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**THE EFFECTIVENESS OF PROJECT MANAGEMENT
IN ACHIEVING ORGANIZATIONAL SUCCESS FOR
ENTERTAINMENT EVENTS
A CASE STUDY OF SELA COMPANY**

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1. Introduction:

Over the last ten years, the growing entertainment sector has accelerated economic growth across multiple industries, developed new tourism opportunities, and elevated the cultural experience and competitiveness of various institutions. Combining the analysis and control dimensions of project management enables the optimal planning and coordination of resources and risks involved in entertainment projects. This provides organizations with the efficiency and effectiveness necessary to maximize the results of the events and the satisfaction of the stakeholders. It has also been recognized that the effectiveness of project management strongly correlates with the success of the organization.

For entertainment organizations, project management strains the control and the creative and innovative dimensions of the organization in the delivery of sustainable events. In Saudi Arabia, the expansion of the entertainment sector due to Vision 2030 has removed numerous barriers to the event services market, while the rapid growth of the sector has introduced a new range of challenges to the event services sector. As the entertainment sector manages complex projects with high levels of stakeholder engagement and advanced technologies, the success of entertainment organizations relies even more on the effectiveness of project management.

Sela Company has established a reputation for excellence in managing entertainment, cultural, and sporting events on a large scale, thus placing the Company among the top organizations in the Saudi entertainment industry. Given its long experience and strategic position in promoting the national development goals, this Company traverses the parameters of this study, which aims at analyzing the correlation between the effectiveness of project management and the success of an organization. This study, therefore, aims at examining the relationship between project management practices and operational efficiency and the satisfaction of stakeholders in the context of entertainment events organized by Sela Company. Additionally, it attempts to expand the literature on the project management and event management practices in Saudi Arabia.

2. Research problem:

Over the past several years, the entertainment industry in the Kingdom of Saudi Arabia has seen phenomenal growth due to the Saudi Vision 2030, which aims to improve the quality of life, diversify the economy, and develop the Kingdom's entertainment and cultural activities. As a result, entertainment events have become highly sophisticated, and, as such, require meticulous and integrated planning, efficient use of available resources, management of risk, collaboration with stakeholders, and the ability to monitor performance. In spite of the entertainment industry's rapid growth, many organizations still experience difficulties in achieving the successful execution of events within the prescribed limits of scope, time, costs, and quality (Al-Qahtani, 2023).

For the purpose of organizing and controlling highly complicated activities, project management has become one of the primary and fundamental managerial techniques. The modern body of knowledge with project management emphasizes that the effective practice of project management highly contributes to the design and delivery of services with low operational risks and a high level of satisfaction among stakeholders, as well as a high rate of successful projects (PMI, 2021). Despite this, the entertainment sector continues to experience difficulties in the application of project management due to the highly dynamic nature of events, the unpredictable nature of the stakeholders, and the time pressure that requires organizations to meet and exceed customer satisfaction (Kerzner, 2022).

Saudi entertainment sector firms are making more investments in large entertainment events to enhance their public involvement and aid in realizing national growth objectives. However, results from previous studies show that the success of an event is related to the effectiveness of project planning, communication management, resource management, risk management, and team management (الحربي، 2023 & عبدالله، 2022). Even with these conclusions, there is still a lack of empirical studies on project management and its contribution to the success of companies, particularly in Saudi entertainment firms.

Sela Company is one of the largest firms in the Saudi entertainment and event management sector, and it organizes all types of large entertainment, sports, and cultural events. The

many types and the complexity of these events require advanced project management in order to achieve the goals of the firm and the company's competitiveness. However, the contribution of the effectiveness of project management to the success of Sela Company is still largely unexplored in most academic works.

The lack of empirical studies on project management and its contribution to the success of entertainment firms in Saudi Arabia has created a research problem. More specifically, there is a need to explore how the dimensions of project management (planning, scheduling, risk management, communication, and performance monitoring) contribute to the success of a firm in terms of operational efficiency, stakeholder satisfaction, quality of services, and overall performance of the firm.

3. Significance of the Research:

This study derives its significance from the growing role of the entertainment sector in supporting economic diversification and social development in the Kingdom of Saudi Arabia. As entertainment events continue to expand within the framework of Saudi Vision 2030, organizations operating in this sector are increasingly required to manage complex projects with high efficiency, while achieving high levels of organizational performance and stakeholder satisfaction. Consequently, understanding the role of effective project management in achieving organizational success has become a practical and academic necessity.

3.1. Academic Significance:

From an academic perspective, this study contributes to enriching the current knowledge related to project and event management by examining the relationship between effective project management and organizational success in the entertainment events sector. While previous studies have explored project management practices in various sectors, research specifically focusing on entertainment events organizations in Saudi Arabia remains limited. Therefore, this study fills a significant gap in the literature by providing empirical evidence from a rapidly growing sector that has not received sufficient academic attention. Furthermore, this study contributes to understanding how project management principles are applied within the unique environment of entertainment events, characterized by high uncertainty, multiple stakeholders, strict deadlines, and extensive media exposure. By examining these relationships within the context of Sela

Company, the study expands upon existing theoretical discussions regarding organizational success factors and the effectiveness of project management in emerging industries.

3.2. Practical Significance

In practice, the findings of this study are expected to provide valuable insights for managers, project leaders, and decision-makers working in entertainment and event management organizations. The study may help organizations identify project management practices that significantly contribute to successful event execution, operational efficiency, stakeholder satisfaction, and organizational performance. The findings may also assist entertainment companies in improving their planning, scheduling, communication, risk management, and resource allocation processes. Additionally, the results can help organizations develop strategies that enhance project outcomes while aligning operational activities with broader organizational objectives.

3.3. Organizational Significance

This study is of particular importance to Sela Company, a leading organization operating in the Saudi entertainment sector. By examining the effectiveness of project management practices within the company, this research may provide evidence-based recommendations that support continuous improvement and organizational excellence. The findings may help identify strengths and areas for further development, contributing to enhanced performance and a sustainable competitive advantage.

3.4. National Significance

At the national level, this study supports the goals of Saudi Vision 2030 by contributing to the development of knowledge related to managing entertainment projects and events. As the entertainment sector continues to grow and attract local and international investment, improving project management effectiveness becomes critical to ensuring the successful delivery of high-quality events that enhance the Kingdom's global image and contribute to economic growth. Furthermore, the study may offer valuable insights to policymakers, government entities, and industry stakeholders seeking to strengthen the institutional capabilities of organizations operating in the entertainment sector. By promoting effective project management practices, the study contributes to broader efforts to improve organizational performance, raise service quality, and ensure the long-term sustainability of entertainment initiatives in Saudi Arabia.

4. Research Questions

4.1. Main Research Question

How effective is project management in achieving organizational success for entertainment events in Sela Company?

4.2. Sub-Research Questions

- What is the level of project management effectiveness at Sela Company with regard to managing entertainment events?
- To what extent does project planning effectiveness contribute to organizational success at Sela Company with regard to entertainment events?
- How does effective time management affect the successful execution of entertainment events at Sela Company?
- What is the role of effective risk management in achieving organizational success in the entertainment events sector?
- How does effective communication and stakeholder management contribute to organizational success at Sela Company?
- To what extent does effective resource management contribute to improving organizational performance and event outcomes?
- What are the key project management practices that significantly impact organizational success at Sela Company with regard to entertainment events?

5. Research Objectives

5.1. Main Objective

- ❖ To study the impact of project management effectiveness on the success of organizations in the entertainment events sector: a case study of Sela Company.

5.2. Sub-Objectives

- ❖ To evaluate the level of project management effectiveness at Sela Company.
- ❖ To study the relationship between project management effectiveness and organizational success in the entertainment events sector.
- ❖ To evaluate the impact of project planning effectiveness on organizational success.

- ❖ To evaluate the impact of time management effectiveness on organizational success.
- ❖ To study the impact of risk management effectiveness on organizational success.
- ❖ To study the impact of communication and stakeholder management effectiveness on organizational success.
- ❖ To evaluate the impact of resource management effectiveness on organizational success.
- ❖ To develop practical recommendations to enhance project management effectiveness and improve organizational success in the entertainment events sector.

6. Research Hypotheses

Main Hypothesis

Hypothesis 0: The effectiveness of project management has a statistically significant positive impact on the success of Sela Company in organizing entertainment events.

Sub-hypotheses

1. The effectiveness of project planning has a statistically significant positive impact on the success of Sela Company in organizing entertainment events.
2. The effectiveness of time management has a statistically significant positive impact on the success of Sela Company in organizing entertainment events.
3. The effectiveness of risk management has a statistically significant positive impact on the success of Sela Company in organizing entertainment events.
4. The effectiveness of communication and stakeholder management has a statistically significant positive impact on the success of Sela Company in organizing entertainment events.
5. The effectiveness of resource management has a statistically significant positive impact on the success of Sela Company in organizing entertainment events.

7. The Conceptual Model of the Research:

The conceptual model under discussion forms a basis for the analysis of the link between project management effectiveness and the overall success of entertainment events at Sela Company.

According to the model, the effectiveness of project management is likely to have a positive association with the overall success of entertainment events.

The independent variable is project management effectiveness, which consists of five dimensions. These are the effectiveness of planning, management of time, management of risks, management of communication and stakeholders, and management of resources. These dimensions are the fundamental management practices of planning, coordinating, executing, and controlling entertainment events.

The dependent variable is the overall success of entertainment events, which is described by five dimensions. These are the overall success of the event in terms of operational effectiveness, quality of execution, satisfaction of stakeholders, adherence to time and financial constraints, and success in the fulfillment of the event's strategic goals. These dimensions describe the overall success of the organization.

The model indicates a direct and positive relationship between the effectiveness of project management and the overall success of the organization. The effectiveness of planning, management of time and risks, communication with stakeholders, and the effective use of resources is likely to enhance the quality of the event, stakeholder satisfaction, and the strategic effectiveness of the organization.

This case study has chosen Sela Company for their market leading position in the Saudi entertainment space and their expertise in large scale organizational entertainment, sporting and cultural events. Sela is a large organization in a dynamically developing market that meets the demands of the Saudi Vision 2030, therefore, provides a suitable platform for understanding the contribution project management effectiveness brings to success of the organization in entertainment events.

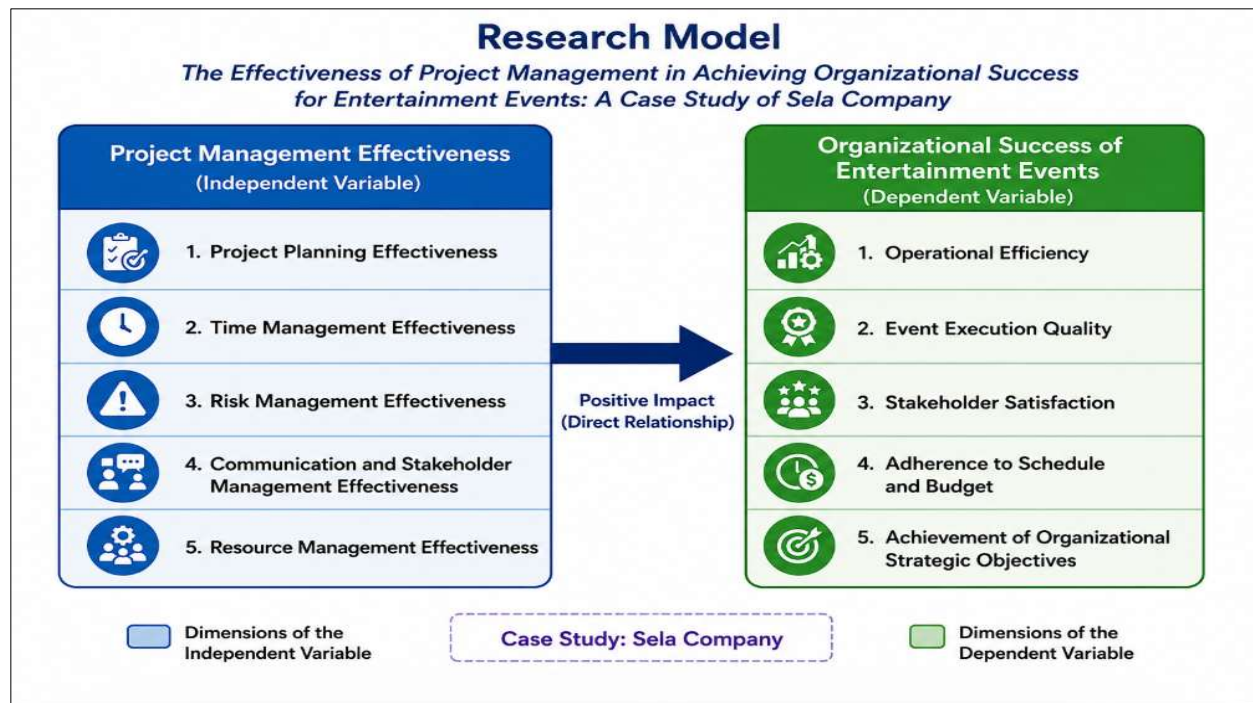


Figure 1: Proposed Conceptual Framework for Examining the Effectiveness of Project Management in Achieving Organizational Success for Entertainment Events

8. Proposed Field Study

The field study will be at Sela Company, a leader in entertainment and events in Saudi Arabia. Sela is a major player in the market for large entertainment, cultural, and sporting events. Sela helps support Saudi Vision 2030 goals by developing the entertainment market and improving quality of life by creating new entertainment experiences (General Entertainment Authority, 2024&Sela, 2025).

Sela Company is an appropriate choice for the case study because they have extensive experience with large-scale and complex entertainment projects and events. Sela's wide variety of offerings from event planning to entertainment experience management means they have a broad enough range of work to provide an appropriate context for a study on the impact of project management on organizational success (Sela, 2025).

Selecting Sela is justified by studies showing the increasing significance of project management in entertainment events and their effectiveness and sustainability. For instance, Al-Ghamdi and Hulij (2024) show how project management strategies are vitally important to the development of the entertainment sector and its contribution to the economic development of Saudi Arabia. In the

same vein, Al-Mazrou, Al-Fawaz, and Al-Buqami (2024) show that using project management techniques to an entertainment event project considerably improves that event planning and scheduling, resource management, and risk management.

The target populations of this research are managers, project managers, heads of departments, and supervisors and employees who are involved in the planning, organizing, and conducting of entertainment events within Sela Company. These are the best target populations for this research based on their exposure to the project management and their experience in dealing with the performance of an organization.

This research will follow a quantitative research design and will employ a structured questionnaire to collect primary data. This research will consider Project Management Effectiveness, an independent variable, and will use a questionnaire to capture five aspects of Project Management Effectiveness. These include effectiveness in project planning, time management, risk management, communication and stakeholder management, and resource management. These aspects are instrumental in the field of project management to measure the success of a project (PMI, 2021& Salamah, 2021).

The researcher will measure the dependent variable of the study, Organizational Success, using five aspects which include operational effectiveness, quality of event execution, stakeholder satisfaction, compliance with project time and cost, and fulfillment of the organizational goals. Many scholars have identified the positive impacts of management of projects on the organizational goals, particularly in project-based organizations like entertainment and event management (Al-Ghamdi , Hulij, 2024& Salamah, 2021).

The data will be analyzed with the Statistical Package for the Social Sciences (SPSS). Descriptive statistics will be used to gauge how participants perceive project management as effective, and the perceptions of organizational success. Correlation analysis and multiple regression analysis will examine the potential relationships and the predictive capability of project management effectiveness on organizational success in Sela Company, respectively.

The choice to study Sela Company, a market leader in the Saudi entertainment industry, is purposeful. Sela Company is a player in many large scale, state sponsored entertainment initiatives and provides a realistic setting for investigating the effectiveness of project management and the

success of the enterprise. The results of the study are anticipated to have implications for theories and practices in the Saudi Arabian Entertainment Industry (General Entertainment Authority, 2024& Sela, 2025).

9. Research Methodology

According to this study a quantitative research methodology is used to evaluate the effectiveness of project management within the context of organizational success for the entertainment events sector, using Sela Company as a case example. This research considers the appropriate methodology to be quantitative as it allows for the collection of data in numerical form and analyzed through statistics with a sufficiently large population sample. Creswell and Creswell, (2018) comments that quantitative methodology is preferred when there is a requirement to test explicit hypotheses, evaluate variables in an objective manner, and result in outcomes that are applicable beyond the immediate population. The study places itself within the positivism of research philosophy. This philosophy focuses on the belief that organizational issues can be objectively examined through observation and measurement. Positivism is commonly used for management and organizational research as it provides a foundation for employing a research methodology that is based on the application of the scientific method and provides a framework for the use of statistics to evaluate cause and effect relationships and validate hypotheses (Saunders et al., 2019). This approach effectively situates the current study as it assesses project management effectiveness against organizational success by employing measurable frameworks and statistical evaluations.

The study takes a deductive approach. This begins with the formulation of a hypothesis based on theory and empirical evidence. The hypothesis is then tested based on data. A deductive approach is appropriate for this research as it assesses whether the effectiveness of entertainment event project management significantly contributes to the overall success of an organization. Preliminary research suggests that the effective management of projects directly benefits performance, efficiency, satisfaction of stakeholders, and the success of the organization as a whole (Al-Ghamdi & Hulij, 2024& Al-Mazrou, 2024).

The study is both descriptive and explanatory in purpose. In this context, the descriptive purpose assesses the current effectiveness of project management and success of the organization in Sela Company. The explanatory purpose describes the nature and extent of the contribution of project

management to the success of the organization. A combination of descriptive and explanatory purpose assists in providing the depth of understanding required to solve the research problem and validates the research hypothesis.

The study population includes managers, project managers, heads of departments, supervisors, and employees of Sela Company, who are directly involved in planning, organizing, coordinating, and implementing entertainment events. They are the most suitable respondents because they have firsthand experience in both project management and the operational performance of the company. A purposive sampling method will be used to identify the respondents involved in entertainment event projects and have relevant knowledge about project management processes.

The study will utilize a structured questionnaire. Elements of the questionnaire were derived from the cited literature related to project management and studies focused on the performance of an organization. This questionnaire will have two sections. The first section will measure Project Management Effectiveness (independent variable). It will utilize the following five dimensions: project planning effectiveness, time management effectiveness, risk management effectiveness, and communication and stakeholder management and resource management effectiveness. These dimensions are widely described in the project management literature as vital elements of project success (PMI, 2021&Kerzner, 2022). The second section captures Project Management Success (dependent variable) utilizing the five dimensions of organizational operational effectiveness, quality of events executed, satisfaction of stakeholders, fulfilling project timelines and budget, and accomplishment of strategic goals of the organization. These dimensions are the common measures in organizational and project management studies when evaluating the performance of an organization and the result of a project (Turner, 2023).

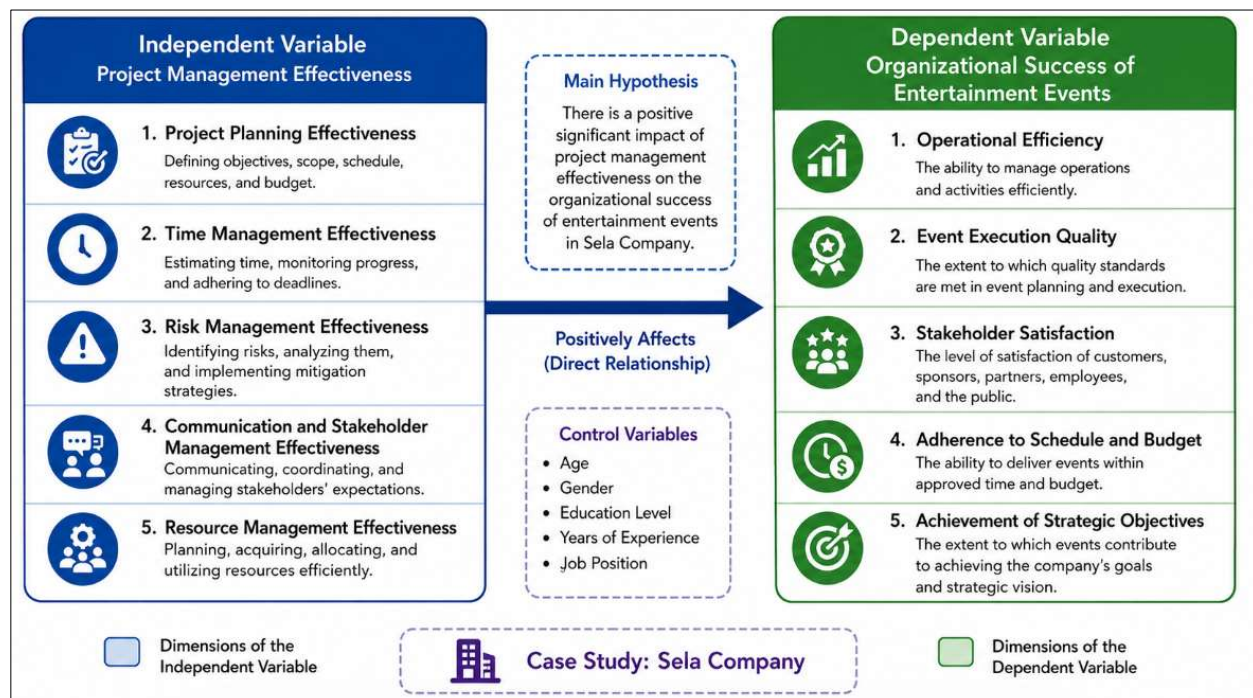
The respondents' perceptions will be measured using a five-point Likert scale where 1= strongly disagree, and 5= strongly agree. It is common practice in management research to utilize the Likert scale and for good reason. The scale is helpful in the formulation of a clear standard to convey the respondents' disparate opinions which can be utilized for quantitative analysis (Sekaran & Bougie, 2020).

In order to test the validity and reliability of the research instrument, the questionnaire will be examined by academics and practitioners of project and event management. Furthermore, a pilot test will be implemented to evaluate the clarity, pertinence, and item consistency of the

questionnaire. To measure the reliability of the questionnaire, Cronbach's Alpha (Hair , 2019) will be used with a threshold of $\alpha > 0.70$. Content validity will be determined by expert judgment to assess if the questionnaire is measuring the intended construct.

The data will be processed using Google Forum Summarization of the data will involve the use of descriptive statistics such as frequency, percentage, mean, and standard deviation. To understand the nature and correlation of the variables, managing project failure will involve effectiveness, and the resultant level of organizational success, will involve the use of Pearson's correlation coefficient. The proposed research will also involve the use of multiple regression analysis to determine the effect of each of the project management dimensions on the level of organizational success.

This methodology is appropriate, as it will entail a quantitative approach that will render evidence concerning the effectiveness of project management in attaining organizational success that is objective, reliable, and statistically valid. Additionally, the methodology will outline the project management approaches that are the most significant in facilitating successful entertainment events, and will offer recommendations on how to enhance organizational effectiveness for both Sela Company and other organizations in the Saudi entertainment industry.



10. Literature Review

10.1. Introduction

Globally, the entertainment industry is one of the crucial components of economic development in the fastest growing sectors. The entertainment industry stimulates the economy, promotes tourism, increases cultural interaction, and improves community and social life. The entertainment industry in Saudi Arabia has developed significantly since the initiation of the Saudi Vision 2030 project, which aims to develop and diversify the economy and improve the quality of life in the country by increasing cultural and entertainment activities. As the scale and complexity of entertainment activities continues to grow, organizations are required to implement appropriate management practices. Project management is one of the most critical management practices used to manage different types of projects in different sectors. As defined by Project Management Institute (PMI, 2021), project management is the application of knowledge, skills, tools, and techniques to project activities to effectively and efficiently meet the project requirements. Today, organizations implement project management practices and methodologies to enhance operational performance, manage uncertainties and risks, provide the best value of resources, and meet the strategic goals (Kerzner, 2022).

The entertainment industry is highly dependent on project management, as the entertainment activities have the characteristics of high risks and uncertainties, and limited resources, and are very visible and have many stakeholders. Efficient project management allows organizations to manage activities, resources, and uncertainties. The project management literature has also evolved to describe that project success is not only characterized by time, cost, and quality. Instead, contemporary scholars have focused on broader organizational outcomes such as stakeholder satisfaction, efficiency, alignment, and organizational value, as well as the customer experience and longevity (Ika & Pinto, 2022). Thus, the idea of organizational success is more applicable to project-based systems, particularly in the entertainment industry, where the results of the activities have a direct

effect on the organization's public image, customer retention, and competitive advantages. Though project management has developed rapidly in the entertainment industry, there exists a lack of consensus in prior studies concerning which project management practices meet the greatest organizational success. For example, some studies have focused on project planning and risk management (Alsaif, 2023), while others have stressed how stakeholder management and communication, and organizational capabilities have a greater impact (Muskat et al., 2018; Biesenthal & Wilden, 2014). Furthermore, there is a lack of research on the Saudi entertainment sector, especially concerning companies such as Sela. Thus, this literature review aims to analyze and evaluate the theories, concepts, and empirical evidence pertaining to the effectiveness of project management and success of organizations. It studies the dimensions of project management effectiveness, the idea of success for organizations in entertainment events, and the analysis of the two constructs and their relationship so as to identify the gap in research related to this area.

10.2 Project Management Effectiveness

10.2.1 Project Planning Effectiveness

The level of effectiveness in project planning is viewed as one of the most important aspects of understanding the effectiveness of managing a project. Planning is how the foundation for the activities of the project is built. The Project Management Institute (PMI, 2021) describes project planning as the process of setting objectives, determining the scope, planning the schedule, estimating the budget, identifying the resources and staff, and determining the metrics for evaluation. Effective planning establishes the structure needed to provide teams with the means to make decisions at each stage of the project. The majority of researchers have identified project planning as an important element in determining the success of a project. As an example, Serrador (2013) states that projects with a high level of disruption have low levels of planning. Likewise, Kerzner (2022) states

that good planning means that a project has a greater level of predictability and a larger scope for planning and a greater degree of flexibility.

As is the case in many other industries, the effectiveness of planning in the entertainment industry is important. This is because the entertainment industry involves the use of a large number of resources that have to be coordinated within very tight time and budget limits. The organizers of entertainment events have to make a large number of planning decisions in relation to the venue, the logistics, the stakeholders, the marketing, security, and several other things. Ineffective planning usually results in operational problems, a negative effect on the stakeholders, and a shortage of resources. Effective planning has a positive effect on an organization in that it provides the best use of the resources available to the organization, improves the operations of the organization, and best achieves the objectives of the organization. Therefore, when assessing project planning, one is really assessing project planning for the entertainment industry.

10.2.2 Time Management Effectiveness

Time management effectiveness is the capacity of an organization to perform all project activities within the target time, with little to no disruptions. Time is an important resource in a project environment since time management determines the project cost, the satisfaction of the stakeholder, and the overall performance of the organization. Project Management Institute (PMI) (2021) states that effective management of the project schedule calls for the project manager to create a feasible schedule, control the progress of the project, and recognize and manage deviations to the project schedule. From the literature, poor time management is one of the most prevalent causes of project failure. Kerzner (2022) stressed that delays cause added project costs, decrease stakeholder trust, and deteriorate overall project quality. As a result, organizations that manage project

schedules successfully achieve greater project success and sustain a competitive edge in the marketplace. In entertainment and leisure events, managing project schedules is vital since the events take place on fixed, and easily unmovable, dates. Postponements in the preparation of the venue, the installation and testing of equipment, the coordination of the performers, and the scheduling and execution of the operational work can affect the quality of the event and the audience experience. Good time management means project activities are completed on time and operations during the event run without a hitch. Multiple studies have identified the positive impact of time management on project performance. Good time management and control of project activities reduces uncertainty and increases operational efficiency, which are key indicators that a project is successful. Therefore, time management effectiveness is one of the essential project management effectiveness indicators in entertainment organizations.

10.2.3 Risk Management Effectiveness

Risk Management Effectiveness enables an organization to clearly identify, evaluate, act and track risks that may impact the objectives of a project. It is highly challenged due to the Uncertainties, Complexities and Rapid Changes that may characterize most project environments of today. Hillson (2017) asserts that risk management is the process of minimizing threats and maximizing opportunities to be gained from the implementation of a project. Designed to mitigate the innumerable threats to the smooth running of entertainment events, such as technical failures, safety incidents, weather disruptions, logistical challenges, stakeholder conflicts, regulatory issues, and financial uncertainties, organizations are compelled to establish a progressive risk management process to ensure operational continuity and event success. The literature is in agreement on the fundamental importance of risk management in the successful outcome of a project. Alsaif (2023) asserts that the performance of events in the Saudi Events Industry is the direct result of sound risk management practices. PMI (2021) states that the early identification and management of project risks is positively correlated to the project success and sustainability of the client organization. Reducing risk contributes to the overall success of

an organization, promotes the optimal use of resources, and assists in the improvement of decision making and managing stakeholders' confidence. Such Organizations are equally poised to deliver high quality entertainment events and achieve their desired sustained performance. It can, therefore, be concluded that risk management effectiveness is one of the most important project management success criteria, specifically for the entertainment sector.

10.2.4 Communication and Stakeholder Management Effectiveness:

Communication and stakeholder management effectiveness refers to the organization's ability to facilitate information exchange and maintain productive relationships with stakeholders throughout the project lifecycle. Communication is widely recognized as one of the most important responsibilities of project managers because it supports coordination, decision-making, problem-solving, and stakeholder engagement. According to PMI (2021), stakeholders include all individuals or groups who can affect or be affected by project outcomes. In entertainment events, stakeholders may include sponsors, suppliers, performers, government agencies, employees, media organizations, and event attendees. Each stakeholder group possesses unique expectations and interests that require careful management.

Muskat, Nakanishi, and Blackman (2018) argued that stakeholder management is a fundamental determinant of event success because entertainment events rely heavily on collaboration among diverse stakeholder groups. Effective communication helps reduce misunderstandings, build trust, and improve stakeholder satisfaction. Conversely, communication failures frequently lead to conflicts, delays, and operational inefficiencies. Research suggests that organizations with strong stakeholder engagement practices achieve higher levels of project success and organizational performance. Effective communication also supports transparency, accountability, and stakeholder commitment throughout project implementation. Given the stakeholder-intensive nature of entertainment events, communication and stakeholder management effectiveness is considered one of the most

important dimensions of project management effectiveness and a key contributor to organizational success.

10.2.5 Resource Management Effectiveness

Resource management effectiveness is the organization ability to proficiently and effectively allocate, control, and utilize project resources. These resources can be people, capital and materials, tools, and the technology and facilities required to complete a project. As detailed by Turner (2023), resource management means that the resources of an organization are available at the right time and are managed in a way that provides the optimum outcome with the least amount of resources. It is no secret that entertainment events require a large amount of investment and complicated management of sponsors and audience logistics. Event managers have to control their people, tools, the space they will perform in and the transportation and marketing resources with the financial budget they plan. Bad resource planning means higher costs, bad operations, and low quality of the event.

The literature shows the resource management in a project environment is strategically important. Biesenthal and Wilden (2014) said that management resources in a project environment strengthens and improves the organization by making it more efficient and helping it do more projects. Kerzner (2022) agrees that optimal efficiency of resources in a project environment positively impacts the costs, the productivity, and the success of the project. Resource management positively impacts the sustainability of the organization and its competitiveness. Organizations that use their resources efficiently have the ability to do projects that are of a high quality that meet customer needs while being financially and operationally efficient. For entertainment events, resource management means operational efficiency, quality of service, and satisfied stakeholders which all equal success for the organization. This is why it is so important to project management within this context.

10.3. Organizational Success in Entertainment Events

10.3.1 Operational Efficiency

Every organization has a set of goals they want to achieve, and Operational Efficiency is how well an organization uses their resources to achieve their goals with the least amount of waste and cost using as little effort as possible. Operational Efficiency is one of the greatest indicators of success in an organization. Processes in an organization should be designed in a way that they can be easily controlled and coordinated. As said by Turner (2023), operational efficiency helps an organization to achieve the goals of the organization while using the least amount of cost to achieve the goals. In a project-based organization, operational efficiency relates to the effective use of resources and timely decisions during project activities. Operational efficiency is highly valued in the entertainment industry because of the complex nature of entertainment events. Numerous activities such as preparation of the venue, management of logistics, marketing, arrangement and procurement of services, and communication with and among stakeholders must be coordinated for an entertainment event. Operational inefficiencies in any of these activities can lead to increased costs, disruption of the event and low satisfaction of the customer. Organizations that have high operational efficiency can hold events that are successful and maintain a winning position against their rivals. Past research has shown that project management has a positive influence on operational efficiency because of improved planning, improved management of resources, better communication and better performance management (Kerzner, 2022). Because of this, operational efficiency has been chosen to be a leading measure of success for the organizations that manage entertainment events.

10.3.2 Event Execution Quality

Event execution quality is the degree to which an entertainment event is executed in compliance with established quality standards and stakeholder satisfaction. Quality is an important factor in the entertainment industry because the successful execution of events

has a direct impact on the customer experience, the reputation of an organization, and the opportunities for future business. Per PMI (2021), quality management in project management is ensuring that the project's outputs fulfill the requirements and expectations of the stakeholders concerned. Different quality dimensions are assessed in entertainment events, including the quality of technical performance and service, event organization, safety, audience experience, and satisfaction. The execution of a high-quality event demands the intensive cooperation of the project teams, clear and effective communication at all levels and all phases of the event, the right resources, and the right level of active presence and control of the event in all its dimensions. According to Muskat et al. (2018), quality of events strongly determines the perception of stakeholders and the long-term sustainability of an organization. Studies show that organizations that deliver high-quality events gain an enhanced reputation, improved sponsorship attraction, and improved customer loyalty when compared to organizations that deliver low-quality events and suffer reputational damage and reduced business opportunities. Quality of event execution therefore is a fundamental measure of success for entertainment organizations.

10.3.3 Stakeholder Satisfaction

Most people agree that the satisfaction of stakeholders like attendees, sponsors, performers, staff, suppliers and authorities is the best way to measure the success of a business. Davis (2017) argues that the success of a business should be assessed by the viewpoints of the various stakeholder groups. This is because each group has distinct expectations and criteria by which they measure success. Stakeholder satisfaction represents the degree of fulfillment of expectations by the activities undertaken by the business. Stakeholder satisfaction strengthens relationships, improves the reputation of the business, creates loyalty and increases the likelihood of collaboration in the future. There are a lot of stakeholders in the entertainment industry. This is because the projects depend on the involvement and support of lots of different people. Stakeholder satisfaction is influenced by fulfilling the needs of the stakeholders, communication, service quality and the success of the project. Muskat et al. (2018) emphasize that stakeholder satisfaction is of strategic

importance to the management of events, and is both a cause and effect of the success of events. Stakeholder satisfaction is a major determinant of the success of a business and provides a measure of the degree to which the activities of a business and project management are successful.

10.3.4 Adherence to Schedule and Budget

Sticking to a schedule and budget is one of the traditional ways to measure the success of a project and of the organization as a whole. This is an organization's ability to deliver a project within the set time and cost. Even with additional measurements of success, how a project conforms to a set schedule and budget is still very critical as it affects the organization's profitability, the confidence of stakeholders, and the sustainability of the organization. Kerzner (2022) states that time and cost metrics are concrete measures to evaluate the success of project management. The completion of a project within the set time and costs indicates the successful implementation of the various phases of project management. On the other hand, delays and cost overruns negatively affect the organization's performance and indicate poor project management. Compliance with the schedule and budget in organizing entertainment events is one of the most challenging aspects of project management due to the complexity of the operations of a system that has a fixed time and an inherently temporary nature. The event's date, once set, is difficult to be changed and a postponement incurs both a financial and a reputation cost. Budget cost overruns result in loss of both potential profits and the organization's growth. It is postulated that organizations with good project management systems are able to maintain discipline regarding compliance with the project time and cost, which improves performance as a whole. For this reason, both budget and schedule compliance are the primary measures of the success of entertainment project management systems.

10.3.5 Achievement of Organizational Strategic Objectives

Achievement of organizational strategic objectives is the degree to which an organization's projects and activities aid the organization's long-term mission, vision, and

strategic objective. Contemporary management literature addresses the way in which the success of an organization is measured. Success is not measured by the outcomes of operations alone. Success measures the value that is created and the strategic contributions of the organization. Too and Weaver (2014) suggest that the projects of an organization are the means by which the organization gains a competitive advantage. As a result, the projects that are deemed a success should impact the strategic initiatives and priorities of the organization. In the case of the entertainment industry, a broader purpose includes brand and customer engagement, as well as the development and enrichment of the market and culture. Projects in this industry should also support national development interests. In Saudi Arabia, entertainment projects aid Vision 2030's focus on developing the economy through the diversification of investments and an improved, expanded tourism sector. Therefore, success regarding the entertainment events in Saudi Arabia should be measured against these outcomes. Sustainable success and a strong, competitive advantage are the long-term goals of any organization. This is why the achievement of strategic objectives of the organization is the primary measure of success of the organization for this study.

10.4 Relationship between Project Management Effectiveness and Organizational Success

The interplay between effective project management and organizational success is being explored in project management and organizational performance research. Projects are becoming central to many organizations for executing strategies and gaining a competitive edge. Therefore, research is focusing on how effective project management practices affect organizational performance. Traditionally, project management was considered only in the context of the successful completion of projects within the defined time, cost, and scope. In recent studies, the role of project management is being looked at in the context of the

performance of the organization, the satisfaction of stakeholders, the excellence of operations, and the fulfillment of strategies (Ika & Pinto, 2022).

The effectiveness of project management is the extent to which the practices of project management enable the successful planning, execution, control, and closure of the project. This allows an organization to optimally manage its resources and risks and achieve its project goals (PMI, 2021). Success of the organization is when the organization achieves its goals and objectives and even generates sustained performance and value for its stakeholders (Turner, 2023). Thus, the effectiveness of project management practices can be considered an essential organizational competence and practice, which directly influences the success of the organization.

Various theories can describe the connection that project management effectiveness and organizational success can have. The Resource-Based View (RBV) describes competent organizational capabilities (for instance, project management skills) as strategic resources that have the potential to create a sustainable competitive advantage and superior performance.

This line of thinking suggests that organizations with well-defined project management capabilities have the potential to effectively align and focus their capabilities to meet stakeholders needs while tackling issues that arise (Biesenthal & Wilden, 2014). Like systems theory, project management has the potential to coordinate the various processes and resources of an organization in order to achieve targeted outcomes. A strong body of empirical evidence supports the positive correlation of project management effectiveness and organizational performance. Serrador and Turner (2015) argue that project management effectiveness increases project success and improves outcomes for the organization as a whole. The study points out that organizations managing project constraints of time, cost, resources, and quality control achieve a higher degree of success. To a similar extent, Too and Weaver (2014) suggest that project management becomes a strategic capability for the organization, as the successful implementation of projects

facilitates the attainment of the organization's strategic goals. Of importance is the effectiveness of project planning when considering the mechanisms through which project management adds value to the organization. Planning in a project setting allows an organization to define clear goals, streamline the use of resources, and identify and control potential obstacles. Studies suggest that organizations with robust planning systems are more likely to meet project goals, operational efficiency, and stakeholder satisfaction (Serrador, 2013). Effective planning within the context of entertainment events helps ensure that operational activities of a successful event are both coordinated and focused on the overall event objective.

Similarly, the effectiveness of time management in a project setting adds value to the organization. Projects that are completed on time tend to use resources optimally, result in minimal disruption to the operations of the organization, and foster stakeholder trust. The successful execution of entertainment events relies heavily on resources and personnel managing time and schedules well. At entertainment events, there are deadlines and commitments to the public, making time management even more critical (Kerzner, 2022). The success of an entertainment event relies on the effectiveness of its risk management. Organizations that identify and address risks are likely to maintain operational continuity and avoid increased costs and event interruptions. Technical breakdowns, the safety of patrons and employees, regulatory compliance, and event logistics are just a few of the risks entertainment events face. With effective risk management, organizations can maintain high performance and manage the risks that threaten it (Hillson, 2017). Because of this, organizations manage risks well are likely to maintain stakeholders' trust. With entertainment events, communication and managing stakeholders are just as important. Stakeholders of entertainment events are many and include patrons that have competing and conflicting expected interests. Effective management of stakeholders and communication ensures that the needs of stakeholders are met. Muskat. (2018) found that stakeholder satisfaction, one of the most important predictors of the success of an event, has a direct positive impact on the reputation of an organization and the possibilities of an

organization in the future. Strong relationships mean the success of both projects and the organization. The success of an organization is even more enhanced by effectively managing the intangible and tangible resources of the organization. Effectively managing the resources of an organization enables the organization to control the costs of services and maintain quality (Kerzner, 2022).

The effective management of human capital, technology, finances, and infrastructure contributes to the operational efficiency and overall experience of entertainment events (Turner, 2023). Consequently, organizations that manage resources more effectively than their peers are more likely to fulfill their goals and remain successful in the long run. While most research agrees project management effectiveness positively correlates with organizational success, it is noted that the relationship is contextual and based on the type of industry and the stakeholders. Some research even differentiates among the operational success, strategic success, satisfaction of the customers, and learning of the organization (Ika & Pinto, 2022). This difference indicates the necessity to study the effectiveness of project management and its impact on the success of the organization in a specific industry and at a specific organizational setting. The complexity and uncertainty of entertainment events, the broad spectrum of their stakeholders, and the high level of public interest, make the entertainment industry a unique and valuable setting for studying this correlation. The projects of the entertainment industry in Saudi Arabia are becoming more and more important, yet research on the effectiveness of project management in Saudi Arabian entertainment industry is scarce. Most research is on the construction, information technology, and manufacturing industries, and general project management, leaving a big gap in understanding project management in the entertainment industry.

From the evidence that has been gathered, it seems that the effectiveness of project management is essential for achieving success in an organization. Systematic planning, and judicious management of time, risks, resources, and stakeholders, as well as efficient communication, improve operational efficiency and event quality while enhancing

stakeholder satisfaction and facilitating better adherence to schedules and budgets. This positively contributes to strategic goals. The current research suggests that project management effectiveness builds organizational success at Sela Company. It also aims to carry out empirical research for this within Saudi's entertainment sector.

10.5. Previous Studies

1. Cserháti and Szabó (2014)

Cserháti and Szabó completed a significant analysis establishing event project success criteria and success factors. This study is especially useful to the current research considering its target area is event project management (as opposed to project management in a general sense). They examined the criteria that help in making sense of event project success from both the objective and the stakeholder perspective. They concluded that success in event projects is more than the achievement of time, cost, and quality constraints of the event. Success also includes the satisfaction of the stakeholders, the effectiveness of the communication, and the fulfillment of the goals of the organization. They also classified these factors into task-related management factors, such as planning and scheduling, and relationship management factors, such as communication and stakeholder management. One of the major conclusions was that relationship management in the project is highly influential to the overall success of the project. This conclusion is supportive to the present study since entertainment events are a product of the extensive involvement of multiple stakeholders, such as sponsors, suppliers, personnel, audiences, and government agencies. The research also offers a solid theoretical foundation for the addition of communication and stakeholder management to the dimensions of project management in the proposed research. The study focuses on the general context of organizational events, and therefore does not target Saudi entertainment companies. The current research intends to contribute to fulfilling this gap by employing the same study in Sela Company located in Saudi Arabia's entertainment industry.

2. Davis (2017)

Davis analyzed the success of projects through the lens of different stakeholder groups. The study claimed that project success is likely viewed differently by different stakeholder groups, and, as a result, there is likely to be a lack of consensus as to whether a project is successful. This study is useful for this research because entertainment events, as discussed earlier, have many stakeholders, including the event organizers, the clients, the sponsors, the event employees, the government, the suppliers, and the audience. Davis proposed that project success is assessed by the extent to which stakeholders are served, as well as by the time, cost, quality, and the level of accountability. These are similar to the current study's dependent variable, which assesses the success of the organization through efficiency, quality of event execution, stakeholder satisfaction, time and cost, and the degree to which strategic objectives are accomplished. The study also claimed that failure can result from poor execution of the project, as well as from the different standards for project success set by different stakeholder groups. This finding is useful for Sela Company because the entertainment events are projects that are open to the public, and therefore, there are audience satisfaction, as well as sponsor and organizational satisfaction. The study also supports the assertion that stakeholder satisfaction is one of the most important measures of organizational success. However, Davis's study was also not focused on entertainment events and the Saudi context. Thus, the current study broadens the scope of this literature by addressing stakeholder-related success in the context of entertainment events in Saudi Arabia.

3. Alsaif (Saudi Events Management Industry Study)

Alsaif examined the use of project management techniques and their effects on the events management industry in Saudi Arabia. This study is among the most relevant studies of the past because it concerns the Saudi events industry. The study explored the effects of project management tools and techniques on the success of events specifically through the lens of event planning and event-related risk management. The study sampled 102 participants from diverse professional backgrounds in the events management industry and used multiple regression analysis to establish the relationship between project management

techniques and the success of events. The study found that the planning of events and the management of event-related risks significantly impacted the success of events. The study further argued that project management tools should be employed more rigorously by event managers, especially at the planning and risk management stages. This aligns directly with the current study's independent variable, Project Management Effectiveness, and more specifically the project planning and risk management effectiveness. The study further advances the argument that the Saudi events industry is increasingly important as a result of Vision 2030. However, while Alsaiif's study was general to the Saudi events industry, the current research is specifically concerned with Sela Company. Thus, the current study is justified in providing a company-specific perspective on project management effectiveness and the role it plays in the successful operation of a leading entertainment company in Saudi Arabia.

4. Ika and Pinto (2022)

Ika and Pinto focused on the new ways modern project management defines project success. Their study claimed that the meaning of project success has grown more complex outside of the traditional “iron triangle” (i.e., time, cost, quality). The researchers suggested project success be understood as a multidimensional construct that consists of stakeholder value, alignment with strategy, sustainability, and the creation of long-term benefits for the organization. This study is important for the ongoing research because entertainment events should not be assessed only based on the event being delivered within the time and cost constraints. For Sela Company, project success also includes audience satisfaction, experience quality, operational effectiveness, brand equity, and contribution to strategic goals. This study aligns with the ongoing research model because the dependent variable, Organizational Success of Entertainment Events, has multiple dimensions, as opposed to just a financial or operational component. Ika and Pinto, similarly, stated that success may be perceived differently by different stakeholders, which further substantiates the need to incorporate stakeholder satisfaction in the model. This study conceptually contributes to the literature by moving the discussion beyond traditional project success metrics to

include more comprehensive organizational success metrics. This study is, however, theoretical and broad, as it lacks empirical research on entertainment events and on Saudi Arabia, hence this research takes the concepts of project success used here and applies them to a real organizational setting in the Saudi entertainment sector.

5. Zaman, Khan, Raza, and Farías (2022)

Zaman et al. explored how project management innovation interacts with project governance, high-performance work practices, and project success. Using structural equation modeling, the study showed that project governance and the innovative management of projects have a positive impact on project success. This study is pertinent to the current research since entertainment events demand flexible project management practices, with high levels of coordination and governance. On large events, a project manager has to rapidly react to changes, manage a varied project team, coordinate a varied group of suppliers, and ensure that all activities undertaken are directed at achieving the purpose of the event. The study also highlights the importance of the people and practices within organizations to the success of a project. This is in line with the current research, which emphasizes the role of communication, stakeholder, and resource management, in relation to project management effectiveness. For Sela Company, the study suggests that project success is the result of not only the technical side of planning, but the governance, management of people, and innovation within the execution of the project. The study helps to build the argument that the effectiveness of project management has an impact on the success of an organization in both the operational and people domains. The study did focus on the entertainment sector, so its direct application to event management is constrained. The current study aims to fill this gap by focusing on the project management success of entertainment events in Sela Company.

6. Ika, Diallo and Thuillier (2012)

The study was another analysis of the success factors of World Bank projects. Although it has been put in the context of development projects, understanding the success factors of

development projects can help comprehend the success of any type of project. In their study, five success factors were identified as: monitoring, coordination, design, training, and institutional environment. The factors were studied using regression analysis, and it was shown that the factors positively and significantly related to the success of the projects. This study can be referred to, as a fair number of these factors are related to the effective management of the project. Such as: monitoring is the same as managing the project in terms of time and performance, while coordination is the same as managing the project stakeholders and communications, while design is the same as project planning. For entertainment projects, lack of coordination or poor monitoring will lead to delays, cost overruns, confusion in operations, and dissatisfaction among project stakeholders. Training and the organizational environment are also important, as they can affect the project management practices and how well they are implemented. For Sela Company, it means that project management practices can have formal components and are also practiced in the organizational environment where they are applied. While the study has no concern with projects in the entertainment area, it has a lot of empirical evidence to show that structured project management practices greatly enhance the success of a project. The study has taken the same pathway and applied it to projects in the entertainment area in Saudi Arabia.

7. Serrador and Turner (2014)

Serrador and Turner examined project management's value and the link between project management performance and project success. This research is important because it attempts to answer the question of whether good project management leads to good project outcomes. The results indicated that management performance positively affects project success and that project success is, in fact, multidimensional. This research is relevant because it acknowledges that project management should be viewed as a variable that can impact outcomes within an organization. In the context of entertainment events, project management performance can be evidenced by the quality of the plan, the control of the schedule, the management of risks and resources, as well as communication with the

stakeholders. The current study focuses on the elements of the independent variable. The research also states that project success should not be assessed by a single criterion. Instead, project success should encompass multiple outcomes, including effectiveness, client satisfaction, and strategic importance and performance, which are in line with the dependent variable of this study, Organizational Success of Entertainment Events. The study also indicates that Sela Company would benefit from improved project management and a higher quality and more efficient entertainment event service. However, the study of Serrador and Turner did not focus on entertainment and the region of Saudi Arabia. This research builds on their study by examining the link between project management effectiveness and organizational success in a Saudi entertainment company.

8. Wallace and Michopoulou (2022)

Wallace and Michopoulou explored the complexity of stakeholder management around festivals and events. This research is significant because it examines an under-researched area in the sector and the stakeholder relationship complexity associated with event projects. The authors contend that events attract multiple stakeholder groups with diverse interests and varying levels of influence and that these stakeholder groups may have differentiated expectations. The research also noted that the integration of resilience and stakeholder management into the organization's business processes is vital and that these elements should not be viewed as short- to medium-term problem-solving business process responses. This research is particularly relevant because entertainment events are complex and dynamic, and often operate in environments of high uncertainty. In Sela Company, the successful execution of an event is totally dependent on the collaboration with clients, sponsors, suppliers, entertainers, government, staff, and the audience.

Poor stakeholder management may result in delays, dissatisfaction, a damaged corporate image, and operational breakdowns. The research advocates for the consideration of stakeholder management and communication as part of the core dimensions of project management effectiveness. It further supports the argument that in entertainment events, organizational effectiveness is stakeholder satisfaction oriented and goes beyond the

operational dimension. While Wallace and Michopoulou work conceptually and not empirically, it provides a valuable framework for the understanding of entertainment events as stakeholder-centered projects. The current research intends to build on this by investigating stakeholder project management practices as they relate to the Sela Company.

9. Tam, da Costa Moura, Oliveira, and Varajão (2020)

Tam studied factors influencing the success of ongoing agile software development projects. Although the study was conducted in the software sector, its findings are relevant to project-based organizations because it highlights the importance of team capability and customer involvement. The study surveyed 216 agile practitioners and used PLS-SEM to analyze the relationships between people-related factors and project success. The findings showed that team capability and customer involvement are major contributors to project success, measured through time, cost, and customer satisfaction. This study is relevant to entertainment event management because events also require capable teams, flexible coordination, and continuous engagement with clients and stakeholders. In Sela Company, project teams must respond quickly to changing requirements, coordinate multiple activities, and ensure that the final event meets stakeholder expectations. The study supports the current research dimensions of resource management, communication, and stakeholder management. It also confirms that project success is not achieved through planning alone, but through effective people management and stakeholder involvement. However, because the study focuses on software projects, its findings cannot be transferred directly to entertainment events without contextual testing. The current study addresses this limitation by examining similar project management dimensions in the entertainment events sector.

10. Cooke-Davies (2002)

Cooke-Davies conducted a foundational study on the real success factors of projects. Although the study is older, it remains widely cited in project management literature because it distinguishes between project management success, project success, and

consistent project success across organizations. The study drew on empirical research from more than 70 large national and multinational organizations and identified several critical factors that contribute to successful project outcomes. This distinction is useful for the current research because completing an entertainment event on time and within budget does not necessarily mean that the organization has achieved broader success. Organizational success may also include stakeholder satisfaction, strategic contribution, operational learning, and long-term reputation. The study supports the current research by showing that project success is influenced by systematic management practices, including planning, monitoring, risk control, and organizational learning. For Sela Company, this means that project management effectiveness should be assessed not only at the level of individual events, but also in terms of how these practices contribute to repeated organizational success. Although Cooke-Davies's study is not recent and does not focus on entertainment events, it provides a strong theoretical foundation for understanding the difference between managing a project successfully and achieving organizational success through projects. The current study builds on this foundation by applying it to entertainment events in Saudi Arabia.

11. Muskat, Nakanishi and Blackman (2018)

Muskat, Nakanishi and Blackman (2018) looked at the factors that lead to successful events from the viewpoint of stakeholder management in the events and festivals sector. Their study aimed to investigate the impact of stakeholder management on the success of events. The researchers used a survey approach to collect data from event managers and stakeholders of various event-related organizations. The researchers found that communication, stakeholder management and relationship management were the top three elements that lead to the success of events. The authors of the study pointed out that events management is different from the management of traditional projects as a project can have multiple stakeholders who have different expectations and interests. As a result, a project manager is required to perform multiple operations, but is also required to manage effective communication and collaboration across the project's lifecycle.

The authors also noted that stakeholder satisfaction is achieved and contributes to the success criteria of the event. The organizations that have involved stakeholders during the planning and implementation phases of the event have shown improvements in the overall quality and performance of the event. The authors also noted that inadequate communication with stakeholders results in many issues such as delays, and negative results from participants and sponsors. This study is applicable to this research as one dimension of Project Management Effectiveness includes the effectiveness of communication and management of stakeholders. In the same regards, Stakeholder Satisfaction is one of the crucial indicators of Organizational Success within the framework of the research. Nevertheless, the authors have studied the international events and the entertainment industry and have not focused on the Saudi Arabian events. Consequently, present studies advance the understanding of stakeholder management practices in Sela Company and how they relate within the scope of the company's success in entertainment events.

12. Too and Weaver (2014)

Too and Weaver examined project management capability in the context of organizational success. The authors asserted that the reliance of organizations on projects as a means of implementing strategy and realizing long-term goals is on the rise. Therefore, the management of projects must not be conceived as only an operational function.

The authors used a conceptual and empirical approach to determine the effect of the maturity of an organization's project management system on the performance of the organization. The study results showed that an organization that has a higher level of project management capability is far more likely to achieve the goals of the organization and be strategically aligned with streamlined operations and sustainable competitive advantage. The authors pointed out that the success of a project should not be judged solely

on the project's end and its immediate results but on the extent to which the project helped advance the goals of the organization.

The study also made important contributions by showing that project management practices impact the performance of the organization by improving the quality of decisions made by the organization, the management of the organization's resources, and overall coordination within the organization. The results of the study support the theory that the implementation of project management practices adds value to the organization beyond the completion of individual projects.

The study is especially applicable to the present research since one of the dimensions of the Proposed Model of Organizational Success is the accomplishment of the organization's strategic goals. The results of the study indicate that an organization's long-term goals may be accomplished through the effective management of the organization's projects. For Sela Company, successful entertainment events are likely to help with their expansion and lead them to the forefront of their industry while supporting the goals of the Saudi Vision 2030. While the study is informative, there are no entertainment events or Saudi companies in scope, so the current study adds to the literature by studying it in a rapidly developing entertainment market.

13. Biesenthal and Wilden (2014)

Biesenthal and Wilden investigated the influence of project management capabilities on the performance of projects and the organization. They reviewed a large volume of project management literature and proposed a way through which project management competencies relate to the achievement of positive and successful outcomes for organizations. They highlighted a number of project management capabilities that are planning, risk management, communication, and leadership and the capability to manage (or control) project resources. This study indicated that capability to manage (control) resources improves the overall performance of the organization by enhancing efficiency, decreasing ambiguity, and improving the collaboration of the project staff.

One of the important findings is that organizations that have well-developed project management capabilities are able to work/manage effectively in a project environment that is highly complex and contains a great deal of uncertainty. This is important for entertainment events because they have very tight timeframes, many different interest stakeholders, and a high level of operational uncertainty and risk. They also pointed out that project management capability should be considered an organizational asset that provides a sustained and continuous return on investment, as opposed to a collection of technical skills.

The reason this study relates to the present study is that it provides a solid basis for the elements used to measure Project Management Effectiveness. The model under development incorporates aspects such as project planning, time management, and risk management, as well as stakeholder and resource management. Each of these elements was identified as critical capabilities by the study. The study, however, was largely theoretical and did not target the entertainment sector specifically. Therefore, the current study aims to fill this gap by providing empirical evidence regarding the implementation of the above project management dimensions within Sela Company and their contribution to organizational success in the management of entertainment events.

14. Al-Ghamdi and Hulij (2024)

One of the most recent studies on the role of project management in the development of entertainment and events in the Saudi Arabian market was conducted by Al-Ghamdi & Hulij. This study focused on the contribution of project management practices to the quality and sustainability of entertainment events within the rapidly growing Saudi Arabian entertainment industry and the improvement of operational performance.

Using a quantitative approach, the researchers studied employees working in event management and entertainment companies in Saudi Arabia. The findings showed that event management companies that employ structured project management practices reported significantly better outcomes in relation to the quality of events, the satisfaction of

stakeholders, the efficiency and effectiveness of operations, and optimal use of resources. The study also noted the importance of project planning and risk management for large entertainment projects because of the volatile and unpredictable nature of events.

The researchers also indicated the importance of entertainment events in achieving the goals of Saudi Vision 2030 and noted that successful project management helps diversify the economy, promote tourism, and improve quality of life. The study also suggested the enhancement of project management skills through professional training and improvement of learning in the organization. It is important to note that this study is closely related to the current study because it focuses on the Saudi entertainment sector and the variables in question in the proposed conceptual framework. The results provide evidence backing the assumption that project management effectiveness is good for the success of an organization. The study did not focus on a specific organization as it looked at the industry as a whole. For that reason, the present study aims to fill the gap in the literature by analyzing a specific case, the Sela Company, and how project management effectiveness at the organizational level leads to the success of the organization.

10.6 Research Gap and Conceptual Framework

3.6.1 Research Gap

The literature reviewed in the previous sections demonstrates that project management effectiveness plays a significant role in enhancing project outcomes and organizational performance across various industries. Previous studies have extensively examined the influence of project planning, time management, risk management, stakeholder engagement, and resource management on project success (Serrador & Turner, 2015; Kerzner, 2022; PMI, 2021). Similarly, research has emphasized the importance of organizational success indicators such as operational efficiency, stakeholder satisfaction, quality performance, and strategic goal achievement (Ika & Pinto, 2022).

Despite the growing body of knowledge in project management and organizational performance, several important research gaps remain. First, much of the existing literature has focused on traditional project-intensive sectors such as construction, information

technology, engineering, and manufacturing. Comparatively limited attention has been given to the entertainment and events industry, despite its unique operational characteristics and increasing economic significance (Muskat, 2018).

Many previous studies have examined project success primarily from a project-level perspective, focusing on the completion of projects within time, cost, and quality constraints. While these studies provide valuable insights, they often overlook the broader concept of organizational success, which includes operational efficiency, stakeholder satisfaction, strategic achievement, and long-term organizational performance. Therefore, there remains a need to investigate how project management effectiveness contributes not only to project success but also to wider organizational outcomes.

Existing studies frequently examine individual dimensions of project management separately, such as planning effectiveness or risk management effectiveness, rather than adopting an integrated framework that incorporates multiple dimensions simultaneously. This limitation restricts the understanding of how various project management practices collectively influence organizational success.

The Saudi entertainment sector has received relatively limited scholarly attention despite its rapid growth under Saudi Vision 2030. The entertainment industry has become a strategic sector contributing to economic diversification, tourism development, job creation, and quality-of-life enhancement. However, empirical studies examining project management effectiveness within Saudi entertainment organizations remain scarce. Most available studies focus on the broader events industry rather than specific organizations operating within the entertainment sector.

No empirical study, to the best of the researcher's knowledge, has specifically examined the relationship between project management effectiveness and organizational success within Sela Company. As one of the leading entertainment organizations in Saudi Arabia, Sela represents an important case for understanding how project management practices contribute to successful event delivery and organizational performance. Therefore, the

current study seeks to address these gaps by developing and empirically testing a comprehensive framework that examines the relationship between project management effectiveness and organizational success within the context of entertainment events at Sela Company. The study contributes to the literature by focusing on a rapidly growing industry, adopting a multidimensional approach to both project management effectiveness and organizational success, and providing evidence from the Saudi entertainment sector.

10.6.2 Conceptual Framework

Based on the literature review and the identified research gap, the present study proposes a conceptual framework that examines the impact of Project Management Effectiveness on Organizational Success in Entertainment Events.

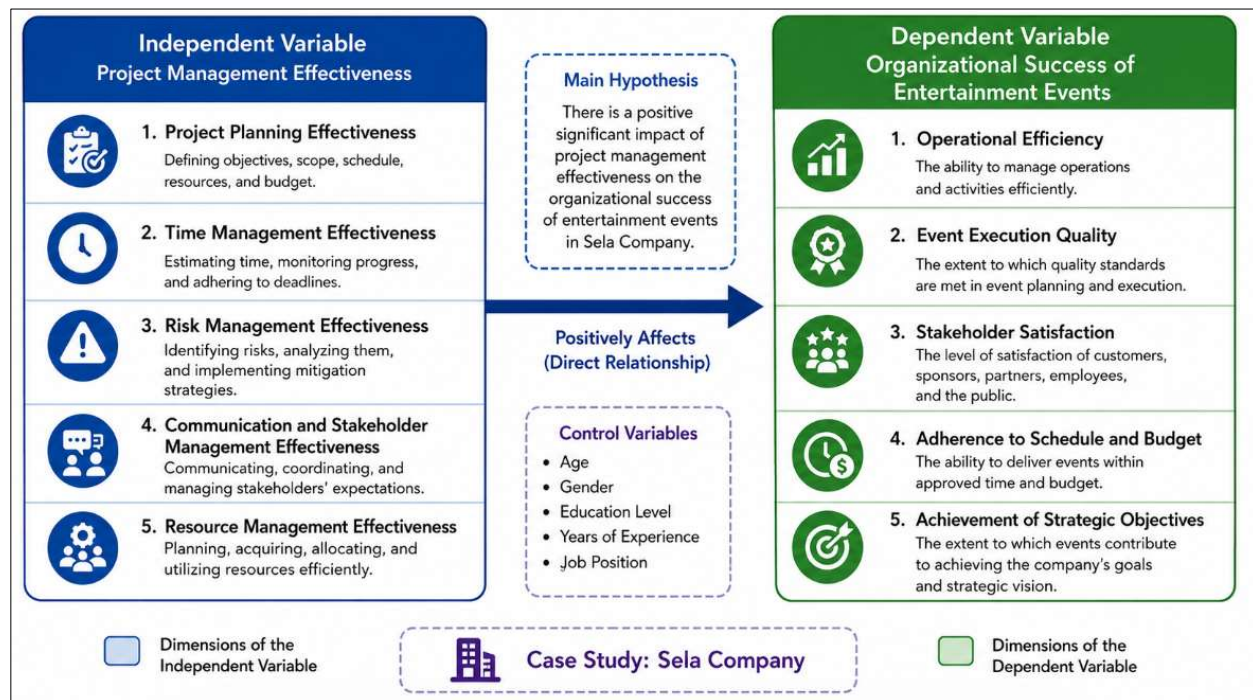


Figure 3: Proposed Conceptual Framework of the Relationship between Project Management Effectiveness and Organizational Success in Entertainment Events: A Case Study of Sela Company.

The framework identifies Project Management Effectiveness as the independent variable and Organizational Success in Entertainment Events as the dependent variable. The model assumes that improvements in project management effectiveness lead to higher levels of organizational success.

The independent variable, Project Management Effectiveness, consists of five dimensions derived from project management literature:

1. *Project Planning Effectiveness*
2. *Time Management Effectiveness*
3. *Risk Management Effectiveness*
4. *Communication and Stakeholder Management Effectiveness*
5. *Resource Management Effectiveness*

These dimensions represent the core project management practices that influence project implementation and organizational performance. Previous studies have demonstrated that organizations with strong project management capabilities are more likely to achieve successful outcomes, improve operational efficiency, and create value for stakeholders (Too & Weaver, 2014; Biesenthal & Wilden, 2014).

The dependent variable, Organizational Success in Entertainment Events, is measured through five dimensions:

1. *Operational Efficiency*
2. *Event Execution Quality*
3. *Stakeholder Satisfaction*
4. *Adherence to Schedule and Budget*
5. *Achievement of Organizational Strategic Objectives*

Dimensions of both the operational and strategic perspectives of success are reflected in the structures presented here, offering a holistic view of how entertainment event organizations assess performance. Within the framework, a positive direct correlation between Project Management Effectiveness and Organizational Success is proposed. More specifically, improved planning, scheduling, risk management, communication with stakeholders, and the management of resources is considered to enhance organizational effectiveness, the quality of events, stakeholder satisfaction, the performance of projects,

and the fulfillment of strategic objectives. For the purpose of the statistical analysis, age, gender, education level, years of professional experience, and position in the organization will be included as demographic variables to be controlled. The aim of controlling these variables is to account for how the responses may differ as a result of these characteristics and to promote more precise research results. The proposed conceptual framework is the basis for the study and delineates the specific research hypotheses, the design of the survey instrument, the data collection methods, and the statistical methods to be employed. It is also a way to assess the contributions of project management effectiveness to organizational success in Sela Company and in the Saudi entertainment sector as a whole.

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