



جامعة ميدأوشن

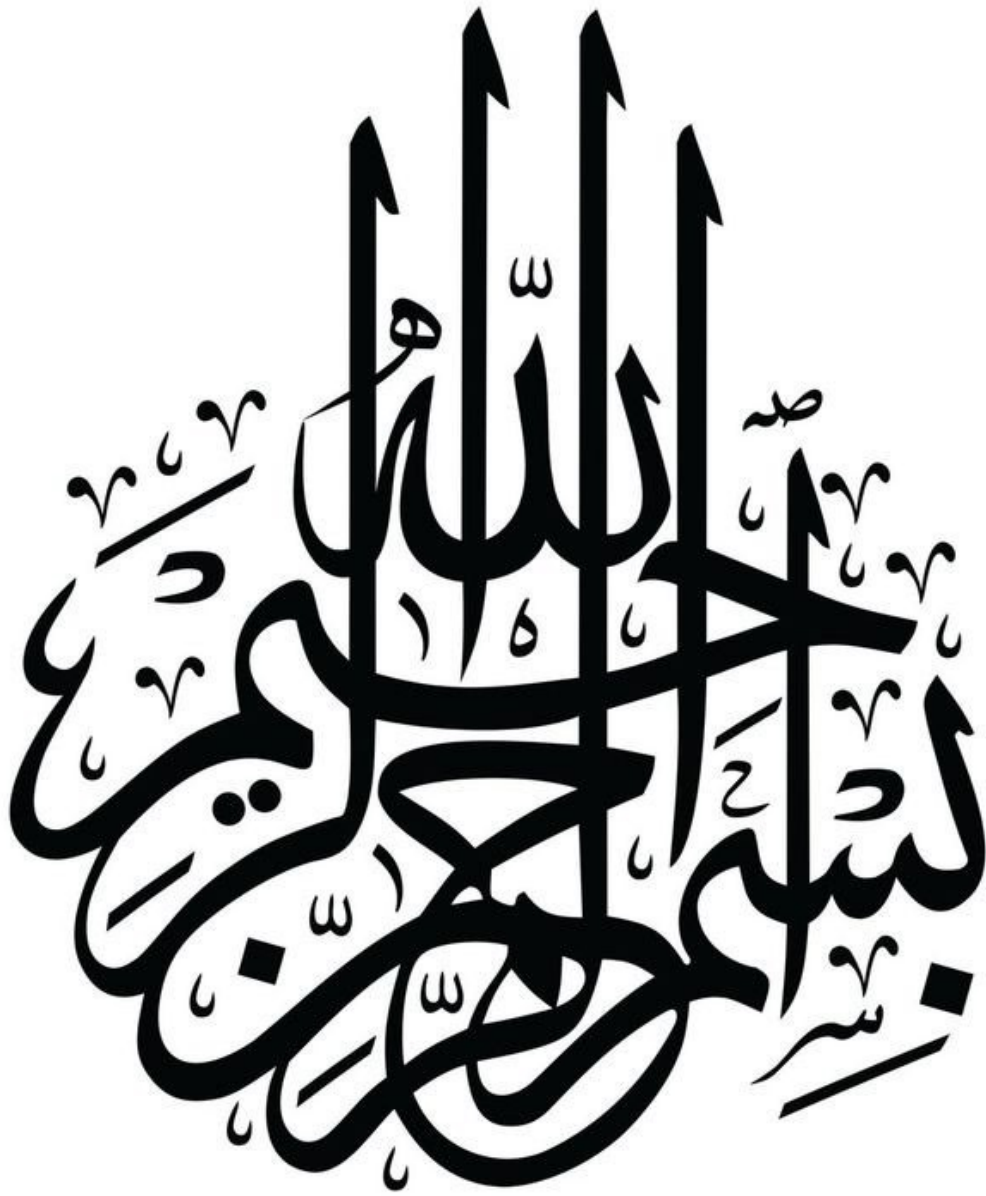
كلية الإدارة

قسم / إدارة أعمال

دور القيادة في إدارة المخاطر لضمان نجاح المشاريع في شركة النفط العربية
الأمريكية (أرامكو) في المملكة العربية السعودية

إعداد الطالب / سيف رشاد قبلوي

241001074



شكر و تقدير

الحمد لله حمدا كثيرا، والصلاة والسلام على اشرف الانبياء والمرسلين سيدنا محمد عليه أفضل الصلاة واتم التسليم وبعد:

أتقدم بالشكر والتقدير لجامعتنا الموقرة جامعة ميدأوشن ممثلة في مؤسسها معالي المستشار الاستاذ / ناصر المحيميد، ومديرها الدكتور / محمد أحمد الذين اتاحوا لنا هذه الفرصة لمواصلة الدراسة والوصول لهذه المرحلة.

كما اتقدم بجزيل الشكر والعرفان للدكتور / الفيصل عبد الحميد محمد و الدكتور / فايز علي جراد على جهودهم ونصائحهم وتقديمهم لنا كل الدعم لاستكمال هذا البحث.

كما اشكر جميع اعضاء هيئة التدريس الذين علمونا العلم بكل صدر رحب خلال الفترات السابقة ولم يبخلوا علينا بتقديم العلم والمعرفة الذي نفعا في دراستنا وحياتنا.
وختاما اشكر كل من ساهم في ظهور هذا العمل من دعم وتوجيه.

واسأل الله لي ولكم كل التوفيق ،،،

Table of contents

1.2 Importance of the Research.....	9
3. Research objectives.....	10
1.5 Research Questions.....	11
1.6 company background	11
CHAPTER NO 2.....	12
LITERATURE REVIEW.....	12
2.2 Stakeholder Engagement	13
2.5 Challenges in Project Management	15
2.5.1 Scope Creep.....	15
2.5.2. Resource Constraints	16
2.5.3 Communication Breakdowns.....	16
2.5.4 Resistance to Change.....	17
2.6 Leadership in Project Management.....	17
2.6.1 Transformational Leadership	17
2.6.2 Transactional Leadership	18
2.6.3 Emotional Intelligence	18
CHAPTER NO 3.....	19
METHODOLOGY.....	19
3.0 Conceptual Framework	19
3.2 Sample Size:	19
3.3 Sampling Technique:	20
3.4 Statistical tools and Techniques:	20
RESULT AND DISCUSSION	21
4.4 Correlation Analysis	23
4.5 Regression Analysis	24
REFERENCES	26

Table of Figures

Figure	3.1 :	CONCEPTUAL
FRAMEWORK.....		13

List of tables

Table	n o
1.....	20

Table	n o
2.....	20

Table	n o
3.....	21

Table	n o
4.....	21

Table	n o
5.....	23

List of Appendix

QUESTIONNAIRE.....	30
---------------------------	-----------

ABSTRACT

In the modern era of technologies, project managers are facing many problems which must be addressed to resolve their issues. In dealing the resources successfully and providing distinguished services or products, good project management supports organisations accomplish their goals. For this purpose the research was conducted by taking Goal clarity and goal specificity (GSSC), Risk management, agile methodologies, transformational leadership, transactional leadership and emotional intelligence as independent variables and project management as dependent variable in Saudi Arabia. Different statistical tools were applied to get the results to be performed on the priority basis. The data was collected from 200 respondents at Saudi Aramco Company through convenient sampling technique. To statistical tools and techniques used were descriptive statistics, correlation analysis and regression analysis. The results showed that if there will be improvement in the GSSC, risk management, agile methodologies and transactional leadership it showed the significant relationship with the dependent variable of project management at p-value less than 0.05.

KEYWORDS: GSSC, Project management, manager, leadership, Risk management, transactional leadership, transformational leadership.

الفصل الأول

CHAPTER NO 1

INTRODUCTION

In today's competitive environment, participants in various fields, industries, and sectors are increasingly focused on refining their operations to achieve optimal efficiency and success. Effective project management helps organisations to achieve their goals, and ensuring that resources are managed efficiently and that services or products meet high standard of quality. This is a worldwide effort on the part of organisations to advocate best practices and foster many leadership traits in helping project management perform efficiently (Lee, 2021). Similarly, there are best practices in project management for managing complex customer engagements such as Agile, Scrum and Lean to name a few more on the IT -software development sector. In the case of Saudi Aramco, the largest oil producer in the world, the stakes of effective project management are especially high. The company's projects not only drive its success but also contribute significantly to the economic development goals outlined in Saudi Arabia's Vision 2030 (Planning, 2024). The purpose of this research is to explore how best practices and leadership traits influence the outcome of project management, focusing on their possible difficulties in implementation within companies. Prior studies confirmed that agile practices, as well as Lean methodologies do enhance the efficiency and project outcomes (Serrador & Pinto, 2015; Shirokova et al., 2021). In fact, the Failure of successful practice creation and execution lies with strong leadership. They inspire and motivate their teams, create a culture of collaboration and innovation, while ensuring the project is aligned to organisation-wide objectives. Leadership, in particular transformational leadership and emotional intelligence skills have been recognised as a vital to team performance and project success (Coronado-Maldonado & Benítez-Márquez, 2023; Nguyen et al., 2018). However, while these advantages are recognised by many organisations, the practice of utilizing them is often easier said than done due to challenges such as constrained resources and resistance to change which ultimately lead into scope creep (Hornstein, 2015; Singh & Williams, 2021). There is potential for influence over the thoughts and decision-making of any one person responsible, no matter how small or large their subject. For instance, Saudi Aramco adopts a strategic project management model where projects are

harmonised with business objectives while embedding workforce development as the critical enabler for sustaining global competitiveness and successfully delivering mega projects (Planning, 2024).

1.1 Research Problem

Saudi Arabia is undergoing significant economic transformations as part of its Vision 2030 strategy, relying heavily on successful project execution to drive economic diversification. Best practices and effective leadership qualities plays a crucial role in this process. This conducted research attempts to deal with the ongoing issue about how best practices and effective leadership qualities can be applied in project management. While these theoretical benefits are well understood, significant barriers often prevent organisations from realizing these in practice. Resource under-allocation, resistance to change within organisational structures and undefined project parameters threaten the success of many project management approaches (Menon, 2024; Young et al., 2020). The resistance to change is a main issue that companies face when implementing best practices and creating new leaders. Pushback usually arises from those who cling to traditional ways of doing things, even when different or novel approaches prove increased efficiency and effectiveness (Mousa et al., 2020). By taking multiple organisation-level perspectives, including those of project managers across a range of industries and from the perspective of teams undertaking projects globally up to now, this research seeks to develop an evolved understanding. This research aims to understand the root causes of these challenges and how organisations can overcome them, that help corporate for gaining better project outcomes.

1.2 Importance of the Research

This study is significant for both scientific and practical reasons. Scientifically, the study adds to scientific body of knowledge on project management by investigating how best practices and leadership traits are intrinsically related when combined their effects, together would impact success in projects (Khan, 2024).

This also provides an understanding of barriers that impacted on effective implementation and hence extends current knowledge in building inclusive project management frameworks (Govindan & Arampatzis, 2023).

While broadly, the study practically adds value to project managers and organisational leaders by providing insight about implementation of best practices along with recourse to

aspects of leadership which helps enhance improved outcomes in projects. This research explores the recurring problems of resource constraints and scope creep, offers concrete guidance applicable to many types of organisations (de Carvalho et al., 2015). Additionally, the study looks into problems organisations encounter in actualising such practices and leadership qualifications to help raise possible approaches for settlement (Megheirkouni & Mejheirkouni, 2020). This study addresses these goals by providing a well-rounded view of how organisations can increase the number of successful projects through improving their project management practices.

3. Research objectives

- Analyse the effectiveness of best practices in enhancing project management.
- Identify socio-economic factors of sample respondents of Saudi Armco employees.
- To identify the impact of independent variables on dependent variable of project management.
- To unveil challenges faced and conclusion and recommendations provided by the conducted research.

1.4 Hypothesis Development

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

1. H1: There is a significant relationship between Goal Specificity and Strategic and project management.
2. H2: There is a significant relationship between Stakeholder engagement and project management.
3. H3: There is a significant relationship between Risk management and project management.
4. H4: There is a significant relationship between Agile Methodologies and project management.
5. H5: There is a significant relationship between Transformational Leadership and project management.

6. H6: There is a significant relationship between Transactional Leadership and project management.
7. H7: There is a significant relationship between Emotional intelligence and project management.

1.5 Research Questions

1. How does Goal Specificity and Strategic Clarity (GSSC) influence the success of project management in organizations?
2. What is the impact of Stakeholder Engagement on achieving successful project outcomes?
3. How does effective Risk Management contribute to the overall success of project management?
4. What role do Transformational and Transactional Leadership styles and emotional intelligence play in enhancing project management effectiveness?

1.6 company background

As a global leader in the energy industry, Saudi Aramco has dramatically evolved since its founding more than 80 years ago to become one of the most highly valued organisations in the world (Planning, 2024). Saudi Aramco is the biggest oil producer in the world, providing almost ten percent of the world's oil demand. Since the beginning of its Top 50 Oil Company series, renowned energy trade publication Petroleum Intelligence Weekly (PIW) has placed Saudi Aramco as the top oil company on a continuous basis (Jaffe & Ellass, 2007). This Research seeks to explore how specific best practices and leadership qualities influence project management effectiveness, particularly in the context of Saudi Arabia's Vision 2030.

CHAPTER NO 2

LITERATURE REVIEW

Project management refers to a systematic approach to planning, executing, and completing projects within specific constraints, such as time, budget, and resources. Initially, project management was primarily employed in the construction and engineering sectors (Stanitsas et al., 2021). However, by the late 1900s, it began to gain prominence amongst firms in the information technology industry. Over the past few decades, with the development of the "knowledge economy" and "global economy," project management has enjoyed a remarkable surge in growth and differentiation. Organisations have transformed into project-dominated organisations, with the project management infrastructure constantly enhancing firms' competitiveness in the marketplace (Sankaran et al., 2021). This literature review explores essential areas such as goal specificity and strategic clarity, stakeholder engagement, risk management, agile methodologies, challenges in project management, and the role of leadership in ensuring successful project outcomes.

2.1 Goal Specificity and Strategic Clarity

As we know from a study goal-setting is fundamental if the project will be successful as it gives a clear direction and goals to evaluate performance. Projects that have been well defined are far more likely to be completed on-time and within budget (Zada et al., 2023). This is because specific goals give true focus to the project team and can help in alignment of resources.

The second component of strategy alignment is achieving strategic clarity, which means our projects objectives align with the broad goals we hope to accomplish as an organisation. A previous study agreed with this sentiment in their study that found strategic clarity to be a way of ensuring the outputs from any projects were aligned with long-term organisational goals highlighting the important for all organisations owning some kind of project function contribute positively towards overall strategy (Gemünden et al., 2018). In the context of Saudi Aramco, the company always ensures that projects are matched with the strategic business goals in the organization thus making sure that any project that is undertaken helps

in achieving the organisational goals. Another crucial factor in this strategic alignment is the company's SWP that seeks education investment and partnerships for future talent, including King Fahd University of Petroleum and Minerals (Planning, 2024). This also enables more informed decision making during the lifecycle of a project as stakeholders can now clearly be aware how any specific project fits into the broader strategic support.

2.2 Stakeholder Engagement

Stakeholders play a major role in the success or failure of any project. Stakeholders, who include customers, team members and sponsors as well external partners help with any project requirements definition of resources that are required to ensure a particular projects progress. In keeping with the study by Aaltonen and Kujala (2016) it is prudent to comprehend whereby stakeholder's requirements and expectations may be recognized, as well as how they achieve an interactive function throughout the lifecycle of this undertaking. This involvement helps ensure stakeholders are engaged to actively help the project succeed and can provide feedback/help where required (Aaltonen & Kujala, 2016).

Further, Bourne (2016) research findings suggest that the performance result of stakeholder engagement in successful projects is high because when stakeholders are engaged they tend to offer positive contributions. This includes timely resources, feedback and support that are necessary to keep your head above water and deliver those successful projects on time in front of the right eyes (Bourne, 2016). Similarly, Aramco involves local communities in its mega-projects, building schools and supporting education initiatives in Saudi Arabia. These efforts not only foster goodwill but also ensure a skilled workforce that is aligned with the company's long-term goals (Planning, 2024).

Stakeholders can be engaged using strong communication strategies. Another research recommended that keeping communication channels open and updating stakeholders frequently about the progress of a project can avoid any sort of misunderstanding, as well as set correct expectations with everyone. Also, the participation of stakeholders in decision-making process can also increase their commitment to project outcome(Omotayo et al., 2024).

2.3 Risk Management

Risk management is a crucial part of project management which involves identifying, evaluating and addressing risks that could possibly affect the success or completion of these projects. PMI Pulse of the Profession report (2024): 83%—Percentage of organisations that say establishing a risk management plan helps projects succeed When done effectively, risk management enhances the ability of a project manager to anticipate problems and devise solutions that will either prevent them from occurring or reduce their impact (Le Manh et al., 2024).

Several recent studies emphasized the importance of preventive risk protection. A good case in point is that Kerzner (2022), writes about embedding risk management into the project planning process can decrease dramatically delays and cost overruns. If PMs can become a better future-seer with early risk detection, they may be able to intervene when necessary without completely blowing the project off schedule (Kerzner, 2009).

In addition, agile project management approaches that involve continual risk assessment and planning in increments can augment abilities to manage risks. Agile methodologies, which prioritize adaptability and rapid response to change were particularly successful at managing risks in fast-paced project environments. The adaptiveness helps project teams to be more responsive, identifying emerging risks and modifying plans accordingly (Cobb, 2023).

2.4 Agile Methodologies

Currently, project management is characterised by the use of various agile methodologies, especially in industries and businesses where flexibility combined with the ability to promptly respond to various changes is essential. As it was mentioned earlier, agility emphasises on incremental and recurrent construction process, cooperation, and feedback; thus, it is proper for the modern conditions. According to a report by the Standish Group (2020), projects managed using agile methodologies are 28.3% more successful than those managed using traditional approaches (Aridi, 2023).

These approaches of working facilitate the delivery of value in smaller, frequent portions, thus, encouraging stakeholders to provide feedback for future adjustments of plans. According to Dikert, Paasivaara, and Lassenius (2016), pointed out that the flexibility and

cycle manner of agile methodologies is effective when handling the project in which the requirements may change over time (Dikert et al., 2016). It also increases the probability of completing the project as per the laid down objectives and increases the probability of customer satisfaction in that the end product is more suited to their requirements.

Moreover, another study pointed out that adopting agile makes the team to be more united, and conflicts are less likely to occur due to improved interaction (Teebi, 2023). This kind of distribution of tasks is critical where decisions have to be made rather quickly, to maintain the pace of the project. Also, all agile approaches trump change in that they foster an environment of systemic optimisation, where teams review their work and results for lessons on improvement.

2.5 Challenges in Project Management

Even with the implementation of these best practices, challenges are still present and likely to impact project managers and this will affect project success. Potential obstacles include expansion of deliverables, lack of funding and manpower to meet the project goals, ineffective communications, and change management.

2.5.1 Scope Creep

One well-known problem in project management is scope creep – the phenomenon of an uncontrolled increase in the project scope with no additional changes to the time, cost, or resources. Scope creep is referred as any change in the scope of project or pressure to deliver more than which was initially agreed between customers and vendors. Scope creep has to be managed and there was the definition. That is why 92% of the projects failed in a survey of project managers, all for lack managers -- having not control on yourrf scope creep management (Komal et al., 2020). Good requirement analysis and strong change control processes would not only help in staying away from the creep, but they also play pivotal roles in managing scope well when we drift off. Starting with a realistic project scope that has input from your stakeholders is going about it the right way and takes a no-nonsense approach to prevent true creepage and avoid actual growth out of proportions by not giving them enough room. According to Lock (2017), “gaining stakeholder approval of the scope and implementing a formal Change Control process for managing changes within that

arrangement are essential steps in keeping creep at bay (Lock, 2017). By doing so, project managers can ensure that any changes to the project scope are carefully evaluated for their impact on the project's timeline, budget, and resources.

2.5.2. Resource Constraints

Lack of resources is a major problem in project management which involves elements like restricted funds, manpower and time. Resource management is a key element to activity resource estimating and project resource management (Ntinyari & Nyang'au, 2024).

Research by Meredith and Mantel (2017), suggests that resource leveling, which involves adjusting the project schedule to account for resource limitations, can help balance the demand for resources with their availability. Additionally, cross-training team members can increase flexibility in resource allocation and mitigate the impact of resource shortages (Meredith et al., 2017). In the case of Aramco, efficiently manages resources in remote areas through workforce development (Planning, 2024).

2.5.3 Communication Breakdowns

Proper communication is also critical for the success of a project, yet communication failures are always experienced frequently. The most frequent problem in organisation communications is the proper transmission of data, which can often result in confusion and wasted time. Some common barriers to communication in organisations are likely to affect the standards of outputs in terms of accuracy and time in huge proportions, thus requiring early measures to be taken to eliminate them (Musheke & Phiri, 2021). To address these problems of communication barrier, the project managers should establish a communication schedule to be followed once the project is underway. This plan should highlight on what information is to be relayed, the period of relaying the information and the mode of relaying the information. A study confirms this need for organisations to pay attention to stakeholder contact strategies when designing communication plans that would broadcast the right information to the right people at the right time (Mitzinneck et al., 2024).

2.5.4 Resistance to Change

Another major impediment to project success is organisational resistance to change especially in large scale projects that require a lot of organisational change. According to PMI (2022), resistance to change is among the drivers of project failure, as it creates a barrier that hinders the advancement of the project and the attainment of its goals(Favari, 2023).

In order to avoid resistance to change, themes, program managers have to employ change management frameworks. This may include stakeholders' consultation to gain their approval to implement the change, offering assistance to the employees to help them adjust to the change, and selling change to the individuals to help the change become embraced. According to Campbell (2014), where the project manager anticipate major sources of resistance to change then chances of implementation success improves(Campbell, 2014).

2.6 Leadership in Project Management

Leadership plays an important role in project management, influencing team performance and overall project outcomes. Different leadership styles, such as transformational and transactional leadership, have been shown to impact project success in various ways.

2.6.1 Transformational Leadership

Transformational leadership has been highlighted as the most famous leadership theory during the last several decades. The objective of transformational leadership is to elevate the motivation and development of followers to a higher level of functioning and performance (Deng et al., 2023). In their recent study, Mysirlaki et al, (2020), explained that the relationship between leaders' emotional intelligence and team effectiveness is moderated by transformational leadership in a virtual team (Mysirlaki & Paraskeva, 2020). Similarly, current studies stress that leadership is one of the most important positive predictors of working outcomes in virtual teams (Greimel et al., 2023). Transformational leadership brings about positive effects to the project performance as it improves cohesiveness as well as fosters the vision of the team.

2.6.2 Transactional Leadership

Transactional leadership, which focuses on setting clear expectations and rewarding performance, is also important in project management. Transactional leaders aim at ensuring that the subordinates perform as required by providing incentives, observing and reshaping them wherever necessary (Abbas & Ali, 2023). Transactional leadership, while effective in structured settings, may limit creativity and flexibility (gemini.google.com & Kumar, 2024).

2.6.3 Emotional Intelligence

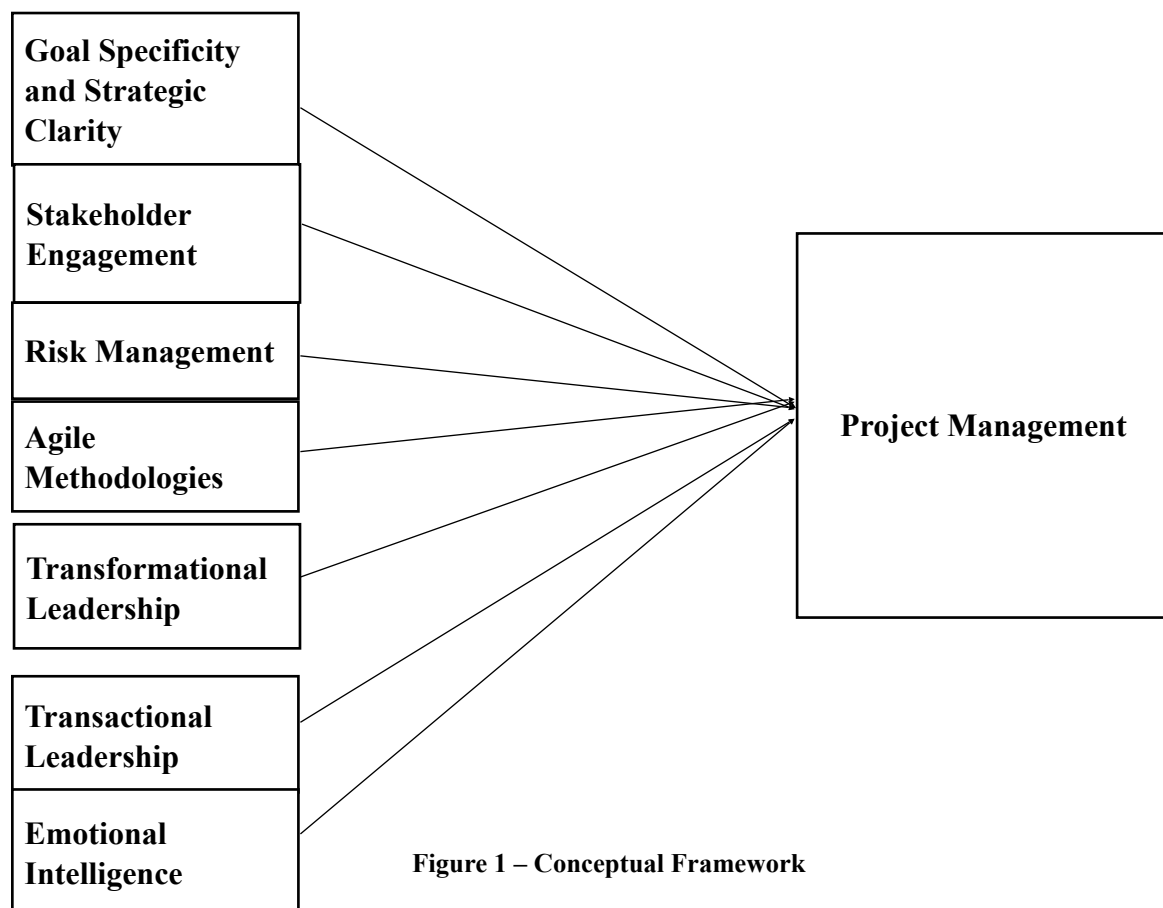
Emotional intelligence is yet another important trait of good leadership that impacts the project outcome. Goleman (2020) articulates that emotional intelligence concerns being aware of one's feelings and those of other people and handling them judiciously (Goleman, 2020). A study conducted by Shin et al. in 2020, found that the good emotional intelligence of the project manager helps team dynamics, conflict resolution, and boosts team morale, resulting in higher levels of project success (Shin et al., 2020).

CHAPTER NO 3

METHODOLOGY

The conducted research was both qualitative and quantitative in nature. The secondary data about the independent and dependent variables was collected through published research articles and source. On the other hand primary data was collected through self-administered questionnaire through survey method.

3.0 Conceptual Framework



3.2 Sample Size:

Data was collected through 200 respondents of Saudi Aramco Oil Company through the questionnaire. The data was collected at supervisor and manager level respondents.

3.3 Sampling Technique:

It was easy to collect the data from a single site so the convenient sampling technique was used to collect the data to get the desired results.

3.4 Statistical tools and Techniques:

To get the results of the conducted research, the data was inserted in SPSS version 20. For the inferential statistics, descriptive statics, correlation analysis reliability analysis and reliability analysis were performed.

RESULT AND DISCUSSION

Descriptive Statistics

4.1 Age of the Respondents

TABLE 4.1: Distribution of respondents according to their age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	96	48.0	48.0	48.0
	26-30	67	33.5	33.5	81.5
	31-35	28	14.0	14.0	95.5
	36-40	9	4.5	4.5	100.0
	Total	200	100.0	100.0	

(Source: author' own calculations)

According to the Table 4.1 the age distribution of the respondents 48% of the sample falls within the age group of 20-25 years, indicating young workforce which effect the dynamics of project management practices. The next largest significant group is the 26-30 years age range, which comprises 33 percent.” 5%. A smaller number of the respondents are within the ages of 31-35 and 36-40, that is 14 % and 4%. 5%, respectively. This suggests that most of the respondents fall within the mid-twenties to early thirties age bracket. The data was collected from 200 participants in total.

4.2 Occupation of the Respondent

TABLE 4.2: Distribution of the respondents according to their OCCUPATION				
	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	SUPERVISOR	111	55.5	55.5	55.5
	MANAGER	89	44.5	44.5	100.0
	Total	200	100.0	100.0	

(Source: Authors own calculations)

According to the Table 4.2 the majority of the respondents say that they work as supervisors, 55.5 % among them. The remaining 44.5% hold managerial positions. The identified distribution depicts a relatively equal distribution of the supervisory and managerial occupations within the sample. This result presents the professional experience of 200 participants in the survey. These roles suggest different level of accountability in the world of work.

4.3: Marital Status of the Respondents

TABLE 4.3 Distribution of the respondents according to their MARITALSTATUS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	172	86.0	86.0	86.0
	MARRIED	28	14.0	14.0	100.0
	Total	200	100.0	100.0	

(Source: Authors Own Calculations)

According to Table 4.3 an overwhelming majority of the respondents—86% are single, while 14% are married. Thus, it can be concluded from the present data that the majority of the sample still remains unmarried. The questionnaire respondents are 200 in total.

4.4 Correlation Analysis

Correlations								
Pearson Correlation								
	m_GSSC	Stakeholder engagement	Risk management	agile methodologies	transformational leadership	transactional leadership	emotional intelligence	project management
GSSC	1	.402**	-.063	.277**	.243**	.150*	-.257**	-.117
STAKEHOLDER ENGAGEMENT	.402**	1	.789**	-.200**	-.326**	-.475**	.223**	.409**
Risk management	-.063	.789**	1	-.404**	-.525**	-.645**	.386**	.560**
Agile Methodologies	.277**	-.200**	-.404**	1	.852**	.574**	-.266**	-.505**
Transformational leadership	.243**	-.326**	-.525**	.852**	1	.705**	-.347**	-.517**
Transactional leadership	.150*	-.475**	-.645**	.574**	.705**	1	-.400**	-.560**
Emotional intelligence	-.257**	.223**	.386**	-.266**	-.347**	-.400**	1	.322**
Project management	-.117	.409**	.560**	-.505**	-.517**	-.560**	.322**	1
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

(Source: Authors own calculations)

The above mentioned table predicts the correlation analysis among the independent and dependent variables. The value of correlation analysis must remain between + to -1. So in the analysis we found that there is no value among the variables which is greater than 1. The relationships among the variables are significant at the 0.05 level. The values are mentioned in the analysis table.

4.5 Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656 ^a	.430	.409	.93807

Regression:

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	3.293	.464		7.094	.000
	GSSC GOAL SPECIFICITY AND STRATEGIC CLARITY	.113	.074	.014	.173	.033*
	STAKEHOLDER ENGAGEMENT	.120	.163	.009	.067	.947
	RISK MANAGEMENT	.288	.119	.309	2.420	.016*
	AGILE METHODOLOGIES	.326	.109	.317	2.998	.003*
	TRANSFORMATIONAL LEADERSHIP	.092	.129	.087	.713	.476
	TRANSACTIONAL LEADERSHIP	.229	.094	.212	2.427	.016*
	EMOTIONAL INTELLIGENCE	.059	.055	.066	1.058	.291
a. Dependent Variable: Project Management						

(Source: Authors own calculations)

According to abovementioned table 4.5 the value of R-square is 0.43 and adjusted R square is 0.40. In the regression model the results showed us that if there will be 1 unit increase in goal

specificity and strategic clarity independent variable there will be 11 unit increase in the dependent variable of project management. Hence we accept our H1.

There is not significant relationship among the stakeholder engagement and project management, hence we reject H2.

If there will be 1 unit increase in the independent variable of risk management, there will be 28 units increase in the dependent variable of the project management at p value less than 0.05. Hence we accept our H3.

If there will be 1 unit increase in the agile methodologies, there will be 32 units increase in the dependent variable of the project management at the p value less than 0.05. Hence we accept our H4. There is insignificant relationship among independent variable of transformational leadership and project management. Hence we reject our H5. On the other hand if there will be 1 unit increase in the independent variable of transactional leadership, there will be 22 units increase in the dependent variable of the project management at the p value less than 0.05. Hence we accept our H6. There is insignificant relationship among independent variable of emotional intelligence and project management. Hence we reject our H7.

SUMMARY AND CONCLUSION

In conclusion, project management best practices enable one to assure projects are effectively delivered. These areas are but not limited to the specification of goals, stakeholder involvement and risk management, application of agile methodologies, and effective leadership; however, it also subjects project managers to challenges of scope changes, resource constraints, communication breakdowns, and resistance to change. By knowing and executing these best practices, project managers will enhance their practice and resultantly deliver better outcomes of projects. The information obtained from the results of research studies provides a very strong basis for more research in the area of inquiry into the impacts best practices and leadership have on the outcomes of project management. As modern projects are gaining more complexity in their undertakings, these best practices need to be embraced if organisations are to maintain their competitive advantage and fulfill their strategic objectives. On the basis of the regression results there must be greater focus of GSSC, Agile methodologies, risk management and transactional leadership to get improvement and efficiency in the project management qualities.

REFERENCES

1. Aaltonen, K., & Kujala, J. (2016). Towards an improved understanding of project stakeholder landscapes. *International Journal of Project Management*, 34(8), 1537–1552.
2. Abbas, M., & Ali, R. (2023). Transformational versus transactional leadership styles and project success: A meta-analytic review. *European Management Journal*, 41(1), 125–142.
3. Aridi, A. S. (2023). The Intersection of Executive Leadership Coaching and Successful Project Management Administration. In *Real-World Solutions for Diversity, Strategic Change, and Organizational Development: Perspectives in Healthcare, Education, Business, and Technology* (pp. 263–276). IGI Global. <https://doi.org/10.4018/978-1-6684-8691-7.ch016>
4. Bourne, L. (2016). Targeted communication: The key to effective stakeholder engagement. *Procedia-Social and Behavioral Sciences*, 226, 431–438.

5. Campbell, H. (2014). *Managing organizational change: A practical toolkit for leaders*. Kogan Page Publishers. [https://books.google.com/books?hl=en&lr=&id=iFZpAwAAQBAJ&oi=fnd&pg=PR7&dq=Todnem+By,+R.+\(2021\).+Managing+organizational+change:+A+practical+toolkit+for+leaders.+Palgrave+Macmillan.&ots=Djw5MHHric&sig=NASg-1BKb_tDV2413zgPRNKVU2I](https://books.google.com/books?hl=en&lr=&id=iFZpAwAAQBAJ&oi=fnd&pg=PR7&dq=Todnem+By,+R.+(2021).+Managing+organizational+change:+A+practical+toolkit+for+leaders.+Palgrave+Macmillan.&ots=Djw5MHHric&sig=NASg-1BKb_tDV2413zgPRNKVU2I)
6. Cobb, C. G. (2023). *The Project Manager's Guide to Mastering Agile: Principles and Practices for an Adaptive Approach*. John Wiley & Sons.
7. Coronado-Maldonado, I., & Benítez-Márquez, M.-D. (2023). Emotional intelligence, leadership, and work teams: A hybrid literature review. *Heliyon*, 9(10). <https://doi.org/10.1016/j.heliyon.2023.e20356>
8. de Carvalho, M. M., Patah, L. A., & de Souza Bido, D. (2015). Project management and its effects on project success: Cross-country and cross-industry comparisons. *International Journal of Project Management*, 33(7), 1509–1522.
9. Deng, C., Gulseren, D., Isola, C., Grocutt, K., & Turner, N. (2023). Transformational leadership effectiveness: An evidence-based primer. *Human Resource Development International*, 26(5), 627–641. <https://doi.org/10.1080/13678868.2022.2135938>
10. Dikert, K., Paasivaara, M., & Lassenius, C. (2016). Challenges and success factors for large-scale agile transformations: A systematic literature review. *Journal of Systems and Software*, 119, 87–108.
11. Favari, E. (2023). *Project Management: Leading Change in the Age of Complexity*. Springer Nature. [https://books.google.com/books?hl=en&lr=&id=v7mpEAAAQBAJ&oi=fnd&pg=PR8&dq=+Favari,+E.+\(2023\).+Project+Management:+Leading+Change+in+the+Age+of+Complexity.+%5BHTML%5D&ots=4xls6DIXKq&sig=tg99TqASFpWOcMxTpR6_FerK4HQ](https://books.google.com/books?hl=en&lr=&id=v7mpEAAAQBAJ&oi=fnd&pg=PR8&dq=+Favari,+E.+(2023).+Project+Management:+Leading+Change+in+the+Age+of+Complexity.+%5BHTML%5D&ots=4xls6DIXKq&sig=tg99TqASFpWOcMxTpR6_FerK4HQ)
12. gemini.google.com, & Kumar, P. (2024). Leadership Styles and Their Influence on Project Team Performance. *Non Human Journal*, 1(06), Article 06. <https://doi.org/10.70008/nhj.v1i06.29>
13. Gemünden, H. G., Lehner, P., & Kock, A. (2018). The project-oriented organization and its contribution to innovation. *International Journal of Project Management*, 36(1), 147–160. <https://doi.org/10.1016/j.ijproman.2017.07.009>
14. Goleman, D. (2020). *Emotional intelligence: Why it can matter more than IQ*. Bloomsbury Publishing.
15. Govindan, K., & Arampatzis, G. (2023). A framework to measure readiness and barriers for the implementation of Industry 4.0: A case approach. *Electronic Commerce Research and Applications*, 59, 101249. <https://doi.org/10.1016/j.elerap.2023.101249>

16. Greimel, N. S., Kanbach, D. K., & Chelaru, M. (2023). Virtual teams and transformational leadership: An integrative literature review and avenues for further research. *Journal of Innovation & Knowledge*, 8(2), 100351. <https://doi.org/10.1016/j.jik.2023.100351>
17. Hornstein, H. A. (2015). The integration of project management and organizational change management is now a necessity. *International Journal of Project Management*, 33(2), 291–298.
18. Jaffe, A. M., & Ellass, J. (2007). Saudi Aramco: National flagship with global responsibilities. *The Changing Role of National Oil Companies in International Energy Markets*. http://large.stanford.edu/publications/power/references/baker/studies/noc/docs/NOC_SaudiAramco_Jaffe-Elass-revised.pdf
19. Kerzner, H. (2009). *Project Management: A Systems Approach to*. <http://faculty.tamuc.edu/jdavis/tmgt/514/208/TMGT514-208-Syllabus.pdf>
20. Khan, M. H. (2024). *Impact of Creative Leadership on Innovative Project Success with Mediating Role of Teamwork Quality and Moderating Role of Top Management* [PhD Thesis, CAPITAL UNIVERSITY]. https://cust-library.azurewebsites.net/uploads/MPM213024_Muhammad_Hassan_Khan.pdf
21. Komal, B., Janjua, U. I., Anwar, F., Madni, T. M., Cheema, M. F., Malik, M. N., & Shahid, A. R. (2020). The Impact of Scope Creep on Project Success: An Empirical Investigation. *IEEE Access*, 8, 125755–125775. IEEE Access. <https://doi.org/10.1109/ACCESS.2020.3007098>
22. Le Manh, P., Dabscheck, D., Simpson, A., Temes, P., Shehhi, H. A., Balushi, Z. A., Jindong, Z., Li, Z., Jiang, F., Garro, F., Singh, D., Ojekhekpen, F., Guha, A., Montgomery, O., Metpally, F., Kapoor, V., Griffiths, M., Mathur, M., Aguiñaga, G. A., ... Dacre, N. (2024, February 29). *Pulse of the Profession 2024: The Future of Project Work* [Monograph]. Project Management Institute. <https://eprints.soton.ac.uk/492599/>
23. Lee, M. R. (2021). *Leading virtual project teams: Adapting leadership theories and communications techniques to 21st century organizations*. Auerbach Publications. <https://www.taylorfrancis.com/books/mono/10.1201/9781003119869/leading-virtual-project-teams-margaret-lee>
24. Lock, D. (2017). *The essentials of project management*. Routledge. <https://www.taylorfrancis.com/books/mono/10.4324/9781315239941/essentials-project-management-dennis-lock>
25. Megheirkouni, M., & Mejheirkouni, A. (2020). Leadership development trends and challenges in the twenty-first century: Rethinking the priorities. *Journal of Management Development*, 39(1), 97–124. <https://doi.org/10.1108/JMD-04-2019-0114>

26. Menon, S. (2024). Best Practices and Implementation Challenges in Effective Project Management. *International Business Research*, 17(2), Article 2. <https://doi.org/10.5539/ibr.v17n2p66>
27. Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). *Project management: A strategic managerial approach*. John Wiley & Sons. [https://books.google.com/books?hl=en&lr=&id=ipZXDwAAQBAJ&oi=fnd&pg=PR5&dq=Meredith,+J.+R.,+%26+Mantel,+S.+J.+\(2022\).+Project+Management:+A+Managerial+Approach.+J+o+h+n+W+i+l+e+y+%26+Sons.&ots=Qyl4sDMFIY&sig=YcChD9npedA_0SImtKSU8k5FH8](https://books.google.com/books?hl=en&lr=&id=ipZXDwAAQBAJ&oi=fnd&pg=PR5&dq=Meredith,+J.+R.,+%26+Mantel,+S.+J.+(2022).+Project+Management:+A+Managerial+Approach.+J+o+h+n+W+i+l+e+y+%26+Sons.&ots=Qyl4sDMFIY&sig=YcChD9npedA_0SImtKSU8k5FH8)
28. Mitzinneck, B. C., Coenen, J., Noseleit, F., & Rupietta, C. (2024). Impact creation approaches of community-based enterprises: A configurational analysis of enabling conditions. *Journal of Business Venturing*, 39(6), 106420.
29. Mousa, M., Massoud, H. K., & Ayoubi, R. M. (2020). Organizational learning, authentic leadership and individual-level resistance to change. *Management Research: Journal of the Iberoamerican Academy of Management*, 18(1), 5–28. <https://doi.org/10.1108/MRJIAM-05-2019-0921>
30. Musheke, M. M., & Phiri, J. (2021). The effects of effective communication on organizational performance based on the systems theory. *Open Journal of Business and Management*, 9(2), 659–671.
31. Mysirlaki, S., & Paraskeva, F. (2020). Emotional intelligence and transformational leadership in virtual teams: Lessons from MMOGs. *Leadership & Organization Development Journal*, 41(4), 551–566. <https://doi.org/10.1108/LODJ-01-2019-0035>
32. Nguyen, N. M., Killen, C. P., Kock, A., & Gemünden, H. G. (2018). The use of effectuation in projects: The influence of business case control, portfolio monitoring intensity and project innovativeness. *International Journal of Project Management*, 36(8), 1054–1067.
33. Ntinyari, R., & Nyang'au, S. P. (2024). PROJECT RESOURCE MANAGEMENT PRACTICES AND PERFORMANCE OF DONOR FUNDED HEALTH PROJECTS IN NAIROBI CITY COUNTY, KENYA. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME)*, 8(2). <https://www.sagepublishers.com/index.php/ijssme/article/view/440>
34. Omotayo, T. S., Ross, J., Oyetunji, A., & Udejaja, C. (2024). Systems Thinking Interplay Between Project Complexities, Stakeholder Engagement, and Social Dynamics Roles in Influencing Construction Project Outcomes. *Sage Open*, 14(2), 21582440241255872. <https://doi.org/10.1177/21582440241255872>
35. Planning, H. C. A. W. (2024). The History of the Workforce at Saudi Aramco. *Strategic Workforce Planning: Best Practices and Emerging Directions*, 99.

36. Sankaran, S., Jacobsson, M., & Blomquist, T. (2021). The history and future of projects as a transition innovation: Towards a sustainable project management framework. *Systems Research and Behavioral Science*, 38(5), 696–714. <https://doi.org/10.1002/sres.2814>
37. Serrador, P., & Pinto, J. K. (2015). Does Agile work?—A quantitative analysis of agile project success. *International Journal of Project Management*, 33(5), 1040–1051.
38. Shin, N., Yoo, J.-S., & Kwon, I.-W. G. (2020). Fostering trust and commitment in complex project networks through dedicated investment in partnership management. *Sustainability*, 12(24), 10397.
39. Shirokova, G., Morris, M. H., Laskovaia, A., & Micelotta, E. (2021). Effectuation and causation, firm performance, and the impact of institutions: A multi-country moderation analysis. *Journal of Business Research*, 129, 169–182.
40. Singh, H., & Williams, P. S. (2021). A guide to the project management body of knowledge: Pmbok (®) guide. *Project Management Institute*. https://amberton.edu/wp-content/uploads/2023/07/MGT4497_E1_Fall2023.pdf
41. Stanitsas, M., Kirytopoulos, K., & Leopoulos, V. (2021). Integrating sustainability indicators into project management: The case of construction industry. *Journal of Cleaner Production*, 279, 123774.
42. Teebi, I. (2023). *The Effects of Agile Methodologies on an Organization Workforce*. <https://www.theseus.fi/handle/10024/802492>
43. Young, R., Chen, W., Quazi, A., Parry, W., Wong, A., & Poon, S. K. (2020). The relationship between project governance mechanisms and project success. *International Journal of Managing Projects in Business*, 13(7), 1496–1521. <https://doi.org/10.1108/IJMPB-10-2018-0212>
44. Zada, M., Khan, J., Saeed, I., Zada, S., & Jun, Z. Y. (2023). Linking public leadership with project management effectiveness: Mediating role of goal clarity and moderating role of top management support. *Heliyon*, 9(5). <https://doi.org/10.1016/j.heliyon.2023.e15543>

45. Appendix

Goal Specificity and Strategic Clarity (Smith & Thomas, 2020).

1. Project goals were clearly defined at the start.
 - ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
2. The project goals were aligned with the organization's strategic objectives.
 - ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
3. The project team fully understood the project objectives.
 - ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
4. Goal clarity contributed to the project's success.
 - ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree

Stakeholder Engagement (PINTO & ALLUI, 2020)

1. Stakeholders were effectively engaged throughout the project.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

2. Regular communication with stakeholders was maintained.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

3. Stakeholder feedback was actively sought and incorporated.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

Risk Management (Dvorsky et al., 2021)

1. Potential project risks were identified early on.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

2. The project had a clear risk management plan.

- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
3. Risk mitigation strategies were effectively implemented.
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
4. Risk management contributed to the project's success.
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree

Agile Methodologies (Looks et al., 2021)

1. Agile methodologies were effectively utilized in the project.
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
2. The team adapted quickly to changes in project requirements.
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral

- ☐ Agree
 - ☐ Strongly Agree
3. Agile practices improved collaboration within the team.
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
4. The use of Agile methodologies led to better project outcomes.
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree

Transformational Leadership (Abudaqa et al., 2020)

1. The project leader inspired the team to achieve beyond expectations.
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
2. The project leader encouraged innovation and creative problem-solving.
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree

3. The project leader effectively communicated a compelling vision for the project.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

4. Team members were motivated to go above and beyond their usual duties.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

Transactional Leadership (Abudaqa et al., 2020)

1. The project leader set clear expectations and performance standards.

- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

2. The project leader provided rewards and recognition based on performance.

- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

3. The project leader closely monitored team progress and addressed issues promptly.

- ☐ Disagree
- ☐ Strongly Disagree

- ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
4. The project leader's transactional approach contributed to the project's success.
- ☐ Disagree
 - ☐ Strongly Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree

Emotional Intelligence (Drigas & Papoutsis, 2021)

1. The project leader effectively managed stress and remained calm under pressure.
- ☐ Disagree
 - ☐ Strongly Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
2. The project leader demonstrated empathy and understanding towards team members.
- ☐ Disagree
 - ☐ Strongly Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
3. Conflicts within the team were resolved effectively by the project leader.
- ☐ Disagree
 - ☐ Strongly Disagree
 - ☐ Neutral
 - ☐ Agree

- ☐ Strongly Agree
- 4. The project leader's emotional intelligence contributed to a positive team environment.
 - ☐ Disagree
 - ☐ Strongly Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree

DEPENDENT VARIABLE

Project Management

Project Success Rate

1. The project was completed on time.
 - ☐ Disagree
 - ☐ Strongly Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree

Stakeholder Satisfaction

1. Stakeholders were satisfied with the final outcomes of the project.
 - ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree

Team Performance

1. The project team worked effectively together.
 - ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral

- ☐ Agree
- ☐ Strongly Agree

Midocean University

College of Management

Department of Business Administration

Title: The Impact of Best Practices and Leadership Qualities on Project Management and Challenges Faced by Organizations

Prepared by: Saif Rashad Qablawi

241001074

Supervised by: Dr. Asma Abuanazeh

Year: 2024