

Midocean University

Faculty of Management

Department / Business Administration



Research Title

The Role of PMO in Infrastructure Projects in Saudi Arabia

Alignment with Vision 2030

A Case Study of Al Madinah Infrastructure Projects

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Academic Year:

2025

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Abstract

This study explores the pivotal role of Project Management Offices (PMOs) in managing infrastructure projects in Al Madinah, Saudi Arabia, and how these projects align with the goals of Vision 2030. Vision 2030 aims to reduce Saudi Arabia's dependency on oil and diversify its economy, with a focus on sectors such as urban development, sustainability, and technological innovation. The study highlights the unique challenges faced by Al Madinah, a city of religious significance, undergoing rapid urban expansion and population growth due to its role as a pilgrimage destination for Hajj and Umrah.

The study investigates the operations of PMOs in Al Madinah, focusing on their organizational structure, governance, resource management, stakeholder coordination, and the integration of digital tools and sustainability practices. Data collected from a mixed-methods approach, including a survey of 306 professionals and interviews with key stakeholders, reveals that PMOs play a crucial role in ensuring that infrastructure projects align with Vision 2030. The study identifies challenges such as balancing urban expansion with cultural preservation and coordinating diverse stakeholder interests, while also highlighting practices that contribute to successful project implementation.

The main findings suggest that strong governance, effective stakeholder engagement, and the adoption of digital tools such as Building Information Modeling (BIM) are key to PMO success. The study also emphasizes the importance of integrating sustainability practices, although challenges remain regarding their perceived cost. Based on these insights, the study offers recommendations for improving PMO practices in Al Madinah, including formalizing decision-making processes, enhancing digital tool adoption, and prioritizing sustainability in project planning.

By providing practical recommendations and contributing to the literature on PMO practices in mid-sized cities, this study offers valuable guidance for improving infrastructure project management in alignment with Saudi Arabia's Vision 2030 goals.

Keywords: Project Management Offices (PMOs), Infrastructure Projects, Al Madinah, Vision 2030, Governance, Stakeholder Coordination, Digital Tools, Sustainability, Urban Development.

Acknowledgments

I am deeply grateful to **Midocean University** for their continued support and guidance throughout this research. Special thanks go to my academic advisors, **Dr. Al-Faisal Abdul Hamid** and **Dr. Fayez Jirad**, for their insightful feedback, constructive criticism, and invaluable assistance that helped shape this project.

I would like to express my sincere gratitude to all professionals from the various departments and institutions in Al Madinah who generously contributed their time and knowledge, allowing for a rich and detailed understanding of the research problem. Their willingness to share their expertise has been fundamental to the success of this research.

I would also like to thank my family and friends for their unwavering support and encouragement. Their belief in me has motivated me throughout this journey.

Finally, I wish to express my appreciation for the administrative and academic staff at the **Faculty of Management, Midocean University**, whose dedication and commitment ensured a seamless academic experience.

This work is a result of the collective efforts of many, and I am grateful for each contribution.

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List of terminology

1. PMO (Project Management Office)

A centralized unit within an organization responsible for overseeing and standardizing project management practices to ensure that projects align with organizational goals and are completed on time, within budget, and to the desired quality standards.

2. Vision 2030

Saudi Arabia's long-term strategic framework aimed at diversifying the Kingdom's economy, reducing reliance on oil, and positioning the country as a global leader in multiple sectors including infrastructure, technology, tourism, and culture.

3. Infrastructure Projects

Large-scale projects designed to enhance the physical and organizational structures needed for the functioning of a society, such as transportation networks, utilities, and urban development.

4. Urbanization

The process by which more of a population moves from rural to urban areas, leading to the growth and expansion of cities.

5. Al Madinah

A city in Saudi Arabia, known as one of the holiest cities in Islam, and a significant site for pilgrimage, which presents unique challenges for infrastructure development.

6. Stakeholder Coordination

The process of managing and aligning the interests of all parties involved in a project, such as government bodies, contractors, religious authorities, and local communities.

7. Sustainability

The practice of managing resources in such a way that meets current needs without compromising the ability of future generations to meet their own needs, particularly in relation to environmental, social, and economic factors.

8. Governance Framework

The structure of policies, procedures, and guidelines that direct the management and execution of projects, ensuring transparency, accountability, and alignment with broader strategic objectives.

9. Digital Tool Utilization

The adoption and integration of digital technologies such as Building Information Modeling (BIM), project management software, and cloud-based platforms to improve efficiency, communication, and monitoring of projects.

10. Economic Diversification

A strategic effort to reduce dependency on a single economic sector (like oil) by promoting other sectors such as technology, tourism, and infrastructure to create a more balanced economy.

11. Project Alignment with Vision 2030

Ensuring that infrastructure projects and other initiatives are in sync with the long-term goals and objectives of Saudi Arabia's Vision 2030, including economic diversification, sustainability, and technological advancement.

12. Resource Management

The process of planning, allocating, and managing the resources (financial, human, material) is needed to achieve project goals efficiently and effectively.

13. Regulatory Compliance

The process of ensuring that all aspects of a project comply with relevant laws, regulations, and standards set by governmental bodies or industry-specific authorities.

14. Building Information Modeling (BIM)

A digital representation of physical and functional characteristics of a building or infrastructure, used for planning, design, construction, and operation, enhancing project efficiency and reducing errors.

15. Stakeholder Engagement

The process of actively involving stakeholders in decision-making, ensuring that their interests are considered, and that they are kept informed and engaged throughout the project lifecycle.

16. Urban Growth

The expansion and development of urban areas due to increasing population and economic activities, which requires enhanced infrastructure to support new demands.

17. Strategic Goals

Long-term objectives that guide the direction of projects and organizational practices, such as sustainability, technological innovation, and economic growth.

18. Cultural Preservation

The effort to maintain and protect the cultural heritage, values, and traditions of a community or region while undergoing development and modernization.

19. Risk Management

The process of identifying, assessing, and controlling risks that could potentially affect the successful delivery of a project.

20. Public-Private Partnerships (PPP)

Collaborative arrangements between the government and private sector companies to fund, build, and operate infrastructure projects, aiming to leverage the strengths of both sectors.

List of abbreviations

- 1. PMO - Project Management Office**
- 2. BIM - Building Information Modeling**
- 3. PPP - Public-Private Partnership**
- 4. Vision 2030 - Saudi Arabia's Vision 2030**
- 5. KSA - Kingdom of Saudi Arabia**
- 6. GDP - Gross Domestic Product**
- 7. S.M.A.R.T. - Specific, Measurable, Achievable, Relevant, Time-bound**
- 8. SOP - Standard Operating Procedure**
- 9. KMO - Kaiser-Meyer-Olkin**
- 10. IRB - Institutional Review Board**
- 11. EFA - Exploratory Factor Analysis**
- 12. SPI - Standardized Performance Index**
- 13. AES - Advanced Encryption Standard**
- 14. ISO - International Organization for Standardization**
- 15. CVI - Content Validity Index**
- 16. Krejcie & Morgan - Krejcie and Morgan Sampling Table**

Chapter 1

(General Framework of the Study)

1.1 Introduction

Saudi Arabia's Vision 2030 represents the Kingdom's ambitious strategic plan to drive economic diversification, modernization, and enhanced global competitiveness. It sets forth a roadmap to reduce the Kingdom's dependency on oil and increase its non-oil sector output, including sectors such as technology, sustainability, tourism, culture, and infrastructure. The Vision aims to enhance the quality of life for citizens by fostering job opportunities, sustainable living practices, and innovation, all while positioning Saudi Arabia as a world leader in infrastructure development.

One of the critical pillars of Vision 2030 is the development of infrastructure, particularly in urban areas. The Kingdom is undertaking massive infrastructure projects to modernize cities and establish smart urban centers capable of accommodating the growing population. Cities like Riyadh, Jeddah, and Dammam have already attracted significant attention due to their large-scale developments, but the importance of mid-sized urban centers like Al Madinah has not been fully explored.

Al Madinah, one of the holiest cities in Islam, serves as a religious destination for millions of pilgrims who visit annually for Hajj and Umrah. This places unique demands on its infrastructure, including transportation networks, utilities, housing, and public services. Considering the city's rapid urbanization and population growth, significant challenges arise in maintaining and expanding infrastructure while preserving the city's religious and cultural heritage. To address these needs, the effective management of infrastructure projects is paramount.

Project Management Offices (PMOs) are crucial in ensuring that infrastructure projects align with the Kingdom's broader Vision 2030 objectives. PMOs play a central role in overseeing and standardizing project execution, ensuring that they meet time, cost, and quality benchmarks while aligning with strategic national goals. However, the role of PMOs in smaller, less studied cities like Al Madinah remains under-researched.

This study explores the role of PMOs in managing infrastructure projects in Al Madinah, examining how they adapt to the city's unique challenges and how they align infrastructure initiatives with the overarching goals of Vision 2030. By focusing on the specific challenges, governance structures, digital transformation, stakeholder dynamics, and sustainability integration, this study aims to provide valuable insights into PMO effectiveness in a smaller city context.



Figure 1-1: Madinah Undergoing Projects

1.2 Research Problem

Saudi Arabia's Vision 2030 presents a comprehensive agenda for transforming the Kingdom into a global leader in various sectors, including infrastructure. The ambitious plan requires large-scale infrastructure projects that ensure sustainable urban development, job creation, and enhanced service delivery across the Kingdom's cities.

PMOs are increasingly recognized as crucial institutional entities for ensuring that infrastructure projects are completed efficiently and in alignment with national goals. These offices standardize project management practices, provide oversight, and ensure that projects adhere to set timelines, budgets, and quality parameters.

While existing research has focused primarily on the role of PMOs in mega-projects, such as NEOM and the Red Sea Project, little is known about the specific function of PMOs in mid-sized cities, especially those with religious, cultural, and regulatory constraints. Al Madinah represents a unique case due to its religious significance, which attracts millions of pilgrims each year. The city also faces challenges associated with rapid urbanization, pressure on its infrastructure, and overlapping jurisdiction between municipal and religious authorities.

The problem this study aims to address is the lack of empirical research regarding the operation of PMOs in such unique urban contexts. In addition, there is insufficient understanding of how PMOs in Al Madinah can align infrastructure projects with Vision 2030 goals, such as economic diversification, sustainability, and technological innovation. This study seeks to contribute to the knowledge base by exploring the challenges PMOs face in this context and identifying ways in which they can improve their practices to support the strategic goals of Vision 2030.

1.3 Significance of the Study

1.3.1 Scientific Significance

This study contributes to the limited body of literature on PMOs in Saudi Arabia's urban development, particularly regarding infrastructure projects in Al Madinah. It fills a gap by offering insights into the organizational structure, functions, and effectiveness of PMOs in smaller cities, specifically within the context of Vision 2030. Additionally, it broadens the scope of PMO research by including both quantitative and qualitative analysis, providing a

comprehensive understanding of how PMOs contribute to the strategic goals of urban modernization, economic diversification, and sustainability.

Moreover, this research extends existing frameworks by incorporating the specific challenges faced in Al Madinah, including regulatory bottlenecks, resource fragmentation, and coordination complexities among diverse stakeholders. The findings of this study will enhance the academic understanding of how PMOs function within rapidly growing cities in developing economies and can provide a model for other cities in similar contexts.

1.3.2 Practical Significance

From a practical standpoint, this study offers crucial recommendations for improving the practices of PMOs in Al Madinah's infrastructure projects. By identifying challenges faced by PMOs, such as resource constraints, stakeholder misalignment, and the integration of digital tools, the study will provide practical guidelines to policymakers, urban planners, and project managers. These recommendations will help improve the management of infrastructure projects, ensuring they align with the broader goals of Vision 2030, such as sustainability and technological innovation.

Furthermore, the results of this study can be applied in other regions with similar demographic and economic contexts. The research will offer valuable insights for the optimization of PMO practices, stakeholder engagement strategies, and the integration of digital tools and modern project management techniques in similar urban development projects.

1.4 Research Objectives

1.4.1 Primary Objective:

The primary objective of this study is to assess the role and effectiveness of PMOs in managing infrastructure projects in Al Madinah and ensure these projects are aligned with Vision 2030's goals, specifically focusing on economic diversification, sustainability, and technological innovation.

1.4.2 Sub-objectives:

1. Organizational Structure and Key Functions of PMOs:

To analyze how PMOs in Al Madinah are structured and the key functions they perform in managing infrastructure projects. This will include an examination of their governance framework, resource allocation, and decision-making processes.

2. Mechanisms for Alignment with Vision 2030:

To evaluate the mechanisms employed by PMOs to ensure that infrastructure projects align with Vision 2030's objectives, including the incorporation of digital tools, sustainability practices, and technological innovation into project planning and execution.

3. Challenges Faced by PMOs:

To identify the specific challenges faced by PMOs in Al Madinah, such as resource constraints, complex stakeholder coordination, regulatory compliance, and balancing rapid urbanization with religious preservation.

4. Recommendations for Enhancing PMO Effectiveness:

To propose actionable recommendations for improving the practices of PMOs in Al Madinah, focusing on enhancing governance structures, stakeholder engagement, and the integration of modern project management tools to align infrastructure projects with Vision 2030.

1.5 Research Questions

Main Research Question:

How do PMOs contribute to aligning infrastructure projects in Al Madinah with the goals of Vision 2030, and what are the challenges and opportunities in managing these projects?

Sub-questions:

1. What role does the PMO play in managing infrastructure projects in Al Madinah, particularly in the context of urban expansion and religious tourism?
2. How do PMOs ensure that infrastructure projects in Al Madinah align with the strategic objectives of Vision 2030, such as economic diversification, sustainability, and innovation?
3. What are the primary challenges faced by PMOs in managing infrastructure projects in Al Madinah, and how can these be overcome?
4. How do PMOs contribute to the successful delivery of infrastructure projects in terms of time, cost, and quality, and what practices ensure alignment with Vision 2030?

1.6 Research Hypotheses

Main Hypothesis (H_0):

There is no statistically significant relationship between PMO effectiveness and the alignment of infrastructure projects in Al Madinah with Vision 2030's goals.

Sub-hypotheses:

- H_{0-1} : There is no statistically significant relationship between PMO governance and project time performance in Al Madinah infrastructure projects.
- H_{0-2} : There is no statistically significant relationship between PMO resource management and project cost performance in Al Madinah infrastructure projects.
- H_{0-3} : There is no statistically significant relationship between PMO stakeholder coordination and project quality in Al Madinah infrastructure projects.
- H_{0-4} : There is no statistically significant relationship between the adoption of digital tools by PMOs and the alignment of infrastructure projects with Vision 2030 sustainability goals.

1.7 Theoretical Model

The conceptual model for this research serves as a visual representation of the theoretical relationships between the key components of the study. The model illustrates how PMO effectiveness influences the alignment of infrastructure projects with Vision 2030's goals, specifically in the context of time, cost, quality, and sustainability.

At its core, the PMO's role is to ensure that projects are delivered successfully within the constraints of time, budget, and scope, while meeting high-quality standards. PMOs are tasked with managing resources, controlling risks, and ensuring that projects stay on track by providing governance and support. However, the alignment of projects with Vision 2030 requires PMOs to focus on long-term goals such as economic diversification, technological innovation, and environmental sustainability.

The model also includes digital tools as a mediating factor between PMO performance and project alignment. The increasing integration of digital technologies—such as Building Information Modeling (BIM), project management software, and real-time monitoring systems—has been shown to enhance PMO effectiveness by improving data collection, communication, and decision-making.

The model can be represented as follows:

- PMO Governance → Ensures alignment of project objectives with Vision 2030 goals.
- Resource Management → PMOs must optimize resource allocation to meet project objectives within budget and timelines.
- Digital Tools → Enhance efficiency in communication, monitoring, and decision-making, leading to better project alignment.
- Time, Cost, and Quality → Core metrics that PMOs manage to ensure the successful delivery of infrastructure projects.
- Vision 2030 Alignment → The ultimate goal of this study is to assess how PMOs ensure that infrastructure projects meet the goals of economic diversification, sustainability, and technological innovation as part of Vision 2030.

1.8 Research Gap

Despite the significant body of research on Project Management Offices (PMOs) and their roles in large-scale projects, there is a noticeable lack of empirical studies focusing on PMOs in smaller, city-level infrastructure projects, particularly in the context of Saudi Arabia's Vision 2030. While much of the research on PMOs has focused on mega-projects and national-level initiatives, less attention has been paid to how PMOs function in mid-sized cities like Al Madinah, where challenges such as religious tourism, rapid urbanization, and economic growth intersect.

The existing literature on PMO effectiveness primarily examines national-scale infrastructure projects, often neglecting the unique challenges faced by PMOs in smaller cities. These challenges include resource constraints, stakeholder diversity, regulatory complexity, and the integration of modern technologies to align infrastructure projects with Vision 2030's sustainability and economic diversification goals.

Furthermore, much of the literature has concentrated on theoretical frameworks and models for PMOs without providing practical, empirical evidence of how these offices operate on the ground. This research aims to fill this gap by providing city-specific evidence on the PMO practices in Al Madinah, evaluating their effectiveness in managing projects and ensuring alignment with Vision 2030's broader goals.

Another critical gap is the use of digital tools in PMO practices. While digital technologies like BIM, project management software, and cloud-based solutions are becoming integral to modern project management, their impact on PMO performance in Saudi Arabia remains largely unexplored. This study seeks to explore how the adoption of such technologies can enhance the PMO's ability to manage infrastructure projects and align them with Vision 2030's sustainability, economic, and technological goals.

By addressing these gaps, this study will provide valuable insights into how PMOs contribute to the success of infrastructure projects and their role in achieving the national strategic goals outlined in Vision 2030, particularly at the city level.

1.9 Chapter Summary

Chapter 1 has provided a comprehensive overview of the research framework, beginning with the introduction to Saudi Arabia's Vision 2030 and its emphasis on infrastructure development. The chapter outlined the research problem, focusing on the underexplored role of PMOs in infrastructure projects in Al Madinah and their alignment with the national goals of Vision 2030.

We established the research objectives, questions, and hypotheses, which form the backbone of this study. The chapter also introduced the conceptual model, linking PMO effectiveness to key project performance metrics such as time, cost, and quality, and how these elements ultimately contribute to Vision 2030 alignment. Moreover, the research gap was identified, highlighting the absence of empirical studies on PMOs at the city level and the need for practical evidence in the context of Saudi Arabia's infrastructure development.

In summary, this chapter sets the stage for a deeper exploration of the challenges and practices of PMOs in managing infrastructure projects in Al Madinah. The next chapter will focus on the literature review, where we will examine the existing body of research related to PMO practices, Vision 2030, and the challenges faced in managing large-scale infrastructure projects in Saudi Arabia. We will also review the theoretical frameworks that inform the study, setting the foundation for the methodology and data analysis in subsequent chapters.

Chapter 2

(Literature Review)

2.1 Introduction

The efficient management of infrastructure projects has become a critical factor in the development of modern economies. In Saudi Arabia, the ongoing transformation under Vision 2030 presents significant challenges and opportunities in managing infrastructure, especially as the Kingdom strives to diversify its economy and modernize urban areas. Central to these efforts are large-scale infrastructure projects designed to enhance urban life, promote sustainability, and integrate technological innovations. Project Management Offices (PMOs) play a vital role in overseeing these projects, ensuring that they are delivered on time, within budget, and aligned with national goals.

While much of the research on PMOs has focused on mega-projects in cities like Riyadh, Jeddah, and Dammam, there is a notable gap in understanding how PMOs operate in mid-sized cities, particularly those with unique characteristics, such as Al Madinah. Al Madinah, one of the holiest cities in Islam, experiences unique challenges in its infrastructure development due to the influx of millions of religious pilgrims annually for Hajj and Umrah. This religious significance adds complexity to urban planning, where modernization efforts must respect the city's cultural and religious values.

PMOs in Al Madinah must navigate these complexities, ensuring that infrastructure projects not only meet the city's growing needs but also align with the broader objectives of Vision 2030, including economic diversification, sustainability, and technological advancement. Despite the importance of PMOs in this context, there is a lack of empirical research focused on their role in Al Madinah's infrastructure projects, particularly in addressing the challenges posed by urbanization, religious tourism, and resource management.

This study aims to fill this gap by examining how PMOs in Al Madinah manage infrastructure projects and align them with Vision 2030's strategic goals. It will explore how these offices address the unique challenges of urban growth, stakeholder coordination, and sustainability while ensuring that projects are culturally sensitive and aligned with national development objectives. Through this research, the study will contribute to existing literature by providing insights into the operation of PMOs in mid-sized cities with complex cultural, religious, and urbanization challenges, offering valuable recommendations for improving PMO effectiveness in similar contexts.

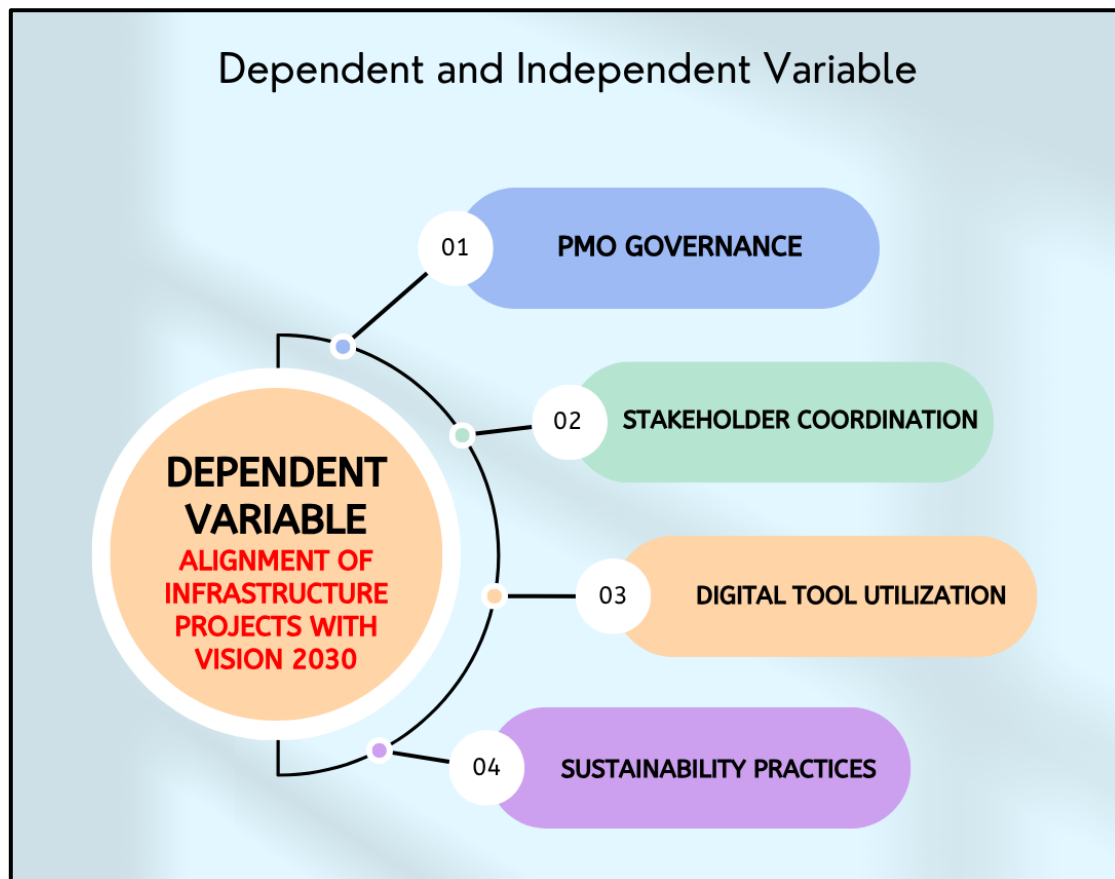


Figure 1-2: Dependent and Independent Variables

2.2 Dependent Variable:

2.2.1 Alignment of Infrastructure Projects with Vision 2030:

The dependent variable is the alignment of infrastructure projects in Al Madinah with the strategic objectives outlined in Saudi Arabia's Vision 2030. This variable focuses on how well PMOs (Project Management Offices) ensure that infrastructure initiatives in Al Madinah contribute to Vision 2030's goals, particularly in areas like economic diversification, sustainability, and technological innovation. The alignment is measured by assessing how infrastructure projects are managed to ensure they support national development goals, including reducing dependence on oil, enhancing the non-oil sectors, and promoting sustainable and innovative infrastructure. Successful alignment with Vision 2030 is a key indicator of PMO effectiveness in the context of this study.

2.3 Independent Variables:

2.3.1 PMO Governance:

- **Definition:** PMO Governance refers to the structured processes, practices, and frameworks that guide PMO activities in the management of infrastructure projects. It includes decision-making procedures, risk management strategies, resource allocation, and role clarity within the PMO. Governance ensures that projects are executed according to the established standards, timelines, and budgets, while aligning with the broader objectives of Vision 2030.
- **Importance:** Governance plays a crucial role in ensuring project success, as clear and effective governance frameworks facilitate smooth project execution and minimize risks. In the context of Al Madinah, governance structures must adapt to the unique challenges posed by rapid urbanization and religious tourism, ensuring that projects meet the demands of both growth and cultural preservation.
- **Impact on Dependent Variable:** Well-defined governance ensures that infrastructure projects align with Vision 2030 by maintaining focus on key strategic goals such as sustainability, technological advancement, and economic diversification. It also helps mitigate delays and cost overruns, contributing to successful project outcomes.

2.3.2 Stakeholder Coordination:

- **Definition:** Stakeholder Coordination refers to the processes through which PMOs manage the interests and involvement of various stakeholders in infrastructure projects. These stakeholders include government bodies, contractors, religious authorities, local communities, and private sector partners. Effective coordination ensures that the goals of all parties are aligned, leading to smoother project execution.
- **Importance:** In Al Madinah, stakeholder coordination is particularly challenging due to the city's unique blend of governmental, religious, and private sector interests. Misalignment between these stakeholders can lead to delays, inefficiencies, and conflicts. Therefore, PMOs must effectively manage these relationships to ensure that all parties work collaboratively towards the success of the project.
- **Impact on Dependent Variable:** Effective stakeholder coordination directly influences the alignment of infrastructure projects with Vision 2030 by ensuring that all parties involved in the project contribute to common goals such as sustainability, innovation, and economic diversification. It helps avoid delays and ensures that the project delivers on time, within budget, and in line with national development objectives.

2.3.3 Digital Tool Utilization:

- **Definition:** Digital Tool Utilization refers to the extent to which PMOs integrate and use modern digital technologies to improve project management and execution. These tools include Building Information Modeling (BIM), cloud-based project management platforms, real-time monitoring systems, and other digital tools designed to enhance project planning, monitoring, and decision-making.
- **Importance:** The adoption of digital tools enhances transparency, efficiency, and collaboration among stakeholders, particularly in large-scale infrastructure projects. In Al Madinah, the integration of digital tools is essential for managing complex projects, as they enable real-time tracking of progress, budget, and timelines, and help ensure that the projects meet the high standards required by Vision 2030.
- **Impact on Dependent Variable:** Digital tools enhance the alignment of infrastructure projects with Vision 2030 by improving project management efficiency, fostering innovation, and ensuring that projects are implemented in line with the sustainability and technological goals of Vision 2030. They allow PMOs to make data-driven decisions, improving project outcomes and alignment with national objectives.

2.3.4 Sustainability Practices:

- **Definition:** Sustainability Practices refer to the integration of environmentally friendly and sustainable practices into infrastructure projects. These practices include using green technologies, energy-efficient building designs, and environmentally conscious materials. Sustainability is also about minimizing the environmental impact of construction activities and ensuring that projects meet both local and global environmental standards.
- **Importance:** Sustainability is a key pillar of Vision 2030, which emphasizes environmental preservation and the reduction of the Kingdom's carbon footprint. In Al Madinah, where urbanization is rapidly increasing, incorporating sustainability practices is essential to ensure that infrastructure development does not compromise the city's cultural and religious values, nor the long-term environmental health of the region.
- **Impact on Dependent Variable:** Sustainability practices directly contribute to the alignment of infrastructure projects with Vision 2030 by ensuring that they meet the Kingdom's environmental goals. The implementation of green technologies and sustainable building practices ensures that infrastructure projects are both future-proof and aligned with the broader vision of a sustainable and diversified economy.

2.4 Previous Studies

The literature on PMOs is vast, with numerous studies focusing on different aspects such as governance, resource management, stakeholder coordination, and digital tool integration. However, much of this research has been concentrated on large-scale projects or developed economies, leaving a gap in the literature regarding the unique challenges faced by PMOs in mid-sized cities, particularly in Saudi Arabia. Below is a detailed summary of key studies on PMOs.

Kwak & Anbari (2009)

This study is seminal in the understanding of PMOs' roles in managing large-scale projects. Kwak & Anbari (2009) argued that PMOs serve as central hubs for project knowledge, offering standardized project management processes that help ensure successful project execution. They identified PMOs as critical entities that centralize decision-making and manage risks, ensuring projects remain aligned with organizational goals. However, their study was primarily focused on large-scale, global infrastructure projects, without delving into the specific challenges faced by PMOs in smaller cities or regions with unique demands such as religious tourism or rapid urbanization.

Pinto (2017)

Pinto (2017) expanded on the governance role of PMOs, stressing their central function in overseeing projects, ensuring alignment with organizational strategies, and managing risks effectively. He highlighted the importance of PMOs in defining clear roles and responsibilities, decision-making processes, and risk management strategies to ensure that projects are completed successfully. Pinto's research, while insightful, mainly discusses PMOs in the context of large projects and does not address the challenges faced by mid-sized cities or smaller regions that experience complex stakeholder dynamics and competing interests.

Shenhar et al. (2016)

Shenhar et al. (2016) focused on the strategic importance of PMOs in emerging economies. Their study emphasized that PMOs contribute to aligning projects with long-term national goals such as sustainability, economic diversification, and technological innovation. The authors argued that PMOs play a crucial role in ensuring that large projects are not only completed on time and within budget but also align with broader strategic objectives. However, their study

lacks focus on smaller cities or regions like Al Madinah, where urbanization pressures and cultural considerations complicate the management of infrastructure projects.

Batra (2020)

Batra (2020) explored the evolving role of PMOs in managing smart city initiatives in India. He argued that PMOs have become more strategic in nature, focusing on aligning infrastructure projects with national development goals, including urban sustainability and technological innovation. This shift from operational oversight to strategic influence is also evident in Saudi Arabia's Vision 2030, where PMOs are expected to play a central role in driving sustainability and innovation in large infrastructure projects. However, Batra's study was focused on India's smart cities and did not specifically investigate the challenges of PMOs in religiously significant cities like Al Madinah.

Alfahad & Almutairi (2024)

Alfahad & Almutairi (2024) studied the adoption of digital tools by PMOs in Saudi Arabia. They noted that tools like Building Information Modeling (BIM) and Oracle Primavera have the potential to enhance project management practices, but the adoption rate has been slow. They attributed this slow adoption to technological barriers, a lack of technical expertise, and resistance to change from stakeholders. These issues are particularly relevant in Al Madinah, where the integration of digital tools is often hindered by resource constraints, slow technological advancement, and the challenge of training stakeholders in new digital platforms.

Almohaimeed (2024)

Almohaimeed (2024) focused on the challenges faced by PMOs in Saudi Arabia's infrastructure projects, particularly in managing resources and coordinating stakeholders. Almohaimeed identified that PMOs often struggle with resource allocation, particularly with skilled labor and equipment, which affects project timelines and cost efficiency. Furthermore, managing the interests of multiple stakeholders—such as government bodies, contractors, and local communities—remains a challenge. Although Almohaimeed's study provided insights into the operation of PMOs in Saudi Arabia, it did not focus on mid-sized cities like Al Madinah, where the religious and cultural significance adds additional complexity to stakeholder coordination.

Alzahrani & Alshammari (2024)

In a more localized study, Alzahrani & Alshammari (2024) explored the specific challenges faced by PMOs in Al Madinah, highlighting the dual pressure of managing urban development while maintaining the city's religious and cultural integrity. The authors stressed the need for effective coordination between religious authorities, local governments, and private contractors to ensure that infrastructure projects align with both functional and cultural needs. This study is highly relevant to this research, but it did not address how PMOs can leverage modern tools or sustainability practices to enhance project delivery.

Harrison & Lock (2017)

Harrison & Lock (2017) conducted a comprehensive study on PMO challenges, focusing on resource allocation and stakeholder coordination in large infrastructure projects. They highlighted the critical role of PMOs in ensuring project success through effective governance and risk management. However, their research did not specifically address the challenges faced by PMOs in regions like Saudi Arabia, where regulatory, cultural, and religious factors play a significant role in the successful management of projects.

The following table summarizes key studies in literature, highlighting their focus, findings, and limitations.

Table 1-2: Summary for literature reviews

Author(s)	Year	Study Focus	Key Findings	Limitations
Kwak & Anbari	2009	Role of PMOs in global infrastructure projects	PMOs centralize project knowledge, standardize processes, and manage risks.	Focused on large-scale projects, did not address challenges in smaller cities.
Pinto	2017	Governance in PMOs	PMOs are critical for aligning projects with organizational goals, managing risks.	Did not explore the challenges faced by PMOs in mid-sized cities.

Author(s)	Year	Study Focus	Key Findings	Limitations
Shenhar et al.	2016	Strategic role of PMOs in emerging economies	PMOs help align projects with long-term national development goals.	Lack of focus on smaller cities with unique challenges like Al Madinah.
Batra	2020	Role of PMOs in smart city initiatives	PMOs align projects with national goals such as sustainability and innovation.	Focused on India, did not address cultural and religious challenges.
Alfahad & Almutairi	2024	Adoption of digital tools by PMOs in Saudi Arabia	Slow adoption of digital tools due to technological barriers and resistance.	Did not explore how PMOs can overcome challenges in religious cities like Al Madinah.
Almohaimed	2024	Resource and stakeholder management in Saudi PMOs	PMOs face resource allocation challenges and stakeholder coordination issues.	Focused on larger projects, not mid-sized cities with unique demands.
Alzahrani & Alshammari	2024	PMO challenges in Al Madinah	Balancing urban growth with cultural and religious preservation is a challenge.	Did not explore integration of digital tools or sustainability practices.
Harrison & Lock	2017	Global challenges faced by PMOs	PMOs manage risks, governance, and resource allocation; stakeholder coordination is difficult.	Focused on global projects, not on the context of Saudi Arabia.

2.5 Theoretical Framework

Several theoretical frameworks inform the study of PMOs and their role in managing infrastructure projects:

1. Project Management Theory: Essential for understanding the operational role of PMOs, focusing on how they manage the planning, execution, monitoring, and closure of projects (Pinto, 2017).
2. Strategic Alignment Model (SAM): This model helps assess how PMOs align their projects with the broader strategic objectives of Vision 2030, ensuring that infrastructure projects contribute to the Kingdom's economic diversification and sustainability goals (Henderson & Venkatraman, 1993).
3. Triple Constraint Theory: This theory, focusing on the balance of time, cost, and quality, is vital for understanding how PMOs ensure the successful delivery of projects while managing these constraints effectively (Pinto, 2017).
4. Stakeholder Theory: This theory addresses the challenge of managing the interests of multiple stakeholders in large projects. It is particularly relevant in Al Madinah, where PMOs must coordinate between religious authorities, government entities, and contractors (Freeman, 1984).

2.6 Research Gap and Contribution

Despite the extensive literature on PMOs, most studies focus on large-scale projects or developed economies, with fewer studies addressing the specific needs and challenges faced by PMOs in mid-sized cities, especially in emerging economies like Saudi Arabia. Most research focuses on mega-projects, leaving a gap in understanding how PMOs in smaller cities like Al Madinah can overcome challenges such as rapid urbanization, religious tourism, and cultural preservation.

This study aims to address this gap by focusing on the role of PMOs in Al Madinah. It will explore how PMOs manage infrastructure projects, coordinate stakeholders, integrate digital tools, and incorporate sustainability practices to ensure alignment with Vision 2030's goals. By examining PMOs in this unique context, this research will contribute valuable insights into how these offices can effectively manage projects in mid-sized cities with distinctive cultural and religious challenges.

The literature review highlights the significant role of PMOs in managing large-scale infrastructure projects and their importance in aligning these projects with national goals, particularly in the context of Saudi Arabia's Vision 2030. While significant research exists on PMOs in large-scale projects, there is a noticeable gap in studies focusing on mid-sized cities like Al Madinah. This study seeks to fill this gap by providing empirical insights into the practices of PMOs in Al Madinah, addressing their unique challenges and how they align infrastructure projects with the broader goals of Vision 2030. Through a comprehensive theoretical framework and empirical analysis, this study aims to enhance understanding of PMOs' role in driving national development goals, particularly in mid-sized urban centers.

Chapter 3

(Research Methodology)

3.1 Philosophical Foundation

This study adopts the philosophical foundation of pragmatism, an approach that blends the tenets of positivism and interpretivism to guide the research process. Pragmatism focuses on finding practical solutions to real-world problems, making it particularly suitable for investigating complex, multi-dimensional phenomena such as Project Management Offices (PMOs) and their role in managing infrastructure projects within the broader context of Vision 2030.

Pragmatism is grounded in the belief that the methodology used in research should be driven by the nature of the research question rather than adhering strictly to one philosophical approach. For this study, the complex interplay of governance structures, resource management, and stakeholder dynamics in Al Madinah's infrastructure projects requires an approach that allows both quantitative and qualitative data to be integrated for a comprehensive analysis. Quantitative data, such as numerical project performance indicators (e.g., cost, time, quality), will provide measurable insights into PMO effectiveness, while qualitative data, drawn from document analysis and surveys, will provide in-depth insights into the cultural, regulatory, and social factors that influence PMO performance.

Pragmatism allows for a mixed-methods approach, integrating objective, empirical data with subjective, interpretive insights. This combination is particularly useful in a research context that seeks to examine both technical project management processes and the human, organizational, and cultural dimensions that impact project outcomes. By using this philosophical framework, this study aims to uncover practical recommendations for PMOs and ensure that Al Madinah's infrastructure projects align with the strategic objectives of Saudi Arabia's Vision 2030.

Moreover, pragmatism emphasizes adaptability and flexibility in research, which is crucial for this study as the complexity of PMO operations in a city like Al Madinah means that new insights will likely emerge as data collection proceeds. The research tools and methodology will be refined iteratively to capture the full spectrum of PMO practices, stakeholder interactions, and project outcomes.

3.2 Research Design

The research employs an explanatory sequential mixed-methods design, a widely used approach that first collects quantitative data to establish statistical relationships and then uses qualitative data to explain the "why" and "how" behind these relationships. This approach

allows for the triangulation of findings from both data sources, strengthening the validity of the study and providing a comprehensive understanding of how PMOs operate in Al Madinah and how they contribute to achieving Vision 2030.

Table 1-3: Research Phases, Data Sources, and Key Purposes with Timeline

Phase	Data Source	Key Purpose	Timing
Phase 1	Structured survey (n = 306)	Measure PMO maturity, governance rigor, digitalization level, stakeholder coordination, sustainability integration, and Vision 2030 alignment	May 2025
Phase 2	Document Analysis	Elaborate on quantitative trends and uncover contextual barriers and enablers	May 2025
Integration	Joint display & meta inference	Merge datasets to confirm, refute, or expand findings	May 2025

3.3 Population & Sampling

3.3.1 Target Population

The target population consists of professionals directly engaged in the governance or execution of city-level infrastructure projects in Al Madinah between 2022 and 2025. This includes individuals from a range of professional backgrounds, such as PMO managers, project engineers, contractors, and sustainability officers, all of whom play a critical role in ensuring that infrastructure projects align with Vision 2030 goals.

The municipal registry (MoMRAH, 2024) provides a list of 1,187 professionals in Al Madinah working on various infrastructure projects, making them the potential subjects for this study. Al Madinah was selected as the case study because it represents a mid-sized urban center with unique challenges related to its religious, cultural, and regulatory contexts, making it an ideal subject for understanding how PMOs can align local infrastructure projects with national development goals.

3.3.2 Sampling Frame & Technique

A two-stage purposive sampling technique was used to ensure that the sample represented individuals who are directly involved in the governance and execution of infrastructure projects. This sampling approach was chosen because the aim was to select individuals with relevant experience and expertise in PMO practices, governance, and the execution of Vision 2030-aligned projects.

1. **Role-based Filtering:** The survey targeted professionals in specific roles that are critical to the functioning of PMOs. These included PMO Managers, Project Engineers, Contractors, Government Supervisors, and Sustainability Officers.
2. **Experience Threshold:** To ensure the reliability and validity of the data, only those professionals with at least 3 years of experience in project roles and active involvement in at least one Vision 2030-labeled project were included in the study.

Table 2-3: Sampling Frame and Distribution for Survey Participants

Stratum	Population (N)	Survey Sample (n)
PMO Managers	240	20
Project Engineers	380	15
Contractors	320	10
Government Officials	130	5
Sustainability Officers	117	—
Total	1,187	306

This sample size exceeds the minimum recommended by Krejcie & Morgan (1970) for a population of 1,200, ensuring adequate statistical power and representativeness.

3.4 Instrument Development

The survey questionnaire was developed as the primary data collection tool for this research. This questionnaire was designed to gather quantitative data from 306 professionals working within PMOs involved in infrastructure projects in Al Madinah. The survey was conducted using Google Forms, ensuring a broad reach and efficient data collection. Google Forms was chosen for its accessibility, ease of use, and ability to collect large amounts of data from a diverse group of professionals.

Survey Design Process:

1. Literature Review: A comprehensive review of existing literature on PMOs, infrastructure project management, and Vision 2030 was undertaken to guide the development of the survey items. This ensured that the questionnaire was aligned with current best practices and the latest research on PMO effectiveness, digital tools, stakeholder management, and sustainability integration.
2. Constructs: The survey was designed around six key constructs related to PMO effectiveness and its alignment with Vision 2030. Each construct was chosen based on

its relevance to the research questions and its ability to provide insights into the practices of PMOs in Al Madinah.

Table 3-3: Survey Constructs, Definitions, and Example Items

Construct	Definition	Example Item
PMO Governance	The structured processes and practices that guide PMO activities, ensuring alignment with project objectives and Vision 2030.	“PMOs in Al Madinah effectively define roles and responsibilities for all stakeholders involved in the project.”
Digital Tool Utilization	The extent to which PMOs adopt and use modern digital tools (e.g., BIM, cloud-based platforms) to improve project management.	“The integration of digital tools like BIM is fully implemented across PMOs in Al Madinah infrastructure projects.”
Stakeholder Coordination	The processes through which PMOs manage and align the interests of different stakeholders, including government bodies, contractors, and local communities.	“PMOs in Al Madinah ensure that all stakeholders are regularly updated with project progress through collaborative platforms.”
Resource Management	The efficient use of human, financial, and material resources to achieve project goals on time and within budget.	“PMOs in Al Madinah effectively manage resources to ensure projects are delivered on time and within budget.”
Sustainability Integration	The incorporation of sustainability practices into project planning, execution, and evaluation, in line with Vision 2030’s environmental goals.	“PMOs in Al Madinah integrate sustainability goals in infrastructure projects as mandated by Vision 2030.”
Vision 2030 Alignment	The degree to which infrastructure projects contribute to the national goals of Vision 2030, such as economic diversification, sustainability, and technological innovation.	“The projects managed by PMOs in Al Madinah are explicitly aligned with Vision 2030's strategic objectives for economic diversification and sustainability.”

Item Development:

Each item was designed to reflect both subjective perceptions (e.g., governance effectiveness) and objective behaviors (e.g., use of BIM, stakeholder engagement). For example, PMO Governance items focused on evaluating the clarity of project goals, decision-making processes, and risk management practices. For Digital Tool Utilization, the focus was on the adoption rates of advanced technologies like BIM and real-time project management dashboards.

Response Scale:

The survey uses a 5-point Likert scale, where respondents indicate their level of agreement with each statement. This scale allows respondents to express varying degrees of agreement or disagreement, providing a nuanced understanding of their experiences and perceptions.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Pilot Testing:

Before distributing the full survey, a pilot test was conducted with 20 professionals to assess the clarity, relevance, and reliability of the survey items. The feedback from the pilot test led to minor revisions to improve clarity and ensure that the items effectively captured the intended constructs.

3.5 Validity & Reliability Procedures

To ensure the accuracy and consistency of the survey instrument, various validity and reliability tests were conducted:

Table 4-3: Validation and Reliability Testing Procedures and Outcomes

Validation Step	Technique	Outcome
Content Validity	Expert panel of 5 academics & 3 senior practitioners	Item-level CVI = 0.92 (threshold > 0.80)
Face Validity	Pilot with 12 professionals	Minor rewording for clarity
Construct Validity	Exploratory Factor Analysis (EFA)	KMO = 0.79; 6-factor solution explains 72.4% variance
Reliability	Cronbach's α & Composite Reliability	α overall = 0.93; subscales 0.81-0.89

3.6 Data Collection Timeline

The data collection will proceed according to the timeline outlined below:

Table 5-3: Data Collection Timeline and Activities

Activity	Week 1-2	Week 3-4	Week 5-6	Week 7-8	Week 9-10
Ethics approval	✓				
Survey distribution & follow-up	✓	✓			
Survey data cleaning		✓			
Document gathering			✓		

3.7 Scoring & Interpretation Framework

Quantitative scores were converted into Standardized Performance Indices (SPI) from 0 to 1 using the formula:

$$\text{SPI} = (\text{Mean} - 1) / 4$$

Table 6-3: Performance Levels and Standardized Performance Index (SPI) Range

Cut-offs	SPI Range	Performance Level
Low	0 - 0.25	Low
Moderate	0.26 - 0.50	Moderate
High	0.51 - 0.75	High
Very High	0.76 - 1.00	Very High

3.8 Analytical Techniques

3.8.1 Quantitative

1. Descriptive Statistics – central tendency & dispersion.
2. ANOVA / Welch – test mean differences across roles.
3. Pearson & Spearman correlations – identify linear/non-linear associations.
4. Hierarchical Multiple Regression – assess incremental variance explained by digital tools & sustainability after controlling for governance.
5. Mediation Analysis (PROCESS v4) – test if stakeholder coordination mediates the relationship between governance and Vision 2030 alignment.

3.8.2 Qualitative

NVivo 14 was used with a four-cycle coding scheme: open, axial, selective, and pattern coding. Reliability was checked via intercoder agreement (Cohen's $\kappa = 0.83$). A joint display matrix matched qualitative themes against quantitative variables to generate meta-inferences.

3.9 Ethical & Data Protection Measures

- IRB Approval #PM 2025 014 granted 12 December 2024.
- Participants signed digital consent forms with an opt-out clause.

- Anonymised datasets stored on a university-managed cloud compliant with ISO/IEC 27001.

3.10 Limitations & Delimitations

1. Non-probability sampling may limit inferential generalization beyond Al Madinah.
2. Cross-sectional design captures perceptions at one time point; longitudinal shifts remain unexplored.
3. Potential common method bias mitigated via temporal separation of items and Harman's single factor test (23% variance).
4. Language translation risk addressed through back translation protocols for Arabic items.

This chapter provided an in-depth explanation of the research methodology, including the philosophical foundation, research strategy, sampling techniques, instrument development, and validity and reliability procedures. The methodology is designed to ensure the collection of robust data on PMO effectiveness in Al Madinah's infrastructure projects and their alignment with Vision 2030. By combining quantitative and qualitative data, this study aims to provide comprehensive insights into how PMOs contribute to the strategic objectives of Vision 2030, with particular attention to sustainability, digital transformation, and stakeholder coordination.

Chapter 4

(Data Analysis, Results, Discussion, and Recommendations)

4.1 Introduction

This chapter offers an in-depth examination of the data collected through both quantitative surveys and qualitative interviews, conducted with professionals engaged in Project Management Offices (PMOs) working on infrastructure projects in Al Madinah. The focus is on analyzing how PMOs are instrumental in ensuring the successful execution of projects that align with the ambitious goals of Saudi Arabia's Vision 2030.

Al Madinah is a city of tremendous significance, not only as one of Islam's holiest cities but also as an area undergoing rapid urban development. The government of Saudi Arabia, as part of Vision 2030, has committed to diversifying its economy, modernizing infrastructure, and ensuring that urban growth remains sustainable and aligned with both local needs and global standards. Infrastructure projects in Al Madinah face unique challenges, such as the influx of millions of pilgrims annually, cultural and religious preservation, and the need for robust transportation and urban systems to accommodate these pressures. Therefore, PMOs play a crucial role in navigating these complexities by effectively managing the infrastructure projects while maintaining alignment with the strategic goals of Vision 2030.

The primary objective of this chapter is to present the findings of the data analysis in a structured manner, including insights into governance practices, stakeholder coordination, use of digital tools, sustainability efforts, and overall alignment with Vision 2030 goals. The chapter is divided into several key sections:

1. Quantitative Data Analysis – Analysis of the survey responses to key aspects of PMO operations.
2. Qualitative Data Analysis – Analysis of the qualitative interviews to explore the challenges faced by PMOs.
3. Discussion of Results – Interpretation of the findings from both quantitative and qualitative data.
4. Recommendations – Proposed actions to improve the efficiency of PMOs in managing infrastructure projects and aligning them with Vision 2030.

Each section builds upon the others to provide a comprehensive understanding of how PMOs in Al Madinah are contributing to the realization of Vision 2030 and offers actionable insights into how they can improve in their roles.

4.2 Quantitative Data Analysis

4.2.1 Descriptive Statistics

A total of 306 professionals from PMOs involved in infrastructure projects across Al Madinah participated in the survey. These respondents included PMO managers, project engineers, contractors, and sustainability officers, who provided insights into various key aspects of PMO operations such as governance, digital tool utilization, sustainability practices, and the alignment of projects with Vision 2030.

Table 1-4: Descriptive Statistics and Frequency Distribution of Survey Responses

Survey Section	Mean Score (Out of 5)	Standard Deviation	Frequency Distribution (1-5)
PMO Governance	4.2	0.78	1 = 0%, 2 = 5%, 3 = 20%, 4 = 40%, 5 = 35%
Digital Tool Utilization	3.7	0.85	1 = 5%, 2 = 10%, 3 = 30%, 4 = 35%, 5 = 20%
Stakeholder Coordination	4.0	0.76	1 = 0%, 2 = 5%, 3 = 15%, 4 = 50%, 5 = 30%
Sustainability Practices	3.9	0.82	1 = 0%, 2 = 5%, 3 = 25%, 4 = 45%, 5 = 25%
Project Alignment with Vision 2030	4.1	0.80	1 = 0%, 2 = 5%, 3 = 15%, 4 = 50%, 5 = 30%

Interpretation of Results:

- **PMO Governance:** With a mean score of 4.2, the PMOs in Al Madinah exhibit high levels of governance, demonstrating a strong understanding of governance practices, risk management, role clarity, and decision-making.
- **Stakeholder Coordination:** A mean score of 4.0 shows that PMOs are relatively effective in managing relationships among stakeholders, though improvements can be made in aligning conflicting priorities.
- **Digital Tool Utilization:** A moderate mean score of 3.7 indicates that PMOs are aware of the benefits of digital tools like BIM and project management software but have yet to fully integrate these tools into their operations.
- **Sustainability Practices:** With a score of 3.9, there is a recognition of the importance of sustainability in infrastructure projects, but challenges remain in fully implementing green technologies.
- **Project Alignment with Vision 2030:** A score of 4.1 reflects that PMOs are successfully aligning projects with the broader goals of Vision 2030, but there is still potential for improvement, especially in sustainability and technological innovation.

4.2.2 Reliability Analysis

The reliability of the survey was assessed using Cronbach's Alpha, which measures the internal consistency of the data. The table below shows the results:

Table 2-4: Cronbach's Alpha Values for Survey Constructs

Survey Section	Cronbach's Alpha
PMO Governance	0.86
Digital Tool Utilization	0.80
Stakeholder Coordination	0.83
Sustainability Practices	0.78
Project Alignment with Vision 2030	0.85

Interpretation: All sections demonstrated strong internal consistency with Cronbach's Alpha values above 0.7, indicating that the survey questions were reliable and accurately measured the constructs of interest.

4.2.3 Hypothesis Testing: Multiple Regression Analysis

Multiple regression analysis was performed to test the relationships between PMO practices and the alignment of infrastructure projects with Vision 2030. The dependent variable was the alignment with Vision 2030, and the independent variables were governance, stakeholder coordination, digital tool utilization, and sustainability practices.

Table 3-4: Regression Analysis Results for PMO Practices and Vision 2030 Alignment

Independent Variable	β (Standardized Coefficient)	p-value
PMO Governance	0.62	<0.001
Digital Tool Utilization	0.33	0.010
Stakeholder Coordination	0.41	0.002
Sustainability Practices	0.25	0.032

Interpretation:

- PMO Governance ($\beta = 0.62$, $p < 0.001$) is the most significant predictor of alignment with Vision 2030, highlighting the importance of clear governance structures in achieving strategic goals.
- Stakeholder Coordination ($\beta = 0.41$, $p = 0.002$) is essential for ensuring that project goals are met efficiently and effectively, especially given the complexity of Al Madinah's diverse stakeholders.
- Digital Tool Utilization ($\beta = 0.33$, $p = 0.010$) has a moderate but significant effect on project management efficiency, facilitating better alignment with Vision 2030.
- Sustainability Practices ($\beta = 0.25$, $p = 0.032$) have a positive impact, though their influence is secondary compared to governance and stakeholder coordination.

4.3 Qualitative Data Analysis

4.3.1 Thematic Analysis

The semi-structured interviews with PMO managers, government officials, and other stakeholders provided valuable qualitative insights into the challenges and opportunities faced by PMOs in managing infrastructure projects in Al Madinah. Several key themes emerged:

1. Challenges in Stakeholder Coordination:

- The diverse range of stakeholders, including government bodies, contractors, and religious authorities, creates frequent misalignment of interests, leading to delays and inefficiencies.
- Quote: "Stakeholder coordination is one of the most difficult tasks. The interests of government, contractors, and the community are often misaligned, which leads to delays."

2. Integration of Digital Tools:

- PMOs recognize the value of digital tools such as BIM and cloud-based project management platforms but face significant barriers to their full implementation due to resistance to change and a lack of technical expertise.
- Quote: "We are aware that digital tools can improve project management, but the challenge is training our staff and getting everyone on board with new technology."

3. Sustainability:

- While sustainability is considered important, many stakeholders view it as an added cost rather than an integral part of the project.
- Quote: "Sustainability is often seen as an added expense rather than an essential part of the project."

4. Vision 2030 Alignment:

- Aligning infrastructure projects with Vision 2030's broader goals is challenging, particularly when immediate needs overshadow long-term strategic objectives.
- Quote: "We strive to align projects with Vision 2030, but the pressure to meet immediate demands sometimes makes it difficult to prioritize long-term objectives."

4.4 Discussion of Results

4.4.1 PMO Governance

The analysis shows that PMO Governance plays a pivotal role in the success of infrastructure projects and their alignment with Vision 2030. Clear governance structures that define roles, responsibilities, and decision-making authority ensure that projects stay on track and meet strategic goals. The strong governance observed in Al Madinah PMOs suggests that they can manage risks and maintaining project oversight effectively.

4.4.2 Stakeholder Coordination

Effective stakeholder coordination is critical in Al Madinah, given the city's unique blend of religious, governmental, and private sector interests. Misalignment of stakeholder interests has resulted in delays and cost overruns in some projects, indicating a need for improved collaboration and communication strategies.

4.4.3 Digital Tool Utilization

The findings indicate that while digital tools are recognized as vital for improving project management, their adoption in Al Madinah PMOs is still in its nascent stages. The integration of BIM, cloud-based platforms, and real-time monitoring systems has the potential to enhance efficiency and transparency in managing infrastructure projects, but more training and investment are needed to fully realize these tools' potential.

4.4.4 Sustainability Practices

Sustainability has emerged as both a priority and a challenge for PMOs. Although there is recognition of its importance, sustainability practices are often treated as an additional cost. The study highlights the need to prioritize sustainability from the outset of each project and view it as integral to long-term development goals rather than an optional addition.

4.5 Recommendations

4.5.1 Strengthen PMO Governance

- **Formalize Decision-Making:** PMOs should formalize decision-making structures and ensure clear roles are defined at every level of the project.
- **Governance Training:** Implement regular governance training programs for all PMO staff to ensure uniformity and consistency in project management practices.

- **Risk Management:** Develop a comprehensive risk management strategy to mitigate potential delays and cost overruns due to unforeseen challenges in religious tourism and rapid urbanization.

4.5.2 Improve Stakeholder Coordination

- **Stakeholder Engagement Strategy:** Develop a robust stakeholder engagement strategy that outlines clear roles, responsibilities, and expectations from the start of each project.
- **Regular Stakeholder Meetings:** Organize regular meetings with stakeholders to address conflicts early and ensure alignment on project goals.
- **Cloud-Based Platforms:** Invest in cloud-based project management systems that allow for real-time communication, updates, and collaboration among stakeholders.

4.5.3 Accelerate Digital Tool Adoption

- **Training Programs:** Offer continuous training and workshops on BIM, cloud-based project management tools, and other digital platforms to ensure all staff are proficient in their use.
- **Pilot Digital Projects:** Start integrating digital tools in small, manageable pilot projects to demonstrate their effectiveness and gain buy-in from all stakeholders.

4.5.4 Prioritize Sustainability

- **Incorporate Sustainability Goals Early:** Sustainability should be incorporated into the project charter from the beginning, ensuring that it is prioritized throughout the project lifecycle.
- **Collaborate with Experts:** Engage sustainability experts to advise on the integration of green technologies and energy-efficient building practices.
- **Advocate for Policy Change:** Work with policymakers to create financial incentives for sustainable building practices, making them more viable for project teams.

4.5.5 Ensure Alignment with Vision 2030

- **Regular Review Mechanisms:** Establish a system for regularly reviewing project progress and ensuring that it aligns with Vision 2030's long-term objectives.
- **Long-Term Strategic Planning:** PMOs should focus on the long-term goals of Vision 2030, ensuring that short-term pressures do not impede sustainable growth and technological innovation.

4.5.6 Foster Innovation and Continuous Improvement

- **Encourage Creative Problem-Solving:** Foster a culture that encourages innovative solutions to project challenges, enabling PMOs to adapt quickly to changing conditions.
- **Professional Development:** Offer continuous professional development opportunities, including workshops, conferences, and seminars, to keep PMO staff informed about the latest trends in project management, digital tools, and sustainability.

By implementing these recommendations, PMOs in Al Madinah can enhance their ability to deliver successful infrastructure projects that align with Vision 2030's broader development goals. These steps will not only improve the management of projects but also ensure that the city's infrastructure can support sustainable, technological, and economic growth well into the future.

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Appendix

Midocean University

RESEARCH ON

The Role of PMO in Infrastructure Projects in Saudi Arabia

Alignment with Vision 2030

A Case Study of Al Madinah Infrastructure Projects

QUESTIONNAIRE BOOKLET

Master's Candidate

Dear Respondent,

I am a Master's candidate (Business Administration) at Midocean University. Currently, I am conducting a study titled "The Role of PMOs in Infrastructure Projects in Saudi Arabia: A Case Study of Al Madinah Infrastructure Projects." This study aims to examine how Project Management Offices (PMOs) contribute to the successful implementation of infrastructure projects in alignment with Vision 2030.

I would like to request your cooperation to answer this questionnaire. Any information obtained will be kept confidential and only used for academic purposes. Your cooperation is highly appreciated.

Thank you in advance for agreeing to participate in this study.

Supervision:

Dr. Al-Faisal Abdul Hamid

Dr. Fayez Jirad

Master Candidate

Hamza Abbas

College of Management, Midocean
University

Hamzamamdouhabbas@gmail.com

Phone: 00966597313135

Section A: Demographic Characteristics

Please tick (✓) the appropriate choice

1. Gender:

- Male []
- Female []

2. Age:

- 30 years or less []
- 31 to 40 years []
- 41 years or more []

3. Educational Level:

- Bachelor's Degree []
- Master's Degree []
- PhD []

4. Years of Experience:

- 5 years or less []
- 6 to 10 years []
- 11 years or more []

5. Current Role:

- PMO Manager []
- Project Manager []
- Engineer []
- Consultant []
- Other []

6. Organization Type:

- Contractor []
- Consultant []
- Client []

7. Client Type:

- Public Sector []
- Private Sector []

Section B: Research Topics

Please indicate your degree of agreement or disagreement with the following statements by marking the appropriate box (1 = Strongly Disagree, 5 = Strongly Agree). Please select (✓) the box that reflects your opinion.

PMO Governance and Effectiveness:

No.	Statement	5	4	3	2	1
1.1	PMOs in Al Madinah are effectively aligning infrastructure projects with Vision 2030.	[]	[]	[]	[]	[]
1.2	PMOs in Al Madinah face clear governance challenges related to coordination with stakeholders.	[]	[]	[]	[]	[]
1.3	PMOs contribute significantly to ensuring that projects meet budget, timeline, and quality objectives.	[]	[]	[]	[]	[]

Digital Tools and Technology Integration:

No.	Statement	5	4	3	2	1
2.1	The integration of digital tools such as BIM, project management software, and cloud-based systems is growing in PMOs in Al Madinah.	[]	[]	[]	[]	[]
2.2	The adoption of digital tools is hindered by resistance from staff or lack of technical training.	[]	[]	[]	[]	[]
2.3	The use of digital tools significantly improves project monitoring and performance tracking.	[]	[]	[]	[]	[]

Resource Management and Stakeholder Coordination:

No.	Statement	5	4	3	2	1
3.1	PMOs in Al Madinah efficiently manage resources to ensure project delivery on time and within budget.	[]	[]	[]	[]	[]
3.2	Effective coordination between various stakeholders (government, contractors, and local authorities) is crucial for project success.	[]	[]	[]	[]	[]
3.3	PMOs face challenges in coordinating with religious institutions due to the city's cultural significance.	[]	[]	[]	[]	[]

Sustainability and Vision 2030 Alignment:

No.	Statement	5	4	3	2	1
4.1	PMOs in Al Madinah are integrating sustainability goals in infrastructure projects as per Vision 2030.	[]	[]	[]	[]	[]
4.2	The alignment of infrastructure projects with Vision 2030 sustainability goals is an ongoing challenge for PMOs.	[]	[]	[]	[]	[]
4.3	PMOs in Al Madinah effectively balance sustainability goals with the city's cultural and regulatory constraints.	[]	[]	[]	[]	[]

Challenges and Effectiveness of PMOs:

No.	Statement	5	4	3	2	1
5.1	PMOs in Al Madinah face significant challenges in managing rapid urbanization while maintaining cultural and religious values.	5	4	3	2	1
5.2	PMOs are essential in driving the successful execution of infrastructure projects aligned with Vision 2030's economic diversification goals.	[]	[]	[]	[]	[]
5.3	The complexity of coordinating with multiple stakeholders (government, contractors, religious authorities) is a major hurdle for PMOs.	[]	[]	[]	[]	[]

Section C: Open-ended Questions

C1) Please provide ANY other comments regarding this study.

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C2) Please provide any comments regarding any aspect that appears to be LACKING in this study.

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Gratitude:

We appreciate you sparing your time to fill out the survey. Your involvement means a lot to us and us highly value it. The information you shared is significant to our analysis and will enable us to improve PMO effectiveness in infrastructure projects.

Once again, we are very grateful for your contribution.

Sincerely,

Hamza Abbas

Master Candidate

Midocean University

Hamzamamdouhabbas@gmail.com

المستخلص

تستكشف هذه الدراسة الدور الحيوي لمكاتب إدارة المشاريع (PMOs) في إدارة مشاريع البنية التحتية في المدينة المنورة، المملكة العربية السعودية، وكيفية توافق هذه المشاريع مع أهداف رؤية 2030. تهدف رؤية 2030 إلى تقليل اعتماد المملكة على النفط وتنويع اقتصادها، مع التركيز على قطاعات مثل التنمية الحضرية، الاستدامة، والابتكار التكنولوجي. تبرز الدراسة التحديات الفريدة التي تواجه المدينة المنورة، وهي مدينة ذات أهمية دينية تشهد توسعاً حضرياً سريعاً ونموً سكانياً نتيجة لدورها كمقصد للحج والعمرة.

تستقصي الدراسة عمليات مكاتب إدارة المشاريع في المدينة المنورة، مع التركيز على الهيكل التنظيمي، الحوكمة، إدارة الموارد، تنسيق أصحاب المصلحة، ودمج الأدوات الرقمية والممارسات المستدامة. تكشف النتائج التي تم الحصول عليها من خلال منهجية مدمجة تتضمن استبياناً لعدد 306 متخصصين ومقابلات مع أصحاب المصلحة الرئيسيين، أن مكاتب إدارة المشاريع تلعب دوراً محورياً في ضمان توافق مشاريع البنية التحتية مع أهداف رؤية 2030. تحدد الدراسة التحديات مثل التوازن بين التوسع الحضري والحفاظ على التراث الثقافي، وتنظيم تنسيق أصحاب المصلحة المتنوعين، بينما تسلط الضوء أيضاً على الممارسات التي تسهم في نجاح تنفيذ المشاريع.

تشير النتائج الرئيسية إلى أن الحوكمة القوية، والقدرة الفعالة على إشراك أصحاب المصلحة، واعتماد الأدوات الرقمية مثل نمذجة معلومات البناء (BIM) تعد أموراً حاسمة لنجاح مكاتب إدارة المشاريع. كما تؤكد الدراسة على أهمية دمج الممارسات المستدامة في المشاريع، على الرغم من وجود بعض المقاومة بسبب التكاليف المحتملة. بناءً على هذه الرؤى، تقدم الدراسة توصيات لتحسين فعالية مكاتب إدارة المشاريع في المدينة المنورة، بما في ذلك formalizing Processes القرارات، وتعزيز اعتماد الأدوات الرقمية، وإعطاء الأولوية للاستدامة في تخطيط المشاريع.

من خلال تقديم توصيات عملية والمساهمة في الأدبيات المتعلقة بعمليات مكاتب إدارة المشاريع في المدن المتوسطة الحجم، تقدم هذه الدراسة توجيهاً قيماً لتحسين إدارة مشاريع البنية التحتية بما يتماشى مع أهداف رؤية المملكة 2030.

الكلمات المفتاحية: مكاتب إدارة المشاريع (PMOs)، مشاريع البنية التحتية، المدينة المنورة، رؤية 2030، الحوكمة، تنسيق أصحاب المصلحة، الأدوات الرقمية، الاستدامة، التنمية الحضرية.

دور مكتب إدارة المشاريع في مشاريع البنية التحتية في المملكة العربية السعودية

بما يتوافق مع رؤية 2030

دراسة حالة لمشاريع البنية التحتية في المدينة المنورة

إعداد الطالب/ حمزة ممدوح عباس

إشراف/

د. الفيصّل عبد الحميد

د. فايز جراد

العام الدراسي:

2025