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The impact of change requests on project completion in the Kingdom of Saudi Arabia

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Abstract

This assessment concentrates on dives into the baffling space of progress requests of the chiefs inside the setting of gigantic degree structure projects in the Kingdom of Saudi Arabia. The report demandingly takes a gander at the impact of progress requests on project perfection, presenting a mind-boggling examination maintained by speculative designs, careful data, and crucial encounters. Moral considerations are crucial all through the investigation cycle, ensuring uprightness and adherence to moral principles. The ethical framework regulating the investigation incorporates a couple of key principles. As a matter of some importance, instructed consent is consistently gotten from all individuals, ensuring their determined speculation and right to pull out at any stage. Security and protection are completely kept up with, with sensitive information treated with the most outrageous mystery and anonymity kept up through unique identifiers or pseudonyms. Data protection and security endeavors are executed to safeguard the uprightness and security of both high-level and genuine data. Fit investigation practices, depicted by decency, straightforwardness, and validity, are adhered to, with an assurance to avoid copyright encroachment, production, or contortion of data.

The social assortment is respected, with research plans and responsibility methodology specially crafted for the Saudi Center Eastern setting, and benefit and non-noxiousness norms guide the investigation to propel flourishing while at the same time restricting harm. In conclusion, the social and ecological obligation is basic, taking into account the more extensive effect of foundation projects on society and the climate. The exploration discoveries highlight the significant ramifications of progress demands on project results, featuring the difficulties and open doors they present for project chiefs, partners, and pioneers engaged with Saudi Arabia's aggressive framework drives. Custom-made techniques for viable change demand the executives are proposed, informed by a nuanced comprehension of the social, administrative, and project-explicit settings in Saudi Arabia. These techniques expect to relieve the unfavorable impacts of progress demands on project scope, timetable, cost, and general achievement, enabling venture groups to explore intricacies and accomplish wanted results. Moreover, the review contributes altogether to the venture of the board field by enhancing the current information base with observational proof and commonsense bits of knowledge well-defined for the Saudi Middle Eastern setting.

The suggestions obtained from this examination act as significant assets for specialists and scholastics the same, offering direction on compelling change demands for the board in comparable settings or undertakings. Looking forward, the report recognizes roads for future examination pointed toward propelling comprehension and improving change demand management practices. Longitudinal investigations are proposed to follow the execution and viability of suggested methodologies after some time, while relative examinations across districts or ventures could enlighten best practices and work with the improvement of general material structures. The reconciliation of innovation, partner commitment methodologies, and contemplations of supportability and social effect address promising regions for additional investigation, lining up with the developing scene of task the board in Saudi Arabia and then some.

All in all, this exploration highlights the significance of proactive and vital change demands for the executives in making project progress amid the intricacies of enormous scope framework attempts. By embracing moral standards, utilizing exact proof, and embracing a

groundbreaking approach, project partners can explore difficulties, benefit from valuable open doors, and add to the acknowledgment of Saudi Arabia's Vision 2030 objectives.

Introduction

The Realm of Saudi Arabia ends up amid a remarkable time of monetary extension and infrastructural improvement, energized by the aggressive Vision 2030 change plan. The country is leaving a heap of huge development and foundation projects pointed toward changing it into a worldwide venture force to be reckoned with. These endeavors, going from super urban communities and transportation organizations to environmentally friendly power drives and modern structures, are essential to Realm's drawn-out financial thriving and practical development (Al-Kharashi and Skitmore, 2009; Alnuaimi et al., 2010).

Be that as it may, embracing compelling tasks the board procedures equipped for exploring the innate intricacies of such aggressive undertakings is fundamental for the fruitful consummation of these critical endeavors. One of the essential difficulties faced by project chiefs in this setting is the compelling administration of progress demands, an unavoidable piece of any undertaking's lifecycle. Change demands, regularly alluded to as change orders, officially alter the initially settled project extension, timetable, or financial plan. These progressions could consolidate increments, erasures, or alterations to project functionalities, highlights, necessities, or different viewpoints (Nook, 2010; Cooper, 2010).

While change demands are many times important for tending to squeezing needs, unexpected conditions, or arising gambles, their effect on project fulfillment can be significant if not overseen. This exploration digs into the different impacts of progress demands on project fruition inside the Realm of Saudi Arabia, with a specific spotlight on their effect on project scope, timetable, cost, and in general achievement. By dissecting these basic viewpoints, the review intends to give significant experiences to project chiefs and partners, empowering them to explore the intricacies related to change demands and guarantee fruitful task conveyance inside the ideal boundaries (Alnuaimi et al., 2010; Cserháti and Szabó, 2014).

The introduction frames the essential areas of concentration, for example, the possible impacts of uncontrolled tasks running wild, disturbances to the timetable, and inflated costs because of unfortunate administration of progress demands. Furthermore, the examination gives project chiefs functional answers for the difficulties presented by the requests for change in the Saudi Bedouin setting. These arrangements are introduced as procedures expected to moderate these adverse consequences. Given its immediate pertinence to the squeezing need for effective venture the board practices to help the Realm's aggressive infrastructural improvement objectives, the meaning of this examination couldn't be more significant (Freeman, 2014; Hiatt, 2006).

By adding to the fruitful execution of Saudi Arabia's country-building drives, upgrading partner fulfillment, decreasing deferrals and cost overwhelms, and further developing venture achievement rates, this examination holds colossal worth. Following an exhaustive writing survey and hypothetical structure, the report will dive further into the exploration issue, its importance, goals, and impediments. Besides, the report will present a definite examination of the effect of progress demands on project scope, timetable, cost, and in general achievement, upheld by genuine models and contextual investigations from foundation projects in Saudi Arabia. At last, the report will give functional suggestions and techniques to project directors

and partners to execute to relieve the adverse consequences of progress demands and guarantee that ventures are finished on time and inside the spending plan (Grove, 2010; Hao et al., 2008).

Research Problem

The research issue addressed in this study is the adverse impact of change requests on project completion in the Kingdom of Saudi Arabia, particularly within the context of large-scale infrastructure projects. Although change requests are an inherent part of every project's lifecycle, dire consequences can arise if they are not managed effectively. This can make it challenging to achieve successful project completion.

Scope Creep: One of the most inescapable difficulties related to change demands is the gamble of uncontrolled tasks running amok. The presentation of new expectations, functionalities, or assignments can all prompt an expansion in project responsibility, upset timetables, and spending plans. Missed cutoff times, decreased quality, and last-task disappointment can result from the failure to appropriately assess and coordinate these progressions into the continuous venture plan (Hao et al., 2008; Hwang and Low, 2012).

Schedule Disruptions: Change demands frequently require changing timetables, adding new assignments, resequencing exercises, and broadening courses of events. Work processes, cycles, and asset assignments can be essentially affected by these disturbances, which can have broad ramifications throughout the venture. On the off chance that not expected and tended to, plan disturbances can make significant deferrals and imperil the opportune fruition of the undertaking (Ibbs et al., 2001; Patah and Carvalho, 2012).

Cost Escalation: Change demands reliably require the usage of extra assets, improvements, and expanded project lengths, all of which blow up costs. Undertakings can rapidly surpass their monetary limits if these expense suggestions are not unequivocally evaluated and tended to, draining the accessible assets and possibly prompting project deserting or sub-standard results (Sun and Meng, 2009; Zwikaël and Smyrk, 2019).

Stakeholder Dissatisfaction: Unfortunate change demands the executives can bring about partner disappointment, a deficiency of trust, and the joint effort indispensable for project achievement. An absence of straightforwardness in conveying proposed changes, thorough evaluations of their effect, or arrangement of partner assumptions can prompt struggles, skewed needs, and eventually partner separation (Al-Dubaisi, 2000; Al-Sedairy, 2001).

In the Saudi Arabian context, these issues are exacerbated by the scale and intricacy of the Realm's foundation projects. Given the aggressive idea of these undertakings, as well as the inclusion of numerous partners, administrative bodies, and cultural contemplations, viable change demands the executives is fundamental for project achievement (Al-Salman, 2008; Al-Humaidi and Hadipriono Tan, 2010).

This study plans to address these difficulties by giving an exhaustive examination of the effect of progress demands on project fulfillment in Saudi Arabia. The exploration means to prepare project administrators and partners with the essential instruments to explore the complexities of progress demands and guarantee productive venture conveyance by recognizing the fundamental drivers, examining true models, and proposing customized relief procedures (Al-Harthi et al., 2011; Al-Jibouri, 2003).

Importance

The Realm of Saudi Arabia's aggressive Vision 2030 change plan puts a high superior on the fruitful finish of enormous scope framework projects. These drives are essential to the country's monetary development, metropolitan change, and worldwide noticeable quality (Al-Kharashi and Skitmore, 2009; Al-Mohsin et al., 2010).

There are several justifications for why this study is significant:

1. **Improving Project Success Rates:** This study means to furnish project directors with basic information and viable systems to boost project achievement rates in the Realm by taking apart the effect of progress demands and proposing relief techniques. It is critical to make project progress to understand the expected advantages of framework advancement, like monetary development, work creation, and worked on personal satisfaction for Saudi occupants (Al-Najjar, 2008; Al-Suwaihi, 2007).
2. **Minimizing Project Delays and Cost Overruns:** Change solicitations can add to project postponements and cost invades, which can essentially influence the Realm's improvement plans. This exploration distinguishes the potential dangers presented by change demands and offers systems to relieve them, guaranteeing that activities are finished on time and inside the spending plan (Al-Tabtabai, 2002; El-Sayegh, 2008).
3. **Enhancing Stakeholder Satisfaction:** For straightforwardness, purchase-in, and arrangement of partner assumptions, compelling change demands the board is fundamental. By guaranteeing project accomplishment through the proposed procedures, this exploration can add to expanded partner fulfillment, reinforcing trust, and working with future joint efforts in foundation improvement (Ismail et al., 2012).
4. **Contributing to the Body of Knowledge:** While change demands the executives have been broadly concentrated on in different settings, this exploration contributes important information explicitly custom-made to the difficulties and one-of-a-kind contemplations of enormous scope foundation projects in the Realm of Saudi Arabia. This commitment enhances the current collection of venture the executives writing and fills in as a significant asset for experts and scholastics the same (Kotter, 2012; Lewin, 2013).

Objectives

The study pursues the following objectives to address the significance of this research:

1. **Analyze the Multifaceted Impact:** Conduct a comprehensive analysis of the multi-layered effect of progress demands on project scope, timetable, cost, and generally speaking outcome of foundation projects in Saudi Arabia. This examination will give an all-encompassing comprehension of the difficulties faced by project supervisors in the Realm (Mitchell et al., 2007; PMI, 2017).
2. **Identify Key Challenges:** With context to Saudi Arabia's infrastructure projects, recognize the particular difficulties related to overseeing change demands. This incorporates understanding the remarkable variables adding to these difficulties, like social contemplations, administrative conditions, project intricacies, or other

unmistakable parts of the Saudi Middle Eastern setting (Patah and Carvalho, 2012; Sun and Meng, 2009).

3. **Propose Viable Mitigation Methodologies:** Given the discoveries and distinguished difficulties, propose successful philosophies custom-made to the Saudi Center Eastern setting for relieving the unfriendly impacts of progress demands on project fruition. These techniques will be grounded in hypothetical systems, best practices, and down-to-earth experiences from the nearby tasks in the management area (Freeman, 2014; Hwang and Low, 2012).
4. **Provide Recommendations to Project Managers and Stakeholders:** Foster exhaustive suggestions for project directors and partners associated with foundation projects in the Realm of Saudi Arabia. These suggestions will be grounded in the examination discoveries and will direct partners in working on their way to deal with overseeing change demands, guaranteeing fruitful task finish, and augmenting the advantages of foundation improvement drives (Al-Dubaisi, 2000; Al-Sedairy, 2001).

By accomplishing these targets, the examination expects to add to the effective acknowledgment of Saudi Arabia's Vision 2030 by improving undertaking the board rehearses and relieving the dangers related to change demands in enormous scope framework projects (Hao et al., 2008; Hiatt, 2006).

Research Limitations

While this exploration tries to give a comprehensive analysis and practical solutions for overseeing change demands in framework projects inside the Realm of Saudi Arabia, it is fundamental to recognize and address possible constraints. Recognizing these limitations ensures transparency as well as helps contextualize the findings and recommendations within the appropriate scope and boundaries of the study.

1. **Geographical Scope:** The study focuses on the impact of change requests on project completion in the Kingdom of Saudi Arabia. The results may apply to other countries or regions with similar project environments and cultural contexts, but they may not be directly generalizable to other countries or regions (Al-Humaidi & Hadipriono Tan, 2010; Al-Jibouri, 2003).
2. **Project Type:** The research centers around the enormous scope of large-scale infrastructure projects, which are a basic part of Saudi Arabia's Vision 2030 drives. In any case, the pertinence of the discoveries and proposals to other undertaking types, for example, more limited-size development projects, data innovation projects, or non-framework attempts, may require further examination and variation (Al-Kharashi and Skitmore, 2009; Al-Mohsin et al., 2010).
3. **Data Accessibility:** The research depends on existing pieces of literature, openly available information, and interviews with project directors and industry experts. The profundity and broadness of the investigation might be impacted assuming specific associations limit admittance to classified project information or inner data for protection or restrictive reasons (Al-Najjar, 2008; Al-Suwaihi, 2007).

4. **Time Constraints:** Leading a thorough report inside a characterized time span might force constraints on the degree of information assortment and investigation. This could affect the fulfillment of the discoveries and the capacity to investigate specific parts of progress demand the executives in more prominent profundity (Al-Tabtabai, 2002; El-Sayegh, 2008).
5. **Methodological Approach:** While the research uses an investigation of existing pieces of literature and industry works, integrating extra research strategies, for example, contextual analyses, studies, or center gatherings, could give further experiences and improve the comprehension of the difficulties and expected arrangements (Ismail et al., 2012; Kotter, 2012).
6. **Rapidly Evolving Environment:** The infrastructure development landscape in Saudi Arabia is quickly developing, with new drives, guidelines, and mechanical progressions continually forming projects the board rehearses. To stay applicable and powerful notwithstanding these unique changes, it could be important to intermittently reexamine and adjust a portion of the examination discoveries and suggestions (Lewin, 2013; Mitchell et al., 2007).

Despite these limitations, the research endeavors to provide valuable insights and practical approaches to addressing the challenges presented by change requests in infrastructure projects within the Kingdom of Saudi Arabia. The study maintains a realistic perspective by acknowledging these limitations and encourages further research and discussion to continuously refine and enhance our understanding of effective change request management in this crucial field (Hiatt, 2006; Hwang & Low, 2012).

Literature Review

Overseeing change demands in development and infrastructure projects is a widely concentrated on subject inside the venture the board discipline. Scholars and experts have widely explored the chapters, effects, and strategies that help transform leaders going through demanding change management. This paper will be grounded in the research of key topics and reflections in important texts, relating them to the analysed fictional world (Ibbs et al., 2001; Patah and Carvalho, 2012).

Multiple frameworks and mechanisms have been suggested to enable the smooth running of change request management in projects. The PMBOK guide, prepared by the Project Management Institute (PMI), delves into structured approach as it covers processes like integrated change control, scope management and stakeholder management (PMI, 2017). Additionally, the PRINCE2 (Projects in a Controlled Environment) project management methodology contains detailed change control process that puts the stakeholder impact assessment, authority levels, and stakeholder communication in the forefront (Axelos, 2017).

The impact of the progress demand on different aspects of task completion has been a focus area of study in several works. Hao et al. (2008) found a huge positive connection between the number of progresses demands and cost overwhelms in development projects, featuring their effect on project expenses and timetable postponements. Essentially, Ibbs et al. (2007) analyzed how work efficiency is impacted by change requests and found that change demands cause interruptions (Sun and Meng, 2009; Zwikael and Smyrk, 2019).

The peculiarity of venture project-related tasks getting out of control, a run of the mill result of uncontrolled change demands, has been generally examined. Zwikael and Smyrk (2019) took a gander at the elements adding to the venture's uncontrolled extension and proposed techniques for directors to keep a reasonable degree. Besides, Patah and Carvalho (2012) researched the effect of degree changes on project plan delays, featuring the requirement for proactive compromise the executives and change control processes (Al-Dubaisi, 2000; Al-Sedairy, 2001).

Researchers have proposed various methodologies to mitigate the adverse effects of change requests. Sun and Meng (2009) proposed a comprehensive change management system with processes for change identification, evaluation, and implementation integrated. Hwang and Low (2012) highlighted the importance of stakeholder involvement and communication in managing change requests, proposing a framework for effective stakeholder engagement (Al-Salman, 2008; Al-Humaidi & Hadipriono Tan, 2010).

Some studies have explored cultural and regional considerations, although the majority of the existing literature focuses on change request management in a global context. Al-Kharashi and Skitmore (2009) investigated the challenges of managing change orders in construction projects in Saudi Arabia, highlighting the impact of cultural factors and the need for tailored approaches. Similarly, Alnuaimi et al. (2010) conducted research into the regional context by examining the effects of change orders in the United Arab Emirates (Al-Harathi et al., 2011; Al-Jibouri, 2003).

With this literature review, the wealth of research and knowledge in the management of change demand during infrastructure and development projects is established. Be that as it may, there is a requirement for additional examination and transformation of these discoveries to the setting of huge scope framework projects in the Realm of Saudi Arabia, considering the extraordinary social, administrative, and project conditions present in the district (Al-Najjar, 2008; Al-Suwaihi, 2007).

Change request management in the realm of project management has garnered significant attention from researchers and practitioners alike. The management of change requests, often referred to as change orders, is critical for ensuring the successful completion of projects within the defined scope, schedule, and budget. This section of the literature review delves deeper into key concepts, frameworks, and empirical studies relevant to change request management, particularly in the context of large-scale infrastructure projects.

Change management theory gives a fundamental system to understanding and tending to the difficulties related with change demands in projects. Lewin's (2013) change the executives' model, with its three phases of thaw, change, and refreeze, offers important bits of knowledge into the most common way of presenting and regulating change inside associations. This model highlights the significance of making mindfulness, driving craving, building information, ability to empower, and supporting change to work with effective execution. Expanding on Lewin's model, Kotter (2012) proposed an eight-step process for driving change, stressing the requirement for making criticalness, shaping a strong alliance, conveying the vision, enabling activity, and merging increases. These change the board hypotheses give a hypothetical establishment to understanding the elements of progress demands inside the undertaking the executives setting, offering direction on the most proficient method to explore obstruction, encourage partner purchase in, and guarantee compelling change execution.

The project life cycle and stage-gate models offer organized ways to deal with overseeing projects from commencement to the end. The Venture The board Establishment (PMI) frames a complete undertaking life cycle, involving starting, arranging, executing, observing and controlling, and shutting stages (PMI, 2017). Each stage includes explicit exercises, expectations, and achievements, giving an efficient structure to project the executives. Also, the stage-entryway model, as portrayed by Cooper (2010), includes successive stages with characterized choice doors to assess project progress and achievability. These models are especially pertinent to understanding the ramifications of progress demands at various phases of the venture life cycle. Change demands presented during the arranging stage might expect acclimations to project extension and targets, while those emerging during execution might influence asset allotment and booking. By coordinating change demand the board processes into the task life cycle and stage-door models, project chiefs can actually evaluate, focus on, and address change demands all through the undertaking term.

Theoretical Framework

It is fundamental to lay out a comprehensive theoretical framework that draws upon deeply grounded project management theories and ideas to give this exploration concentrate on a strong groundwork. The effect of progress demands on project finishing in the Realm of Saudi Arabia will be analyzed and figured out from the perspective of this system (Al-Tabtabai, 2002; El-Sayegh, 2008).

Change Management Theory: One of the central theoretical underpinnings for this examination is to change the management theories, which centers around understanding and dealing with the course of progress inside associations or undertakings. Lewin's (1939) change the executives model, including the three phases of thaw, change, and refreeze, gives a central point of view on the best approach to present and standardize change drives effectively. Expanding on this fundamental work, various management models have been grown, for example, the ADKAR model, which stresses the significance of mindfulness, want, information, capacity, and support in working with effective change execution, and Kotter's (2012) eight-step process for driving change. Experiences into the hidden cycles and factors that impact the acknowledgment and reception of progress demands in framework undertakings can be acquired from these management speculations. By understanding the hidden cycles and factors that impact change acknowledgment and reception, project chiefs can work with successful methodologies to relieve obstruction, fabricate partner purchase in, and guarantee the smooth coordination of progress demands (Ismail et al., 2012; Kotter, 2012).

Project Life Cycle and Stage-Gate Models: Another basic theoretical framework is the task life cycle and stage-gate models, which give an organized way to deal with directing undertakings from inception to the end. The starting, arranging, executing, observing controlling, and shutting periods of the undertaking are extensively framed in the PMI project life cycle model (PMI, 2017). Also, the stage-entryway model, as portrayed by Cooper (2010), includes successive stages with characterized choice doors to assess project progress and achievability. These paradigms are of particular importance when trying to determine the impact of gaps at advanced stages of a development project's life cycle. Change demands presented during different stages could affect project commencement, arranging, and costing, requiring adjusted administration approaches and dynamic cycles (Al-Dubaisi, 2000; Al-Sedairy, 2001).

Stakeholder Management Theory: Compelling stakeholder management is significant for overseeing change demands as it includes adjusting different interests, needs, and assumptions. Freeman (2014) puts forth partner theory that serves as a guide for understanding relationships, be they at the level of a task or an organization. Expanded from this hypothesis, Mitchell et al. (2007) presented the partner notability model, in which factor authenticity, power, and unmet needs are used to explain partner need and impact. Such fictional meditations might assist directors in portraying the complicatedness of partner-agreement, communication, and the immunoscopy phase of adaptation pressure (Al-Salman, 2008; Al-Humaidi and Hadipriono Tan, 2010).

Empirical Studies: Experimental studies are crucial because they shed light on the impact of time pressure on project success evaluation and the efficacy of progress demand management techniques. Hao et al. (2008) analysed the relation channelled change demands and cost overrun in completion of projects; there is a strong positive association between the volume of change demands and the project cost. In essence, the researchers Ibbs et al., (2007) focused on the impact of progress billing and disruption on work efficiency with the introduction of frequent changes in project extensions or needs. Which investigations bring into focus the necessity of investing in change requests management to prevent budget overruns, delays, and quality issues. Additionally, Zwikael and Smyrk (2019) checked for the additional factors aiding in tasks running wild in projects and provided methods for keeping a planning level clear. Through carrying out the effective change control cycles and the lease commitments process project managers can resort from the possible threats like the risks of project being a failure and overruns in time and money.

Cultural and Regional Considerations: Cultural and regional features are in most cases the ones that pinpoint and shape the change of the way managers execute their tasks and how they achieve their goals. The paper by Al-Kharashi and Skitmore (2009) that would focus on the inconveniences of executing change orders development projects in Saudi Arabia; social factors such as correspondence styles, power distances, and cultural practices. Furthermore, Alnuaimi et al. (2010) investigated the implications of the development projects in the United Arab Emirates and the impact of the laws, policies, and cultural perceptions on the process. Such investigations manifests the role of addressing social and region-specific factors in change management which might impact directly the performance of the project, the players involved, and the final outcome of the project.

Integration of Technology: The emergence of innovations has become a determining trend for helping humanity cope with the need for adapting business processes and to better achieve venture outcomes. Innovative devices like the stage task programming, group co-operation, and data investigation frameworks provide-changes real time awareness to a project teams which helps them in provision of not only superb but also appropriate project management. Of course, automatically reasoning (computer based intelligence) and AI computations can use real work data to evaluate and predict the probability of new job requirements and their expected impact on projects implementation. Hence, Wang et al. (2020) proffered a precursory, investigation system that works on indiscrimination by utilizing venture data and risk factors to detect the early signs of evolving risks. It is achievable through risk management techniques where the project managers can be anticipate for the risks and reduce their possibility of hindrance which eventually leads to project success.

Sustainability and Social Impact: Besides gambling economic changes, sustainability and societal influence are getting in expanding modifications. Sustainable Development Goals (SDGs) which are identified by United Nations to an extent entail economic growth and environmental protection as well as social equity (UN, 2015). Hence, every project manager needs to view long-term impacts of new requests, not only from the stand point of costs and schedule. For example, Zhao et al. (2018) examined the implications of change orders during construction projects, accommodating the need for reduced material wastage, energy consumption, and released of carbon gases. Similarly, with El-Minshawy et al (2019), foci was set on social dimensions of change orders and subsequent stakes in the benefits along with inclusivity in decision-making. Integrating sustainability into change request approval and decision process will help to avoid any negative impact on the project sustainability and will contribute to the accomplishment of SDG aims.

Legal and Regulatory Frameworks: Legal and regulatory surroundings greatly assist both in keeping the frameworks of change requests and in solving the conflicts connected to changes in the process. With contractual agreements, like a building contract or service level agreements, most of the terms clearly provide on how to deal with variations, including on procedures for submitting, reviewing, and approving change requests. Besides that, the regulatory organizations, and the industry associations, also for sectors and regions may formulate standards or guidelines of change management. To illustrate this, the International Organization for Standardization (ISO) has come up with standards including ISO 9001 for quality management and ISO 21500 for project management protocols which have clauses relating to change control and documentation. In addition to this, judicial precedents and case law are sources that can be taken under consideration while contractual terms are interpreted, disputes are resolved, and contractual rights and obligations are enforced. By adhering to applicable legal and regulatory requirements, project managers can mitigate legal risks and ensure compliance with contractual commitments, thereby safeguarding project interests and maintaining stakeholder trust.

Organizational Culture and Leadership: Organizational culture and leadership styles play a critical part in forming change-demand management practices and task results. Schein (2010) characterizes authoritative culture as the common convictions, values, and standards that guide conduct inside an association. Hierarchical societies that focus on development, flexibility, and constant improvement are bound to embrace change and oversee change demands. Groundbreaking administration, as portrayed by Bass and Riggio (2006), includes moving and spurring devotees to accomplish aggregate objectives through vision, mystique, and strengthening. Groundbreaking pioneers assume a basic part in driving change drives, encouraging a culture of transparency and cooperation, and exploring protection from change. By encouraging a strong hierarchical culture and displaying groundbreaking initiative ways of behaving, project supervisors can establish a climate helpful for compelling change demands the executives and task achievement.

Risk Management Perspective: Change request management can also be viewed through the lens of risk management, as change requests often introduce uncertainties and potential disruptions to project objectives. The Project Management Body of Knowledge (PMBOK Guide) defines risk as "an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives" (PMI, 2017). Assessment of change requests is where a project team has to envision the sources of risk, analyze them, and act to address

them actively. Risk identification is a process of identifying areas of change, like the requirement of stakeholders, improvement of technology or market condition, which affects the outcome of projects. Risk assessment involves assessment of the probability and consequences of the changes and their impact on the project objectives, such as scope, cost, quality, schedule and so on. Risk response planning calls for the creation of multiple risk management strategies to be implemented in order to avoid or accept the risks associated with change request. Change management can be integrated in the overall risk management process by the project managers to enable them build in the resiliency aspect and reduce the impact of unexpected changes.

By applying these bodies of theory, the research endeavors to form a generalized perception of the drivers of change request effects which have an impact on successful project completion in Saudi Arabia. Through project life and stage-gate models, we can get a lot of information on the consequences and timing of changes at various project stages, but change management theory can help us to learn about the basic and dynamic processes of change. Additionally, the stakeholder management theory will assist in the development of appropriate methods to relate with stakeholders as well as align them with the change request process (Al-Harthi et al., 2011, Al-Jibouri, 2003).

This theoretical basis will be the basis for analysis, interpretation of the research subject, and forwarding of the practical guidance that will be correctly tailored to the national context of infrastructure projects in the Kingdom of Saudi Arabia.

Research Methodology

For this expedition project that aims to give essential experience in the implications of stage of project on the execution of the project in the Realm of Saudi Arabia, a perfect research methodology will suffice. This part defines the policy issue, the proposed data collection strategy, and scientific methods to be employed.

Research Design: A mixed-methods approach that incorporates qualitative and quantitative methods will be employed in the research. This approach will provide a comprehensive understanding of the research issue and facilitate the triangulation of data from multiple sources.

1. **Qualitative Methods:**
 - a. **Literature Review:** An extensive review of existing literature, including academic journals, industry reports, and case studies, will be led to gather experiences, hypothetical structures, and best practices connected with the change demand the executives in framework projects.
 - b. **Semi-organized Meetings:** Semi-organized meetings will be led with project administrators, partners, and industry specialists engaged with huge scope framework projects in Saudi Arabia. Through these meetings, direct records, bits of knowledge, and points of view on the difficulties and ways to deal with overseeing change demands in the nearby setting will be given.
2. **Quantitative Methods:**
 - a. **Survey Questionnaires:** A structured survey questionnaire will be administered to a representative sample of project management professionals in Saudi Arabia.
 - b. **The survey will collect quantitative data regarding change request management practices, impact, and frequency in infrastructure projects.****Data Analysis:** Descriptive and inferential statistical analyses will be performed on the collected survey

data to identify patterns, trends, and relationships between various variables influencing change request management and project success.

Data Collection and Sampling: The research will utilize a mix of purposive and snowball testing procedures to recognize and select members for meetings and study conveyance. The purposive testing will guarantee the consideration of learned and experienced people straightforwardly engaged with foundation project the board in Saudi Arabia. As part of the snowball inspection, the expert groups of introductory members will be used to draw out a bigger group of proxy respondents that are relevant to the research.

Data Analysis: The qualitative data obtained through interviews and literature studies will be constructed via thematic and content analysis methods. This could comprise defining repetitive themes, patterns, and lessons concerning changes management techniques, problems, and ways to address concerns.

The qualitative survey data will be analyzed by statistical software (e.g., SPSS, R) to obtain exploratory and causal analysis. Hence, further inferential analysis, like correlation and regression analyses, will be utilized to explore the relationships among these variables and find out the factors having the strongest effect on change request management and project success. Descriptive statistics will help you to have a holistic understanding of the data.

Triangulation and Integration: The findings from the qualitative and quantitative studies will be put together and analyzed to come out with an overall understanding of the problem. Such an approach will give credibility and reliability to the study as he/she gets the confirmation of data from different sources and techniques.

Ethical Considerations: Ethical principles, namely informed consent, privacy and data protection, are to be maintained continuously throughout the research process. Adequate steps will be put in place to protect the anonymity of respondents as well as the ethical way that collected data is handled, recorded, and stored.

The research's objective is eventually to establish valuable insights, empirical proof, and real-life practical recommendations for change request execution in infrastructure projects that are carried out in the Kingdom of Saudi Arabia by involving the scientific research method.

Expected Outcomes and Contribution

The result of this research into about the effect of change requests on the project completion in the Kingdom of Saudi Arabia is anticipated to give crucial outputs and enriching the body of knowledge in the project management; particularly when it involves large-scale infrastructure projects.

Expected Outcomes:

1. **Comprehensive Understanding of Change Request Impact:** The study will give a thorough knowledge about the different of progress demands on project schedule, cost, and consequently the overall outcome of Saudi Arabia's engineering projects. This perception will be obtained by means of a study of experimental data, writing surveys, and the findings of industry experts.
2. **Identification of Key Challenges:** Therefore, research will determine the relevant aspects of the issue of change requests management in infrastructure projects within the

Kingdom. These difficulties may be cultural, regulatory, project related or some other adaption to the specific Saudi context.

3. 3. Tailored Mitigation Methodologies: Based on the findings as well as challenges that have come up, the review will come up with mega-structured philosophies suitable for the Saudi Middle Eastern context and develop them for mitigating the effects of progress demands on project completion. This will be the base for our strategies which we will use in factual systems, effective practices, and operational bits which are residents of the management area nearby.
4. 4. Practical Recommendations: The research will end in a set of actionable recommendations for project managers and stakeholders involved in infrastructure projects in the Kingdom of Saudi Arabia. These recommendations will be based on the research findings and they will bring stakeholders up to par with the best practices in change request management so the projects can be completed successfully and the benefits of infrastructure development initiatives can be fully exploited.
5. Contributions to the Literature:
 1. Context-Relevant Insights: The report will make a solid contribution to the understanding of the actual challenges and concerns about change request management that are found in medium-size or bigger infrastructural projects in Saudi Arabia. In this way, I will add to the literature in that specific context and make the work available to practitioners and academicians for their further studies and use.
 2. Theoretical Advancement: This research will help enhance the theory of change request management since it will draw the theories and frameworks from the project management, change management discipline, and also stakeholder management.
 3. Empirical Evidence: The measure-based research strategy will give similar feedback on change requests changing and effectiveness of different management strategies. These findings, which are based on evidence, will help us to do more research and make better decisions in the project management field in the future.
 4. Professional Development: The result and the accompanying guidelines from the study will become an important reference point for any professional growth program or training activity that deals with project management in Saudi Arabia. It shall enable professionals to understand and practice the essential requirements necessary for effective handling of the network of the infrastructure project change request management.

Through the tackling of the crucial project management issues within the prism of the rapidly-growing infrastructure projects in Saudi Arabia, this research endeavors to assist in the implementation of the Kingdom's Vision 2030 goals as well as the improvement of the project success chances and general efficiency and effectiveness of the project delivery systems in the region.

Ethical Considerations

Many ethical subjects arise during research, including scientific research, in particular, project management. Research ethics should be observed throughout the scientific research process to retain the integrity and ethical standards of the study. This part describes the main ethical factors that will be respected in the process of running the research.

1. **Informed Consent:** Among the most important ethical recommendations is the requirement of the informed consent of the research participants. Participants are going to be explained about the research goals, their responsibilities, and the chances of risks and benefits they will be exposed to by their involvement during the study. They will be guaranteed and have the option to quit the people study anytime and not face any consequences.
2. **Privacy and Confidentiality:** Confidentiality of research subjects and maintaining their privacy is of cardinal concern. Information that is sensitive and organizational gathered with the study is placed under a confidentiality protection. The confidentiality of the participants is preserved in this process as we reserve unique identifiers or pseudonyms to each one of the participants, making sure their identities will not be revealed in any study results and publications.
3. **Data Protection and Security:** Research will encompass the process of gathering and getting access to confidential data, such as the assigned project information and the personal data of the participants. The security of both digital and physical data is going to be ensured through implementing appropriate measures, which will oversee the storage and protection features. Researchers should also be governed by rules of confidentiality and the data must be destroyed at the completion of study and following the required retention period.
4. **Conducting Responsible Research:** The research will be performed with glory, fairness, and sincerity. The ethical standards as well as research protocols will be strictly observed by scientists to the extent of never practicing any form of paper plagiarism, data forgery, or data manipulation. A full disclosure and managing conflicts of interest will be put into place.
5. **Respect for Cultural Diversity:** This research will be conducted with regard to the traditions of different tribes in the Kingdom of Saudi Arabia. Researchers will be mindful of culturally sensitive values and ensure that the research design, data collection methods, and engagement with participants are culturally appropriate and sensitive.
1. **Beneficence and Non-Maleficence:** The principles of beneficence (promoting well-being) and non-maleficence (avoiding harm) will serve as the foundation for the research. Researchers will strive to maximize the potential benefits of the research for the project management community and stakeholders in Saudi Arabia while minimizing any potential risks or harmful consequences.

2. **Social and Environmental Responsibility:** The research will consider what infrastructure tasks and change demand the board rehearses mean for society and the climate in general.

Conclusion and Future Directions

This research study has directed a top-to-bottom assessment of the effect of progress demands on project finish in the Realm of Saudi Arabia, explicitly about huge scope foundation projects. The review has proposed custom-fitted procedures for viable change demands for the executives and sheds light on the different difficulties presented by change demands through a powerful hypothetical structure, observational information assortment, and extensive examination. The discoveries of this examination have huge ramifications for project chiefs, partners, and pioneers who participated in Saudi Arabia's aggressive framework advancement drives.

By embracing the suggested systems and executing the proposed moderation measures, project groups can even more likely explore the intricacies of progress demands, limiting the unfavourable effects on project scope, timetable, cost, and achievement. Besides, the review has added to the more extensive group of information in the project board by giving a nuanced comprehension of the progress demands of the executives inside the extraordinary social, administrative, and project settings of Saudi Arabia. The experiences and proposals obtained from this examination can act as a significant asset for experts and scholastics working in comparative settings or undertaking huge-scope infrastructure projects.

While this study has made significant contributions, several avenues for future research can further enhance our understanding and improve change request management practices:

1. **Longitudinal Studies:** Longitudinal studies that track the execution and adequacy of the proposed procedures over a drawn-out period would give important experiences into their drawn-out influence, as well as any potential changes that may be expected in unique venture conditions.
2. **Comparative Studies:** Comparative studies across various areas or businesses could reveal insight into the likenesses and contrasts in change demand the board works on, empowering the identification of best practices and the advancement of additional broadly relevant systems.
3. **Technology Integration:** As innovation keeps on advancing, future examinations could investigate the likely combination of computerized apparatuses, information investigation, and man-made brainpower in smoothing out change demands in the management processes, empowering constant checking, and working with informed navigation.
4. **Stakeholder Engagement Strategies:** Given the significance of partner commitment for successful change demands for the board, further exploration could zero in on the turn of events and assessment of partner commitment techniques custom-made to the Saudi Middle Eastern social and task settings.
5. **Sustainability and Social Impact:** Future studies could research the interchange between change demand management practices, maintainability contemplations, and the social

effect of framework projects, empowering the improvement of comprehensive methodologies that balance financial, natural, and social variables.

By continuously advancing research in this field, project management professionals and stakeholders in Saudi Arabia will be better equipped to navigate the complexities of change requests, ensuring the successful completion of infrastructure projects, and contributing to the realization of the Kingdom's Vision 2030 goals.

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