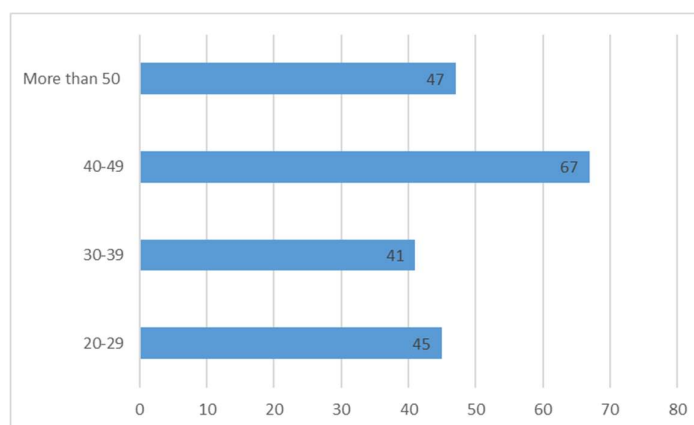


Chart 1.3 - Age

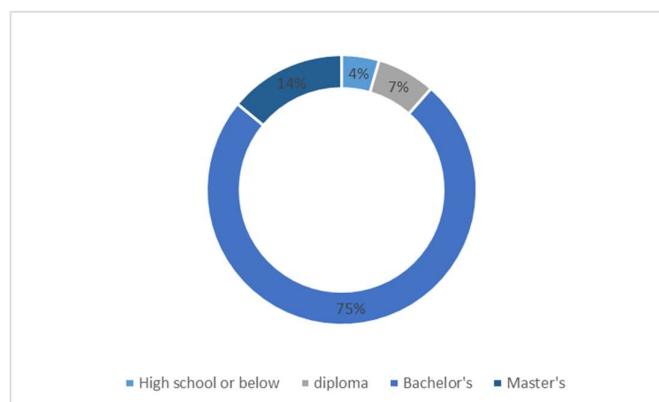
- Age 20-29: 45 individuals (23%)
- Age 30-39: 41 individuals (21%)
- Age 40-49: 67 individuals (34%)
- Age More than 50: 47 individuals (24%)
- Total: 200 individuals

According to the data, the largest age group among the individuals is the 40-49 age range, accounting for 34% of the total. The other age groups are fairly evenly distributed, with the 20-29 age range representing 23%, the 30-39 age range representing 21%, and the more than 50 age range representing 24% of the total.

#### 4 - Educational qualification

| General data | Educational qualification |         |            |          |       |
|--------------|---------------------------|---------|------------|----------|-------|
|              | High school or below      | diploma | Bachelor's | Master's | Total |
| Frequency    | 9                         | 14      | 149        | 28       | 200   |
| Percent (%)  | 5%                        | 7%      | 75%        | 14%      | 100%  |

*Table 1.4- Educational qualification*



*Chart 1.4- Educational qualification*

- High school or below: 9 individuals (5%)
- Diploma: 14 individuals (7%)
- Bachelor's degree: 149 individuals (75%)
- Master's degree: 28 individuals (14%)
- Total: 200 individuals

According to the data, the majority of individuals, 75%, have a Bachelor's degree. 14% of individuals have a Master's degree, while 7% have a diploma. Only 5% of individuals have a high school education or below.

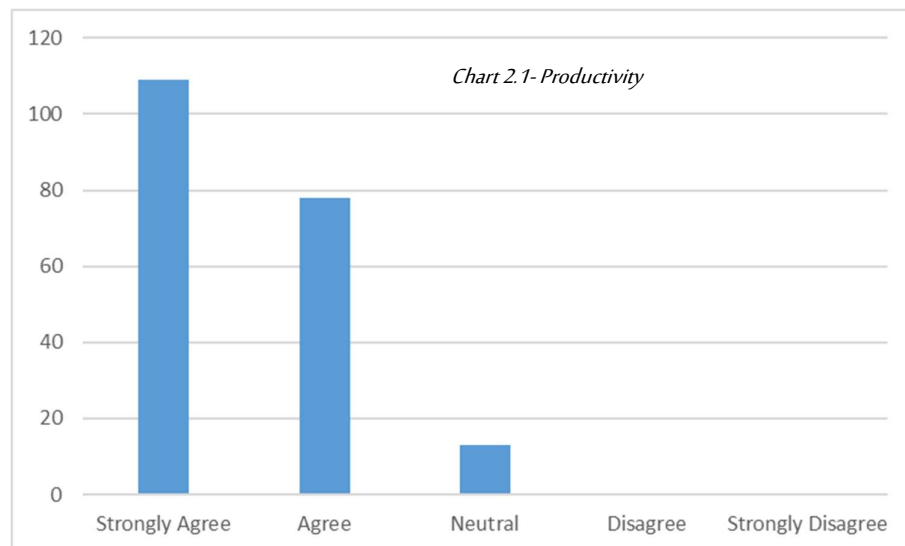
| Productivity | "Governance principles rely on continuous improvement of performance?" |       |         |          |                   |           | σ    |
|--------------|------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|------|
|              | Strongly Agree                                                         | Agree | Neutral | Disagree | Strongly Disagree | A average |      |
| Frequency    | 109                                                                    | 78    | 13      | 0        | 0                 | 3.75      | 1.20 |
| Percent (%)  | 55%                                                                    | 39%   | 7%      | 0%       | 0%                |           |      |

Table 2.1- Productivity

- Strongly Agree: 109 responses (55%)
- Agree: 78 responses (39%)
- Neutral: 13 responses (7%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 55%, strongly agree with the statement, while 39% agree with it. Additionally, 7% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that governance principles rely on continuous improvement of



performance. The high percentage of agreement suggests that the majority of the respondents recognize the importance of continuous improvement in governance principles.

| Productivity | "Governance principles distance themselves from authoritarian methods by emphasizing performance improvement monitoring?" |       |         |          |                   |           | $\sigma$ |
|--------------|---------------------------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|              | Strongly Agree                                                                                                            | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency    | 118                                                                                                                       | 71    | 11      | 0        | 0                 | 3.4       | 0.74     |
| Percent (%)  | 59%                                                                                                                       | 36%   | 6%      | 0%       | 0%                |           |          |

Table 2.2- Productivity

- Strongly Agree: 118 responses (59%)
- Agree: 71 responses (36%)
- Neutral: 11 responses (6%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 59%, strongly agree with the statement, while 36% agree with it. Additionally, 6% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that governance principles distance themselves from authoritarian methods by emphasizing performance improvement monitoring. The high percentage of agreement suggests that the majority of the respondents perceive governance principles as a means of promoting a non-authoritarian approach through performance improvement monitoring.

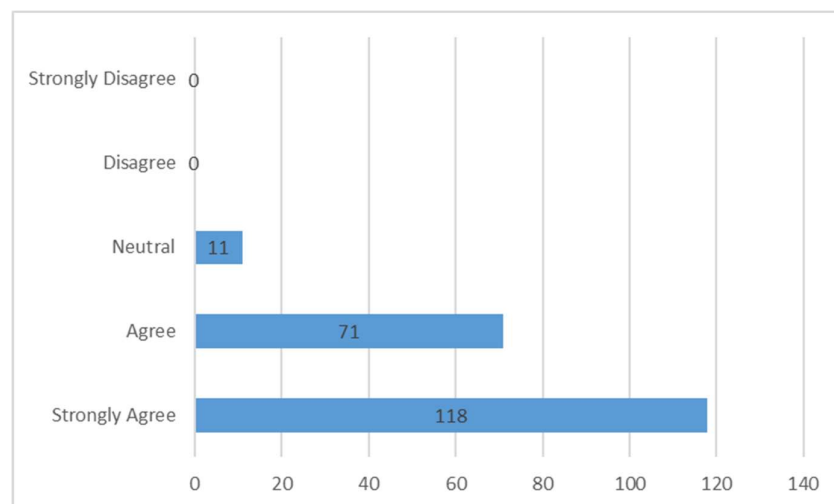


Chart 2.2- Productivity

| Productivity | "The application of governance principles yields tangible positive results in improving job performance?" |       |         |          |                   |           | $\sigma$ |
|--------------|-----------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|              | Strongly Agree                                                                                            | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency    | 197                                                                                                       | 3     | 0       | 0        | 0                 | 3.55      | 1.12     |
| Percent (%)  | 99%                                                                                                       | 2%    | 0%      | 0%       | 0%                |           |          |

Table 2.3- Productivity

- Strongly Agree: 197 responses (99%)
- Agree: 3 responses (2%)
- Neutral: 0 responses (0%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

An overwhelming majority of the respondents, 99%, strongly agree with the statement. Only 2% of the responses agree with it, and there were no neutral, disagree, or strongly disagree responses.

Based on this data, it can be concluded that the vast majority of the respondents believe that the application of governance principles does yield tangible positive results in improving job performance. The high percentage of strong agreement indicates a strong consensus among the respondents.

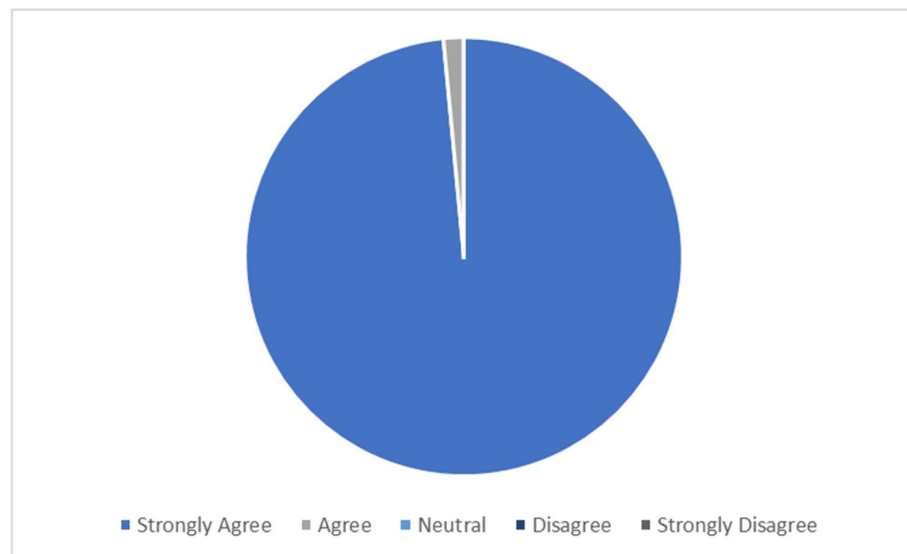


Chart 2.3- Productivity

| Productivity | "Governance principles contribute to positive changes in current work methods and systems?" |       |         |          |                   |           | $\sigma$ |
|--------------|---------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|              | Strongly Agree                                                                              | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency    | 67                                                                                          | 115   | 18      | 0        | 0                 | 3.21      | 1.67     |
| Percent (%)  | 34%                                                                                         | 58%   | 9%      | 0%       | 0%                |           |          |

Table 2.4- Productivity

- Strongly Agree: 67 responses(%34)
- Agree: 115 responses(%58)
- Neutral: 18 responses(%9)
- Disagree: 0 responses(%0)
- Strongly Disagree: 0 responses(%0)

The majority of the respondents, 58%, agree with the statement, while 34% strongly agree with it. Additionally, 9% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that

governance principles contribute to positive changes in current work methods and systems. The combined percentage of agreement suggests that the majority of the respondents recognize the positive impact of governance principles on work methods and systems.

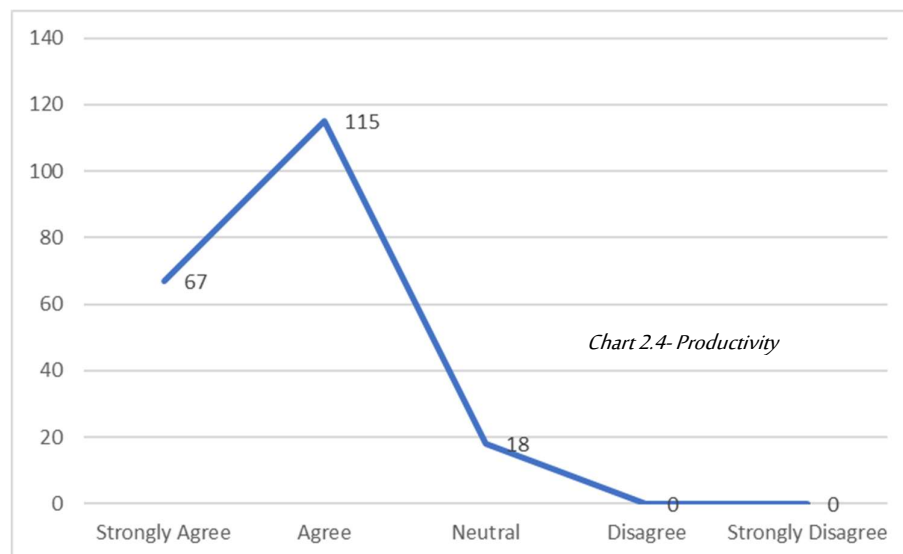


Chart 2.4- Productivity

| Productivity | "The current administrative organization of the organization's units helps me in expediting performance?" |       |         |          |                   |           | σ    |
|--------------|-----------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|------|
|              | Strongly Agree                                                                                            | Agree | Neutral | Disagree | Strongly Disagree | A average |      |
| Frequency    | 194                                                                                                       | 4     | 2       | 0        | 0                 | 3.51      | 0.12 |
| Percent (%)  | 97%                                                                                                       | 2%    | 1%      | 0%       | 0%                |           |      |

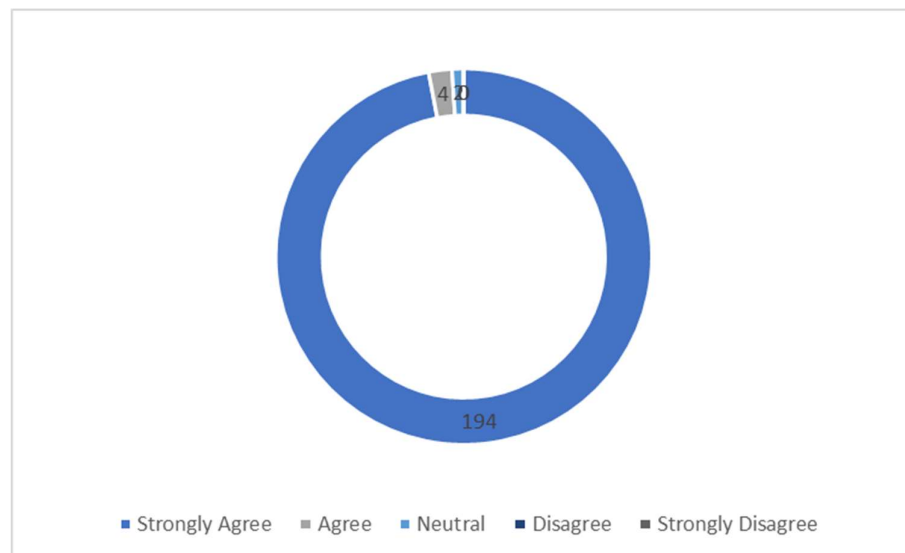
Table 2.5- Productivity

- Strongly Agree: 194 responses (97%)
- Agree: 4 responses (2%)
- Neutral: 2 responses (1%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

An overwhelming majority of the respondents, 97%, strongly agree with the statement. Only 2% of the responses agree with it, and 1% of the responses were neutral. There were no respondents who disagreed or strongly disagreed with the statement.

Chart 2.5- Productivity

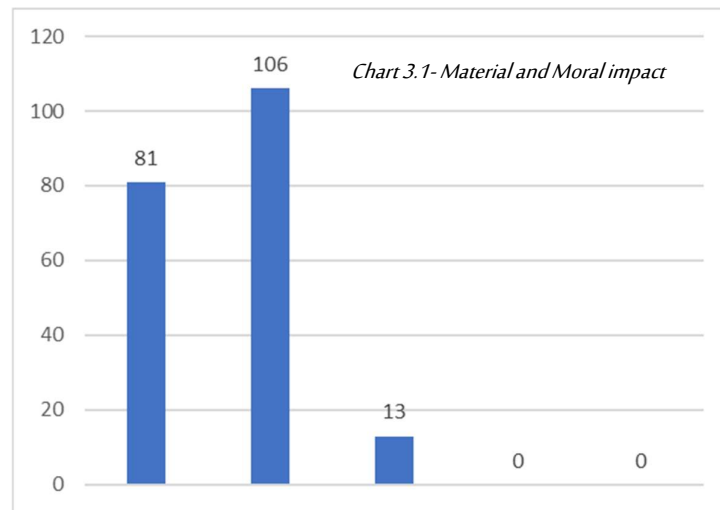
Based on this data, it can be concluded that the vast majority of the respondents believe that the current administrative organization of the organization's units helps in expediting performance. The high percentage of strong agreement indicates a strong consensus among the respondents.



| Material and Moral impact | "Governance works to ensure the independence of employees when making decisions?" |       |         |          |                   |           | σ    |
|---------------------------|-----------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|------|
|                           | Strongly Agree                                                                    | Agree | Neutral | Disagree | Strongly Disagree | A average |      |
| Frequency                 | 81                                                                                | 106   | 13      | 0        | 0                 | 1.78      | 1.12 |
| Percent (%)               | 41%                                                                               | 53%   | 7%      | 0%       | 0%                |           |      |

*Table 3.1- Material and Moral impact*

- Strongly Agree: 81 responses (41%)
- Agree: 106 responses (53%)
- Neutral: 13 responses (7%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)



The majority of the respondents, 53%, agree with the statement, while 41% strongly agree with it. Additionally, 7% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that governance works to ensure the independence of employees when making decisions. The combined percentage of agreement suggests that the majority of the respondents recognize the role of governance in promoting employee independence in decision-making.

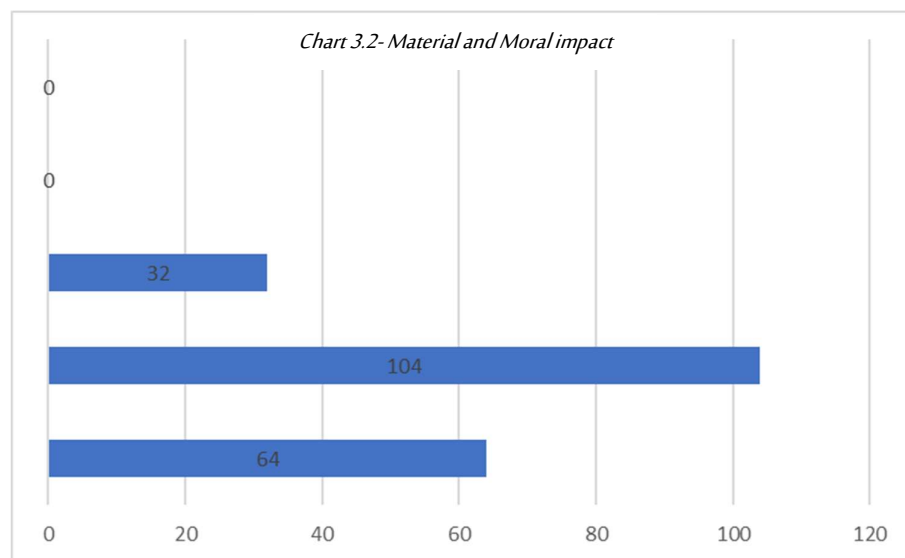
| Material and Moral impact | "The engineering consulting office leaders strive to raise awareness about the importance of governance and its principles?" |       |         |          |                   |           | σ    |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|------|
|                           | Strongly Agree                                                                                                               | Agree | Neutral | Disagree | Strongly Disagree | A average |      |
| Frequency                 | 64                                                                                                                           | 104   | 32      | 0        | 0                 | 1.48      | 1.52 |
| Percent (%)               | 32%                                                                                                                          | 52%   | 16%     | 0%       | 0%                |           |      |

*Table 3.2- Material and Moral impact*

- Strongly Agree: 64 responses (32%)
- Agree: 104 responses (52%)
- Neutral: 32 responses (16%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 52%, agree with the statement, while 32% strongly agree with it. Additionally, 16% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that the engineering consulting office leaders strive to raise awareness



about the importance of governance and its principles. The combined percentage of agreement suggests that the majority of the respondents perceive the efforts of the leaders in promoting the importance of governance and its principles.

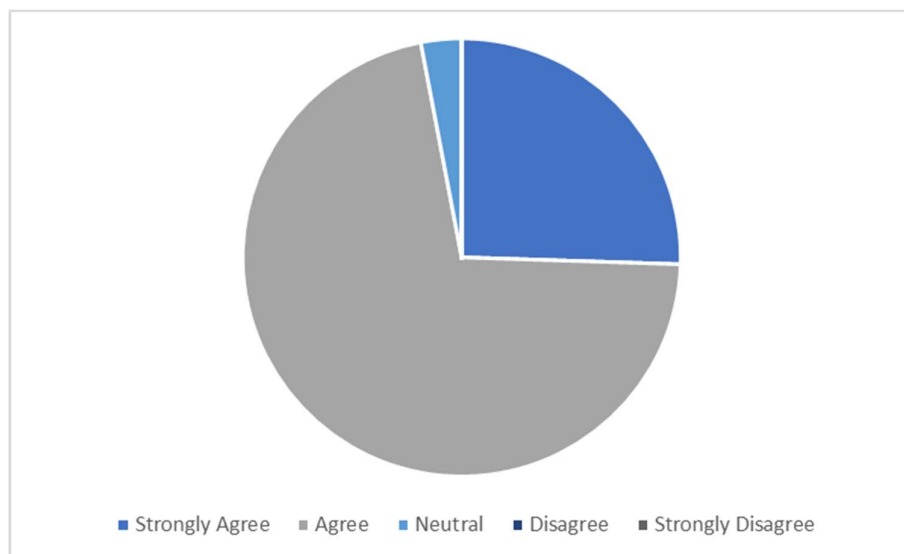
| Material and Moral impact | "Leaders allocate appropriate time for the education and training of subordinates?" |       |         |          |                   |           | σ    |
|---------------------------|-------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|------|
|                           | Strongly Agree                                                                      | Agree | Neutral | Disagree | Strongly Disagree | A average |      |
| Frequency                 | 51                                                                                  | 143   | 6       | 0        | 0                 | 2.44      | 1.85 |
| Percent (%)               | 26%                                                                                 | 72%   | 3%      | 0%       | 0%                |           |      |

*Table 3.3- Material and Moral impact*

- Strongly Agree: 51 responses (26%)
- Agree: 143 responses (72%)
- Neutral: 6 responses (3%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 72%, agree with the statement, while 26% strongly agree with it. Additionally, 3% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that leaders allocate appropriate time for the education and training of subordinates. The combined percentage of agreement suggests that the majority of the respondents perceive the leaders' efforts in providing time for the education and training of their subordinates.



*Chart 3.3- Material and Moral impact*

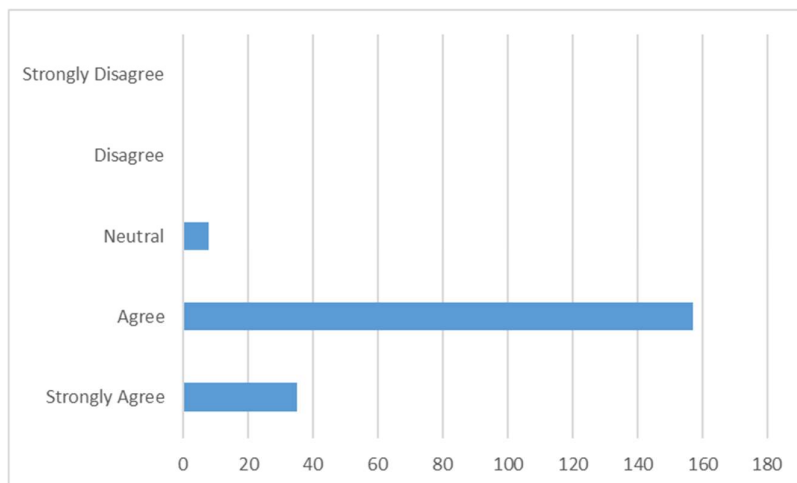
| Material and Moral impact | "Leaders clearly define the methods required to achieve the goals?" |       |         |          |                   |           | σ    |
|---------------------------|---------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|------|
|                           | Strongly Agree                                                      | Agree | Neutral | Disagree | Strongly Disagree | A average |      |
| Frequency                 | 35                                                                  | 157   | 8       | 0        | 0                 | 3.54      | 1.77 |
| Percent (%)               | 18%                                                                 | 79%   | 4%      | 0%       | 0%                |           |      |

*Table 3.4 Material and Moral impact*

- Strongly Agree: 35 responses (18%)
- Agree: 157 responses (79%)
- Neutral: 8 responses (4%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 79%, agree with the statement, while 18% strongly agree with it. Additionally, 4% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that leaders clearly define the methods required to achieve the goals. The combined percentage of agreement suggests that the majority of the respondents perceive the leaders as effective in providing clear guidance on the methods necessary for goal attainment.



*Chart 3.4- Material and Moral impact*

| Material and Moral impact | "The application of governance principles contributes to increasing the level of trust among the public towards leadership?" |       |         |          |                   |           | $\sigma$ |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|                           | Strongly Agree                                                                                                               | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency                 | 82                                                                                                                           | 104   | 14      | 0        | 0                 | 2.44      | 1.85     |
| Percent (%)               | 41%                                                                                                                          | 52%   | 7%      | 0%       | 0%                |           |          |

Table 3.5- Material and Moral impact

- Strongly Agree: 82 responses (41%)
- Agree: 104 responses (52%)
- Neutral: 14 responses (7%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 52%, agree with the statement, while 41% strongly agree with it. Additionally, 7% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that the application of governance principles contributes to increasing the level of trust among the public towards leadership.

The combined percentage of agreement suggests that the majority of the respondents recognize the positive impact of governance principles in fostering trust in leadership among the public.

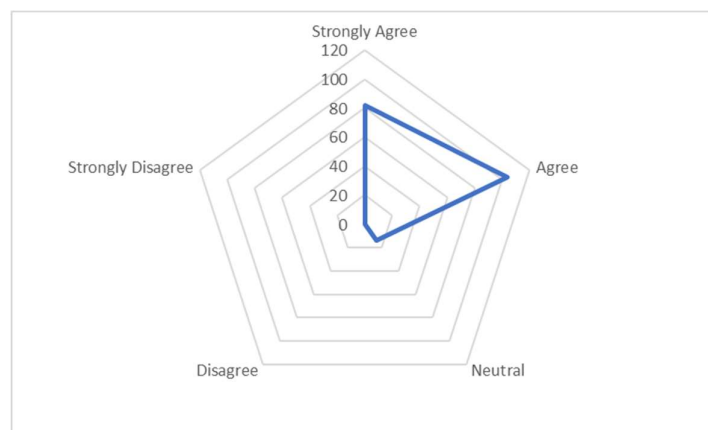


Chart 3.5- Material and Moral impact

| Efficiency and Effectiveness | "Is the success of the engineering consulting office contingent upon the effective performance of its employees?" |       |         |          |                   |           | $\sigma$ |
|------------------------------|-------------------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|                              | Strongly Agree                                                                                                    | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency                    | 183                                                                                                               | 14    | 3       | 0        | 0                 | 3.85      | 1.41     |
| Percent (%)                  | 92%                                                                                                               | 7%    | 2%      | 0%       | 0%                |           |          |

Table 4.1- Efficiency and Effectiveness

- Strongly Agree: 183 responses (92%)
- Agree: 14 responses (7%)
- Neutral: 3 responses (2%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The overwhelming majority of the respondents, 92%, strongly agree with the statement. Additionally, 7% of the responses agree with it, and 2% of the responses were neutral. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that the vast majority of the respondents believe that the success of the engineering consulting office is contingent upon the effective performance of its employees. The high percentage of strong agreement indicates a strong consensus among the respondents that the performance of employees is critical for the office's success.

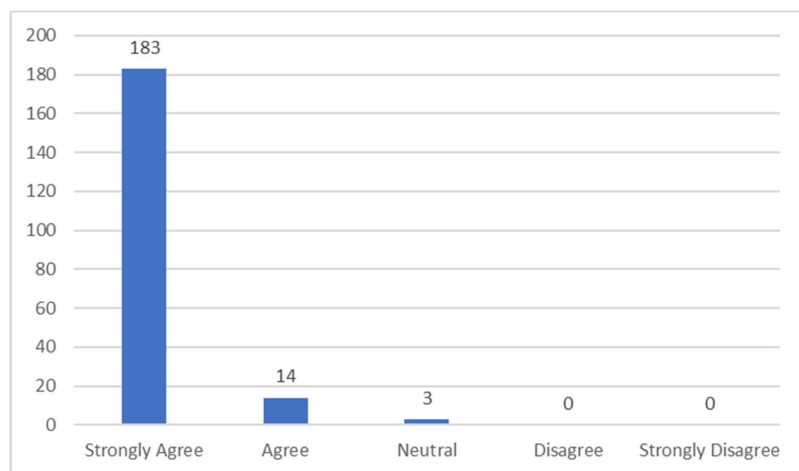


Chart 4.1- Efficiency and Effectiveness

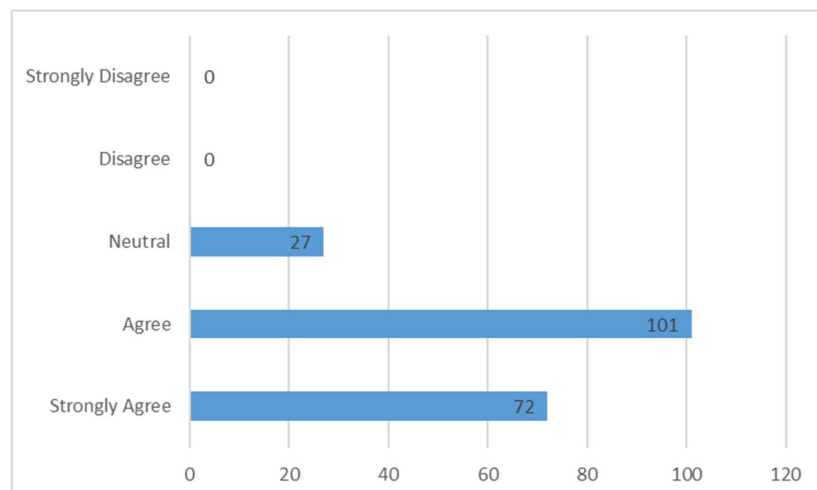
| Efficiency and Effectiveness | "Does the engineering consulting office adhere to ethical standards in its executive tasks and management?" |       |         |          |                   |           | $\sigma$ |
|------------------------------|-------------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|                              | Strongly Agree                                                                                              | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency                    | 72                                                                                                          | 101   | 27      | 0        | 0                 | 2.46      | 1.41     |
| Percent (%)                  | 36%                                                                                                         | 51%   | 14%     | 0%       | 0%                |           |          |

*Table 4.2- Efficiency and Effectiveness*

- Strongly Agree: 72 responses (36%)
- Agree: 101 responses (51%)
- Neutral: 27 responses (14%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 51%, agree with the statement, while 36% strongly agree with it. Additionally, 14% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that the engineering consulting office adheres to ethical standards in its executive tasks and management. The combined percentage of agreement suggests that the majority of the respondents perceive the office as upholding ethical standards in its operations.



*Chart 4.2- Efficiency and Effectiveness*

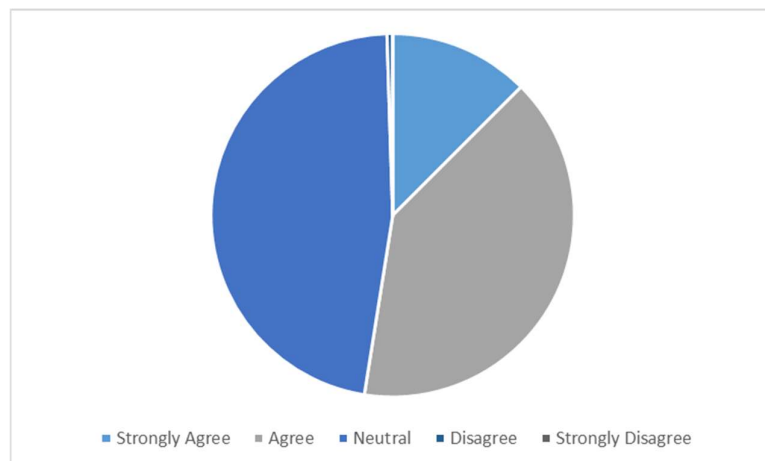
| Efficiency and Effectiveness | "Does the engineering consulting office have methods and standards for measuring the efficiency and effectiveness in the smooth operation of work?" |       |         |          |                   |           | σ    |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|------|
|                              | Strongly Agree                                                                                                                                      | Agree | Neutral | Disagree | Strongly Disagree | A average |      |
| Frequency                    | 25                                                                                                                                                  | 80    | 94      | 1        | 0                 | 3.18      | 1.84 |
| Percent (%)                  | 13%                                                                                                                                                 | 40%   | 47%     | 1%       | 0%                |           |      |

*Table 4.3- Efficiency and Effectiveness*

- Strongly Agree: 25 responses (13%)
- Agree: 80 responses (40%)
- Neutral: 94 responses (47%)
- Disagree: 1 response (1%)
- Strongly Disagree: 0 responses (0%)

40% of the respondents agree with the statement, while 13% strongly agree with it. Additionally, 47% of the responses were neutral, indicating no strong opinion either way. There was only 1 response that disagreed with the statement, and no responses strongly disagreed.

Based on this data, it can be concluded that a significant portion of the respondents believe that the engineering consulting office has methods and standards for measuring the efficiency and effectiveness in the smooth operation of work. However, the data also indicates that a relatively high percentage (47%) of respondents are neutral, suggesting uncertainty or lack of knowledge about the office's methods and standards.



*Chart 4.3- Efficiency and Effectiveness*

| Efficiency and Effectiveness | "Does the management of the engineering consulting office provide suggestions for achieving efficiency in work performance?" |       |         |          |                   |           | $\sigma$ |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|                              | Strongly Agree                                                                                                               | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency                    | 104                                                                                                                          | 87    | 9       | 0        | 0                 | 2.74      | 0.58     |
| Percent (%)                  | 52%                                                                                                                          | 44%   | 5%      | 0%       | 0%                |           |          |

Table 4.4- Efficiency and Effectiveness

- Strongly Agree: 104 responses (52%)
- Agree: 87 responses (44%)
- Neutral: 9 responses (5%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 52%, strongly agree with the statement, while 44% agree with it. Additionally, 5% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that the management of the engineering consulting office provides suggestions for achieving efficiency in work performance. The combined percentage of agreement suggests that the majority of the respondents perceive the management as actively offering suggestions to improve work efficiency.

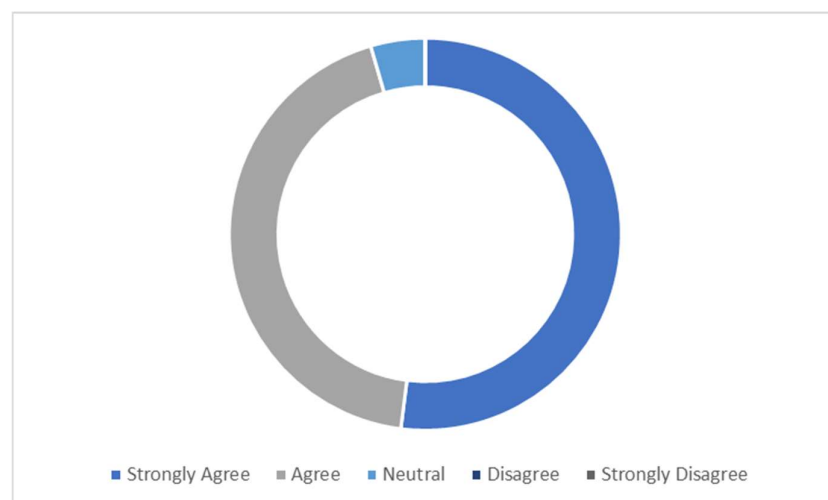


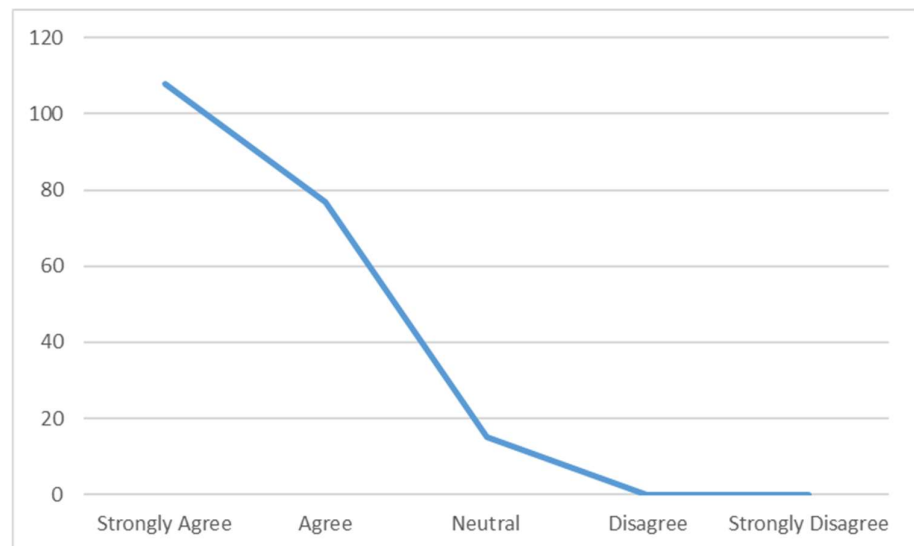
Chart 4.4- Efficiency and Effectiveness

| Efficiency and Effectiveness | "Does the interaction of the organizational structure in the engineering consulting office contribute to achieving efficiency in the management process?" |       |         |          |                   |           | $\sigma$ |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|                              | Strongly Agree                                                                                                                                            | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency                    | 108                                                                                                                                                       | 77    | 15      | 0        | 0                 | 3.48      | 0.88     |
| Percent (%)                  | 54%                                                                                                                                                       | 39%   | 8%      | 0%       | 0%                |           |          |

*Table 4.5- Efficiency and Effectiveness*

- Strongly Agree: 108 responses (54%)
- Agree: 77 responses (39%)
- Neutral: 15 responses (8%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 54%, strongly agree with the statement, while 39% agree with it. Additionally, 8% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.



*Chart 4.5- Efficiency and Effectiveness*

Based on this data, it can be concluded that a significant portion of the respondents believe that the interaction of the organizational structure in the engineering consulting office contributes to achieving efficiency in the management process. The combined percentage of agreement suggests that the majority of the respondents perceive the organizational structure as playing a crucial role in facilitating efficient management within the office.

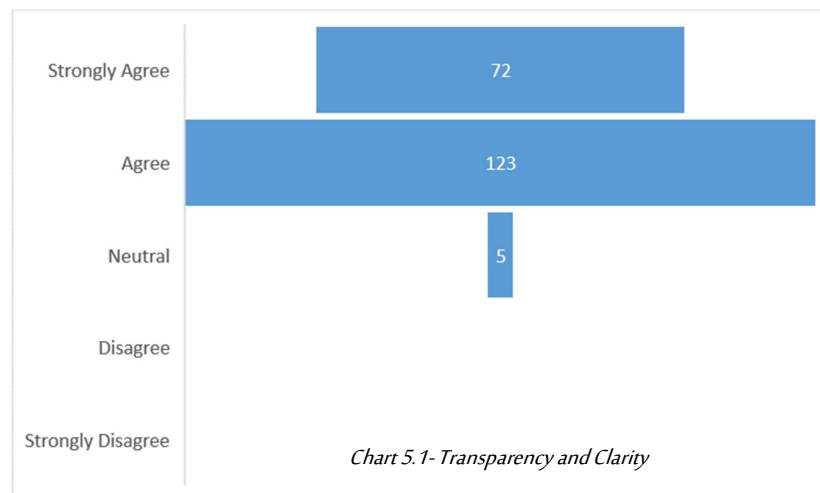
| Transparency and Clarity | "Does the management of the engineering consulting firm commit to transparency in decision-making?" |       |         |          |                   |           | $\sigma$ |
|--------------------------|-----------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|                          | Strongly Agree                                                                                      | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency                | 72                                                                                                  | 123   | 5       | 0        | 0                 | 2.44      | 0.49     |
| Percent (%)              | 36%                                                                                                 | 62%   | 3%      | 0%       | 0%                |           |          |

*Table 5.1- Transparency and Clarity*

- Strongly Agree: 72 responses (36%)
- Agree: 123 responses (62%)
- Neutral: 5 responses (3%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 62%, agree with the statement, while 36% strongly agree with it. Additionally, 3% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that the management of the engineering consulting firm



commits to transparency in decision-making. The combined percentage of agreement suggests that the majority of the respondents perceive the management as valuing and practicing transparency in their decision-making processes.

| Transparency and Clarity | "Is there a clear system that provides information about management in terms of tasks, goals, and financial expenses?" |       |         |          |                   |           | $\sigma$ |
|--------------------------|------------------------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|                          | Strongly Agree                                                                                                         | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency                | 77                                                                                                                     | 119   | 4       | 0        | 0                 | 3.41      | 1.79     |
| Percent (%)              | 39%                                                                                                                    | 60%   | 2%      | 0%       | 0%                |           |          |

Table 5.2- Transparency and Clarity

- Strongly Agree: 77 responses (39%)
- Agree: 119 responses (60%)
- Neutral: 4 responses (2%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)
- 

The majority of the respondents, 60%, agree with the statement, while 39% strongly agree with it. Additionally, 2% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that there is a clear system in place that provides information about management in terms of tasks, goals, and financial expenses in the engineering consulting office. The combined percentage of agreement suggests that the majority of the respondents perceive the presence of a clear system for providing such information.

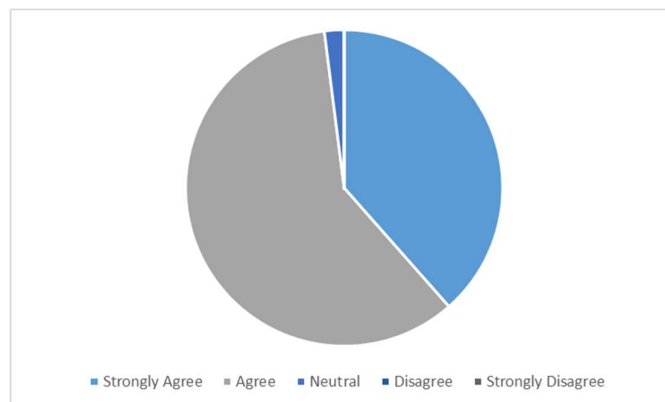


Chart 5.2- Transparency and Clarity

| Transparency and Clarity | "Does the person in charge make their decisions transparently and clearly?" |       |         |          |                   |           | $\sigma$ |
|--------------------------|-----------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|                          | Strongly Agree                                                              | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency                | 49                                                                          | 134   | 17      | 0        | 0                 | 3.76      | 0.43     |
| Percent (%)              | 25%                                                                         | 67%   | 9%      | 0%       | 0%                |           |          |

Table 5.3- Transparency and Clarity

- Strongly Agree: 49 responses (25%)
- Agree: 134 responses (67%)
- Neutral: 17 responses (9%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 67%, agree with the statement, while 25% strongly agree with it. Additionally, 9% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that the person in charge makes their decisions transparently and clearly. The combined percentage of agreement suggests that the majority of the respondents perceive the decision-making process by the person in charge as being transparent and clear.

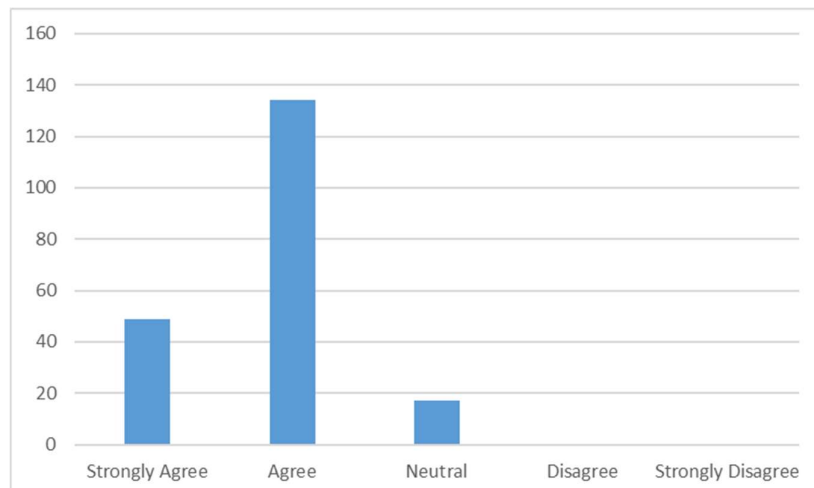


Chart 5.3- Transparency and Clarity

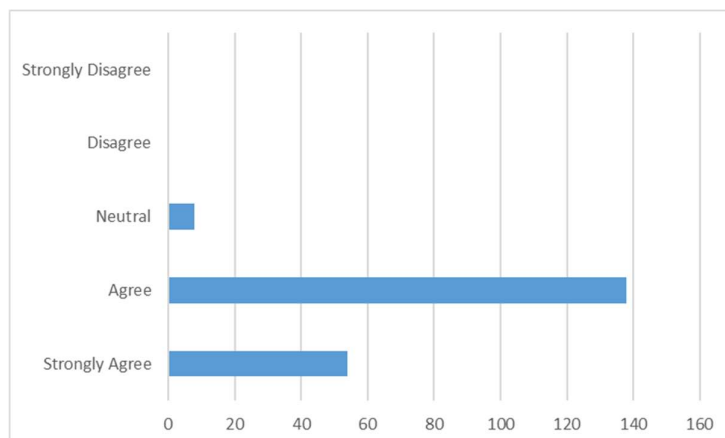
| Transparency and Clarity | "Does the person in charge in management rely on presenting information with honesty and objectivity?" |       |         |          |                   |           | $\sigma$ |
|--------------------------|--------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|                          | Strongly Agree                                                                                         | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency                | 54                                                                                                     | 138   | 8       | 0        | 0                 | 4.16      | 0.84     |
| Percent (%)              | 27%                                                                                                    | 69%   | 4%      | 0%       | 0%                |           |          |

*Table 5.4- Transparency and Clarity*

- Strongly Agree: 54 responses (27%)
- Agree: 138 responses (69%)
- Neutral: 8 responses (4%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 69%, agree with the statement, while 27% strongly agree with it. Additionally, 4% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that the person in charge in management relies on presenting information with honesty and objectivity. The combined percentage of agreement suggests that the majority of the respondents perceive the person in charge as trustworthy and objective in their presentation of information.



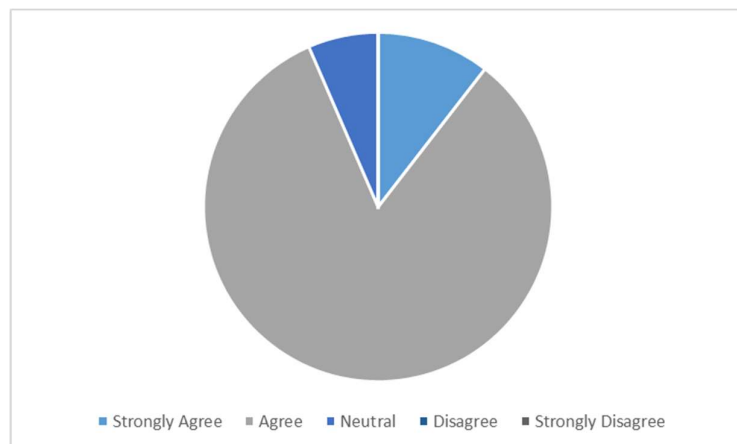
*Chart 5.4- Transparency and Clarity*

| Transparency and Clarity | "Is there integrity in administrative dealings at the engineering consulting office between the person in charge and the employee?" |       |         |          |                   |           | $\sigma$ |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|                          | Strongly Agree                                                                                                                      | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency                | 21                                                                                                                                  | 166   | 13      | 0        | 0                 | 4.12      | 0.96     |
| Percent (%)              | 11%                                                                                                                                 | 83%   | 7%      | 0%       | 0%                |           |          |

*Table 5.5- Transparency and Clarity*

- Strongly Agree: 21 responses (11%)
- Agree: 166 responses (83%)
- Neutral: 13 responses (7%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 83%, agree with the statement, while 11% strongly agree with it. Additionally, 7% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.



*Chart 5.5- Transparency and Clarity*

Based on this data, it can be concluded that a significant portion of the respondents believe that there is integrity in administrative dealings at the engineering consulting office between the person in charge and the employee. The combined percentage of agreement suggests that the majority of the respondents perceive the administrative dealings in the office to be characterized by integrity and trust between the person in charge and the employees.

| Accountability and Control | "Is the engineering consulting office subject to external oversight for its operations and activities?" |       |         |          |                   |           | $\sigma$ |
|----------------------------|---------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|                            | Strongly Agree                                                                                          | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency                  | 52                                                                                                      | 145   | 3       | 0        | 0                 | 3.52      | 0.46     |
| Percent (%)                | 26%                                                                                                     | 73%   | 2%      | 0%       | 0%                |           |          |

Table 6.1- Accountability and Control

- Strongly Agree: 52 responses (26%)
- Agree: 145 responses (73%)
- Neutral: 3 responses (2%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 73%, agree with the statement, while 26% strongly agree with it. Additionally, 2% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that the engineering consulting office is subject to external oversight for its operations and activities. The combined percentage of agreement suggests that the majority of the respondents perceive the office to be accountable to external entities that oversee and regulate its operations and activities.

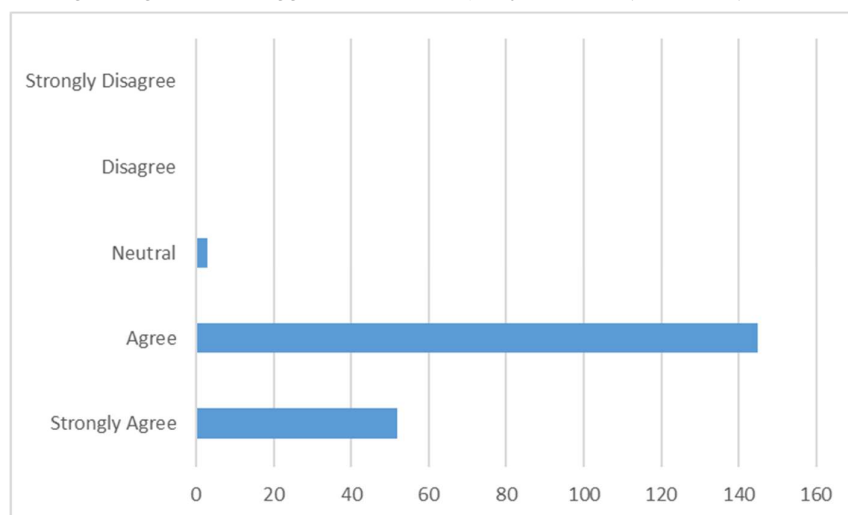


Chart 6.1- Accountability and Control

| Accountability and Control | "Is there a mechanism for holding employees accountable in engineering consulting?" |       |         |          |                   |           | $\sigma$ |
|----------------------------|-------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|                            | Strongly Agree                                                                      | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency                  | 64                                                                                  | 134   | 2       | 0        | 0                 | 4.11      | 0.82     |
| Percent (%)                | 32%                                                                                 | 67%   | 1%      | 0%       | 0%                |           |          |

Table 6.2- Accountability and Control

- Strongly Agree: 64 responses (32%)
- Agree: 134 responses (67%)
- Neutral: 2 responses (1%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 67%, agree with the statement, while 32% strongly agree with it.

Additionally, 1% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

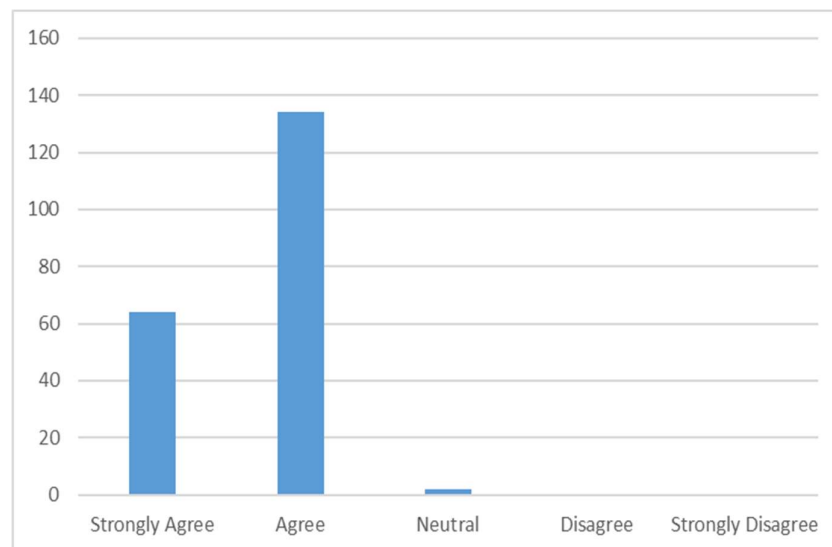


Chart 6.2- Accountability and Control

Based on this data, it can be concluded that a significant portion of the respondents believe that there is a mechanism in place for holding employees accountable in the engineering consulting office. The combined percentage of agreement suggests that the majority of the respondents perceive the office to have a system or process for ensuring accountability among its employees.

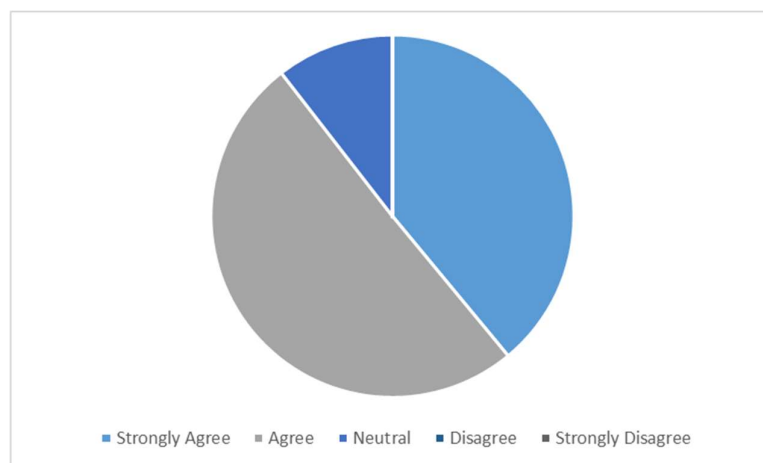
| Accountability and Control | "Can internal auditing contribute to the implementation of decisions made in the engineering consulting office?" |       |         |          |                   |           | σ    |
|----------------------------|------------------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|------|
|                            | Strongly Agree                                                                                                   | Agree | Neutral | Disagree | Strongly Disagree | A average |      |
| Frequency                  | 78                                                                                                               | 101   | 21      | 0        | 0                 | 3.57      | 1.14 |
| Percent (%)                | 39%                                                                                                              | 51%   | 11%     | 0%       | 0%                |           |      |

*Table 6.3- Accountability and Control*

- Strongly Agree: 78 responses (39%)
- Agree: 101 responses (51%)
- Neutral: 21 responses (11%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 51%, agree with the statement, while 39% strongly agree with it. Additionally, 11% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that internal auditing can contribute to the implementation of decisions made in the engineering consulting office. The combined percentage of agreement suggests that the majority of the respondents perceive internal auditing as a valuable mechanism for ensuring the effective implementation of decisions within the office.



*Chart 6.3 Accountability and Control*

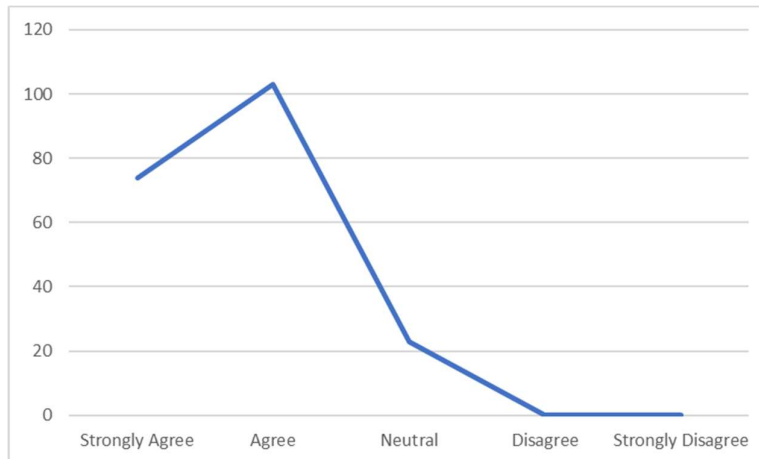
| Accountability and Control | "Does the management of the engineering consulting office commit to providing detailed reports to higher authorities regarding corruption issues?" |       |         |          |                   |           | $\sigma$ |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------|----------|-------------------|-----------|----------|
|                            | Strongly Agree                                                                                                                                     | Agree | Neutral | Disagree | Strongly Disagree | A average |          |
| Frequency                  | 74                                                                                                                                                 | 103   | 23      | 0        | 0                 | 4.05      | 1.03     |
| Percent (%)                | 37%                                                                                                                                                | 52%   | 12%     | 0%       | 0%                |           |          |

*Table 6.4- Accountability and Control*

- Strongly Agree: 74 responses (37%)
- Agree: 103 responses (52%)
- Neutral: 23 responses (12%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 52%, agree with the statement, while 37% strongly agree with it. Additionally, 12% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that the management of the engineering consulting office is committed to providing detailed reports to higher authorities regarding corruption issues. The combined percentage of agreement suggests that the majority of the respondents perceive the management as being proactive in reporting and addressing corruption matters to higher authorities.



*Chart 6.4- Accountability and Control*

| Accountability<br>and Control | "Is accountability by the official not considered a transgression against the employee?" |       |         |          |                      |              | $\sigma$ |
|-------------------------------|------------------------------------------------------------------------------------------|-------|---------|----------|----------------------|--------------|----------|
|                               | Strongly<br>Agree                                                                        | Agree | Neutral | Disagree | Strongly<br>Disagree | A<br>average |          |
| Frequency                     | 40                                                                                       | 134   | 26      | 0        | 0                    | 3.73         | 1.42     |
| Percent (%)                   | 20%                                                                                      | 67%   | 13%     | 0%       | 0%                   |              |          |

Table 6.5 Accountability and Control

- Strongly Agree: 40 responses (20%)
- Agree: 134 responses (67%)
- Neutral: 26 responses (13%)
- Disagree: 0 responses (0%)
- Strongly Disagree: 0 responses (0%)

The majority of the respondents, 67%, agree with the statement, while 20% strongly agree with it. Additionally, 13% of the responses were neutral, indicating no strong opinion either way. There were no respondents who disagreed or strongly disagreed with the statement.

Based on this data, it can be concluded that a significant portion of the respondents believe that accountability by the official is not considered a transgression against the employee. The combined percentage of agreement suggests that the majority of the respondents do not perceive accountability as an act of transgression against employees, indicating that employees are expected to be held accountable for their actions without it being seen as a negative or unfair act.

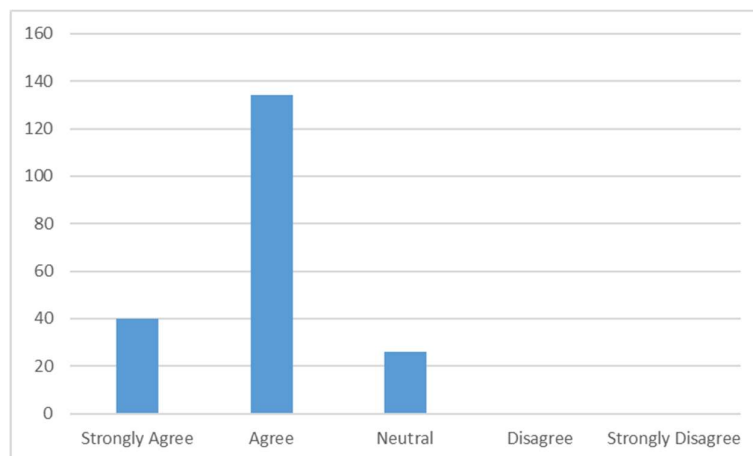


Chart 6.5- Accountability and Control

## Results and recommendations

### Results

- ❖ **The first hypothesis (productivity)** shows us that governance methods distance themselves from authoritarian methods and achieve tangible positive results in improving job performance and the current administrative organization.
- ❖ **The second hypothesis (Material and Moral Impact)** shows us that awareness of the importance of governance and its principles has spread in engineering consulting offices in Riyadh, and that leaders clearly define the goals of this governance and that the public trusts their decisions.
- ❖ **The third hypothesis (Accountability and Control)** shows us that there is a clear mechanism for holding employees accountable in engineering consulting offices in Riyadh, and there is also internal auditing, which led to an increase in work productivity in the first hypothesis.
- ❖ **The fourth hypothesis (Transparency and Clarity)** shows us that there is clarity in decisions between departments and employees, and this is also based on the third hypothesis. Thus, each hypothesis supports the other, and all of them are in the interest of governance.
- ❖ **The fifth hypothesis (Efficiency and Effectiveness)** shows us that when they found efficiency and effectiveness in their work with governance in the facilitation process, all previous hypotheses, such as productivity and others, were in line with them.

## Recommendations

- i. Conduct a detailed analysis of specific governance methods implemented in engineering consulting offices and their impact on job performance. Use quantitative metrics to measure productivity improvements, such as project completion times, client satisfaction, and employee output.
- ii. Conduct a comprehensive survey to gauge the level of awareness among employees about governance principles. Also, assess the public's perception of the decision-making process and the trust they have in leadership.
- iii. Conduct interviews and surveys to understand the mechanisms in place for holding employees accountable. Evaluate the effectiveness of internal auditing in ensuring accountability and control.
- iv. Conduct a communication audit to assess the clarity of decisions within departments and between employees. Evaluate the interdependence of transparency with accountability and control.
- v. Conduct a comprehensive efficiency analysis to identify specific areas where governance has contributed to effectiveness. Explore how efficiency improvements align with the previously mentioned hypotheses.

## Abstract

If we wish to encapsulate the concept of governance in administration, whether in its narrow partial sense or its broad comprehensive sense, we can assert that this concept encompasses the organization of the administrative apparatus in countries based on sound scientific foundations to ensure the achievement of its intended objectives. In other words, it involves organizing this apparatus in terms of working methods and the organization of the affairs of its employees.

As for the broader meaning, it extends to the perspective that views the government or society as a system consisting of various structures performing diverse functions. These structures are interconnected and harmonious, so any dysfunction in one of them leads to an imbalance in the others. This implies that the comprehensive concept focuses on introducing new organizational patterns to align with different types of activities. This includes implementing systems, rules, and procedures for work within these new patterns, as well as establishing supervisory, administrative, and consultative relationships between these organizations and between the new and old organizations. Additionally, it emphasizes the crucial role of human resources in implementing these new patterns, effecting the required changes, and concentrating on ensuring that the outputs of administrative organizations are characterized by quality to contribute effectively to improving economic and social well-being.

Consequently, we can deduce that the primary goal of the administrative reform process is the overall success of the organization, particularly engineering offices, in efficiently achieving their objectives. Ultimately, this leads to the attainment of economic and social well-being for individuals and society.

Based on the above, we can scrutinize this outcome through an understanding of the governance concept. It is clear that governance involves the existence of specific systems regulating the relationship between the key parties influencing overall performance. These systems include specific components aimed at strengthening the engineering office, its role, and its impact on improving the performance of employees and stakeholders alike. In the long run, if we want to emphasize this concept, we can state that

the emergence of governance occurred in the aftermath of economic collapses and financial crises. The significance of this concept has increased in organizational management as a result of the general shift towards capitalist systems, which heavily rely on private companies to achieve high economic growth rates.

In essence, this concept signifies the interconnection between the governance concept and functional performance, both in terms of causes and procedures, as well as in terms of foundations and objectives. There is also a reciprocal interaction between the mechanisms adopted in achieving each of them. Governance, at its core, denotes a shift towards progress, development, and the pursuit of economic and social well-being. Therefore, the role of governance in the engineering office can be summarized through the fundamental principles of this concept and the necessity of applying them to all facets of the administrative apparatus in various organizations in Riyadh. This is crucial to achieve the desired goals, including:

- **Application of Administrative Governance System:**

The application of the administrative governance system, with its laws and regulations, provides a stable foundation and complete confidence for employees and stakeholders. This foundation guarantees the economic feasibility targeted by their various transactions.

- **Equal Treatment for Employees:**

Ensuring equal treatment for all employees in the organization is a reformist approach that defines rights and duties, fostering a sense of loyalty to the organization.

- **Transparency Principle:**

Transparency is one of the most important principles of administrative governance, ensuring that employees have access to all information and documents related to the organization. This fosters a new opportunity to form a clear understanding of its work and goals. It's essential to note that disclosure and transparency do not encompass all information about organizations and their employees. Instead, it includes information that does not conflict with the privacy of their work, which could harm them or their employees.

- **Effective Oversight Bodies:**

To activate the principles of governance in engineering offices, effective oversight bodies are necessary to monitor the administrative apparatus's work and study ways to evaluate its performance according to agreed-upon standards.

- **Credibility of Administrative and Financial Data:**

Implementing governance principles in engineering offices enhances the credibility of administrative and financial data for institutions. Consequently, it opens broader prospects for dealing with external parties.

In conclusion, applying governance principles in the management of engineering offices leads to administrative reform, which is a shared responsibility and goal for everyone. Awareness of the direction towards disseminating governance is a prerequisite for preparing for the administrative reform process.

**Key words:** Governance, Team Performance, Engineering Consulting Companies, Riyadh, Team Effectiveness.

## الخلاصة

إذا كنا نرغب في تلخيص مفهوم حوكمة الإدارة، سواء بالمعنى الضيق أو الواسع، يمكننا القول إن هذا المفهوم يتعلق بتنظيم الجهاز الإداري في الدول بناءً على أسس علمية قوية لضمان تحقيق الأهداف المرجوة. ويتضمن ذلك تنظيم الجهاز من حيث الأساليب وطرق العمل، فضلاً عن تنظيم شؤون العاملين فيه.

أما المعنى الواسع، فيشير إلى النظرة التي تعتبر الحكومة أو المجتمع كنظام يتألف من هياكل متنوعة تؤدي وظائف مختلفة، وتتفاعل وتتناغم مع بعضها. وبالتالي، يؤدي أي خلل في إحدى هذه الهياكل إلى اختلال في الأخرى. وهذا يعني أن المفهوم الواسع يركز على إدخال أنماط تنظيمية جديدة تتناسب مع أنواع مختلفة من الأنشطة. يتضمن ذلك تنفيذ نظم وقوانين وإجراءات للعمل ضمن هذه الأنماط الجديدة، وإقامة علاقات إشرافية وإدارية واستشارية بين هذه التنظيمات وبين التنظيمات الجديدة والقديمة. ويبرز دور الموارد البشرية في تنفيذ هذه الأنماط الجديدة وتحقيق التغييرات المطلوبة، مع التركيز على ضمان جودة منتجات المنظمات الإدارية للمساهمة بفعالية في تحسين الرفاهية الاقتصادية والاجتماعية.

ونتيجة لذلك، يمكن أن نستنتج أن الهدف الأساسي لعملية الإصلاح الإداري هو نجاح المنظمة بشكل عام، خاصة المكاتب الهندسية بشكل خاص، في تحقيق أهدافها بفعالية. وفي نهاية المطاف، يؤدي ذلك إلى تحقيق الرفاهية الاقتصادية والاجتماعية للأفراد والمجتمع.

وقائماً على ما سبق، يمكننا أن ننظر إلى هذه النتيجة من خلال مفهوم الحوكمة، الذي يعني وجود نظم محددة تنظم العلاقة بين الأطراف الرئيسية التي تؤثر على الأداء بشكل عام. تشمل هذه النظم مكونات تهدف إلى تعزيز دور المكتب الهندسي وتأثيره على تحسين أداء الموظفين والمعنيين. في المدى البعيد، إذا أردنا التأكيد على هذا المفهوم، يمكننا القول إن ظهور مفهوم الحوكمة جاء على إثر انهيارات اقتصادية وأزمات مالية. وزادت أهمية هذا المفهوم في إدارة المؤسسات نتيجة للتحويل نحو الأنظمة الرأسمالية، التي تعتمد بشكل كبير على الشركات الخاصة لتحقيق معدلات عالية من النمو الاقتصادي.

بشكل أساسي، يرمز هذا المفهوم إلى التفاعل بين مفهوم الحوكمة والأداء الوظيفي، سواء من حيث الأسباب والإجراءات، أو من حيث الأسس والأهداف. ويوجد تفاعل متبادل بين الآليات المعتمدة لتحقيق كل منهما. الحوكمة، في جوهرها، ترمز إلى التحول نحو التقدم والتطوير والسعي لتحقيق الرفاهية الاقتصادية والاجتماعية. لذا، يمكن تلخيص دور الحوكمة في المكتب الهندسي من خلال المبادئ الأساسية لهذا المفهوم وضرورة تطبيقها على كافة جوانب الجهاز الإداري في مختلف المؤسسات في الرياض. وهذا أمر حيوي لتحقيق الأهداف المرجوة، بما في ذلك:

#### • تطبيق نظام الحوكمة الإدارية:

يوفر تطبيق نظام الحوكمة الإدارية، بقوانينه وتعليماته، أساساً ثابتاً وثقة كاملة للموظفين والمعنيين، مما يضمن الجدوى الاقتصادية المستهدفة في مختلف المعاملات.

- تكافؤ المعاملة للموظفين:

ضمان تكافؤ المعاملة لجميع الموظفين في المنظمة يعتبر نهجاً إصلاحياً يحدد الحقوق والواجبات، ويعزز الولاء للمنظمة.

- مبدأ الشفافية:

تعد الشفافية من أهم مبادئ الحوكمة الإدارية، حيث تضمن للموظفين والعمال الوصول إلى جميع المعلومات والوثائق المتعلقة بالمؤسسة، مما يفتح فرصاً جديدة لتحديد صورة واضحة لعملها وأهدافها.

- هيئات الرقابة الفعالة:

لتفعيل مبادئ الحوكمة في المكاتب الهندسية، يتعين وجود هيئات رقابية فعالة لمراقبة عمل الجهاز الإداري وتقييم أدائه وفقاً للمعايير المتفق عليها.

- مصداقية البيانات الإدارية والمالية:

يسهم تطبيق مبادئ الحوكمة في المكاتب الهندسية في تعزيز مصداقية البيانات الإدارية والمالية للمؤسسات، مما يفتح آفاقاً أوسع للتعامل مع الجهات الخارجية.

في الختام، يؤدي تطبيق مبادئ الحوكمة في إدارة المكاتب الهندسية إلى الإصلاح الإداري، والذي يعد مسؤولية وهدفاً مشتركاً للجميع. الوعي باتجاه نشر مفهوم الحوكمة يعتبر شرطاً أساسياً للتحضير لعملية الإصلاح الإداري.

الكلمات المفتاحية: الحوكمة، أداء فريق العمل، شركات الاستشارات الهندسية، الرياض، فعالية فريق العمل.

## Attachments

Please, after filling out the following information, we hope to answer the questions on the following five pages. Thank you.

|      |         |                            |                      |
|------|---------|----------------------------|----------------------|
| Age: | gender: | Educational qualification: | Years of Experience: |
|      |         |                            |                      |

*Attachment 0.1- Comprehensive questionnaire*

We hope that you place a mark (✓) in front of the option that represents your opinion for each of the following questions. We thank you for your response and continued cooperation.

| No. | Questions                                                                                                               | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|-----|-------------------------------------------------------------------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| 1   | Governance principles rely on continuous improvement of performance?                                                    |                |       |         |          |                   |
| 2   | Governance principles distance themselves from authoritarian methods by emphasizing performance improvement monitoring? |                |       |         |          |                   |
| 3   | The application of governance principles yields tangible positive results in improving job performance?                 |                |       |         |          |                   |
| 4   | Governance principles contribute to positive changes in current work methods and systems?                               |                |       |         |          |                   |
| 5   | The current administrative organization of the organization's units helps me in expediting performance?                 |                |       |         |          |                   |

Attachment 0.1- Comprehensive questionnaire

1/5

We hope that you place a mark (✓) in front of the option that represents your opinion for each of the following questions. We thank you for your response and continued cooperation.

| No. | Questions                                                                                                                                               | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| 6   | Is the success of the engineering consulting office contingent upon the effective performance of its employees?                                         |                |       |         |          |                   |
| 7   | Does the engineering consulting office adhere to ethical standards in its executive tasks and management?                                               |                |       |         |          |                   |
| 8   | Does the engineering consulting office have methods and standards for measuring the efficiency and effectiveness in the smooth operation of work?       |                |       |         |          |                   |
| 9   | Does the management of the engineering consulting office provide suggestions for achieving efficiency in work performance?                              |                |       |         |          |                   |
| 10  | Does the interaction of the organizational structure in the engineering consulting office contribute to achieving efficiency in the management process? |                |       |         |          |                   |

2/5

Attachment 0.1- Comprehensive questionnaire

We hope that you place a mark (✓) in front of the option that represents your opinion for each of the following questions. We thank you for your response and continued cooperation.

| No. | Questions                                                                                                                  | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|-----|----------------------------------------------------------------------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| 11  | Governance works to ensure the independence of employees when making decisions?                                            |                |       |         |          |                   |
| 12  | The engineering consulting office leaders strive to raise awareness about the importance of governance and its principles? |                |       |         |          |                   |
| 13  | Leaders allocate appropriate time for the education and training of subordinates?                                          |                |       |         |          |                   |
| 14  | Leaders clearly define the methods required to achieve the goals?                                                          |                |       |         |          |                   |
| 15  | The application of governance principles contributes to increasing the level of trust among the public towards leadership? |                |       |         |          |                   |

Material and Moral Impact

3/5

Attachment 0.1- Comprehensive questionnaire

We hope that you place a mark (✓) in front of the option that represents your opinion for each of the following questions. We thank you for your response and continued cooperation.

| No. | Questions                                                                                                            | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|-----|----------------------------------------------------------------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| 16  | Is accountability by the supervisor considered a violation of the employee's rights?                                 |                |       |         |          |                   |
| 17  | Does the management of the engineering consulting firm commit to transparency in decision-making?                    |                |       |         |          |                   |
| 18  | Is there a clear system that provides information about management in terms of tasks, goals, and financial expenses? |                |       |         |          |                   |
| 19  | Does the person in charge make their decisions transparently and clearly?                                            |                |       |         |          |                   |
| 20  | Does the person in charge in management rely on presenting information with honesty and objectivity?                 |                |       |         |          |                   |

4/5

Attachment 0.1- Comprehensive questionnaire

We hope that you place a mark (✓) in front of the option that represents your opinion for each of the following questions. We thank you for your response and continued cooperation.

| No. | Questions                                                                                                                                        | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| 21  | Is there integrity in administrative dealings at the engineering consulting office between the person in charge and the employee?                |                |       |         |          |                   |
| 22  | Is the engineering consulting office subject to external oversight for its operations and activities?                                            |                |       |         |          |                   |
| 23  | Is there a mechanism for holding employees accountable in engineering consulting?                                                                |                |       |         |          |                   |
| 24  | Can internal auditing contribute to the implementation of decisions made in the engineering consulting office?                                   |                |       |         |          |                   |
| 25  | Does the management of the engineering consulting office commit to providing detailed reports to higher authorities regarding corruption issues? |                |       |         |          |                   |

Attachment 0.1- Comprehensive questionnaire

5/5

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أثر الحوكمة على أداء فرق العمل في شركات الاستشارات الهندسية بالرياض  
Governance's Impact on Team Performance in Engineering Consulting Companies in Riyadh

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