

Final Project 1

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Project Template

Faculty of Management
Midocean University

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Faculty of Management

Department Management Specialization Project Management



The Role of Coordination Mechanisms in Enhancing Project Performance: An Applied Study in Saudi Public Sector Projects

Student name

Mohammed Abdulrahman Bajabaa

Graduation Project – 1

Faculty of Management - Midocean University

Supervisor

Dr. Abdulrahim Nader

Faculty member- Faculty of management- Midocean University

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1. Chapter 1: Introduction

1.1. Research Background

Effective coordination mechanisms are increasingly recognized as vital for successful project execution, particularly within the public sector where projects often span multiple departments and involve diverse stakeholders. In Saudi Arabia, the rapid pace of development driven by Vision 2030 underscores the importance of robust coordination to achieve national objectives. Public sector projects, such as infrastructure development, digital transformation initiatives, and national strategic programs, re...

Coordination in project management involves aligning tasks, resources, stakeholders, and information flows to enhance overall efficiency. Coordination mechanisms encompass structured approaches, including formal communication channels, regular progress reporting, clear decision-making protocols, and informal approaches like spontaneous team interactions and collaborative cultures. These mechanisms help reduce duplication, minimize misunderstandings, and facilitate smooth workflow.

According to Creswell (2014), an effective introduction establishes the research problem, reviews relevant literature, identifies theoretical and practical gaps, highlights significance, and states the research purpose. This research aligns with Creswell's framework by identifying weak coordination as a primary problem affecting Saudi public sector projects. Previous research primarily addresses aspects like risk management and project scheduling but inadequately explores coordination as a crucial, stan...

Public sector literature indicates that inadequate coordination contributes significantly to cost overruns, project delays, and reduced stakeholder satisfaction. Although project management frameworks recognize the importance of coordination, practical methods for evaluating coordination effectiveness remain insufficiently addressed. This deficiency has practical implications, hindering public organizations from fully achieving project goals.

This research aims to address these gaps by examining the role of coordination mechanisms in enhancing project performance specifically within Saudi public sector projects. It will evaluate the types of coordination mechanisms utilized, their effectiveness, and offer practical recommendations to improve coordination practices across governmental agencies.

1.2. Research Problem

Despite increasing recognition of the importance of coordination in project management, many Saudi public sector projects still experience inefficiencies, delays, and increased costs due to inadequate coordination mechanisms. This section highlights the theoretical and practical gaps contributing to this problem and introduces the primary research question guiding this study.

1.2.1. Theoretical Gaps

The existing project management literature frequently emphasizes project planning, scheduling, and risk management, but less frequently isolates coordination as a distinct theoretical construct. There is a limited conceptual framework that directly links specific coordination mechanisms to quantifiable project performance outcomes, particularly in public governance contexts.

1.2.2. Practical Gaps

In practice, Saudi public sector projects often rely on informal or inconsistent coordination methods, leading to confusion, duplicated efforts, and poor resource utilization. A lack of standardized and clearly defined coordination frameworks limits the effectiveness of these projects, suggesting a clear need for structured assessments and robust implementation guidelines.

Main Research Question: How do coordination mechanisms influence project performance in Saudi public sector projects?

1.3. Research Significance

1.3.1. At the theoretical level

This study extends the theoretical understanding of coordination within the project management discipline, particularly highlighting its role as a key performance driver. By examining coordination mechanisms specifically, this research provides deeper insights into their theoretical relevance and effectiveness in enhancing project outcomes.

1.3.2. At the practical level

Practically, the findings will offer actionable insights for project managers, policymakers, and public administrators in Saudi Arabia. It proposes practical recommendations for strengthening coordination practices, thereby enhancing efficiency, reducing costs, and increasing project success rates across government entities.

1.4. Research Questions

This study aims to answer the following research questions:

- What is the current state of coordination mechanisms in Saudi public sector projects?
- How do different coordination mechanisms impact project performance in the Saudi public sector?
- What are the key challenges faced in implementing effective coordination mechanisms in Saudi public sector projects?
- What are the proposed strategies to enhance coordination mechanisms for improved project performance in Saudi public sector projects?

1.5. Research Objectives

The main objectives of this research are:

- To assess the current application and effectiveness of various coordination mechanisms in Saudi public sector projects.
- To analyze the relationship between different coordination mechanisms and project performance indicators in the Saudi public sector.
- To identify and evaluate the primary obstacles hindering the successful implementation of coordination mechanisms in Saudi public sector projects.
- To develop and propose practical strategies and recommendations for improving coordination mechanisms to enhance project performance in Saudi public sector projects.

1.6. Research Hypotheses

Based on the research questions and objectives, the following hypotheses are formulated:

- **H1:** There is a significant positive relationship between the implementation of formal coordination mechanisms (e.g., standardized procedures, rules, and policies) and project performance in Saudi public sector projects.
- **H2:** There is a significant positive relationship between the application of informal coordination mechanisms (e.g., mutual adjustment, direct communication, and informal networks) and project performance in Saudi public sector projects.

- **H3:** The effective integration of both formal and informal coordination mechanisms leads to a higher level of project performance in Saudi public sector projects compared to the use of either mechanism alone.
- **H4:** Organizational culture and leadership support significantly moderate the relationship between coordination mechanisms and project performance in Saudi public sector projects.

1.7. Research Model

Based on the research questions, objectives, and hypotheses, the conceptual research model for this study is proposed as follows:

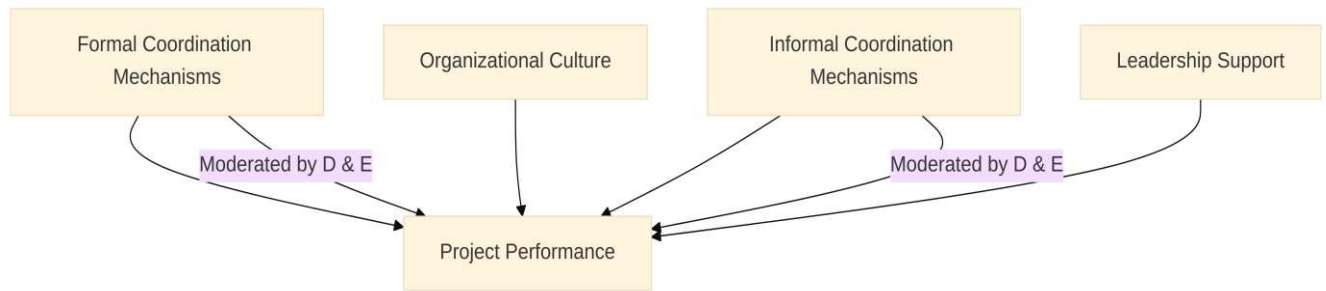


Figure 1. The research model diagram.

This model illustrates the hypothesized relationships between formal and informal coordination mechanisms and project performance, with organizational culture and leadership support acting as moderating variables. The model suggests that both types of coordination mechanisms directly influence project performance, and their effectiveness is further influenced by the prevailing organizational culture and the level of leadership support within Saudi public sector projects.

1.8. Research Methodology

This section outlines the research methodology that will be employed to address the research questions and test the hypotheses. The methodology is designed to ensure the validity and reliability of the findings.

Research Design

This study will adopt a **mixed-methods research design**, combining both quantitative and qualitative approaches. The quantitative approach will involve collecting numerical data through surveys to identify patterns and relationships between coordination mechanisms and project performance. The qualitative approach will involve in-depth interviews to gain a deeper understanding of the challenges and perceptions related to coordination within the selected public sector

organization. This mixed-methods approach will provide a comprehensive understanding of the phenomenon under investigation.

Research Philosophy

The research philosophy guiding this study will primarily be **positivism** for the quantitative phase and **interpretivism** for the qualitative phase. Positivism will be adopted to test hypotheses and establish causal relationships between variables, focusing on objective and measurable data. Interpretivism will be used to understand the subjective meanings and social realities of the participants regarding coordination mechanisms, allowing for a richer and more nuanced interpretation of the findings.

Research Approach

This study will employ a **deductive approach** for the quantitative phase, where existing theories and hypotheses will be tested using empirical data. For the qualitative phase, an **inductive approach** will be utilized to explore new insights and generate themes from the collected data, which may lead to the development of new theoretical propositions.

Research Strategy

For the quantitative component, a **survey strategy** will be used to collect data from a large sample of project managers and team members within MOMRAH. This will allow for statistical analysis and generalization of findings. For the qualitative component, a **case study strategy** will be employed, focusing on a few selected projects within MOMRAH to provide an in-depth understanding of coordination practices and challenges.

Research Choice

As mentioned, this study will use a **mixed-methods research choice**, specifically a **sequential explanatory design**. This involves collecting and analyzing quantitative data first, followed by qualitative data collection and analysis. The qualitative data will help explain and elaborate on the quantitative findings, providing a more complete picture.

Time Horizon

The study will adopt a **cross-sectional time horizon**, meaning data will be collected at a single point in time. This approach is suitable for examining the current state of coordination mechanisms and their impact on project performance within the specified timeframe of the study.

Data Collection and Analysis Techniques

- **Quantitative Data Collection:** A structured questionnaire will be developed and administered to project managers and team members. The questionnaire will include scales to measure formal and informal coordination mechanisms, project performance indicators, organizational culture, and leadership support. Data will be collected electronically.
- **Quantitative Data Analysis:** Statistical software (e.g., SPSS or R) will be used to analyze the quantitative data. Techniques such as descriptive statistics, correlation analysis, regression analysis, and moderation analysis will be employed to test the hypotheses.
- **Qualitative Data Collection:** Semi-structured interviews will be conducted with a select group of experienced project managers and senior officials within MOMRAH. The interviews will explore their perceptions, experiences, and challenges related to coordination mechanisms in public sector projects.
- **Qualitative Data Analysis:** The qualitative data from the interviews will be analyzed using thematic analysis. This involves transcribing the interviews, coding the data, and identifying recurring themes and patterns to gain in-depth insights.

1.9. Scope of The Study

For the empirical study, it is suggested to focus on **Saudi public sector projects managed by the Ministry of Municipal and Rural Affairs and Housing (MOMRAH)**. This ministry is responsible for a wide array of public projects, including urban development, infrastructure, and housing initiatives across various regions in Saudi Arabia. These projects often involve multiple stakeholders, complex coordination requirements, and significant public impact, making them an ideal context for studying coordination mechanisms and their effect on project performance. Focusing on a specific ministry will allow for a more in-depth and focused analysis, providing valuable insights relevant to the broader Saudi public sector.

1.10. The Suggested Project Structure

The suggested structure for this project, following a typical research paper format, is as follows:

- **Chapter 1: Introduction**
 - Background of the Study
 - Problem Statement
 - Research Questions
 - Research Objectives
 - Research Hypotheses
 - Significance of the Study
 - Scope and Limitations of the Study
 - Definition of Key Terms
- **Chapter 2: Literature Review**
 - Introduction to Coordination Mechanisms
 - Types of Coordination Mechanisms (Formal and Informal)
 - Project Performance in Public Sector Projects
 - The Relationship between Coordination Mechanisms and Project Performance
 - Moderating Role of Organizational Culture and Leadership Support
 - Previous Studies on Coordination in Public Sector Projects (especially in Saudi Arabia)
 - Research Gap Identification
- **Chapter 3: Research Methodology**
 - Research Design
 - Research Philosophy
 - Research Approach
 - Research Strategy
 - Research Choice
 - Time Horizon

- Population and Sampling
- Data Collection Instruments (Questionnaires, Interview Protocols)
- Data Collection Procedures
- Data Analysis Techniques (Quantitative and Qualitative)
- Ethical Considerations
- **Chapter 4: Data Analysis and Findings**
 - Introduction
 - Demographic Profile of Respondents
 - Descriptive Statistics of Variables
 - Reliability and Validity Analysis
 - Correlation Analysis
 - Regression Analysis (Hypotheses Testing)
 - Moderation Analysis
 - Qualitative Findings (Themes from Interviews)
- **Chapter 5: Discussion, Conclusion, and Recommendations**
 - Discussion of Findings (linking back to literature and hypotheses)
 - Implications of the Study (Theoretical and Practical)
 - Limitations of the Study
 - Conclusion
 - Recommendations for Practice
 - Recommendations for Future Research

2.Chapter 2: Literature Review

2.1. Introduction

Brief introduction for the chapter

2.2. The independent variable

2.3. The dependent variable

2.4. The relationship between the independent and the dependent variables

2.5. Conclusion

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