

تأثير مبادئ إدارة المشاريع الدولية على جودة المشاريع في مركز الملك عبد الله المالي – الرياض

**The influence of international project management principles on the quality of
projects in King Abdullah Financial District - Riyadh.**

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Abstract

This study aimed to determine the impact of international principles of project management on the quality of projects in the King Abdullah Financial District - Riyadh. Two hypotheses were developed for the study. The first hypothesis dealt with four dimensions of the international standards for project management, namely: (management of project scope and integration) (management of project time and cost), (management of project procurement and resources, management of project communications); The second hypothesis includes five dimensions of project quality, namely (relevance, efficiency, effectiveness, impact, and sustainability).

The primary study was conducted by developing a questionnaire containing 42 items. The study population included some employees who perform their duties in the King Abdullah Financial Center - Riyadh - and their number is 41 employees.

The study concluded that the international standards for project management have an impact on the quality of projects in the King Abdullah Financial District - Riyadh. While the results showed that the dimension (scope management and project integration) had no effect on the quality of the project.

The study recommended the King Abdullah Financial District - Riyadh to develop strategic plans for all its projects to ensure the achievement of its desired goals and objectives, which increases its levels of success and excellence at all levels.

Key words

Projects; project management; international project management standards; Quality; High quality projects in King Abdullah Financial District, Riyadh. Government management.

ملخص الدراسة باللغة العربية

هدفت هذه الدراسة إلى تحديد أثر المبادئ الدولية لإدارة المشاريع على جودة المشاريع في مركز الملك عبد الله المالي- الرياض. تم وضع فرضيتين للدراسة الفرضية الأولى تناولت أربعة أبعاد للمعايير الدولية لإدارة المشاريع وهم: إدارة نطاق المشاريع وتكاملها (إدارة وقت المشروع وتكلفتها) ، (إدارة مشتريات المشروع وموارده ، إدارة اتصالات المشروع) والفرضية الثانية تشمل خمسة أبعاد لجودة المشاريع وهي (الارتباط ، الكفاءة ، الفعالية ، الأثر ، الاستدامة).

تم إجراء الدراسة الأولية من خلال تطوير استبيان يحتوي على 42 فقرة. وشمل مجتمع الدراسة بعض الموظفين والذين يؤدون مهامهم في مركز الملك عبد الله المالي – الرياض – ويبلغ عددهم 41 موظفا.

وتوصلت الدراسة إلى أن المعايير الدولية لإدارة المشاريع لها أثر على جودة المشاريع في مركز الملك عبد الله المالي – الرياض. في حين أظهرت النتائج أن البعد (إدارة النطاق وتكامل المشروع) ليس له أي أثر على جودة المشروع.

وأوصت الدراسة مركز الملك عبد الله المالي – الرياض بوضع خطط استراتيجية لكافة مشاريعها بما يضمن تحقيق أهدافه وغاياته المنشودة، مما يزيد من مستويات نجاحه وتميزه على كافة الأصعدة.

الكلمات الدالة

المشاريع ؛ إدارة مشروع ؛ المعايير الدولية لإدارة المشاريع ؛ جودة ؛ مشاريع عالية الجودة في مركز الملك عبد الله المالي بالرياض . إدارة الحكومة.

CHAPTER1: INTRODUCTION

1.1. INTRODUCTION:

One of the important management concepts is quality. It is based on a set of principles adopted by both public and private International organizations in order to improve performance and increase efficiency and effectiveness .Consequently, it is necessary for these entities to priorities quality, as well as make better use of all of its material and technical resources, in order to accomplish its mission and desired objectives. Especially in light of recent changes on a variety of local and global scales, Given that projects are regarded as the primary driver of a nation's economic growth due to their numerous benefits, including an increase in national income, the creation of new job opportunities, and the reduction of poverty, hunger, and unemployment, states must devote their full attention to them through their public and private organisations.

Therefore, countries must establish high-quality projects in order to distinguish themselves and surpass other nations. As achieving quality in projects has economic regulations that lead to a reduction in production costs by reducing the costs of correcting defects and errors, as well as maintenance costs during the use period, which contributes to extending the economic life of organisations, achieving quality in projects also earns the project executing agency's confidence. And increases market share. As a result, it enables them to survive and continue, while ensuring that all stakeholders are satisfied.

The success of a project is primarily dependent on the existence of efficient management; that plans periodic and continuous monitoring of the project's activities and operations; schedules them correctly; and takes the necessary measures and procedures to ensure the project proceeds as planned; determining the timeline for each stage of the project in an orderly and accurate manner; and allocating financial, material, and human resources to work towards completing the project.

Al-Amri (2017) refers to a set of international standards issued by the American Institute for Project Management, represented by (project scope management; project integration management; project time management; project cost management; project procurement management; project resource management; project communication management; project quality management; project risk management); which would assist organisations in managing, planning, scheduling, and controlling Public organizations in the international construction market face severe economic and social conditions and hardships; in light of the 2030 Saudi Vision and the construction and economic Renaissance in the Kingdom of Saudi Arabia, which are at their peak, these organizations must adopt and implement international standards for managing their projects and adhere to them in order to ensure that their output and output quality meet international standards. From this vantage point, the goal of this research was to ascertain how adopting and enforcing these International standards may affect the quality of projects at King Abdullah Financial District is located in Riyadh.

1.2. PROBLEM DEFINITION

It is noted that the government is striving to make the Kingdom of Saudi Arabia one of the most distinguished and successful investment destinations on a global scale. Given the government's unwavering efforts to attract international investments "in order to find radical solutions to the unemployment problems that the majority of the people face," there is no doubt that these endeavors and efforts confirm the success of the government's policy, especially since it is difficult for countries and organizations that wish to invest in the Kingdom of Saudi Arabia to establish Saudi Arabia without guaranteeing that In light of the pivotal role played by King Abdullah Financial District – Riyadh .As it is considered a valve of safety and stability for the people of society; the national role that characterizes King Abdullah Financial District - Riyadh at the various social, economic, and

development levels is not hidden. By working to create a protection system that provides social services that support the economic system.

As well as contributing to the development process by participating in the establishment of projects that contribute to the upgrading of Saudi Arabia and its progress through the King Abdullah Financial District; which was established to be the specialized investment entity that undertakes the management of investment assets; through investment and establishing economically feasible national projects with the goal of achieving Feasibly Contributing to mutual funds to achieve an investment return that improves the institution's financial sustainability; as well as strengthening the Foundation's and its investment arm's role in achieving national economic growth , duo to the large amount of funding that the King Abdullah Financial District receives. It must be committed to implementing a set of correct foundations and standards for project management. To ensure the high quality of the projects you submit. In light of this, the purpose of this research is to determine the extent to which the King Abdullah Financial District is aware of the foundations of international project management standards. As a result, the impact of international management standards on the quality of King Abdullah Financial District projects, as well as the institution's commitment to it, will be highlighted. In addition to identifying the level of quality in those projects using the international standards for evaluating project quality through these criterion (correlation; efficiency; effectiveness; impact; sustainability).

1.3. THE STUDY QUESTIONS

- What effect do international project management standards have on the quality of projects in the King Abdullah Financial District?
- We must evaluate King Abdullah Financial District's commitment to implementing the following criteria in the preceding question.
- The following slandered for project management

- Scope, enterprise integration, time, costing, Procurement, resource management, Project Communication Management Standard.
- What is the level of commitment of the King Abdullah Financial District to implementing international project quality standards?
- In the above question, we must measure the extent of King Abdullah Financial District's commitment to applying criteria like (correlation; efficiency; effectiveness; impact; sustainability).

1.4. IMPORTANCE OF STUDY

1.4.1. THEORETICAL IMPORTANCE:

The current study's theoretical significance is highlighted by its attempt to provide a theoretical framework on the impact of international project management standards with dimensions such as (management of project scope and integration; management of project time and cost; management of project procurement and resources; and management of project communications) on the quality of King Abdullah Financial District projects.

The theoretical literature of this study opens many horizons for launching a wide range of new future studies in organisations, whether public or private, as it seeks to serve as a starting point for all scholars and researchers in the future with what it adds in terms of theoretical literature that provides Arab administrative offices with modern knowledge. According to the researcher, this is the first study of its kind to demonstrate the impact of international project management standards on the quality of King Abdullah Financial District projects.

1.4.2. SCIENTIFIC IMPORTANCE:

The researcher anticipates that the study's findings will paint a clear picture of how committed the King Abdullah Financial District is to using international standards to manage its projects. For this study to serve as a springboard for management, planning, and development programmes for the distinguished quality of national projects in the future, as well as the degree of its commitment to using international standards for assessing the quality of projects.

The current study seeks to provide officials in the King Abdullah Financial District with the necessary information regarding international standards for project management and international standards, where the practical importance arises from the connection of the subject of this study to the work and performance of a group of governmental organisations, most notably the King Abdullah Financial District, which is one of the cornerstones of the wheel of the economy.

1. 5.THE STUDY OBJECTIVES:

The purpose of this study is to identify the international standards for project management, as represented in: «Management Project Scope and Integration, Project Time and Cost Management, Project Procurement, Project Resource Management, and Project Communications Department» and become familiar with the international standards for assessing the quality of projects, as represented in (correlation; efficiency; effectiveness; impact; sustainability) in the King Abdullah Financial District.

1. To understand the King Abdullah Financial District's level of dedication to using global project management standards.
2. To understand the King Abdullah Financial District's level of dedication to using global standards for assessing project quality.

3- To determine how international project management standards affect the effectiveness of the projects in the King Abdullah Financial District.

1.5. STUDY HYPOTHESES:

According to the study problem and its questions, the following hypotheses were formulated:

H1: There are statistically significant differences in respondents' assessments of the level of international project management standards in King Abdullah Financial District at the significance level (Management Project Scope and Integration, Project Time and Cost Management, Project Procurement, Project Resource Management, and Project Communications Department»

H2: There is a statistically significant effect on project quality and its dimensions (correlation, efficiency, effectiveness, and impact "and Sustainability Standard) to international standards for project management in its dimensions (management of scope and integration of projects; time management projects and their costs; managing project procurement and resources; and Project Communications Management).

1.6. STUDY DEFINITIONS:

Project scope and integration management entails the coordinated and streamlined management of all project activities and operations. In addition to sequentially prioritizing the tasks associated with each project based on priority and importance, to ensure that the desired goals are met (Khair El Din, 2018)

Project time and cost management: The process of developing a specific schedule for a job in order to ensure the accurate and practical completion of all project phases, as well as developing an accurate financial budget for revenues and expenses for all phases of projects, in order to ensure that it is completed on time and within the budget constraints. (Al-Minawi. 2020)

Managing project procurement and resources: the process of procuring and contracting resources and goods in accordance with required specifications; to be brought in for the purpose of supplying and supporting Project operations with the necessary materials.

Project Communications Department: The process of ensuring that information and reports for each project are provided to the authorized authorities at the appropriate time and in the appropriate manner. Administrative levels communicate information, reports, orders, instructions, and so forth.

Project Quality: The process of monitoring all phases of project implementation on a regular and continuous basis using quality control and assurance techniques. Correct errors as soon as they occur to ensure that the costs of defects and errors are kept to a minimum and that the required high quality is achieved in projects.

Connection: A criterion that assesses the degree of relevance and the relevance of the project's results and objectives as a whole (Al-Obaidi, 2020).

Efficiency measures the outcomes of completed projects and then evaluates them based on the criteria for expenditures and resources expended over a specific time period.

The effectiveness measures the extent to which projects achieve pre-planned results and objectives. 2020 (Abu Ramadan).

Impact: the criterion that examines the long-term impact of projects. In terms of implementation, performance will be successful if the necessary inputs are the activities planned and completed within the allotted time.

Sustainability: refers to the ability to sustain or support a process throughout time. In commercial and governmental contexts, sustainability tries to prevent the depletion of natural or physical resources so that they remain available in the long run.

1.7. STUDY METHODOLOGY

Study methodology and procedures are a major field through which the applied (practical) side of the study is accomplished; it also obtains all of the data required for conducting the statistical analysis in order to reach the results that are interpreted in light of the relevant study literature. The researcher used the analytical descriptive approach, which is based on describing the phenomenon under study, to achieve the study's objectives and collect data. And an examination of its conclusion, as well as the relationship between its components and the opinions expressed about it, as well as the processes that it includes and the effects that it produces.

Data and information sources include:

Secondary sources include: The current study's theoretical framework will be used to collect data.

Secondary data sources in Arabic and foreign books and references relevant to the current study; patrols; articles, reports, and research; and studies the contemporary precedent that dealt with the topic of the current study.

Primary sources include: A questionnaire will be developed as the primary tool study in order to collect the study data.

PREVIOUS STUDIES

Study (*Serrador & Turner 2019*) the relationship between project success and project efficiency.

This study aimed to investigate whether the effectiveness of a project with stakeholders leads to the satisfaction and success of the project as a whole. The study's sample of 1747 projects in Kinda served as a representation of the importance of efficiency to the project's overall success, and one of its most notable findings was the strong correlation between project efficiency and stakeholder satisfaction. There is a moderate relationship between commitment to the principle of Project efficiency and project

success as a whole. The principle of commitment to efficiency is very important to ensure the success of the project and achieve satisfaction for all parties.

Study (*Carvalho 2019*): International and multi-industry studies of the relationship between effective project management and project outcomes

This study aimed to identify the good management of the project and its impact on the success of the project in industrial enterprises. Its sample was represented by 41 projects within three countries, namely Argentina, Brazil, and Chile. The most prominent results of the study were: The success factors of projects are in accordance with international standards for project management (cost, quality, and time), known as the Iron Triangle. You will work to achieve quality on projects. The study added four new criteria that help management in the success of projects, which are efficiency and customer impact; planning for the future; and sustainability. With the necessity of scheduling the project time as well as studying the costs well to achieve the desired goal of the project and to achieve quality in that project,

Study (*Chauhan & Prabhat 2018*) Areas of Knowledge for Project Management Important to Successful Project Delivery in the Pharmaceutical Industry

This study aimed to identify knowledge areas related to project management and explain its role in the success of pharmaceutical industry projects. Several project managers from 30 pharmaceutical companies in Al-Hinda were in charge of its appointment. The most important results of the study were that 70% of the companies surveyed use the knowledge areas of project management and that 88% of the companies confirmed that they use sound and correct methods of project management that lead to the success of their projects. Only 12% of the companies said that the application of the knowledge areas of project management did not lead to the success of their projects.

Study (*Chou & Yang 2012*): knowledge of project management and the effects on the results of the construction project:

This study aimed to identify the relationship between the knowledge areas of project management and project performance and success by evaluating the effectiveness of management methods, tools, and tasks necessary for the implementation and construction of projects. Its sample consisted of 176 engineering firms and general project agencies in Taiwan. The most prominent results of the study were that there is a close relationship between the success of the project results and the nine knowledge areas of the American Institute for Project Management, With the need to use sound and correct methods for pricing bids to reduce legal problems that may be associated with project procurement management and project resource management, as well as the need to activate means of communication between all parties effectively in order to improve the quality of project outputs.

Study (*IK4, 2012*): Critical Success Factors for World Bank Projects:

This study aimed to identify the critical success factors for World Bank projects and the relationship between critical success factors (schemes) and project success from the point of view of project team leaders at the World Bank. Its sample was represented by 17 projects from the World Bank. Among the most prominent results of the study were: the existence of a positive relationship between all critical success factors for projects and the success of projects; the most prominent critical success factor for projects (good design); This was followed by the factor (good monitoring of project costs and conditions); and the need for managers and supervisors of World Bank projects to focus on the factor of good design of projects to ensure the achievement of the required quality in their results.

Study (*Auman, 2012*) investigating important knowledge areas for project management in the life sciences sector:

This study aimed to identify the role of project management knowledge areas in the success of projects in the life sciences sector; its sample was represented by a number of project managers in the Life Sciences Sector (pharmaceutical industries) in Australia. One of the most prominent results of the study was that the knowledge domain of project communication management obtained the highest arithmetic mean. With the need to apply all knowledge fields to pharmaceutical industry projects because that will lead to their success and excellence.

Study (*Zwikael, 2009*) the relative importance of the nine criteria of the project management guide during project planning:

This study aimed to introduce project managers to the importance of the nine international standards presented by the American Institute for Project Management. Its sample consisted of 783 projects from different countries and industries. One of the most prominent results of the study was that the nine standards presented by the American Institute for Project Management are of great importance in helping project managers understand how to use the organization's available resources. Where the most influential criteria for the success of projects came from (project time management, project risk management, project scope management, and project resource management).

CHAPTER 2: THEORETICAL FRAMEWORK

2.1. PROJECT MANAGEMENT

Project management is one of the most important basic elements of any work, whether governmental, private, or civil, as it is considered the backbone in the success of any project because of the procedures, measures, standards, and systems it includes that contribute vitally and effectively to the success and excellence of projects, and to ensuring that they achieve all of the desired goals for the benefit of organisations and contributors. (Hyvari, 2006).

According to Al-Ali (2016), the idea and concept of project management has crystallized at the moment as a result of tremendous developments in the business environment and technology of industries and services in various fields, due to market needs and requirements for new products and services, which require organisational patterns. Because project management is an effective management tool for such patterns, public and private organisations have highlighted it and given it the greatest share of wide attention to finding modern technologies and methods that are commensurate with the successive and rapid changes and developments in the local and global business environments.

According to Dodin (2017), there is a growing interest in using project management to achieve organisational goals, because project management is an effective tool for enhancing organizations' capabilities and capabilities to (plan, organize, coordinate, implement, and control various works and activities) as well as helping them make the best use of their resources. As a result, project management encompasses all methods, techniques, and means used to complete projects on time, within budget, and with high quality.

2.2. PROJECT CONCEPT AND PROJECT MANAGEMENT:

According to Dodin (2017), there is a growing interest in using project management to achieve organisational goals, because project management is an effective tool for enhancing organizations'

capabilities and capabilities to (plan, organize, coordinate, implement, and control various works and activities) as well as helping them make the best use of their resources. As a result, project management encompasses all methods, techniques, and means used to complete projects on time, within budget, and with high quality. Thus, the project represents a set of activities and processes that have specific and known relationships in advance, so that they are implemented in order to achieve a set of desired goals (Al-Abbasi and Burhan, 2013).

Project management is defined as a set of operations that include planning, organizing, directing, and controlling the organization's various resources in order to achieve specific goals and objectives (Kerzner, 2017). It is defined as a set of knowledge, skills, methods, mechanisms, and tools used in operations and activity planning and organisation. The project, as it serves as the fundamental foundation for effective planning and scheduling, the use of resources and resources, decision-making, management and review of plans, and the periodic and continuous updating of them (Richman, 2011).

According to Mantel et al. (2016), project management encompasses a range of processes, tools, techniques, and models that aim to address specific inquiries. These inquiries primarily revolve around understanding the practical context that a project seeks to address, identifying the necessary actions and activities to be undertaken, and delineating the responsibilities and functions of the project manager. What measures and procedures will be employed by the project manager to effectively manage the project, and what mechanisms and techniques will be relied upon to ensure its successful implementation?

According to Abbas (2011), project management is considered a pragmatic utilization of knowledge, expertise, practical experience, tools, techniques, and contemporary and efficient methodologies. Its primary objective is to guarantee the satisfaction of project requirements and demands, thereby ensuring the successful execution of the project as per the predetermined plan. Notably, project

management encompasses activities such as defining project requirements and needs, elucidating project objectives and establishing their measurability and attainability. Additionally, it strives to strike a harmonious balance between time, cost, and quality requirements, while also ensuring that project plans and methodologies align with the interests and expectations of project stakeholders.

2.3. INTERNATIONAL STANDARDS FOR PROJECT MANAGEMENT

According to Dahleez and Anbar (2017), the American Institute for Project Management has identified a set of (rules, methods, methods, models, factors, and processes) that are considered correct and sound practices in managing and organizing public, private, or civil projects, which guarantee organisations Achieving its mission and objectives desired by projects, in order to achieve success, excellence, and a distinguished position, and this crystallized in a set of stand

2.3.1. THE FIRST STANDARD (SCOPE MANAGEMENT - ENTERPRISE INTEGRATION):

Project scope management refers to the systematic process of identifying and delineating all activities, requirements, and project needs. Additionally, it involves the identification and segregation of any activities that are not directly related to the project, with the aim of mitigating internal biases and external influences (Khair El-Din, 2014).

It can also be described as the procedure that guarantees the incorporation of all fundamental and essential activities for the execution of a project, thereby enhancing its likelihood of success and ensuring the attainment of the prescribed standard of excellence (Chauhan & Prabhat, 2014).

According to Heaney (2012), project scope management encompasses a series of activities. These activities include defining the requirements and needs of the project, delineating its scope, developing its scope data, assigning tasks, and structuring the project's fragmentation to establish boundaries and divide the project work into manageable units. The purpose of these activities is to ensure the realization and control of the project's scope, thereby ensuring that the planned amount of work is completed as

required. It is crucial to specify the project's requirements, needs, processes, and activities in order to avoid project failure, as these factors are often the main causes of failure. To ensure project success, it is essential to maintain regular and continuous communication with project beneficiaries and stakeholders, providing them with all necessary information and resources.

Project integration management can be described as a collection of interconnected and consolidated procedures that commence with the introduction of a project concept and its subsequent documentation, and culminate in its comprehensive execution and finalization (Wysocki, 2013).

The term "project management" refers to a systematic approach that involves the coordination of various elements within a project plan. This approach aims to integrate all project operations and monitor them concurrently, with the ultimate goal of satisfying the requirements and expectations of all stakeholders (Heleman, 2016).

According to the American Project Management Institute (2013), project integration management encompasses the entirety of business processes and project activities necessary for defining, grouping, and coordinating them within project management groups. Integration also involves methods of unification, merging, and establishing detailed connections. It includes essential supplementary procedures and measures to successfully accomplish the project, while effectively managing the expectations of project beneficiaries and stakeholders. This entails adhering to their requirements and desires and ultimately achieving them.

In consideration of the aforementioned, the administration of project integration encompasses a series of procedures and undertakings, specifically consisting of the development of a project establishment document or documents, the formulation of a project plan, the supervision of project implementation, the regulation and monitoring of the project, and the assurance of adherence to the predetermined schedule, budget, and quality standards. The significance of project integration becomes

evident through the cohesive management of the project's operations and activities, ensuring the project's adherence to planned timelines, budgetary constraints, and quality standards. The implementation of effective time management and quality management practices is crucial for attaining high-quality outcomes and exceptional success across all project phases and activities. Without these practices, it is impractical to accurately estimate the project's cost.

2.3.2. SECOND STANDARD: (TIME MANAGEMENT - PROJECTS COSTING.):

Project time management refers to the systematic conversion of the comprehensive project plan into a schedule that incorporates specific information regarding the initiation and conclusion of each phase of the project. This process is conducted in a practical and precise manner, while considering various factors such as environmental circumstances, unforeseen events, and anticipated or potential emergencies.

The future calendar, also referred to as a project schedule, serves as a tool for effectively and efficiently executing all project stages and activities. Its purpose is to optimise the utilization of project time, thereby ensuring the attainment of established project objectives (Mohamed, 2012).

Al-Abd & Han (2018) discuss the primary and significant processes associated with project time management, which can be outlined as follows:

- The process of planning and managing the project schedule involves the establishment of policies, procedures, measures, and documentation requirements. This is done to effectively plan, develop, and control the time required for the implementation of each stage of the project.
- The process of delineating the activities: This process entails the delineation of all the activities associated with the execution and finalization of the project.

- The process of establishing connections between various activities. This process entails elucidating the inherent characteristics of the relationships and communication among all project activities.
- The process of estimating the sources and resources required for project activities involves assessing the quality and quantity of materials, equipment, machines, tools, and human personnel needed for each activity.

Project cost management is defined as the process through which full estimates of project costs are made using the proposed or preliminary study of the project (Hassan and Jacob, 2018).

It is also defined as the process through which planning and estimating all costs of the project are carried out, and a comprehensive budget is prepared for it, which explains how to finance it, and how to manage its financial resources and resources, as well as manage and control all costs related to the project in order to ensure that it is completed according to what was planned for it in all efficiency and effectiveness (Blocher, et al., 210).

Auman (2012) refers to the most prominent operations and activities carried out by the project cost management, which are (the process of planning project costs, the process of estimating them, the process of preparing the project budget, and the process of controlling its costs), in addition to its responsibility for managing and following up all direct administrative costs in the project such as

(The costs of project offices and salaries of technical personnel, costs of contractors in the project and costs related to procurement, rental and services related to the project), as well as its responsibility for managing and following up all indirect administrative costs such as (marketing and hospitality costs, costs related to maintenance and spare parts for machinery and equipment related to the project, and related costs the training and development of the project team), as the efficient management of costs will lead to the completion of all stages of the project to the fullest, and this will prevent a negative impact

on the quality of the project, thus ensuring the success and excellence of the project, and ensuring the achievement of the desired goals of the organization.

2.3.3. THIRD STANDARD PROJECT PROCUREMENT AND RESOURCE MANAGEMENT):

Project procurement management is defined as the process of obtaining all resources from the goods and services required for the project in order to ensure its completion on time and the achievement of the desired quality through it, as this process is embodied in the method of purchasing and securing goods and services through contracting and selecting suppliers according to the required specifications.

It is also defined as the process by which a series of successive and interconnected sub-processes, such as purchasing management planning, purchasing sources, contacting suppliers, reviewing purchase orders, controlling the purchase process, practicing purchasing procedures, and closing the purchase process, are carried out (Abdulaziz, 2008).

According to Abdel-Rahim (2008), the most important factors that ensure the procurement department's success are (the existence of a good and solid relationship between the procurement department and suppliers, the purchase of large quantities of resources at one time to ensure obtaining the best prices and facing emergencies and crises, or the availability of the procurement department's ability). Procurement by meeting the project's needs and requirements with minimal resources, as well as having a highly qualified team in negotiation processes and obtaining the best procurement terms, as well as extensive knowledge and experience in markets, prices, suppliers, and shipping.

Project resource management is defined as the process of providing and supporting all project implementation processes with all necessary materials and requirements, in order to ensure the

completion and delivery of the project within the limits of the actual time planned in advance, and at a reasonable cost within the limits of the estimated budget (Naseer, 2007).

It is also defined as the process by which the quality and quantity of the project activities' requirements and needs are determined from various resources, in collaboration with the project manager, in order to ensure that they are provided on time and to avoid market shortages or competition for these resources (Chou & Yang, 2012).

According to Al-Dairi's & Al-Miqdad's (2011) research, the following are the most important processes for project resource management:

1. Personnel Management: Its responsibility is to conduct a thorough survey of all the project's human resource requirements in terms of quantity and quality. If it is discovered that the number of workers available in the project is sufficient to complete the project in the best possible way, no changes will be made to the project schedule; however, if the opposite is discovered, changes will be made. In order to avoid delays in project delivery, the system of additional shifts (shifts) is used, or more workers are brought in, in addition to the need to select distinguished workers to work on machines to ensure an increase in productivity.

2. Equipment and Machinery Department: Its mission is to conduct a thorough survey of all project equipment and machinery requirements and then compare them to what is available in the project. Equipment and machinery, and where there are a number of standards that help in this, namely (the need to choose equipment and machines that perform the best and fastest performance at the lowest costs, and the need for good work planning to ensure optimal use of all equipment and machines, and the need to provide and keep important spare parts to ensure that work is not disrupted).

3. Materials Department: Its mission is to ensure that all necessary materials are supplied to the project in the required time, quantity, and quality. It is preferable to locate storage warehouses near the

project to reduce time, effort, and costs, with the need to isolate hazardous and flammable materials in safe locations to avoid risks and damage to the project and its workers).

.2.3.4FOURTH STANDARD: (PROJECT COMMUNICATION MANAGEMENT):

Project Communication Management is defined as the process of collecting, organizing, coordinating, and distributing all project work data, information, and reports to all designated parties in a timely manner in order to avoid risks or delays in making decisions related to the progress of project operations (Auman, 2012).

It is also defined as the process by which project information and reports are transmitted to the appropriate authorities at the appropriate time and in the appropriate form, as well as the exchange of information, reports, directives, instructions, and so on between administrative levels (Nassar, 2005).

Morris (2008) refers to the basic elements and processes of managing project communications, where the elements are (the message, the availability of a communication channel, the sender of the message, the recipient of the message and his ability to understand and assimilate it, and his reaction to the message, which is feedback), while the processes are In (communication planning, distributing information, managing beneficiaries and stakeholders, and preparing performance reports), therefore, the Communications Department must work to ensure good and effective communication, and provide information and reports to the project manager and relevant parties in the appropriate time and form, especially in the event of an error or Damage or danger in the project, so that corrective measures are taken as soon as possible, and therefore there will be continuous follow-up by the project manager and those in charge of it, and this would lead to (the progress of the project's operations and activities without any delay, and ensure the achievement of high quality in the project's outputs, and ensuring that the objectives of the organization are achieved to reach superior success).

Westland (2006) defines project quality management as the process of ensuring project quality through the monitoring of all project work processes, activities, and inputs using a set of modern administrative methods and effective techniques specialized in quality assurance and control.

It is also defined as the process of applying and practicing quality management systems through a set of policies, procedures, and measures to ensure that all project operations are carried out in accordance with pre-agreed standards and to obtain high-quality outputs that are satisfactory to all beneficiaries and stakeholders (Zwikaël, 2009).

According to Rahman and Bullock (2012), the importance of project quality management is embodied in its focus on meeting all of the needs and requirements of the project's beneficiaries and stakeholders, as well as its focus on achieving high quality in all stages of the project through periodic and continuous examination of all project operations, as well as its efforts. It is conscientious about improving and developing performance measures on a regular and continuous basis, as project quality management represents a comprehensive approach to changing and developing the organisation and its employees in terms of production efficiency to ensure the achievement of the organization's desired goals and long-term success.

Project risk management is defined as the process of accurately diagnosing, analyzing, and responding to all potential risks in a project, with the work being to monitor this response on a regular and continuous basis (Al-Maqdar, 2011). Ensure the changing business environment in order to keep all project operations and activities on track within the time, cost, and quality constraints (Meredith and Mental, 2011).

According to Al-Amri (2007), the most significant risks that projects may face are (administrative risks: these include risks of cost estimation, control, scheduling, and independence, external risks: these include risks of market risks, suppliers, customers, and legislation, organisational risks: these include

risks of procedures, resources, and financing, and technical risks: these include risks of requirements, technical aspects, public order, and quality), so risk management must focus on these.

2.4. QUALITY AND PROJECT QUALITY

Quality generally aims to provide a defect-free product or to improve the quality of the service provided through industry quality and adherence to international standards, specifications, and product-specific standards in order to ensure the achievement of the desired goal, and quality in projects is one of the most important things that they concern themselves with. Project management as evidence of good organisational and decision-making quality, and where interest in the issue of project quality has increased at all local and international levels as a result of scientific and technological progress, increased market size, and prosperity of economic activity in many countries around the world, and this has been accompanied by the emergence of transcontinental organisations and an increase in the number of transcontinental projects. Because of the intensity of competition among organisations working in the same field and their desire to acquire as many markets as possible around the world, the concept of quality at this time includes the opinions and suggestions of the beneficiary audiences, their satisfaction, and their confidence, in addition to standards and specifications for the product's quality (The Arab Group for Training and Publishing 2013).

In light of this, project quality management in organisations strives to reduce the costs of their products and services, improve and enhance the level of their operations and productive performance, and work to provide products and services to beneficiary audiences in a timely manner, while remaining within their needs, requirements, and desires, as well as its constant pursuit to achieve The required balance of supply and demand in a way that contributes to enhancing beneficiaries' confidence, satisfaction, and loyalty to the organisation, in addition to conducting continuous research and studies to find out their opinions of the products and services provided to them, in order to make all

modifications and improvements to the products and services that are commensurate with their requirements and expectations.

According to Talha (2017), one of the responsibilities and tasks of project quality management is to define the required quality standards in projects through product description, cost-benefit analysis, working to raise performance and productivity levels, introducing modern and effective technologies and systems, and working to reduce waste from projects. In order to reduce the percentage of defective products to zero, work begins to assess the levels of performance and the degree of commitment in applying quality standards at all stages of the project and to compare the project's results with the planned objectives, to be dealt with and addressed in a way that contributes to cost reduction and goal achievement. The quality of communication between all project parties is one of the most important factors that contribute to improving quality levels, as is an interest in training and developing human resources in the project, as well as planning, assigning responsibilities, and dividing them among project units based on their competence.

2.5. QUALITY CONCEPT AND PROJECT QUALITY:

Quality consists in meeting the basic and non-essential requirements and needs of the (agreed upon) beneficiary audiences, the first time and every time, and the beneficiary here is either an internal beneficiary (within the organisation, such as employees) or an external beneficiary, where the requirements and needs are embodied in measurable specifications such as durability and reliability, accuracy, speed, price, and delivery method (Al-Afandi and Al-Afandi).

According to Al-Karkhi's (2015) research, the scientist Crosby defined quality as conforming to the needs of the beneficiaries and arising from preventive rather than corrective activities, in the sense of preventing errors before they occur.

According to Majeed and Ziadat (2015), the scientist Sekimoto defined quality as "good goods and services that meet and respect the needs, requirements, and desires of beneficiaries," and the essence of quality is to meet and exceed those needs and expectations.

The project's quality is defined by the extent to which the project specifications comply with the specified requirements, and in order for the organisation to obtain the required quality in the project, it must determine the most appropriate quality standards and how to apply them, as well as the standard specifications that must be followed in the project's implementation, as there are many standards and specifications. International standards and specifications

Muhammad (2013) believes that the project's quality is represented by the organisation defining the requirements for achieving quality in the project, by the organisation carrying out quality assurance and control activities at every stage of project implementation, and by all the requirements with the quality standards that have been identified and approved since the project's inception.

According to Abu Al-Naga (2009), the essence of project quality lies in the organization's appointment of a team specialized in quality control activities to follow up on all project results and measure their degree of compatibility with the approved quality standards, identify all performance methods that are incompatible with the project standards, and work to amend and treat them.

In light of this, Al-Sadiq (2016) confirms that specifications and standards play an important and effective role in project quality and efficiency, as well as in bringing about the necessary development processes to meet the needs and desires of the beneficiary public, particularly since project quality is the cornerstone of any project's success and continuity. Organisations give quality in projects the utmost attention by developing standards in line with the desired quality requirements in the project, as the role of quality appears in all stages of the project, from inception to implementation, then monitoring and following up until it is completed and handed over to the beneficiary.

2.6. PROJECT QUALITY MANAGEMENT:

Project quality management entails defining the most important quality standards required for project implementation within the financial and time constraints specified in advance, ensuring that the project meets the requirements and needs for which it was worked on, and reviewing and verifying the requirements for achieving quality standards at each stage of the project's implementation. This is achieved by keeping tabs on and documenting the results of quality activities carried out at various points in the project's development and then using these to assess performance, offer suggestions for boosting quality, and compare results to quality benchmarks set out in advance. Project quality assurance Plan the project's quality requirements and the policies that will be used to implement them, and then keep tabs on their progress through the project's various phases to make sure they're being followed. Finally, document the outcomes of your quality policy implementation and evaluation efforts. And change the things that must be changed.

Project quality management, then, encompasses all the steps taken to evaluate a project's success. Defining the quality policies, objectives, and duties that must be carried out in order to meet the project's requirements and needs is an integral part of project management. Project quality management, as defined by Hassan (2015), involves planning project quality management activities, defining standard quality specifications and their project priorities, and providing a specialized department that strives to meet quality specifications throughout the lifecycle of a project.

2.7. INTERNATIONAL STANDARDS FOR PROJECT QUALITY ASSESSMENT:

Many international organisations, financiers, and donors of projects, including the World Bank, the United Nations Development Programme, the United Nations Environment Programme, the United Nations Housing Fund, the Asian Development Bank, the US Agency for International Development, and the Japanese Cooperation Agency, have agreed on five basic criteria for assessing project quality.

2.7.1. THE FIRST CRITERION (CORRELATION):

The relevance criterion examines how relevant or appropriate the project's results are in relation to its needs and policies, as well as the needs, requirements, and priorities of the groups targeted by the project (United States Agency for International Development, 1998). This criterion is represented by the degree of continued validity and appropriateness of the project's outputs, results, or objectives according to what was previously planned or as modified later due to changing circumstances in the direct context of that project or in its external environment. As a result, the engagement criterion has a significant impact on improving project quality, such as correctly identifying the needs of the target group, designing the project in a way that suits the stakeholders, analyzing the external risks that the project may face during its implementation, and effective communication and coordination with partners. It will lead to the proper functioning of project activities and thus to the achievement of quality in all stages of the project, resulting in its success and excellence (Hammad, 2010).

2.7.2. THE SECOND CRITERION: (EFFICIENCY):

The efficiency criterion is a method for gauging a project's efficacy by comparing the estimated value of its output to the estimated value of its inputs (Binnendijk, 2000). Input resources are efficiently changed during the implementation of operations and activities into desired outputs in quantity and quality and within the allotted time frame (Touqan, 2018; Al-Tamimi, 2012) (efficiency criterion).

Therefore, the efficiency criterion is a measure of the degree to which financial and material resources, expertise, and time are transformed into results in an economically efficient manner that are of high quality and distinctive, as this criterion demonstrates the degree to which the planned outputs are achieved and the degree to which the project management is flexible in responding to risks and problems to which the project may be exposed. 2009).

2.7.3. THE THIRD CRITERION: (EFFECTIVENESS):

The effectiveness criterion focuses on estimating the extent to which outputs are achieved and their quality, as well as whether the project results will achieve the project's goal of establishment (Al-Issawy, 2013). Al-Ashawah (2015) focuses on specific outcomes and impact.

As a result, this criterion assesses the extent to which the project meets the anticipated results, outputs, and objectives (Muhammad, 2013). In other words, this criterion reflects the extent to which the project's outputs are utilised and its pre-planned goals are met (Bates and Jones, 2012).

2.7.4. FOURTH CRITERION: (IMPACT):

The European Commission for Project Management (2004) defines the impact criterion as a process that examines the project's long-term impact, and where implementation and performance are successful if the inputs required to implement the planned activities and the expected outputs are completed on time.

The impact criterion is defined by the Japan International Cooperation Agency (2004) as the organization's long-term positive and negative consequences, whether intended or unintended, and these effects can be economic, social, cultural, technical, or environmental. Or organisational, or any other type, in which the overall goal is examined as an expected influence, as well as the unexpected positive and negative consequences.

According to Radwan (2015), the impact criterion represents the amount of the project's expansion and dispersion of benefits and benefits to the maximum number of beneficiaries possible, and this criterion reflects the extent of the project's contribution to the growth of the relevant sectors.

As a result, there is a clear and direct relationship between the effect criterion and project quality, as companies, project managers, and project funding agencies aim for high-quality, distinct initiatives. And because this is considered a core goal for which all companies aspire (Al-Obeidi, 2009).

2.7.5. FIFTH CRITERION: (SUSTAINABILITY):

The extent to which the project's results will continue after its completion and the cessation of all its resources is defined as the criterion of sustainability (International Fund for Agricultural Development to Combat Poverty, 2009). Its target groups, as well as dynamic sustainability, which means using or adapting project results to a different context or changing environment from the target groups or other groups (Japan International Cooperation Agency, 2004).

In light of this, there is a clear and close relationship between the sustainability standard and project quality, as sustainability reflects the duration of the project budget's sufficiency to achieve the project's outputs and objectives. The outputs of each activity are of high quality, so quality will be available in all project activities, leading to project-wide quality (European Commission for Project Management, 2004).

2.8. PROJECT MANAGEMENT STANDARDS AND PROJECT QUALITY:

According to Serrador & Turner (2015) and Chauhan and Prabhat (2014), there is a well-established and close relationship between international project management standards and project quality, as organization's commitment to those standards will lead them to achieve their desired goals and objectives of establishing and implementing their projects. In order to achieve quality in all activities and stages of the project, the two studies emphasized the importance of project integration in an integrated

management of project activities, as well as ensuring comprehensiveness in the use of project standards. And the stages of the project, the project will succeed, and the goals and objectives of the organisation desired for this project will be achieved, and this is where project integration management comes into play because of its ability to provide all of the necessary and necessary elements to complete the project on time.

According to Dahleez & Anbar (2017), there is a close relationship between project scope management and project quality, as managing the scope well and correctly defining the project's requirements and needs, in accordance with agreed international principles and standards, will lead to achieving quality in all phases and activities of the project, both major and secondary. Thus, achieving quality in the project as a whole would lead to ensuring the project's success and achieving the organization's mission and goals from this project. High, the organisation will achieve its goal and objectives of establishing and implementing that project, as well as obtaining high-quality outputs, resulting in success, excellence, and the satisfaction of all relevant parties.

According to the research of Chou & Yang (2012), there is a strong relationship between project resource management and project quality, because good and effective project resource management will ensure the best possible use of the human energies and efforts involved in the project, resulting in the completion of project operations and activities with distinguished performance and high productivity. And because the availability of resources with the required specifications will effectively contribute to enhancing the level of quality in the project's activities and outputs, which guarantees the project's success and excellence, and thus the mission and objectives of the organisation desired by this project will be achieved.

According to Carvalho (2015)'s research, there is a clear and significant relationship between project time management and project quality, because the success of the project's results cannot be recognized

and appreciated unless they are achieved within the time limits that were set. Good and effective time management leads to increased stakeholder satisfaction. Concerning the project's outputs, if the project time is well managed, each activity in the project will take its sufficient time for completion, and thus quality will be achieved in all project activities, ensuring the achievement of the organization's desired mission and objectives from this project.

According to the study of Chauhan & Prabhat (2014), there is a well-established relationship between project cost management and project quality, as good and correct cost management will lead to the completion of project activities to the fullest, and this will prevent the completion of activities at the expense of their quality, and this will lead to the success of achieving quality in the project as a whole, and thus the mission and objectives of the organisation desired.

According to Auman (2012), there is a strong relationship between project communication management and project quality, where good, effective communication and the provision of information at the appropriate time and accuracy to the project manager and relevant parties will ensure that project activities proceed as planned and errors are corrected. At its inception, the project manager will closely monitor the project's activities and operations, and the project's outputs will be of high quality, ensuring the project's success and superiority, and thus the mission and objectives of the organisation desired by this project will be achieved.

2.9. DISTINGUISHES WITH PREVIOUS STUDIES:

The current study sought to determine the impact of international project management standards with dimensions such as (managing project scope and integration, managing project time and cost, managing project procurement and resources, and managing project communications) on project

quality with dimensions such as (correlation criterion, efficiency criterion, and effectiveness criterion, impact criterion, and sustainability criterion).

As a sample for the study, each of the department directors, directors of directorates, heads of departments, and employees who exercise their functions and job duties in the general administration of the social security institution was chosen.

This study is one of the few in the researcher's knowledge that dealt with the two concepts of international project management standards and project quality concurrently. During the preparation of this study, the researcher discovered no other Saudi study that dealt with these dimensions together, and thus the study fills the gap of a lack of studies that dealt with the impact of international project management standards on the quality of the Social Security Corporation's projects. Because this study provides an intellectual framework for the study and its various variables, it is hoped that the current study will serve as the starting point for other studies in the future.

2.10. ADVANTAGES OF PREVIOUS STUDIES:

Through the process of analyzing previous studies (Arab and foreign), these studies were used in the following:

- Contributed to building and strengthening the theoretical background on the subject of the study, and also contributed to building the theoretical framework for the study.
- It contributed to defining the research axes and study methodology, and directing the researcher to the optimal means to reach the desired results.
- Contributed to building and developing the study tool (questionnaire) and identifying the variables and dimensions that will be covered and highlighted.
- Linking the results of the current study with the results of these studies.

CHAPTER3: METHODOLOGY

3.1. INTRODUCTION:

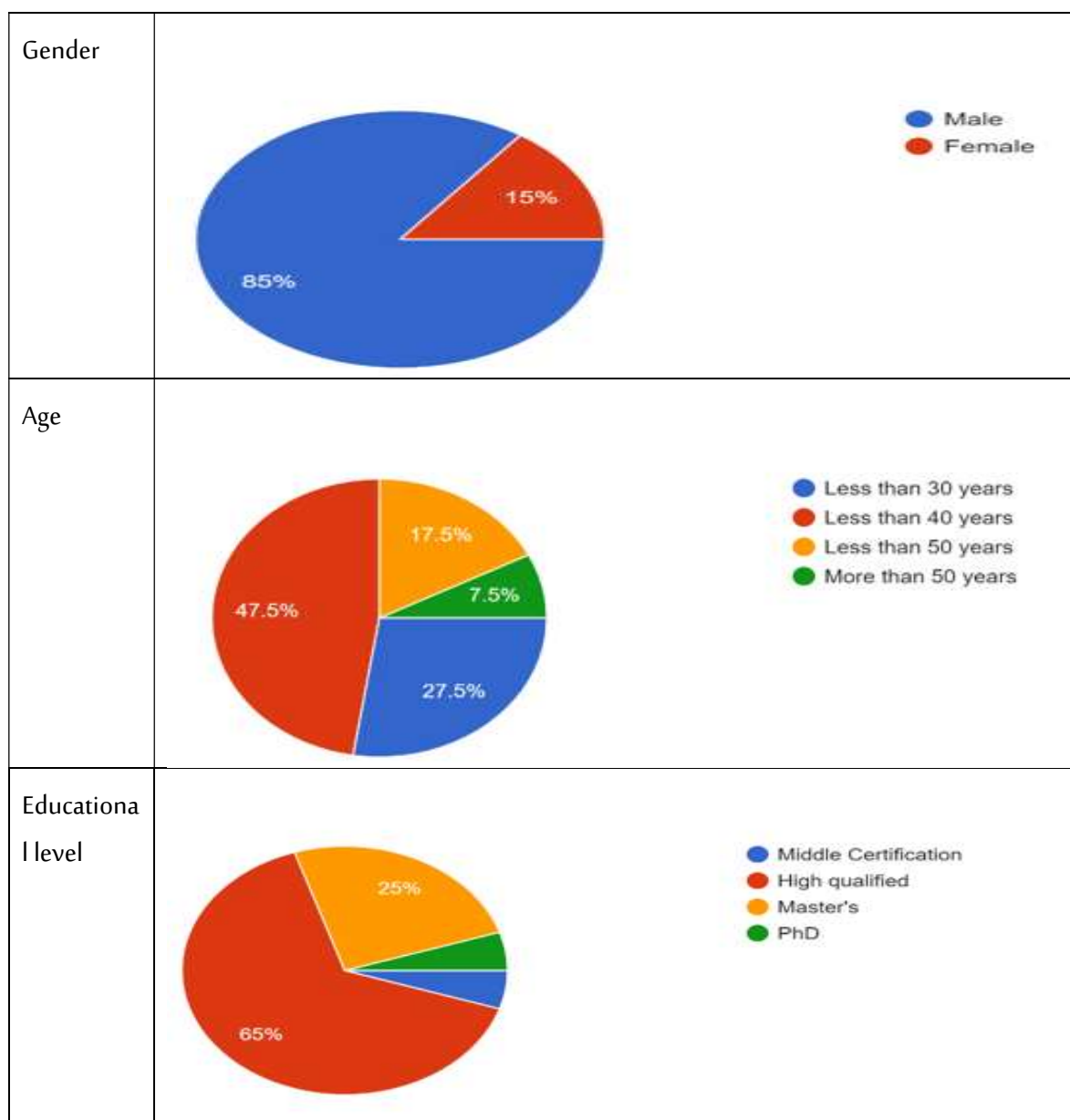
Study methodology and procedures are a major field in which the applied (practical) side of the study is completed; they also obtain all of the data required for conducting the statistical analysis in order to reach the results that are interpreted in light of the study literature related to its subject matter. As a result, the goals it sets for itself are met. As a result, this chapter describes the methodology as well as the study population and sample. In addition to the study tool, its preparation method, how it was built and developed, the extent of its validity and stability, and finally the statistical methods (statistical treatments) used in analyzing the data and drawing conclusions, The following procedures are thoroughly described: Methodology of Investigation: To achieve the study's objectives and collect data, the researcher used the descriptive analytical approach, which is based on a description of the phenomenon under study, an analysis of its end and the relationship between its components, the opinions expressed about it, the processes that it includes, and the effects that it causes. Sources of data and information include: The researcher gathered information and data from two sources:

Secondary Sources: In preparing and addressing the current study's theoretical framework, the researcher consulted a group of secondary data sources, which included books and Arabic and foreign references of interest and relevance to the current study's topic; patrols; articles; reports and research; and studies. Modern precedent, whether Arabic or foreign, dealing with the subject of the current study

We used a questionnaire as the primary data collection tool for our study.

3.2. POPULATION AND SAMPLE SIZE FOR THE STUDY:

The study community is defined by the researcher's vocabulary of the phenomenon being studied. The study population included all (department directors, as well as department heads; and staff); and those who exercise their functions and duties in King Abdullah Financial District - Riyadh. The study has (41) employees, according to a report from the Human Resources Department in King Abdullah Financial District. Duo to the participants contributed online, we created a Google Forms questionnaire.



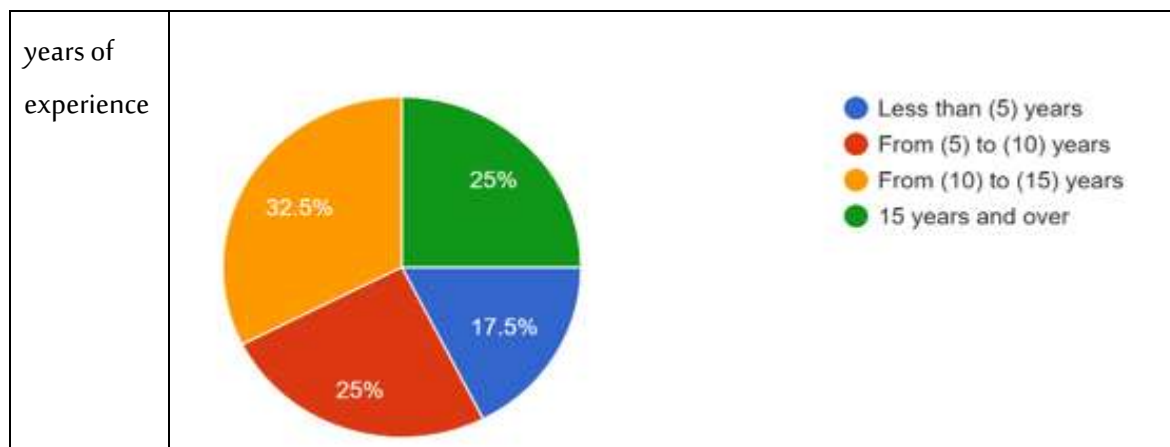


Table No. (1) Personal information analysis

The proportion of females in the sample reached 15%, while the proportion of males reached 85%. These percentages indicate that there is gender discrimination in the various recruitment processes at King Abdullah Financial District, Riyadh.

The percentage of the study sample distribution that was less than 30% based on the age group variable was 5. The age group under 40% was 47.5, the age group under 50% was 17.5, and the age group over 50% was 7%. According to the educational level variable, the highest percentage of the study sample distribution was 65%.

For the academic level (Bachelor); While the lowest sperm percentage was (5%) for the educational level (Diploma (college) or less), these percentages indicate that King Abdullah Financial District, Riyadh, prioritizes hiring university degree holders due to the knowledge requirements of the job. Administrative and technical issues, as well as work procedures and operations. The job title (employee) received the highest percentage of the study sample distribution (32%), while the title career (Directorate Director) received the lowest percentage (17%). These ratios indicate the breadth or extent of supervision in the King Abdullah Financial District. The variable with the highest percentage of the study sample distribution is the number of years of experience. The institution (32%), for the number of years of institutional experience (from (5) to less than (10) years) While the number of years of experience in the institution had the lowest percentage (17%). (Less than (5) Years); these ratios indicate the availability of job satisfaction and job stability in the General Social Security institution due to the various benefits it offers its employees.

The five-point scale (1.1:8:0) was used to answer the study questions. According to the following degrees: (1) expresses a degree of strongly disagree; and (1) expresses a degree of disagreement. OK;

(2) expressing a moderate degree of agreement; and (3) an agreement score; and (4) cross about the degree of strongly agree; And to interpret the arithmetic averages of the estimates of the study sample on each the paragraphs of the questionnaire. For each of its fields, the following statistical criterion was used

Section	1	2	3	4	5
degree of approval	Strongly Disagree	Disagree	Natural	Agree	Strongly Agree

Table No. (2): point scale for questionnaire

3.3. Study tool:

We have prepared and developed the study tool (questionnaire) with the help of a number of studies Arab and foreign precedents relevant to the subject of the current study. Therefore, the paragraphs of the dimensions of the field (international standards for project management) have been prepared with the help of a number Among the Arab and foreign studies are: the study of Carvalho 2015, the study of Chuhan 2014, the study of Auman (2012), the study of (Dahliz & Anbar 2021), the study of (Radwan 2020), the study of (Abu Ramadan 2020), the study of (Hamad, 2019), and the study of (Anbar 2018).

The study tool (questionnaire) consisted of three parts as follows:

- The first part deals with dealing with the demographic and functional data of the study sample.
- The second part deals with dealing with the field of international standards for project management. It included 19 items divided into 4 dimensions: the dimension of project scope and integration management, which consists of (4) items; the project time and cost management dimension, which consists of (5) items; the dimension of managing project procurement and

resources, which consists of (6) items; and the project communication management dimension, which consists of (4) items.

— The third part deals with dealing with the field of quality of projects; it included 24 items divided into five dimensions, namely the correlation dimension, consisting of 5 items. The competency dimension consists of 5 items; the effectiveness dimension consists of 4 items; the impact dimension consists of 4 items; and the dimension of sustainability consists of 5 items.

Parts	No of Items	No
International standards for project management	scope management - and enterprise integration	4
	Time management - projects costing.	6
	Project procurement and resource management	5
	Project Communication Management	4
	Total	19
International standards for project quality assessment:	correlation	5
	efficiency	5
	effectiveness	4
	impact	4
	sustainability	5
	Total	23

Table No. 3 questionnaire parts

Table No. 3: Reliability coefficients using the Cronbach's alpha method for the fields of the study tool (Questionnaire) .Table No. 3 shows the stability values of the study variables, which amounted to 0.76 for the field of criteria for international project management as a whole and 0.86 for the overall project quality domain. The indicators indicated (Cronbach's alpha) above indicate that the study tool (questionnaire) generally has a high reliability coefficient and its ability to achieve the purposes of the study. It is clear from this that the values of Cronbach's alpha indicate there is a high degree of consistency among all dimensions of the study as a whole.

Chapter 4: DATA ANALYSIS

4.1. INTRODUCTION:

This chapter includes a presentation of the results that have been reached, after the researcher collected data using the study questionnaire (The influence of international project management principles on the quality of projects in King Abdullah Financial District - Riyadh.), and some of them were based on the questions and hypotheses of the study. Results related to answering the study questions: The results related to the answer to the first main question: What is the level of King Abdullah Financial District's commitment to applying international standards for project management? This question stems from the following sub-questions: The first sub-question: What is the level of King Abdullah Financial District's commitment to applying the project scope and integration management standard?

Table No. (4): The arithmetic means and standard deviations of the responses of the remote study sample (management of scope and integration of projects) arranged in descending order

		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree	Mean	Standard Deviation	Evaluation level
	Standard scope management - and enterprise integration.								
1	The organization develops a comprehensive project management plan before starting its implementation	1	2	10	13	15	8.2	6.3	high
2	The Foundation develops the necessary strategic plans to achieve the objectives of its projects	1	1	4	13	22	8.2	9.1	high
3	The organization manages all project activities in accordance with international quality standards	1	1	7	10	23	8.4	9.0	high

4	The organization carries out the follow-up and evaluation process on all project activities constantly to ensure quality output	1	1	10	10	20	8.4	7.8	high
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Table No. 4 Standard scope management - and enterprise integration analysis

According to Table No. 4, the Social Security Corporation has a high level of application of the standard of project scope and integration management; the arithmetic average of the dimension as a whole was 8.3, and the results showed that the arithmetic averages of the respondents' responses to the items of this standard ranged between 8.2 and 8.4.

		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree	Mean	Standard Deviation	Evaluation level
	Standard time management - projects costing.								
	The organization is keen to efficiently manage project time	1	1	8	12	20	8.4	7.1	high
	The organization develops a plan to implement projects according to the time frame specified	1	1	7	10	23	8.4	8.0	high
	The organization prepares a detailed financial plan (budget) with the estimated costs for each stage of project implementation	1	1	9	11	20	8.4	7.08	high
	The organization is keen to align the budget of projects with the expected objectives.	1	3	3	10	25	8.4	9.8	high
	The organization's estimate of the time required for projects is commensurate with its financial costs	1	4	7	13	17	8.4	6.5	high

Table No (5) Standard time management - projects costing. analysis

Table No. (5) shows that the level of application of the project time and cost management standard in King Abdullah Financial District was average; the arithmetic mean for the dimension as a whole was (8.4), and the results revealed that the arithmetic mean of the respondents' answers for the items of this dimension as a whole were (8.4), with the highest being item No. 1, which states (King Abdullah Financial District is eager to manage project time properly).

Point No		Disagree Strongly	Disagree	Natural	Agree	Strongly Agree	Mean	Standard Deviation	Evaluation level
	Project procurement and resource management standard.								
1	The organization provides all material requirements for projects before starting them	1	5	9	10	17	8.4	5.9	Medium
2	The organization monitors bidding processes in accordance with legal frameworks and standards specific	1	4	6	7	24	8.4	9.0	high
3	Purchases are made by bringing in quotations and bids with clear terms of reference	1	2	7	9	23	8.4	8.82	high
4	The organization ensures the quality of materials and equipment supplied for projects in accordance with the required conditions and specifications	1	2	9	10	20	8.4	7.6	high
5	The organization is keen to make optimal use of all its resources to maximize the value of the outputs	1	3	7	9	22	8.4	8.2	High
6	The organization includes the distribution of materials to project sites in real time specified and in the required quantities	1	1	6	9	25	8.4	9.22	high

Table No. (6) Project procurement and resource management standard.

It appears from Table No. (6) That the level of application of the project procurement and resource management standard in King Abdullah Financial District was medium; the arithmetic mean for the

dimension as a whole was (8.4), and the results showed that the arithmetic averages of the respondents' answers for the paragraphs of this dimension ranged (8.4), where the highest was Item No. (4) Which states (King Abdullah Financial District makes sure of the quality of materials and equipment supplied for projects in accordance with the required conditions and specifications), while below was Item No. (3), which states (purchases are made by bringing bids and tenders within clear terms of reference).

Point No		Disagree	Disagree	Natural	Agree	Strongly Agree	Mean	Standard Deviation	Evaluation level
	Project Communication Management Standard.								
1	The organization is keen on the effectiveness of the legal communications system in order to exchange information easily and smoothly	1	1	6	10	24	8.4	9.5	high
2	The organization contributes in coordination with all parties related to the projects throughout the implementation period.	1	2	6	8	25	8.4	9.7	high
3	The organization is interested in periodic reports related to the activities of projects from the executing agency	1	1	6	12	22	8.4	8.8	high
4	The organization establishes rules for communication channels between all related parties Project relatedness	1	1	9	12	19	8.4	7.6	high

Table No. (7) Project Communication Management Standard analysis

Based on the data presented in table (7), it can be observed that the level of application of the project communication management standard was categorized as medium. The overall arithmetic mean for this dimension was calculated to be (3.42). The respondents' answers to the individual points within this dimension ranged from (2.65 to 4.43). Notably, the highest average score was obtained for item (4),

which highlights the establishment of communication channels between all relevant parties in the King Abdullah Financial District projects. Conversely, the average score for point (2), which emphasizes the district's contribution to coordination among the involved parties throughout the implementation phase, was relatively lower.

Part Three: This part relates to your assessment of the quality of projects in the Social Security Corporation, so please kindly tick the box closest to your opinion

Point No		Disagree Strongly	Disagree	Natural	Agree	Strongly Agree	Mean	Standard Deviation	Evaluation level
	The first dimension: correlation								
1	The organization identifies all requirements before starting project design.	1	1	6	14	19	8.24	8.11	high
2	The organization takes into account the relevant points of view when designing projects.	1	1	8	11	20	8.2	7.9	high
3	The organization is keen to ensure that the implemented projects reflect the needs of the groups targeted.	1	1	5	12	22	8.2	8.9	high
4	The organization designs projects in line with the priorities of the funding entity.	1	4	5	11	20	8.2	7.5	high
5	The organization is keen to clarify the relationship between the needs that are identified and the objectives of the funder	1	1	10	10	19	8.2	7.5	high

Table No (8) the first dimension: correlation

According to the data in Table No. 8, the King Abdullah Financial District is at a (8.2) level of implementation of the international standard for project management. The results also showed that the sub-dimensions of this field had the highest average score (8.2) among the respondents. After (management of scope and integration of projects) with an arithmetic average of (8.2) and a high

evaluation level; after (management of project procurement and resources) with an arithmetic average of (8.2) and an average evaluation level; after (management of project time and cost) with an arithmetic average of (8.2) and an average evaluation level; and after (Project Communications management) with an arithmetic average of (8.2) and a level of Average evaluation).

Point No		Disagree Strongly	Disagree	Natural	Agree	Strongly Agree	Mean	Standard Deviation	Evaluation level
	The second dimension: efficiency.								
1	The organization provides adequate human and financial resources and technical equipment to carry out the planned project activities	1	1	5	11	24	8.4	9.6	high
2	Project personnel perform their tasks with high quality in accordance with the specified time frame and allocated costs.	1	1	8	10	22	8.4	8.6	high
3	The organization achieves the outputs and results of projects as a result of the efficient performance of its employees	1	4	10	11	15	8.2	5.6	medium
4	The organization has an efficient and effective financial system to implement projects in accordance with the provisions of the allocated budget	1	1	9	9	21	8.2	8.1	high
5	The organization is keen to periodically evaluate the performance of workers in projects	1	2	8	9	21	8.2	7.8	high

Table (9) the second dimension: efficiency.

Based on the findings presented on table 9, it can be observed that the level of correlation implementation in King Abdullah Financial District was assessed as medium. This conclusion is drawn from the mean score of 8.2, which represents the overall assessment. Furthermore, the respondents'

ratings for each dimension of the survey were also averaged, with the arithmetic average score for this particular dimension being 8.2. It is noteworthy that the highest mean rating was obtained for Point 2, which highlights the district's consideration of relevant viewpoints during project design. Conversely, the lowest average score was recorded for Point 5, which emphasizes the district's commitment to clarifying the relationship between identified needs and the goals of the funding agency.

Point No		Disagree Strongly	Disagree	Natural	Agree	Strongly Agree	Mean	Standard	Evaluation level
	The third dimension: effectiveness								
	The organization includes achieving the objectives of the planned projects at the lowest costs	2	2	10	10	17	8.2	6.3	medium
	The organization links the project implementation plan with the predetermined goals	1	1	7	10	23	8.4	9.04	high
	The organization is keen to harmonize the objectives of the projects with the objectives of the categories targeted	1	1	9	10	20	8.2	7.85	high
	The organization is keen to justify the objectives of the projects by comparing them with other projects similar	1	2	8	15	16	8.4	7.02	high

Table (10) the third dimension: effectiveness

According to Table 10, the level of efficiency standard implementation in King Abdullah Financial District was found to be average. The overall arithmetic mean for this dimension was 8.3. The respondents' answers to the paragraphs within this dimension ranged from 8.2 to 8.4, with the highest

average score observed for Paragraph 1, which highlights the provision of appropriate resources (human, financial, and technical) for project activities in the district. On the other hand, the average score was lower for Point 3, which emphasizes the achievement of project outputs and results through the efficient performance of employees in the district.

Point No		Disagree Strongly	Disagree	Natural	Agree	Strongly Agree	Mean	Standard Deviation	Evaluation level
	The fourth dimension: impact								
1	Projects contribute to achieving the general objectives of the organization	2	2	7	10	20	8.2	7.4	high
2	There is an economic impact of projects on workers and target groups	1	1	10	13	16	8.2	6.9	Medium
3	There are different impacts of projects on all social classes in society	1	1	8	9	22	8.2	8.5	high
4	The organization loses appropriate measures and indicators to measure the extent to which project objectives are achieved	1	4	7	13	16	8.2	6.2 2	medium

Table No (11) the fourth dimension: impact

Based on the data shown in Table 11, it can be observed that the level of application of the effectiveness criterion in King Abdullah Financial District was found to be high. The overall arithmetic mean for this dimension was 8.2. The respondents' answers to the paragraphs within this dimension ranged between

8.2, with the highest average score being attributed to point 1, which highlights that King Abdullah Financial District ensures the achievement of project objectives at minimal costs. On the other hand, the average score for Point 3, which emphasizes the alignment of project objectives with the objectives of the target groups, was lower.

Point No		Disagree Strongly	Disagree	Natural	Agree	Strongly Agree	Mean	Standard Deviation	Evaluation level
	Fifth dimension: sustainability								
1	The organization follows the sustainability criterion to include its commitment and concern for the continuity of projects	10	2	7	10	21	10	8.9	high
2	The organization proposes activities that do not require funding / financial expenditures when designing projects	1	7	7	8	18	8.2	7.1	high
3	The organization is keen to coordinate with partners throughout the project implementation period.	1	3	9	9	19	8.2	7.01	high
4	The organization includes the adequacy of budgeting projects to achieve goals and outputs	1	1	6	11	22	8.2	8.75	high
5	The organization seeks to achieve financial sufficiency through the ability of the target groups to bear the cost of the services provided to them	1	1	7	8	24	8.2	9.4	high

Table No (12) fifth dimension: sustainability

Based on the data presented in Table 12, it can be observed that the level of application of the impact criterion in King Abdullah Financial District was classified as medium. The overall arithmetic mean for

this dimension was calculated to be 8.2. The analysis of respondents' answers to the individual points within this dimension revealed that the arithmetic averages ranged between 8.2. Specifically, the highest average score was obtained for point 1, which states that projects contribute to the achievement of public goals in King Abdullah Financial District. On the other hand, point 2, which highlights the economic impact of projects on workers and target groups, received a lower average score.

Table No. (13): Arithmetic averages of the study sample's responses to the dimensions of the field (quality of projects) arranged in descending order

RANK	NUMBER	DIMENSION,	MEAN	EVALUATION LEVEL
1		sustainability	8.65	high
2		effectiveness	8.30	high
3		efficiency	8.28	Medium
4		impact	8.20	Medium
5		correlation	8.20	Medium
	The quality of the projects as a whole		8.326	High

Table (13) the quality level of projects

Based on the data presented in Table 13, it can be observed that the quality level of projects in the King Abdullah Financial District was deemed average. The overall arithmetic mean for this dimension was calculated to be 8.326. Further analysis revealed that the respondents' average ratings for the sub-dimensions within this field ranged from 8.20 to 8.65. Notably, the sub-dimension of sustainability obtained the highest ranking, with an arithmetic mean of 8.65, indicating a highly favorable evaluation. The second rank was obtained by effectiveness, with a mean score of 8.30, indicating a high level of evaluation. Following this, in third place, was (Efficiency Standards, with a mean score of 8.28, indicating an average level of evaluation? Lastly, in the fourth rank was Impact, with a mean score of 8.20, also

indicating an average level of evaluation. It was ranked in the fifth and final position in terms of correlation, with an arithmetic mean of 8.20, representing an average evaluation level.

RESULTS RELATED TO TESTING THE HYPOTHESES OF THE STUDY.

The test of the normal distribution of the data was performed as one of the assumptions before the linear regression analysis used in testing the hypotheses of the study. The level of significance attached to it, and since all the values of the significance level in the table are greater than (0.05), the null hypothesis is accepted, which states that “there are no statistically significant differences between the distribution of variable values and the normal distribution at the level of significance ($\alpha \leq 0.05$).

CHAPTER 5: FINDINGS AND RECOMMENDATIONS

5.1. INTRODUCTION:

This chapter includes a presentation to discuss the results of the study reached by the researcher; and then off recommendations based on these results. The results showed that the level of application of the field of international standards for project management in the King Abdullah Financial District came with a medium rating for the field as a whole. Where it came in the first place dimension (Project Scope and Integration Management) with a high evaluation level; In the second rank came the procurement of projects and their resources) with an average evaluation level, and the third came in (projects and their cost) with an average evaluation level, while the fourth and last rank came after (Project Communications Management) with an average evaluation level, and this result did not agree to a large extent with the study. (And to clarify that.) In detail, the researcher discussed the sub-dimensions of the field of international project management standards according to the most important.

The first place: managing the scope and integration of projects: We may attribute this result to the organization's interest in managing all its project activities in a comprehensive and parallel manner; In

addition to its periodic and continuous follow-up to all Business processes related to their completion, especially since the organization focuses on prioritizing tasks related to each of its projects according to priority and importance in a sequential manner. In order to guarantee its success and the achievement of its vision and desired goals ended, and this result agreed to some extent with the study; where the percentages were high; the percentages were average.

The second rank: managing project procurement and resources: We may attribute this result to the institution's interest bid planning, contracting and procurement processes; As well as its selection of materials according to specifications the proper and required metrics for each of its projects; In order to supply and support implementation operations projects with the necessary materials and requirements as planned; where most of the studies agreed with the results of the study, where the percentages were high.

The third rank: project time and cost management: We may attribute this result to the organization's interest in transforming projects the work plan for each of its projects includes an accurate and practical timetable for all stages of implementation to prepare an accurate financial budget that includes planning and estimating project costs, financing and resource measures, Finance »manage and control its costs); This is in order to ensure that all projects are completed on time Machine; within the limits of the budget allocated to it, which would enhance the level of success and: enterprise projects; where this result agreed with previous studies. Where the percentages were high.

Fourth place: Project Communications Management: We may attribute this result to the organization's interest Securing and equipping an integrated communications system; To ensure transmission and distribution of all data, information and statistics ,business and performance reports for each of its projects in the appropriate time and format between levels the various administrative bodies in it and

for the relevant authorities; Where this result agreed with previous studies, where the percentages were high.

Discussing the results related to the answer to the second main question: What is the King Abdullah Financial District's level of applying international standards for project quality?

The results showed that the level of application of the project quality field in King Abdullah Financial District came with a high evaluation score for the field as a whole. It ranked first in the dimension (sustainability criterion) and had a high evaluation level. The dimension (effectiveness criterion) came in second place with a high level of evaluation, the third came in (efficiency standard) with an average evaluation level, and the fourth came in the dimension (impact criterion) with an average evaluation level, while it came in the fifth and last rank after (correlation ship criterion) with an average evaluation level. The result is consistent with several previous studies, such as the study of Radwan (2018), the study of Abu Ramadan (2017), and the study of Hamad (2016), where most of the percentages were high. To clarify this in detail. The researcher discussed the dimensions sub-field of international standards for enterprise quality by most important.

First Place: Sustainability Criteria: We may attribute this result to the interest and focus of King Abdullah Financial District in accurately and effectively measuring the extent of continuity or sustainability of the results of its planned projects at the level of needs, requirements, and expectations of the target groups in particular and society in general after their completion and the cessation of all its resources. The qualification follows the methods of international standards concerned with measuring the quality and long-term sustainability of projects. This result agreed with the study (Anbara 2018), where the percentage was medium. It did not agree with the study (Dahleez & Anbara 2021) or the study (Radwan 2020), where the percentages were high.

The second rank: effectiveness criterion: We may attribute this result to the interest and focus of King Abdullah Financial District in accurate and effective measurement of the long-term goals and objectives of its projects, which will be achieved at the level of needs, requirements and expectations of the target groups in particular and society in general. Projects: Where this result agreed with the study (Dahleez & Anbara, 2021), the study (Radwan 2020), the study (Abu Ramadan 2020), the study (Hamad, 2019), where the percentages were high, It did not agree with the study (Anbar 2018), where the percentage was high.

The third rank: competency standard: We may attribute this result to the institution's interest and focus on measurement accurate and effective use of the resources of its projects to achieve the planned outputs the level of needs, requirements and expectations of the target groups in particular and society in general in the shortest time good cost and effort; Where the institution follows the systems and methods of international standards specialized in measuring quality enterprise efficiency; And where this result agreed with the study (Anbara 2017), where the percentage was medium; It did not agree with the study of (Dahleez & Anbara 2018), the study of (Radwan 2016) and the study of (Abu Ramadan 2018), where the percentages were high.

Fourth rank impact criterion: We may attribute this result to the institution's interest and focus on accurate measurement as well as the effective extent to which its projects achieve the general goals and objectives that were planned at the level The needs, requirements, and expectations of the target groups in particular and society in general are very good. Where to track the institutional systems and methods of international standards specialized in measuring the quality and impact of projects in the long run were remote, and where this result agreed with the study (Anbara 2017), the percentage was medium. It is consistent with the studies of Dahleez & Anbara (2018), Radwan (2016), and Abu Ramadan (2018), where the percentages were high.

Fifth rank: Correlation criterion: We may attribute this result to the interest and focus of the institution in the measurement being accurate and effective to the extent and appropriateness of the results, goals, and objectives of its projects as planned on the level of needs, requirements, and expectations of the target groups in particular and society in general, which is fairly good water, as the institution follows the systems and methods of international standards specialized in measuring the quality and relevance of projects, where this result agreed with the study (Anbara 2017), where the percentage was medium; why It is consistent with the studies of Dahleez & Anbara (2018), Radwan (2016), and Abu Ramadan (2018), where the percentages were high.

5.2. RESULTS RELATED TO TESTING THE HYPOTHESES OF THE STUDY:

Discussing the results related to testing the first main hypothesis: There is a statistically significant effect when Significance level ($\alpha \geq 0.05$) of the international standards for project management in its dimensions (management of scope and integration projects; managing project time and cost; and managing project procurement, resourcing and management project communication) on the quality of projects in their dimensions (relevancy criterion and efficiency criterion; criterion potency; impact criterion; and sustainability criterion) in the Social Security Corporation. The results showed that there was a statistically significant effect at the significance level ($\alpha \geq 0.05$) according to the international standards. Project management on the quality of projects in the Social Security Corporation; As the results showed there is a statistically non-significant effect at the level of significance ($\alpha \geq 0.05$) for the dimension (management of scope and integration of projects) on the quality of projects as a whole; While the results showed that there is a statistically significant effect at the level of significance ($\alpha \geq 0.05$) for dimensions (management of project time and cost, management of project procurement, resources and management Project communication) on the quality of projects as a whole.

The following is a discussion of the results of the sub-hypotheses derived from the first main hypothesis:

The results indicated that there is a statistically significant effect at the significance level ($\alpha \geq 0.05$) to apply the international project management standards to all dimension for project quality in King Abdullah Financial District; It showed that there was no statistically significant effect at the level of significance ($\alpha \geq 0.05$) for the dimension (management of scope and integration of projects) on all criterion for project quality; While The results showed that there is a statistically significant effect at the level of significance ($\alpha \geq 0.05$) for the dimensions of (time management).Project costing, project procurement and resource management, and project communication management) on a standard link to project quality; Whereas, the result can be explained by the lack of impact of the Project Scope and Integration Management dimension .The King Abdullah Financial Districts not interested in a high degree in the development of strategic plans necessary to achieve the goals and goals of its projects.

5.3. RECOMMENDATIONS:

Based on the findings, the study suggests the following:

- 1: The need for King Abdullah Financial District to focus on developing strategic plans for all of its projects in order to achieve the desired goals and objectives, which would increase levels of success and distinction at all levels.
- 2: The requirement for King Abdullah Financial District to pay attention to the occasion of its estimation of the time required for each of its projects with its financial costs, as well as its eagerness to harmonies and agree on the financial costs for each of its projects with the goals and objectives sought from it.
- 3: The requirement for King Abdullah Financial District to pay attention to the methods and methods of purchasing operations for its projects, so that it is done by obtaining official quotations and bids within

clear terms of reference and under close supervision, to ensure transparency and reduce administrative and financial corruption rates.

4: The requirement for King Abdullah Financial District to provide all Project requirements and needs (financial, physical, technical, and human) before starting in order to ensure the success of Projects and their realization of the target group's requirements and needs.

5: The importance of King Abdullah Financial District paying attention to periodic reports related to its activities and each of its projects with its implementing agencies, as well as increasing the level of its contribution to effective coordination between all parties related to their projects throughout their implementation period, in order to ensure the success and excellence of all its projects and achieving all the desired goals and objectives.

6: The need for King Abdullah Financial District to focus on improving employee performance and efficiency so that it can better achieve project outputs and results.

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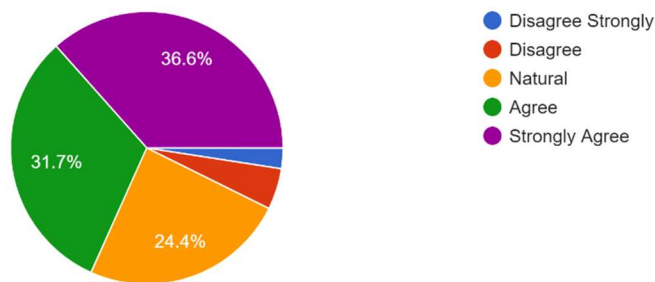
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Appendix 1

Analysis

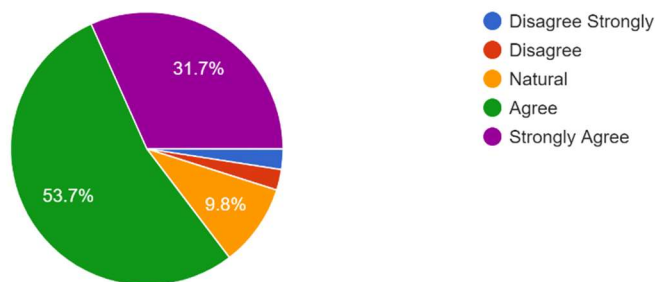
The organization develops a comprehensive project management plan before starting its implementation

41 responses



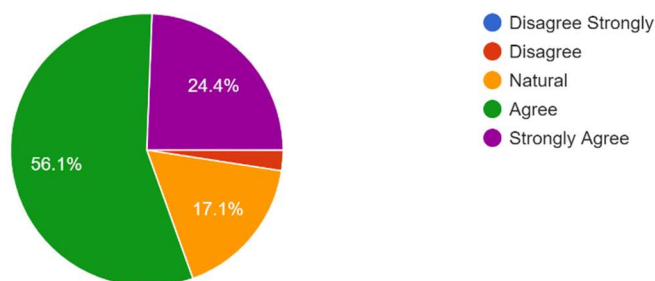
The Foundation develops the necessary strategic plans to achieve the objectives of its projects

41 responses



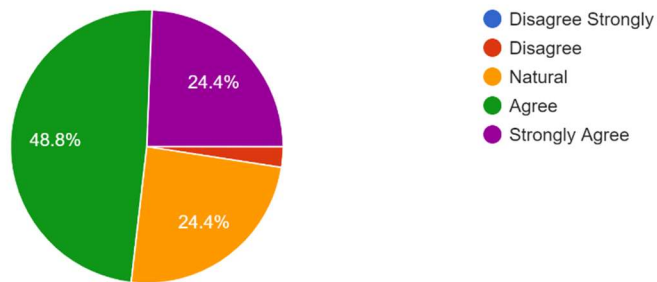
The organization manages all project activities in accordance with international quality standards

41 responses



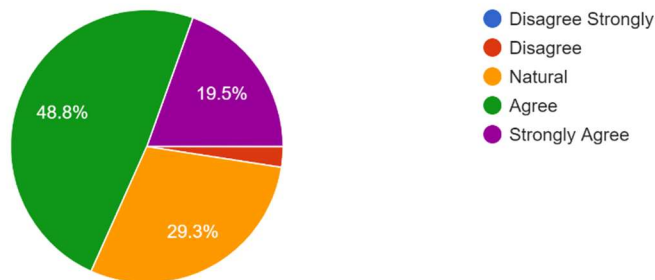
The organization carries out the follow-up and evaluation process on all project activities constantly to ensure quality output

41 responses



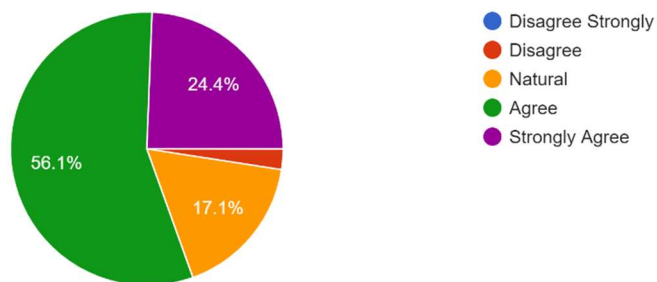
Standard time management - projects costing The organization is keen to efficiently manage project time

41 responses



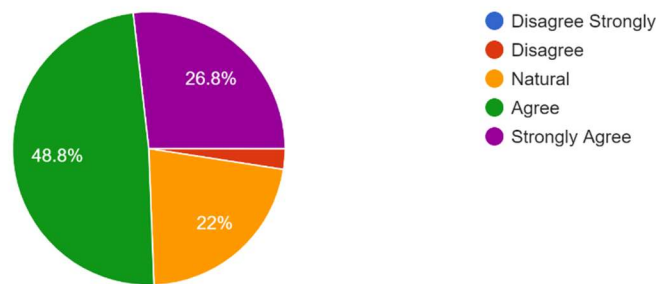
The organization develops a plan to implement projects according to the time frame specified

41 responses



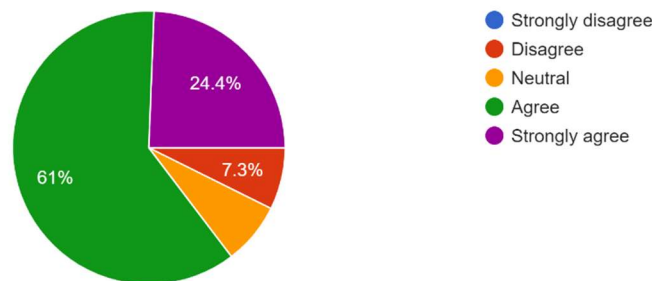
The organization prepares a detailed financial plan (budget) with the estimated costs for each stage of project implementation

41 responses



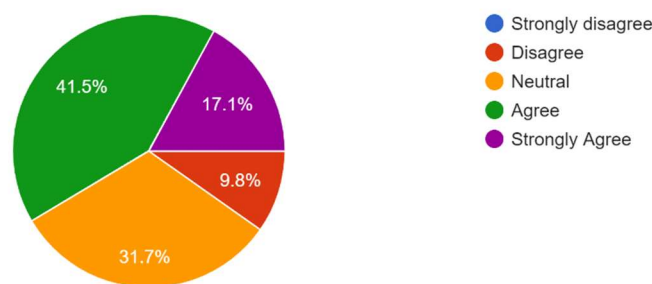
The organization is keen to align the budget of projects with the expected objectives

41 responses



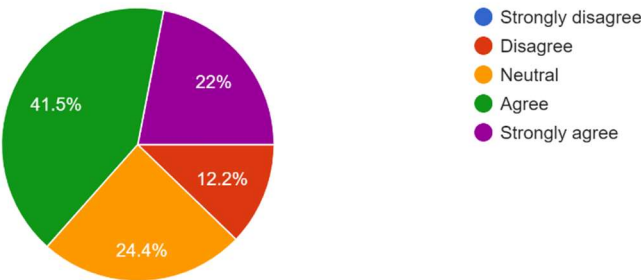
The organization's estimate of the time required for projects is commensurate with its financial costs

41 responses



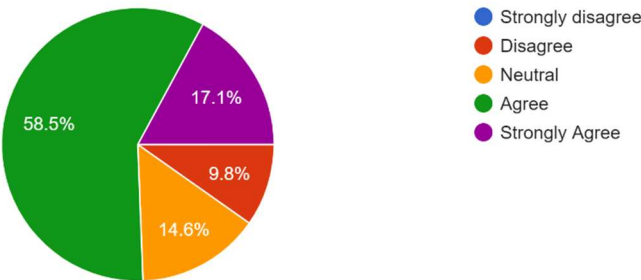
Project procurement and resource management standard The organization provides all material requirements for projects before starting them

41 responses



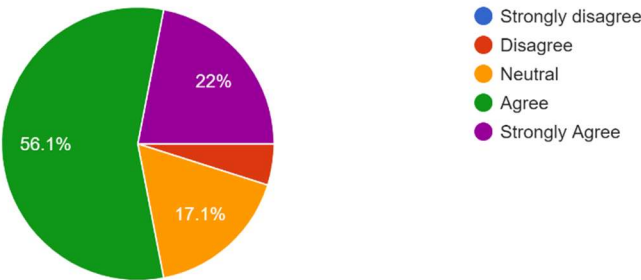
The organization monitors bidding processes in accordance with legal frameworks and standards specific

41 responses



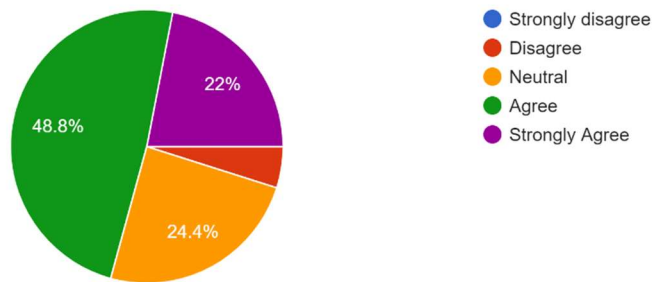
Purchases are made by bringing in quotations and bids with clear terms of reference

41 responses



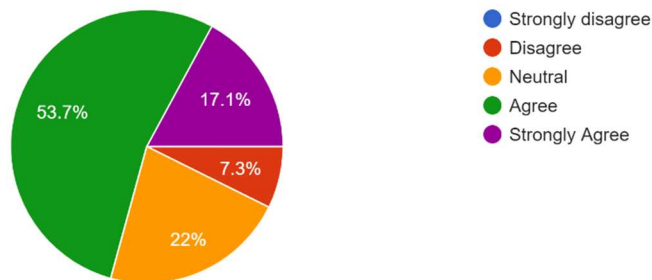
The organization ensures the quality of materials and equipment supplied for projects in accordance with the required conditions and specifications

41 responses



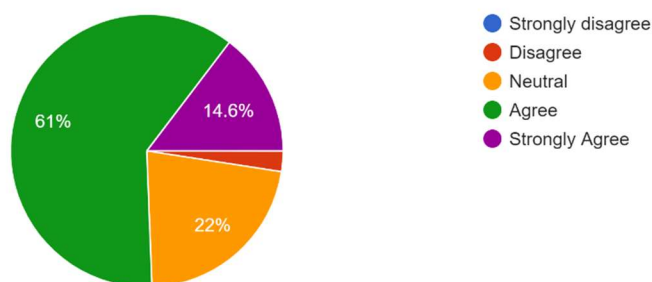
The organization is keen to make optimal use of all its resources to maximize the value of the outputs

41 responses



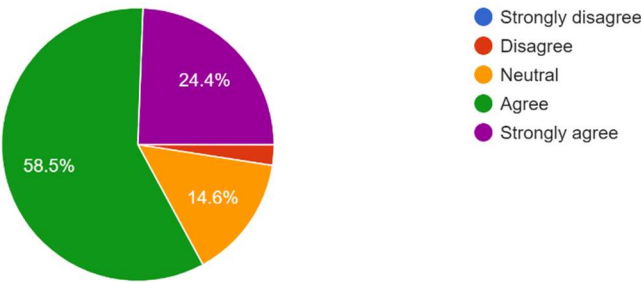
The organization includes the distribution of materials to project sites in real time specified and in the required quantities

41 responses



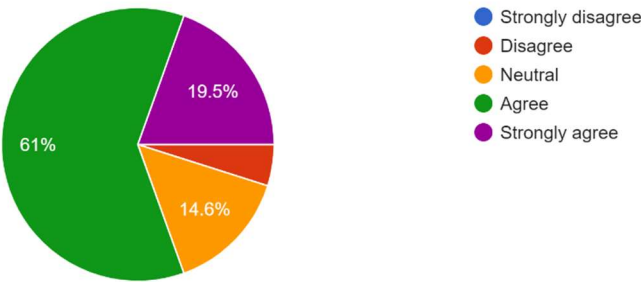
Project Communication Management Standard The organization is keen on the effectiveness of the legal communications system in order to exchange information easily and smoothly

41 responses



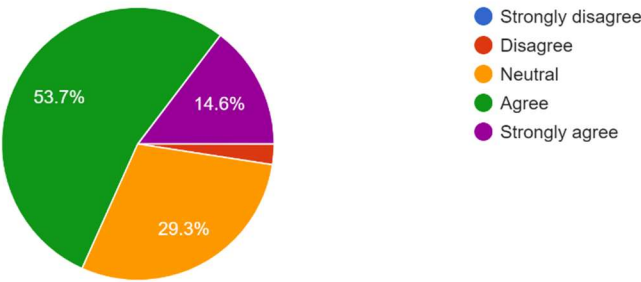
The organization contributes in coordination with all parties related to the projects throughout the implementation period

41 responses



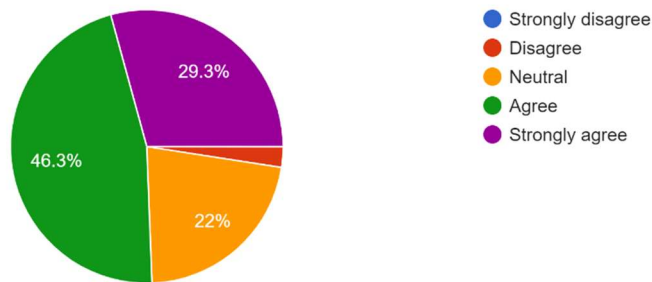
The organization is interested in periodic reports related to the activities of projects from the executing agency

41 responses



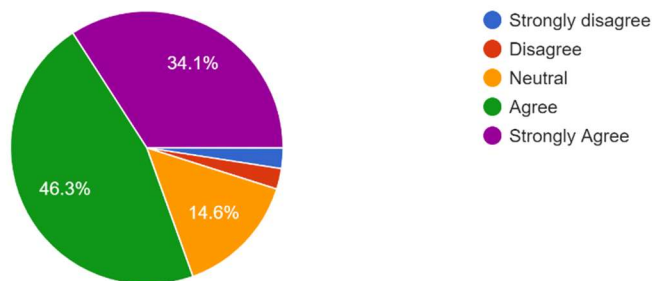
The organization establishes rules for communication channels between all related parties Project relatedness

41 responses



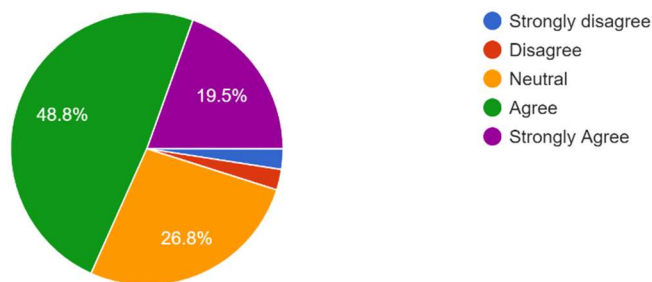
The organization identifies all requirements before starting project design

41 responses



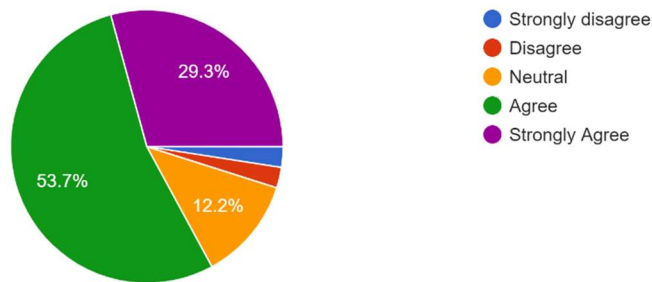
The organization takes into account the relevant points of view when designing projects

41 responses



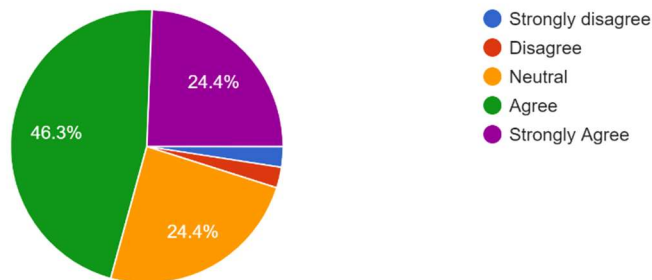
The organization is keen to ensure that the implemented projects reflect the needs of the groups targeted

41 responses



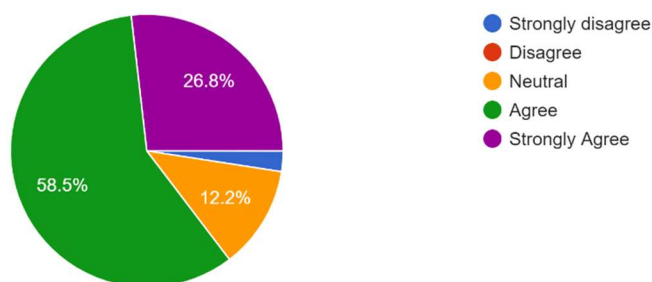
The organization is keen to clarify the relationship between the needs that are identified and the objectives of the funder

41 responses



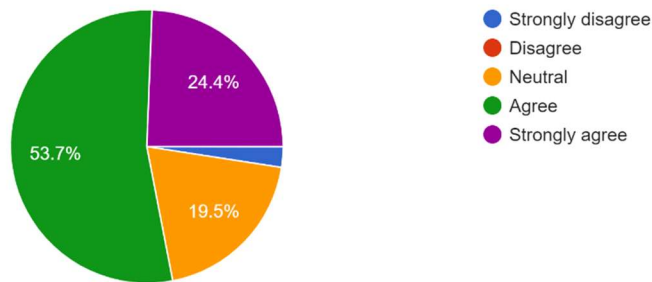
The second dimension: efficiency The organization provides adequate human and financial resources and technical equipment to carry out the planned project activities

41 responses



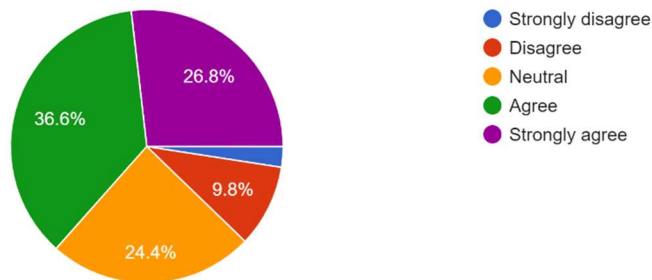
Project personnel perform their tasks with high quality in accordance with the specified time frame and allocated costs

41 responses



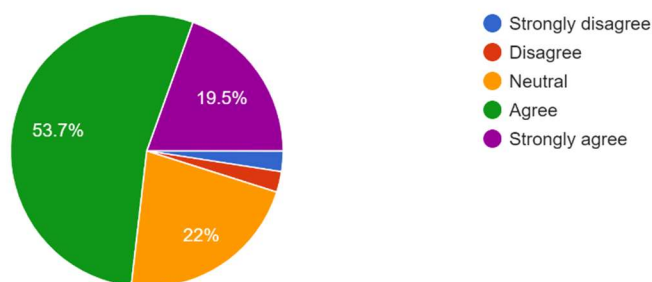
The organization achieves the outputs and results of projects as a result of the efficient performance of its employees

41 responses



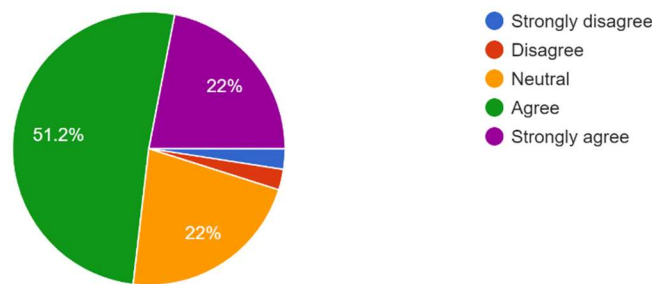
The organization achieves the outputs and results of projects as a result of the efficient performance of its employees

41 responses



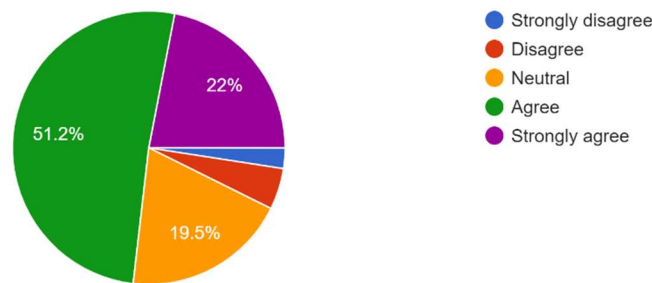
The organization has an efficient and effective financial system to implement projects in accordance with the provisions of the allocated budget

41 responses



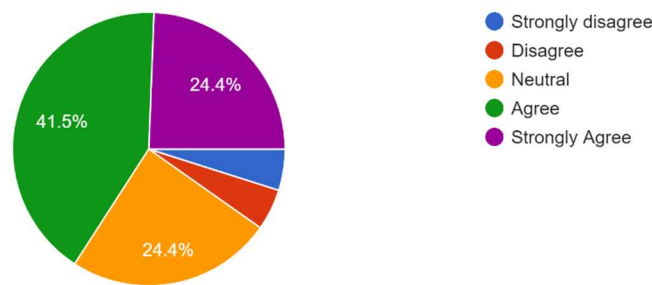
The organization is keen to periodically evaluate the performance of workers in projects

41 responses



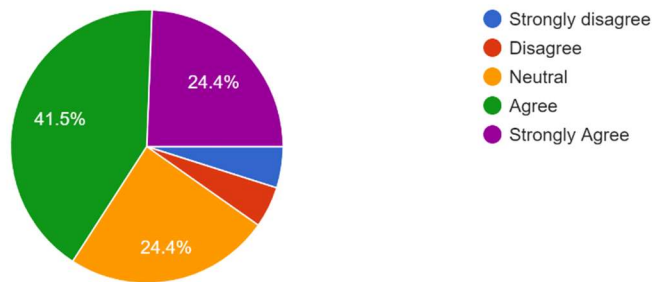
The third dimension: effectiveness The organization includes achieving the objectives of the planned projects at the lowest costs

41 responses



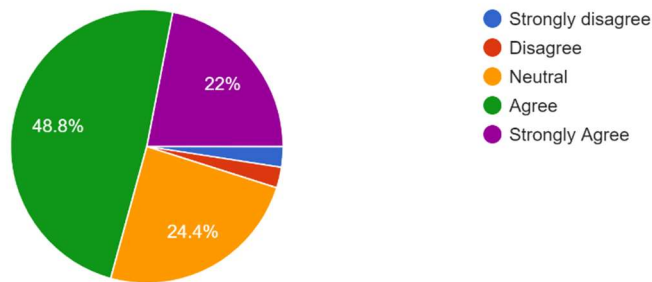
The third dimension: effectiveness The organization includes achieving the objectives of the planned projects at the lowest costs

41 responses



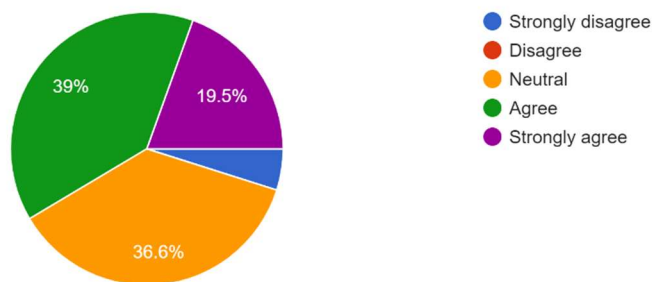
The organization is keen to harmonize the objectives of the projects with the objectives of the categories targeted

41 responses



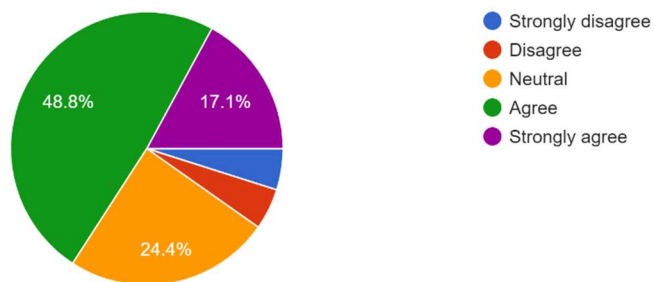
The organization is keen to justify the objectives of the projects by comparing them with other projects similar

41 responses



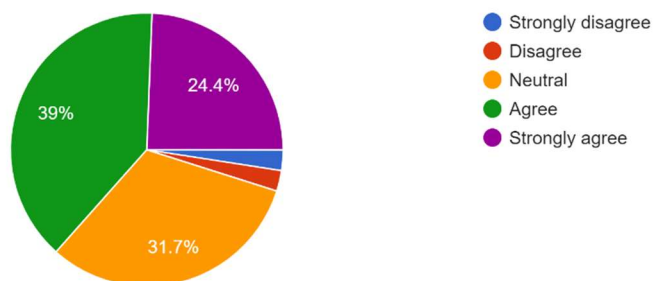
The fourth dimension: impact Projects contribute to achieving the general objectives of the organization

41 responses



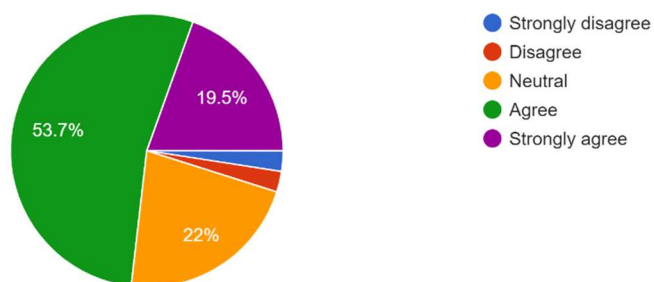
There is an economic impact of projects on workers and target groups

41 responses



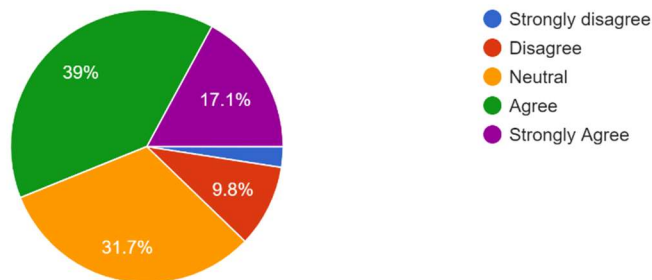
There are different impacts of projects on all social classes in society

41 responses



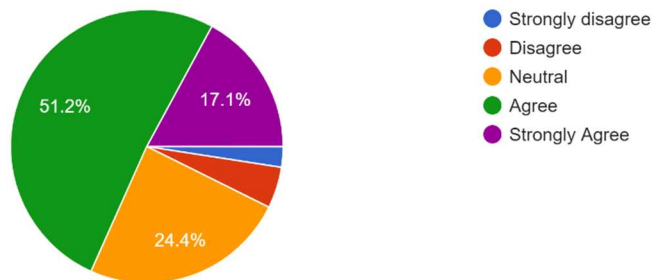
The organization loses appropriate measures and indicators to measure the extent to which project objectives are achieved

41 responses



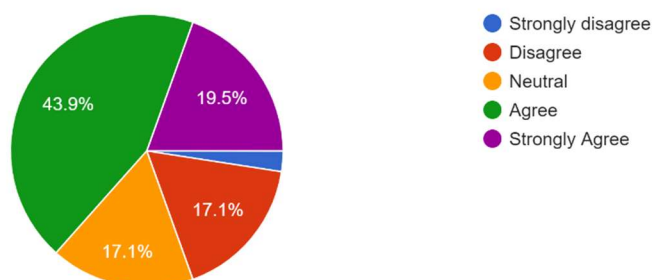
Fifth dimension: sustainability The organization follows the sustainability criterion to include its commitment and concern for the continuity of projects

41 responses



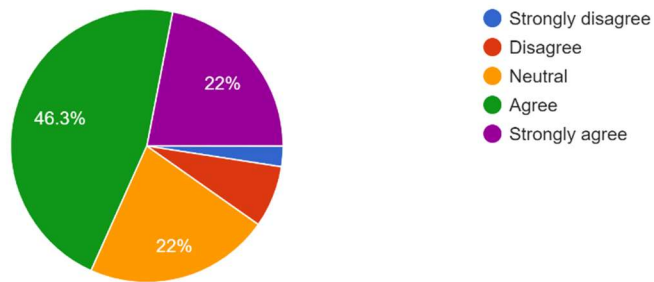
The organization proposes activities that do not require funding / financial expenditures when designing projects

41 responses



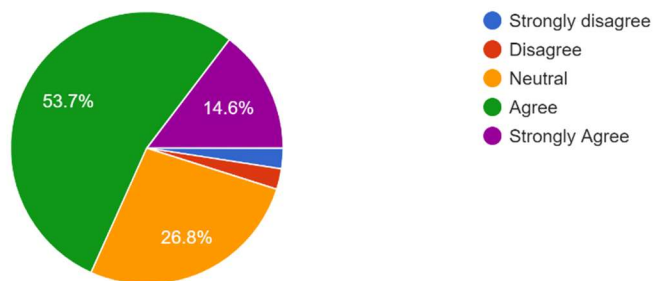
The organization is keen to coordinate with partners throughout the project implementation period

41 responses



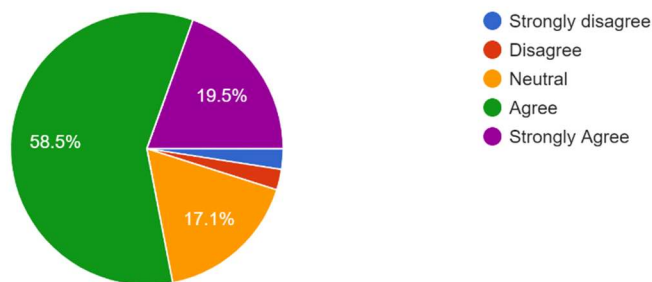
The organization includes the adequacy of budgeting projects to achieve goals and outputs

41 responses



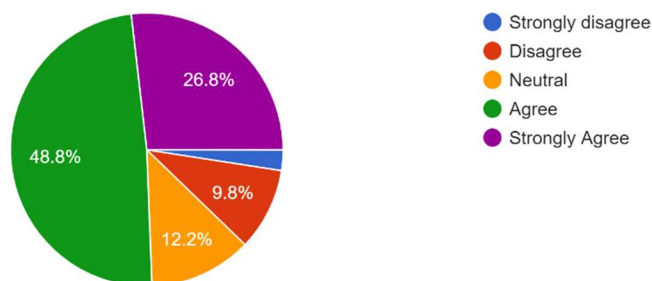
The organization seeks to achieve financial sufficiency through the ability of the target groups to bear the cost of the services provided to them

41 responses



The organization designs projects in line with the priorities of the funding entity

41 responses



Appendix2: Questionnaire

Part 1: Personal information

Name.....

Gender



Male



Female

Age

Less than 30 years

Less than 40 years

Less than 50 years

More than 50 years

Educational level

Middle Certification

High qualified

Master's

PhD

Job title

Employee

Head of the Department

Director

Manger of the Department

Years of Experience

Less than (5) years

From (5) to (10) years

From (10) to (15) years

15 years and over

Part Two:

This part relates to your assessment of the level of international standards for project management in Abdullah Financial District - Riyadh. So, please kindly put a tick (x) in the box closest to your opinion

Item No	Section	1	2	3	4	5
		Disagree Strongly	Disagree	Natural	Agree	Strongly Agree
	Standard scope management - and enterprise integration.					

1	The organization develops a comprehensive project management plan before starting its implementation					
2	The Foundation develops the necessary strategic plans to achieve the objectives of its projects					
3	The organization manages all project activities in accordance with international quality standards					
4	The organization carries out the follow-up and evaluation process on all project activities constantly to ensure quality output					
Standard time management - projects costing.						
1	The organization is keen to efficiently manage project time					
2	The organization develops a plan to implement projects according to the time frame specified					
3	The organization prepares a detailed financial plan (budget) with the estimated costs for each stage of project implementation					
4	The organization is keen to align the budget of projects with the expected objectives.					
5	The organization's estimate of the time required for projects is commensurate with its financial costs					
Project procurement and resource management standard.						
1	The organization provides all material requirements for projects before starting them					
2	The organization monitors bidding processes in accordance with legal frameworks and standards specific					
3	Purchases are made by bringing in quotations and bids with clear terms of reference					
4	The organization ensures the quality of materials and equipment supplied for projects in accordance with the required conditions and specifications					
5	The organization is keen to make optimal use of all its resources to maximize the value of the outputs					
6	The organization includes the distribution of materials to project sites in real time specified and in the required quantities					
Project Communication Management Standard.						
1	The organization is keen on the effectiveness of the legal communications system in order to exchange information easily and smoothly					
2	The organization contributes in coordination with all parties related to the projects throughout the implementation period.					
3	The organization is interested in periodic reports related to the activities of projects from the executing agency					

4	The organization establishes rules for communication channels between all related parties Project relatedness					
Part Three: This part relates to your assessment of the quality of projects in the Social Security Corporation, so please kindly tick the box closest to your opinion						
The first dimension: correlation						
1	The organization identifies all requirements before starting project design.					
2	The organization takes into account the relevant points of view when designing projects.					
3	The organization is keen to ensure that the implemented projects reflect the needs of the groups targeted.					
4	The organization designs projects in line with the priorities of the funding entity.					
5	The organization is keen to clarify the relationship between the needs that are identified and the objectives of the funder					
The second dimension: efficiency.						
	The organization provides adequate human and financial resources and technical equipment to carry out the planned project activities					
	Project personnel perform their tasks with high quality in accordance with the specified time frame and allocated costs.					
	The organization achieves the outputs and results of projects as a result of the efficient performance of its employees					
	The organization has an efficient and effective financial system to implement projects in accordance with the provisions of the allocated budget					
	The organization is keen to periodically evaluate the performance of workers in projects					
The third dimension: effectiveness						
	The organization includes achieving the objectives of the planned projects at the lowest costs					
	The organization links the project implementation plan with the predetermined goals					
	The organization is keen to harmonize the objectives of the projects with the objectives of the categories targeted					
	The organization is keen to justify the objectives of the projects by comparing them with other projects similar					
The fourth dimension: impact						

	Projects contribute to achieving the general objectives of the organization					
	There is an economic impact of projects on workers and target groups					
	There are different impacts of projects on all social classes in society					
	The organization loses appropriate measures and indicators to measure the extent to which project objectives are achieved					
	Fifth dimension: sustainability					
1	The organization follows the sustainability criterion to include its commitment and concern for the continuity of projects					
2	The organization proposes activities that do not require funding / financial expenditures when designing projects					
3	The organization is keen to coordinate with partners throughout the project implementation period.					
4	The organization includes the adequacy of budgeting projects to achieve goals and outputs					
5	The organization seeks to achieve financial sufficiency through the ability of the target groups to bear the cost of the services provided to them					

Midocean University

College of Management

Department of Master of Project Management



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