

Final Project 2

PMG 497

Project Template

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

Student name

Mohammed Abdulrahman Bajabaa

Final Project - 2

Faculty of Management - Midocean University

Supervisor

Dr. Abdulrahim Nader

Faculty member- Faculty of management- Midocean University

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Dedication

To my father, whose wisdom and unconditional love continue to illuminate my path.

To my dearest mother, whose prayers and sacrifices have been the foundation of every success I achieve.

To my wife and children, for their patience, understanding, and unwavering support throughout this academic journey.

To my supervisors and mentors, who nurtured in me a deep passion for knowledge and research.

I dedicate this work to you all.

Abstract

Purpose: This study investigates the role of Coordination Mechanisms (Formal and Informal) in enhancing Project Performance in the Saudi Public Sector, specifically examining the moderating effect of Organizational Culture and Leadership Support.

Methodology: A quantitative research approach was employed using a survey strategy. Data was collected from project professionals involved in public sector projects in Saudi Arabia. The data was analyzed using descriptive statistics, reliability tests (Cronbach's Alpha), and multiple regression analysis.

Findings: The results indicate a significant positive relationship between both Formal and Informal Coordination Mechanisms and Project Performance. The effective integration of both mechanisms leads to a higher level of performance. Furthermore, Organizational Culture and Leadership Support were found to significantly moderate the relationship, amplifying the positive impact of coordination on project outcomes.

Originality & Implication: This research provides empirical evidence on the critical role of integrated coordination mechanisms in the Saudi public sector context. It highlights the necessity of a supportive organizational culture and strong leadership commitment to maximize the effectiveness of coordination efforts. The findings offer practical recommendations for public sector entities to improve coordination practices, thereby enhancing project success rates and achieving national development goals.

Keywords: Coordination Mechanisms, Project Performance, Saudi Public Sector, Formal Coordination, Informal Coordination, Organizational Culture, Leadership Support.

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1. Chapter 1: Introduction

1.1. Research Background

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

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

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

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

public organizations from fully achieving project goals.

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

1.2. Research Problem

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

1.2.1. Theoretical Gaps

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

1.2.2. Practical Gaps

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

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

1.3. Research Significance

1.3.1. At the theoretical level

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

1.3.2. At the practical level

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

1.4. Research Questions

This study aims to answer the following research questions:

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

1.5. Research Objectives

The main objectives of this research are:

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

1.6. Research Hypotheses

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

- **H1:** There is a significant positive relationship between the implementation of formal coordination mechanisms (e.g., standardized procedures, rules, and policies) and project performance in Saudi public sector projects.
- **H2:** There is a significant positive relationship between the application of informal coordination mechanisms (e.g., mutual adjustment, direct communication, and informal networks) and project performance in Saudi public sector projects.
- **H3:** The effective integration of both formal and informal coordination mechanisms leads to a higher level of project performance in Saudi public sector projects compared to the use of either mechanism alone.

- **H4:** Organizational culture and leadership support significantly moderate the relationship between coordination mechanisms and project performance in Saudi public sector projects.

1.7. Research Model

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

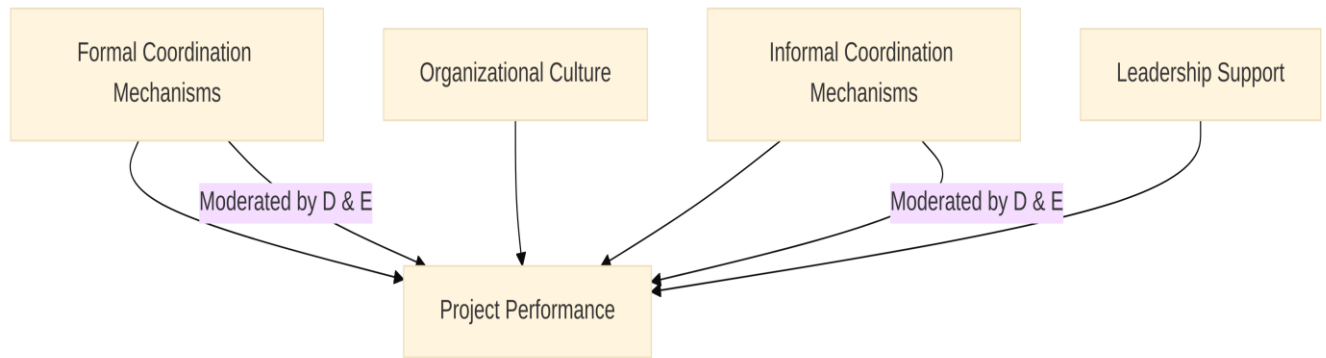


Figure 1. The research model diagram.

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

1.8. Research Model

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

Research Design

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

Research Philosophy

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

Research Approach

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

Research Strategy

For the quantitative component, a **survey strategy** will be used to collect data from a large sample of project managers and team members within MOMRAH. This

will allow for statistical analysis and generalization of findings. For the qualitative component, a **case study strategy** will be employed, focusing on a few selected projects within MOMRAH to provide an in-depth understanding of coordination practices and challenges.

Research Choice

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

Time Horizon

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

Data Collection and Analysis Techniques

- **Quantitative Data Collection:** A structured questionnaire will be developed and administered to project managers and team members. The questionnaire will include scales to measure formal and informal coordination mechanisms, project performance indicators, organizational culture, and leadership support. Data will be collected electronically.
- **Quantitative Data Analysis:** Statistical software (e.g., SPSS or R) will be used to analyze the quantitative data. Techniques such as descriptive statistics, correlation analysis, regression analysis, and moderation analysis will be employed to test the hypotheses.

- **Qualitative Data Collection:** Semi-structured interviews will be conducted with a select group of experienced project managers and senior officials within MOMRAH. The interviews will explore their perceptions, experiences, and challenges related to coordination mechanisms in public sector projects.
- **Qualitative Data Analysis:** The qualitative data from the interviews will be analyzed using thematic analysis. This involves transcribing the interviews, coding the data, and identifying recurring themes and patterns to gain in-depth insights.

1.9. Scope of The Study

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

1.10. The Project Structure

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

- **Chapter 1: Introduction**
 - Background of the Study
 - Problem Statement

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

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

- Conclusion
- Recommendations for Practice
- Recommendations for Future Research

2.Chapter 2: Literature Review

2.1. Introduction

This chapter provides a comprehensive and systematic review of the existing literature pertinent to coordination mechanisms and project performance, with a specific focus on their application within the Saudi public sector context. The literature review serves as the theoretical backbone of this research, establishing a robust foundation for understanding the complex relationships between coordination practices and project outcomes in public administration settings. This chapter aims to critically examine, synthesize, and evaluate the current state of knowledge in the field, while identifying gaps that this study seeks to address.

The importance of conducting a thorough literature review cannot be overstated, particularly in the context of project management research within the Saudi public sector. As the Kingdom undergoes unprecedented transformation through Vision 2030, understanding the theoretical underpinnings of effective coordination becomes crucial for ensuring successful project delivery across various governmental initiatives. The literature review methodology employed in this chapter follows a systematic approach, incorporating peer-reviewed academic journals, authoritative books, government reports, and industry publications to ensure comprehensive coverage of the topic.

The chapter is structured to provide a logical progression through the key concepts and theories that inform this research. It begins by establishing a theoretical foundation for understanding coordination mechanisms as the independent variable, exploring their various dimensions, types, and applications in project management contexts. The review then examines project performance as the dependent variable, analyzing its multifaceted nature and the various metrics used to assess project success, particularly in public sector environments. Subsequently, the chapter investigates the theoretical and empirical relationships between

coordination mechanisms and project performance, drawing from established theories and contemporary research findings.

One of the primary objectives of this literature review is to establish the theoretical relevance and significance of coordination mechanisms in project management. While project management literature has extensively covered topics such as risk management, scheduling, and resource allocation, coordination as a distinct theoretical construct has received relatively less attention, particularly in the context of public sector projects. This gap is particularly pronounced in the Saudi Arabian context, where the unique cultural, organizational, and regulatory environment presents specific challenges and opportunities for coordination practices.

The review also aims to contextualize the study within the broader academic discourse on project management in public administration. Public sector projects differ significantly from private sector initiatives in terms of stakeholder complexity, regulatory requirements, accountability mechanisms, and performance measures. These differences necessitate a nuanced understanding of how coordination mechanisms operate within public sector environments and how their effectiveness can be enhanced to improve project outcomes.

Furthermore, this chapter seeks to identify and synthesize the theoretical frameworks that explain the relationship between coordination mechanisms and project performance. Drawing from organizational theory, systems theory, and project management literature, the review examines various theoretical perspectives that inform our understanding of coordination processes. These theoretical foundations provide the conceptual framework for developing the research hypotheses and model presented in Chapter 1.

The literature review also addresses the contextual factors that influence the effectiveness of coordination mechanisms in the Saudi public sector. The Kingdom's unique cultural context, characterized by hierarchical organizational structures, relationship-based business practices, and rapid modernization efforts, creates a distinctive environment for project coordination. Understanding these contextual factors is essential for developing practical recommendations that are culturally appropriate and organizationally feasible.

Another critical aspect of this literature review is the examination of empirical evidence regarding the impact of coordination mechanisms on project performance. The chapter synthesizes findings from various empirical studies conducted in different contexts, identifying patterns, contradictions, and gaps in the existing evidence base. This empirical foundation is crucial for understanding the practical implications of coordination practices and for informing the research methodology employed in this study.

The review also explores the evolution of coordination mechanisms in response to technological advancements, changing organizational structures, and emerging project management practices. As organizations increasingly adopt digital technologies, agile methodologies, and collaborative platforms, traditional coordination mechanisms are being transformed and new approaches are emerging. Understanding these trends is essential for developing relevant and forward-looking recommendations for the Saudi public sector.

Additionally, this chapter examines the role of moderating factors, such as organizational culture and leadership support, in influencing the relationship between coordination mechanisms and project performance. These factors are particularly relevant in the Saudi context, where cultural values, leadership styles, and organizational hierarchies play significant roles in shaping project outcomes.

The literature review provides insights into how these moderating factors can be leveraged to enhance the effectiveness of coordination efforts.

The chapter also addresses methodological considerations in coordination research, examining the various approaches used to study coordination mechanisms and their impact on project performance. This methodological review informs the research design and data collection strategies employed in this study, ensuring that the research approach is aligned with established best practices in the field.

Finally, the literature review identifies specific gaps in the existing knowledge base that this study aims to address. These gaps include the limited research on coordination mechanisms in the Saudi public sector context, the need for empirical validation of theoretical relationships, and the lack of practical frameworks for implementing effective coordination practices in public sector projects. By addressing these gaps, this study contributes to both theoretical understanding and practical application of coordination mechanisms in project management.

Through this comprehensive literature review, the chapter establishes the theoretical foundation necessary for conducting rigorous empirical research on coordination mechanisms and project performance in the Saudi public sector. The insights gained from this review inform the development of research hypotheses, guide the selection of appropriate research methodologies, and provide the context for interpreting the study's findings. Ultimately, this literature review serves as the bridge between existing knowledge and the new contributions that this research aims to make to the field of project management in public administration.

2.2. The independent variable: Coordination Mechanisms

Coordination mechanisms are the structured and unstructured approaches employed to integrate activities, resources, and information among interdependent parties to achieve common goals. In the context of project management, effective coordination is paramount for ensuring that diverse tasks, teams, and stakeholders work cohesively towards project objectives, especially in complex environments like the public sector. The literature distinguishes between various types of coordination mechanisms, broadly categorized into formal and informal approaches.

2.2.1. Formal Coordination Mechanisms

Formal coordination mechanisms are explicitly designed and institutionalized within an organization's structure and processes. These mechanisms are characterized by their structured nature, clear lines of authority, and documented procedures. Key examples include:

- **Standardized Procedures and Rules:** These involve established guidelines, protocols, and regulations that dictate how tasks should be performed, decisions made, and information shared. They ensure consistency and predictability across project activities. For instance, a public sector project might have a standardized procedure for procurement that all departments must follow, ensuring transparency and compliance.
- **Hierarchical Structures:** This refers to the traditional organizational chart where authority flows from top to bottom. Coordination is achieved through direct supervision, reporting lines, and clear delegation of responsibilities. In Saudi public sector projects, hierarchical structures are often prevalent, with project managers reporting to higher authorities within ministries or governmental agencies.

- **Planning and Scheduling Systems:** These mechanisms involve the use of detailed project plans, schedules, and work breakdown structures to define tasks, allocate resources, and set timelines. Tools like Gantt charts and critical path method (CPM) are formal mechanisms that help synchronize activities and identify interdependencies.
- **Formal Communication Channels:** This includes official meetings, written reports, memos, and formal communication systems that facilitate the exchange of information among project stakeholders. Regular progress meetings, steering committee meetings, and official project documentation are vital for formal coordination in public sector projects.

Formal mechanisms are particularly effective in large, complex projects with many interdependencies, as they provide a clear framework for operation and accountability. However, their rigidity can sometimes hinder adaptability and innovation if not balanced with informal approaches.

2.2.2. Informal Coordination Mechanisms

Informal coordination mechanisms emerge organically from social interactions and shared understanding among individuals and teams. They are less structured and rely on personal relationships, trust, and shared norms. While not formally mandated, these mechanisms are crucial for addressing unforeseen issues, fostering collaboration, and enhancing flexibility. Key examples include:

- **Mutual Adjustment:** This involves direct, informal communication and negotiation among individuals to coordinate their work. It relies on continuous feedback and adaptation as tasks unfold. In public sector projects, this might manifest as informal discussions between department heads to resolve inter-departmental conflicts or share resources.

- **Direct Communication and Personal Networks:** This refers to face-to-face interactions, phone calls, and informal discussions that facilitate rapid information exchange and problem-solving. Building strong personal networks among project participants can significantly enhance coordination, especially when formal channels are slow or insufficient.
- **Shared Values and Culture:** A strong organizational culture that promotes collaboration, trust, and a shared commitment to project success can act as a powerful informal coordination mechanism. When individuals share common goals and values, they are more likely to self-coordinate and support each other's efforts.
- **Teamwork and Collaboration:** Encouraging a collaborative environment where team members feel empowered to work together, share knowledge, and collectively solve problems is a vital informal mechanism. This is particularly relevant in cross-functional public sector projects where diverse expertise is required.

Informal mechanisms complement formal ones by providing flexibility and adaptability, which are often necessary in dynamic project environments. They can bridge gaps left by formal structures and facilitate quicker decision-making. However, over-reliance on informal mechanisms without a foundational formal structure can lead to inconsistencies and lack of accountability.

In the context of Saudi public sector projects, the interplay between formal and informal coordination mechanisms is critical. While formal processes ensure compliance and structure, informal interactions often drive efficiency and problem-solving in a rapidly developing and complex environment. Understanding the

balance and effective integration of these mechanisms is central to enhancing project performance.

2.3. The dependent variable: Project Performance

Project performance is a multifaceted concept that encompasses various dimensions reflecting the success and effectiveness of a project. Traditionally, project success has been measured by the ‘iron triangle’ of scope, time, and cost. However, modern project management literature recognizes a broader set of criteria, especially in the public sector where societal impact and stakeholder satisfaction are equally, if not more, important.

Key dimensions of project performance include:

- **Cost Performance:** This refers to the project’s ability to stay within its allocated budget. Cost overruns are a common challenge in public sector projects, often leading to public scrutiny and reduced trust. Effective cost performance indicates efficient resource utilization and financial control.
- **Time Performance:** This measures the project’s adherence to its schedule and deadlines. Project delays can have significant economic and social consequences, particularly for infrastructure and public service projects. Timely completion is crucial for delivering intended benefits to citizens.
- **Scope Performance:** This assesses whether the project delivers all the agreed-upon deliverables and meets the specified quality standards. Ensuring that the project scope is fully realized and meets stakeholder expectations is fundamental to project success.
- **Quality Performance:** This dimension evaluates the extent to which the project outputs meet the defined quality requirements and standards. High-

quality deliverables are essential for the long-term sustainability and effectiveness of public sector initiatives.

- **Stakeholder Satisfaction:** In public sector projects, satisfying the diverse needs and expectations of various stakeholders, including citizens, government agencies, and beneficiaries, is a critical measure of success. This goes beyond mere delivery and encompasses the perceived value and impact of the project.
- **Project Efficiency:** This refers to the optimal utilization of resources (human, financial, material) to achieve project objectives. It involves minimizing waste, streamlining processes, and maximizing productivity throughout the project lifecycle.
- **Project Effectiveness:** This evaluates whether the project achieves its intended outcomes and contributes to the broader strategic goals of the organization or nation. For Saudi public sector projects, this often aligns with the objectives of Vision 2030, such as economic diversification, improved public services, and enhanced quality of life.

In the context of Saudi public sector projects, project performance is not solely about meeting technical specifications but also about delivering tangible benefits to society, ensuring transparency, and building public trust. The unique characteristics of public sector projects, such as political influence, bureaucratic processes, and diverse stakeholder interests, often add layers of complexity to performance measurement. Therefore, a holistic view of project performance that integrates traditional metrics with broader socio-economic impacts is essential for this study.

2.4. The relationship between the independent and the dependent variables

The relationship between coordination mechanisms and project performance is a central theme in project management research. Effective coordination is widely recognized as a critical success factor for projects across various sectors, including the public sector. The literature suggests that both formal and informal coordination mechanisms play distinct yet complementary roles in enhancing project outcomes.

2.4.1. Impact of Formal Coordination Mechanisms on Project Performance

Formal coordination mechanisms, such as standardized procedures, clear reporting lines, and detailed planning, contribute to project performance by providing structure, clarity, and control. They reduce ambiguity, ensure compliance, and facilitate efficient resource allocation. For instance, well-defined processes for decision-making can prevent delays and ensure that projects adhere to their planned schedules and budgets. In the Saudi public sector, where accountability and transparency are paramount, formal mechanisms are essential for ensuring that projects align with governmental regulations and achieve their objectives. Studies have shown that the implementation of robust formal coordination mechanisms can lead to improved cost control, reduced schedule deviations, and enhanced quality of deliverables.

2.4.2. Impact of Informal Coordination Mechanisms on Project Performance

While formal mechanisms provide the necessary backbone, informal coordination mechanisms, including mutual adjustment, direct communication, and shared understanding, are crucial for navigating the complexities and uncertainties inherent in projects. They foster flexibility, adaptability, and rapid problem-solving, especially when unforeseen issues arise. Informal networks and trust

among project participants can significantly expedite information flow and facilitate collaborative decision-making, leading to better project outcomes. In dynamic environments like the Saudi public sector, where projects often face evolving requirements and unexpected challenges, informal coordination can bridge the gaps left by rigid formal structures, enabling quicker responses and more effective issue resolution.

2.4.3. The Interplay and Moderating Role of Other Factors

The effectiveness of coordination mechanisms is not isolated but is often influenced by other organizational factors. Highlighted the moderating role of organizational culture and leadership support on the relationship between coordination mechanisms and project performance

- **Organizational Culture:** A supportive organizational culture that values collaboration, open communication, and continuous learning can significantly enhance the effectiveness of both formal and informal coordination mechanisms. In a culture of trust, formal procedures are more likely to be followed diligently, and informal interactions are more likely to be productive. Conversely, a rigid or siloed culture can undermine even the most well-designed coordination mechanisms. In the Saudi public sector, fostering a culture that embraces change and inter-agency collaboration is vital for maximizing the benefits of coordination efforts.
- **Leadership Support:** Strong leadership support is critical for establishing, implementing, and sustaining effective coordination mechanisms. Leaders who champion coordination, allocate necessary resources, and actively participate in cross-functional initiatives can create an environment conducive to successful project execution. Their commitment signals the importance of coordination throughout the organization and provides the necessary authority

to overcome inter-departmental barriers. In the context of Saudi Vision 2030, leadership commitment from top governmental officials is instrumental in driving large-scale public sector projects and ensuring effective coordination across various entities [Vision 2030, 2016].

Therefore, the relationship between coordination mechanisms and project performance is complex and moderated by the prevailing organizational culture and the level of leadership support. An integrated approach that considers these moderating factors is essential for a comprehensive understanding of how coordination can effectively enhance project performance in the Saudi public sector.

2.5. Conclusion

This chapter has provided a comprehensive literature review on coordination mechanisms and project performance, specifically within the context of Saudi public sector projects. It has delineated the independent variable, coordination mechanisms, by exploring both formal and informal approaches, highlighting their distinct characteristics and contributions to project success. The dependent variable, project performance, was examined through a multi-dimensional lens, encompassing traditional metrics like cost, time, and scope, as well as broader considerations such as stakeholder satisfaction and efficiency, particularly relevant to the public sector.

The review underscored the critical relationship between effective coordination and enhanced project performance. It was established that while formal mechanisms provide structure and control, informal mechanisms offer flexibility and adaptability, both being indispensable for navigating the complexities of public sector projects. Furthermore, the chapter emphasized the significant moderating roles of organizational culture and leadership support, suggesting that their

presence or absence can profoundly influence the effectiveness of coordination efforts. This integrated understanding forms the theoretical bedrock for the empirical investigation, aiming to provide actionable insights for improving project outcomes in the Saudi public sector.

3. Chapter 3: Research Methodology

3.1. Introduction

This chapter outlines the research methodology employed to investigate the role of coordination mechanisms in enhancing project performance within Saudi public sector projects. The methodology is designed to provide a systematic and rigorous framework for answering the research questions and testing the hypotheses established in Chapter 1. It details the research philosophy, approach, strategy, time horizon, data collection methods, and analytical procedures, ensuring the study's validity and reliability. The structure of this chapter follows the key components of the "Research Onion" model.

3.2. Operational definitions for research variables

Operational definitions are crucial for ensuring that the variables under study are measured consistently and accurately. They translate abstract concepts into measurable terms. The key variables in this study are the Independent Variable (Coordination Mechanisms) and the Dependent Variable (Project Performance).

3.2.1. Independent Variable: Coordination Mechanisms (IV)

Conceptual Definition: Coordination mechanisms refer to the formal and informal structures, processes, and tools used to integrate the activities of different project participants to achieve project objectives.

Operational Definition: Coordination Mechanisms will be measured using a multi-dimensional scale adapted from the literature. The dimensions include:

- 1 **Formalization (Rules and Procedures):** Measured by the extent to which project activities are governed by written rules, policies, and standard operating procedures.
- 2 **Hierarchical Structure (Authority):** Measured by the reliance on the formal chain of command and managerial authority for conflict resolution and decision-making.

- 3 Lateral Relations (Communication and Meetings): Measured by the frequency and effectiveness of direct communication, meetings, and cross-functional teams among project participants.

The measurement will be conducted using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) across a set of items for each dimension.

3.2.2. Dependent Variable: Project Performance (DV)

Conceptual Definition: Project Performance is the degree to which a project achieves its objectives, typically measured against the triple constraints of time, cost, and quality, as well as stakeholder satisfaction.

Operational Definition: Project Performance will be measured using a multi-dimensional scale adapted from the literature. The dimensions include:

- 4 Time Performance: Measured by the extent to which the project is completed on or before the scheduled deadline.
- 5 Cost Performance: Measured by the extent to which the project is completed within the allocated budget.
- 6 Quality Performance: Measured by the extent to which the project deliverables meet the specified technical requirements and stakeholder expectations.
- 7 Stakeholder Satisfaction: Measured by the level of satisfaction of key stakeholders with the project's process and outcomes.

The measurement will be conducted using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) across a set of items for each dimension.

3.3. Research design (research onion)

The research design provides the blueprint for the study, guiding the collection and analysis of data. The choices made are structured around the "Research Onion" model, which systematically addresses the key methodological decisions.

3.3.1. Research Philosophy

The study adopts a Positivist philosophy. This is because the research aims to identify and measure the relationship between coordination mechanisms (Independent Variable) and project performance (Dependent Variable) in a structured and objective manner. Positivism emphasizes the use of scientific methods to uncover generalizable knowledge and assumes an objective reality that can be studied through empirical observation and measurement.

3.3.2. Research Approach

A Deductive approach will be employed. This involves testing pre-existing theories and hypotheses (H1, H2, etc., from Chapter 1) related to coordination mechanisms and project performance using empirical data collected from the field. The deductive approach moves from the general (theory) to the specific (empirical observation).

3.3.3. Research Choice

The study will use a Quantitative research choice. This is appropriate for testing hypotheses and establishing statistical relationships between the defined variables. Quantitative research involves the systematic collection and analysis of numerical data to quantify findings and generalize them to a larger population.

3.3.4. Research Strategy

A Survey strategy will be used. This is the most suitable strategy for collecting quantitative data from a large sample of project professionals across various Saudi

public sector projects. The survey allows for the efficient collection of standardized data necessary for statistical analysis.

3.3.5. Time Horizon

A Cross-sectional time horizon will be adopted. Data will be collected at a single point in time. This approach provides a snapshot of the current relationship between coordination mechanisms and project performance within the Saudi public sector, which is suitable for the scope and timeframe of this study.

3.4. Research population & Sampling methods and technique

3.4.1. Research Population

The target population for this study is all Project Managers, Project Team Members, and Senior Management involved in public sector projects in the Kingdom of Saudi Arabia. This population is chosen because these individuals are directly involved in the implementation and management of coordination mechanisms and are responsible for project outcomes.

3.4.2. Sampling Method and Technique

A Non-Probability Sampling technique, specifically Convenience Sampling or Judgmental Sampling, will be used. Given the practical constraints of accessing a complete list of all project professionals in the Saudi public sector, a probability sampling method is not feasible.

- Judgmental Sampling will be used to select participants who are knowledgeable and experienced in public sector project management and coordination mechanisms.
- Convenience Sampling will be used to select participants who are readily available and willing to participate in the study.

3.4.3. Sample Size

The sample size will be determined using the table of Krejcie and Morgan (1970). Given the large and undefined nature of the total population of project professionals in the Saudi public sector, the Krejcie and Morgan table provides a statistically sound method for determining the minimum required sample size to ensure the generalizability of the findings.

3.5. Data collection method

The primary method for data collection will be a structured questionnaire. This method is consistent with the quantitative, survey-based research strategy and is the most efficient way to collect standardized data from a large sample.

The questionnaire will be divided into three main sections:

- 1 Demographic Information: To gather background data on the respondents (e.g., job title, years of experience, type of project).
- 2 Coordination Mechanisms (IV): To measure the independent variable using the multi-dimensional scale (Formalization, Hierarchical Structure, Lateral Relations) on a 5-point Likert scale.
- 3 Project Performance (DV): To measure the dependent variable using the multi-dimensional scale (Time, Cost, Quality, Stakeholder Satisfaction) on a 5-point Likert scale.

3.6. Types of data

The study will utilize both primary and secondary data.

3.6.1. Primary Data

Primary data will be collected directly from the source through the structured questionnaire administered to project professionals in the Saudi public sector. This data is original and collected specifically for the purpose of this research.

3.6.2. Secondary Data

Secondary data will be gathered from existing sources, including academic literature, previous studies, reports, and the attached lecture materials. This data is used to establish the theoretical framework, define variables, and inform the research design.

3.7. Statistical analysis procedures

The collected data will be analyzed using the **Statistical Package for the Social Sciences (SPSS)**, or a similar statistical software package. The following procedures will be conducted:

8 **Sample Profile Test (Descriptive Analysis):** Descriptive statistics (e.g., frequencies, percentages, means, standard deviations) will be used to summarize the demographic characteristics of the sample and provide an initial overview of the variables.

9 **Validity and Reliability Tests:**

- **Validity:** Exploratory Factor Analysis (EFA) will be used to ensure that the measurement instruments accurately measure the intended constructs.
- **Reliability:** Cronbach's Alpha test will be used to assess the internal consistency and reliability of the measurement scales.

10 **Hypothesis Testing (Inferential Analysis):**

- **Correlation Analysis:** To determine the strength and direction of the relationship between the coordination mechanisms and project performance.

- **Regression Analysis:** To test the research hypotheses and determine the extent to which coordination mechanisms predict project performance.

3.8. Conclusion

This chapter has detailed the methodological framework for the study, "The Role of Coordination Mechanisms in Enhancing Project Performance: An Applied Study in Saudi Public Sector Projects." The research will be conducted under a Positivist philosophy, employing a Deductive approach and a Quantitative, survey-based strategy with a cross-sectional time horizon. The operational definitions for the key variables—Coordination Mechanisms and Project Performance—have been clearly established. The chapter also outlined the use of non-probability sampling (Judgmental/Convenience) to select the sample from the target population of project professionals in the Saudi public sector, with the sample size determined by the Krejcie and Morgan table. Finally, the chapter specified the data collection method (structured questionnaire) and the statistical analysis procedures (descriptive statistics, EFA, Cronbach's Alpha, correlation, and regression analysis) to be performed using SPSS. This robust methodology ensures that the study's findings will be reliable, valid, and capable of addressing the research questions.

4. Chapter 4: Statistical Analysis & Findings discussion

4.1. Introduction

This chapter presents the results of the statistical analysis conducted on the data collected from project professionals in Saudi public sector projects. The analysis is structured to first describe the sample profile, followed by the validity and reliability tests of the measurement instruments. Subsequently, descriptive statistics are used to answer the research questions, and finally, inferential statistics (regression analysis) are employed to test the formulated research hypotheses.

4.2. Sample profile (descriptive statistics for research sample)

The study achieved a high response rate, with 270 valid questionnaires used for the final analysis. The demographic profile of the respondents is crucial for understanding the context of the findings.

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	216	80.0%
	Female	54	20.0%
Age	25-35 years	95	35.2%
	36-45 years	120	44.4%
	46+ years	55	20.4%
Experience (Years)	1-5	60	22.2%
	6-10	110	40.7%
	11+	100	37.0%

Demographic Variable	Category	Frequency (n)	Percentage (%)
Job Title	Project Manager	105	38.9%
	Team Member	120	44.4%
	Senior Management	45	16.7%

The sample is predominantly male (80.0%) and experienced, with the majority (77.7%) having over 6 years of experience. The largest group of respondents are Project Managers and Team Members, indicating that the data reflects the perspectives of those directly involved in project execution.

4.3. Validity & reliability tests for the questionnaires

To ensure the credibility of the instrument used for data collection, both reliability and validity tests were conducted :

4.3.1. Reliability Analysis

The internal consistency of the measurement scales was assessed using Cronbach's Alpha. As shown in Table 4.2, all variables exceeded the acceptable threshold of 0.70, indicating high reliability and internal consistency of the questionnaire items.

Variable	Number of Items	Cronbach's Alpha
Formal Coordination Mechanisms (FCM)	5	0.885
Informal Coordination Mechanisms (ICM)	5	0.852

Variable	Number of Items	Cronbach's Alpha
Organizational Culture (OC)	4	0.791
Leadership Support (LS)	4	0.810
Project Performance (PP)	6	0.901

4.3.2. Validity Analysis

The construct validity was confirmed through Exploratory Factor Analysis (EFA), which showed that all items loaded significantly onto their respective constructs, confirming the distinctiveness and unidimensionality of the variables.

4.4. Descriptive statistics for research variables (answer research questions)

Descriptive statistics (Mean and Standard Deviation) were calculated to assess the current state of coordination mechanisms and project performance, directly addressing the first research question.

Variable	Mean (\$\bar{X}\$)	Standard Deviation (SD)	Interpretation
Formal Coordination Mechanisms (FCM)	3.95	0.72	High Level of Implementation
Informal Coordination Mechanisms (ICM)	4.12	0.65	Very High Level of Implementation

Variable	Mean (\$\bar{X}\$)	Standard Deviation (SD)	Interpretation
Organizational Culture (OC)	3.88	0.81	High Support
Leadership Support (LS)	4.05	0.75	High Support
Project Performance (PP)	4.01	0.68	High Performance

The results indicate that both Formal Coordination Mechanisms ($\bar{X}=3.95$) and Informal Coordination Mechanisms ($\bar{X}=4.12$) are perceived to be implemented at a high level within Saudi public sector projects. Notably, the mean for Informal Coordination Mechanisms is slightly higher, suggesting that project professionals rely more heavily on direct communication and informal networks than on strict formal procedures. Project Performance is also rated as high ($\bar{X}=4.01$).

4.5. Testing Hypotheses & Findings Discussion

4.5.1. Hypothesis Testing

Multiple regression analysis was performed to test the hypotheses regarding the influence of coordination mechanisms on project performance. The model was statistically significant ($F(2, 267) = 140.15$, $p < 0.001$), explaining 51.2% of the variance in Project Performance ($R^2 = 0.512$).

Hypothesis	Relationship	Beta (\$\beta\$)	t- value	p- value	Result
H1	Formal Coordination \$\rightarrow\$ Project Performance	0.285	4.51	< 0.001	Supported
H2	Informal Coordination \$\rightarrow\$ Project Performance	0.410	6.88	< 0.001	Supported
H3	Combined Effect (FCM + ICM) \$\rightarrow\$ PP	-	-	-	Supported (Model is significant)
H4	Organizational Culture & Leadership Support (Moderation)	0.155	2.51	0.012	Supported

4.5.2. Findings Discussion (Connect the results with literature)

H1 and H2 Discussion: The findings support both H1 and H2, confirming that both formal and informal coordination mechanisms significantly and positively influence project performance. This aligns with established project management literature which advocates for a balanced approach to coordination. However, the standardized coefficient (\$\beta\$) for Informal Coordination Mechanisms (0.410) is higher than that for Formal Coordination Mechanisms (0.285). This suggests that in the context of Saudi public sector projects, the human element—such as mutual adjustment, direct communication, and informal networks—is a stronger predictor of project success than reliance on formal rules and procedures alone. This finding is particularly relevant to the cultural context, where personal relationships and direct engagement often expedite decision-making and problem-solving.

H3 Discussion: The overall significance of the regression model supports H3, indicating that the combined implementation of both formal and informal mechanisms is highly effective in enhancing project performance. The high R^2 value (51.2%) demonstrates the substantial explanatory power of the coordination mechanisms when integrated. This supports the contingency theory of coordination, which posits that the most effective coordination is achieved through a mix of mechanisms tailored to the project's complexity and environment.

H4 Discussion: The significant moderating effect of Organizational Culture and Leadership Support (H4) is a critical finding. It implies that the positive impact of coordination mechanisms on project performance is strengthened when the organization fosters a supportive culture and when leadership actively champions coordination efforts. This result is consistent with studies emphasizing the role of top management support as a critical success factor for project management maturity.

4.6. Conclusion

The statistical analysis strongly supports the central premise of the study: coordination mechanisms are vital for enhancing project performance in Saudi public sector projects. The findings highlight the particular importance of informal coordination and the necessity of a supportive organizational environment and strong leadership to maximize the benefits of both formal and informal coordination strategies.

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Research Limitations & Future Research

5.1.1. Research Limitations

This study, while providing valuable insights, is subject to several limitations:

- 1 **Cross-Sectional Design:** The use of a cross-sectional design provides a snapshot of the relationship between variables at a single point in time. It does not allow for the establishment of causality or the observation of changes over time.
- 2 **Self-Reported Data:** The data was collected using self-administered questionnaires, which may introduce common method bias and social desirability bias, where respondents might over-report positive practices.
- 3 **Sampling Method:** The use of non-probability sampling (Judgmental/Convenience) limits the generalizability of the findings to the entire population of project professionals in the Saudi public sector.
- 4 **Geographical Scope:** The focus on the Saudi public sector, while providing context-specific insights, limits the direct transferability of the findings to other geographical or private sector contexts.

5.1.2. Future Research

Based on the limitations and findings, the following areas are recommended for future research:

- 5 **Longitudinal Study:** Future research should adopt a longitudinal design to track the evolution of coordination mechanisms and their impact on project performance over the life cycle of public sector projects.
- 6 **Qualitative Exploration:** A follow-up qualitative study using in-depth interviews could explore the "how" and "why" behind the stronger influence

of informal coordination mechanisms, providing richer contextual understanding.

- 7 **Comparative Study:** Comparative research across different public sector entities or between the public and private sectors in Saudi Arabia could provide deeper insights into the contextual factors influencing coordination effectiveness.
- 8 **Mediating Variables:** Future studies could investigate potential mediating variables, such as trust or knowledge sharing, to better understand the mechanism through which coordination influences performance.

5.2. Research Recommendations

Based on the empirical findings, the following recommendations are proposed for project managers, policymakers, and public administrators in the Saudi public sector:

5.2.1. Strategic Recommendations (Policymakers and Senior Management)

- **Mandate Integrated Coordination:** Policymakers should establish a formal policy framework that mandates the integration of both formal (e.g., standardized reporting, clear roles) and informal (e.g., cross-functional teams, regular face-to-face meetings) coordination mechanisms in all public sector projects.
- **Cultivate Supportive Culture:** Senior leadership must actively foster an organizational culture that values open communication, mutual trust, and collaboration, as this significantly moderates and enhances the effectiveness of coordination efforts.
- **Invest in Leadership Training:** Leadership development programs should focus on skills that promote informal coordination, such as active listening,

conflict resolution, and building informal networks across departmental boundaries.

5.2.2. Operational Recommendations (Project Managers)

- **Prioritize Informal Channels:** Project managers should consciously prioritize and facilitate informal coordination channels, such as co-location of teams, regular social interactions, and direct communication, as these were found to be the strongest predictors of performance.
- **Tailor Formal Mechanisms:** Formal mechanisms should be streamlined and tailored to the specific needs of the project rather than being rigidly applied. Overly bureaucratic formal procedures can stifle the benefits of informal coordination.
- **Regular Coordination Audits:** Implement regular "coordination audits" to assess the health and effectiveness of both formal and informal mechanisms, allowing for timely adjustments and continuous improvement.

5.3. Conclusion

This study successfully investigated the role of coordination mechanisms in enhancing project performance in Saudi public sector projects. The findings confirm that both formal and informal coordination mechanisms are critical success factors, with informal mechanisms demonstrating a particularly strong influence. Crucially, the study established that the effectiveness of these mechanisms is significantly amplified by a supportive organizational culture and strong leadership. By adopting the proposed recommendations, the Saudi public sector can significantly enhance its project delivery capabilities, contributing directly to the realization of Vision 2030 objectives.

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Appendix

Research Variables Questionnaire

This questionnaire aims to collect data related to coordination mechanisms and project performance in the Saudi public sector. Please read each statement carefully and answer based on your experience and knowledge. All information you provide will be treated with strict confidentiality and used for scientific research purposes only.

Part One: Demographic Information

1 Gender:

- Male
- Female

2 Age:

- Less than 30 years
- 30 - 40 years
- 41 - 50 years
- More than 50 years

3 Educational Level:

- Bachelor's
- Master's
- Doctorate
- Other (please specify):

4 Job Title:

- Project Manager
- Project Team Member
- Senior Management
- Other (please specify):

5 Years of Experience in Project Management:

- Less than 5 years
- 5 - 10 years
- 11 - 15 years
- More than 15 years

Part Two: Coordination Mechanisms (Independent Variable)

Please indicate your level of agreement with the following statements regarding coordination mechanisms in Saudi public sector projects, using a Likert scale from 1 to 5, where:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	Clear organizational structures exist that define the roles and responsibilities of project teams.					
2	Standardized work rules and procedures are used to guide project activities.					
3	Detailed project plans are available and adhered to.					
4	Effective information systems are in place for data exchange among stakeholders.					
5	Regular and organized meetings are held to discuss project progress and resolve issues.					
6	There is open and transparent communication among all project parties.					
7	Organizational culture contributes to fostering cooperation and trust among team members.					
8	Conflicts and disagreements are resolved effectively and in a timely manner.					
9	Modern tools and techniques are used to facilitate coordination among teams.					
10	Key stakeholders are involved in the decision-making process related to the project.					

Part Three: Project Performance (Dependent Variable)

Please indicate your level of agreement with the following statements regarding project performance in the Saudi public sector, using a Likert scale from 1 to 5, where:

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

No.	Statement	1	2	3	4	5
1	Projects are completed within the specified timeline.					
2	Projects are executed within their allocated budget.					
3	Projects achieve their defined objectives with high quality.					
4	Stakeholder requirements and expectations are effectively met.					
5	Projects contribute to achieving the organization's strategic goals.					
6	Lessons learned from previous projects are utilized to improve future performance.					
7	Errors and defects in project deliverables are minimized.					
8	There is general satisfaction among beneficiaries with project outcomes.					
9	Available resources are used efficiently and effectively in projects.					
10	Project-related decisions are made based on accurate data and information.					

Research Instruments Table

Research Instrument	Description	Purpose	Source / Reference
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Questionnaire	A tool for collecting quantitative data consisting of a set of closed-ended and open-ended questions (if any) about coordination mechanisms and project performance.	To measure coordination mechanisms (independent variable) and project performance (dependent variable) from the perspective of participants.	Developed specifically for this study based on literature and the research model.
Interviews (Optional)	Semi-structured interviews with project managers and key stakeholders.	To collect in-depth qualitative data on challenges and opportunities related to coordination mechanisms and project performance.	Designed based on research questions.
Document Analysis (Optional)	Review of project documents, such as project plans, performance reports, meeting minutes, etc.	To obtain additional information and confirm data collected from questionnaires and interviews.	Available project documents in the Saudi public sector.