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عنوان البحث

أثر الإدارة الإستراتيجية للمشاريع على نجاح المشاريع الإنشائية بقطاع المقاولات في مدينة الرياض

The Impact of Strategic Project Management on the Success of Construction
Projects in the Contracting Sector in Riyadh

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Introduction (مقدمة):

Extend administration is exceptionally imperative in commerce and administration. Imperative and complex ventures require extraordinary abilities and strategies to carry them out effectively. Vital ventures have huge objectives that are implied to assist the organization reach its long-term vision and plans. These ventures are regularly associated to numerous parts of the organization and have an enormous effect on how well the company does by and large. So, to manage it well, you would like to have a clear vision and a great understanding of the organization's methodology and objectives.

Strategic projects are complex and risky, requiring specialized skills and resources. They face internal and external challenges, requiring efficient management to reduce risks. Strong leadership and coordination skills are crucial for successful project management. Success criteria differ from regular operational projects, focusing on achieving strategic objectives and enhancing competitive advantage. Specialized indicators and standards are necessary for performance measurement. Strategic project management requires distinguished skills and advanced practices for long-term goals and market position.

Strategic planning for construction projects aligns with organizational goals, improving operational efficiency and reducing wastage. It involves defining project objectives, linking them to priorities, and preparing for potential risks. Strategic project management also develops organizational capabilities by investing in technical and managerial competencies and promoting innovation. Regular monitoring and evaluation enhance future decisions, directing resources towards strategic priorities and enhancing decision-making processes. Overall, strategic project management is crucial for successful construction projects.

Strategic project management is crucial for the success of construction projects in the contracting sector in Riyadh. It aligns projects with organizational goals, improves operational efficiency, and enhances institutional building. By planning costs, scheduling, and managing risks, companies can reduce resource waste and achieve successful project implementation. Strategic monitoring and evaluation of projects also enhance future decision-making processes. This methodological framework helps contracting companies achieve sustainable success through strategic alignment, improved operational performance, and organizational capabilities.

Based on the above, this study analyzed the impact of strategic project management on the success of construction projects in the contracting sector in the city of Riyadh.

Study Problem (مشكلة الدراسة):

The issue of the ponder is that development companies depend on conventional vital projects administration frameworks, and this may result within the failure to realize all levels of execution for development projects. Hence, this consider pointed to illustrate the affect of applying key project administration hones on the success of development projects in these companies.

To begin with, development companies that apply key extend administration are greatly vital for their part in accomplishing competitive advantage for organizations by progressing the productivity of arranging, execution and control of development ventures. In any case, these companies regularly confront challenges in maintaining all levels of project success.

Secondly, there's a have to be get it the part of applying key extend administration hones in improving the success of development projects at Aramco. It is accepted that these practices may contribute to making strides arranging, coordination and control of ventures.

Third, there's a require for an connected consider to assess the extent of application of vital venture administration hones and degree their affect on the success of development ventures. By considering this investigate issue, analysts will be able to supply down to earth proposals to upgrade the application of vital extend administration hones in these projects, which may contribute to moving forward the success levels of development ventures.

The problem can be summarized by answering the following main question: What is the impact of strategic project management on the success of construction projects in the contracting sector in the city of Riyadh?

Study Important (أهمية الدراسة):

The importance of the study appears from its theoretical importance and practical importance

First: The theoretical importance of the study:

The theoretical importance of the study appears as it is one of the studies that examines the impact of strategic management in its dimensions (environmental analysis, strategy formulation, strategy implementation, strategy evaluation) on the performance of projects in

its dimensions (efficiency, innovation adoption, sustainability) in construction projects by returning to the special theoretical literature. On the subject, and according to the limitations of the current study, it is one of the rare studies that addressed the impact of strategic management in its dimensions (environmental analysis, strategy formulation, strategy implementation, strategy evaluation) on the success of construction projects in its dimensions (efficiency, adoption of innovation, sustainability) in the city of Riyadh, and thus there is a theoretical framework on the topic. Enriching the Arab library with studies on this matter.

The importance also appears in light of the Kingdom of Saudi Arabia's tendency to improve the work environment by encouraging investment in project performance, which increases economic growth, and the new direction of the economic and social development strategy that emphasizes the optimal exploitation of economic resources (Al-Zayyoud, 2020).

Second: Scientific (applied) importance:

The scientific (applied) importance lies in the fact that the Development and Employment Fund is one of the important and advanced bodies that constantly changes, and this change appears clearly in light of increasing competition, which requires finding workers capable of keeping pace with this change, which works to raise the performance of these projects for their contribution to supporting the growth of the national economy. El-Selenti et al., (2018). The practical (applied) importance lies in the results that have been reached, and its practical importance lies in the fact that it examines the issuance of important topics, which is the impact of strategic management on the success of construction projects in the city of Riyadh in the Kingdom of Saudi Arabia as a way to develop the performance and success of projects according to the results and recommendations of the study.

Objectives of the study (أهداف الدراسة):

The study generally aims to reveal and identify the impact of strategic management in its dimensions (environmental analysis, strategy formulation, strategy implementation, strategy evaluation) on the performance of construction projects in its dimensions (efficiency, adoption of innovation, sustainability) in the city of Riyadh.

Theoretical principles of the study:

1. The practical strategic management that includes designing, implementing, and evaluating plans with long-term impact, which aim to increase the value of the

organization from the perspective of customer shareholders and society as a whole (Momani and Kanaan, 2020).

2. It is defined procedurally as a set of long-term procedures through which the organization seeks to achieve goals and modify the organization's directions to make the most appropriate decisions within the available capabilities. It includes the following dimensions (environmental analysis, strategy formulation, strategy implementation, strategy evaluation).
3. Environmental analysis: It is an analysis of the factors that surround the organization's environment and that affect it directly or indirectly when it carries out its activities and that affect decision-making in order to set goals (Khaloufi, (2019). It is procedurally defined as analyzing and studying the situation surrounding the Fund for Development and Operation and ensuring its Strengths and weaknesses, knowing opportunities and threats, and keeping up with developments to determine their position and the changes surrounding them to come up with the most appropriate successful decisions, and they were measured through dimensions and paragraphs.
4. Strategy formulation: It is a vision of the shape of the organization in the future as desired by managers. This picture includes the organization's position in the work environment in terms of its value and reputation. Of course, the ideal form of the organization cannot be determined except in light of exploiting its strengths. (Maran, 2015 and Derawi, 2019).
5. Procedurally, the formulation and arrangement of the appropriate strategy in the Development and Employment Fund is defined by selecting the best alternatives and analyzing them in accordance with the resources available to reach the main objectives, and they were measured through dimensions and paragraphs.
6. Strategy implementation: Organizations implement the strategy that was developed within the various stages and monitor its performance. (2018, Al-Aklabi) It is defined procedurally as the actual implementation of the strategic procedures of the Development and Employment Fund, and it was measured through dimensions and paragraphs.
7. Strategy evaluation is the monitoring process carried out by organizations that follow up their strategic plan and work to evaluate its strengths and weaknesses (Khaloufi 2019).
8. It is defined procedurally as an evaluation process of all procedures undertaken by the Development and Employment Fund to ensure that work is progressing according

to the plan followed to correct errors, if any, and it was measured through dimensions and paragraphs.

Study questions (تساؤلات الدراسة):

The first main question: What is the impact of strategic project management on the success of construction projects in the contracting sector in Riyadh? Several sub-questions branch out from it, as follows:

The first sub-question: How does Importance affect the success of construction projects in the contracting sector in Riyadh?

The second sub-question: What is the impact of cost on the success of construction projects in the contracting sector in Riyadh?

The third sub-question: How does comprehensiveness affect the success of construction projects in the contracting sector in Riyadh?

The fourth sub-question: How do future prospects affect the success of construction projects in the contracting sector in Riyadh?

Study hypotheses (فروض الدراسة):

Based on what was presented regarding the study's objectives, problem, and importance, we can determine the study's hypotheses through a main hypothesis that is:

The main hypothesis: There is no statistically significant effect at the significance level ($0.05 \geq \alpha$) of strategic project management on the success of construction projects in the contracting sector in the city of Riyadh.

The following sub-hypotheses emerge from this hypothesis:

The first sub-hypothesis: There is no statistically significant effect at the significance level ($0.05 \geq \alpha$) of Importance on the success of construction projects in the contracting sector in the city of Riyadh.

The second sub-hypothesis: There is no statistically significant effect at the significance level ($0.05 \geq \alpha$) of cost on the success of construction projects in the contracting sector in the city of Riyadh.

The third sub-hypothesis: There is no statistically significant effect at the significance level ($0.05 \geq \alpha$) of comprehensiveness on the success of construction projects in the contracting sector in the city of Riyadh.

The fourth sub-hypothesis: There is no statistically significant effect at the significance level ($0.05 \geq \alpha$) of future outlook on the success of construction projects in the contracting sector in the city of Riyadh.

Previous studies (الدراسات السابقة):

1. Study by Abdel Moatasem Ibrahim and Hayajna, Sufyan, (2020), entitled Integer Linear Programming in Urban Renewal Development Projects: An Iraqi-Case Study.

Iraq has suffered greatly from numerous conflicts and acts of devastation, especially during its invasion and occupation in 2003. Efficient use of resources has become essential given Iraq's current economic circumstances. This paper uses the construction of new homes in Iraq as a case study to explore the application of integer linear programming as a mathematical model in urban planning.

In order to minimise costs and complete the project within the allotted time frame, a mathematical model for the ideal distribution of subcontractors to execute (170) proposed houses with varying areas (150, 180, 200, 250, and 300 m²) and two execution levels (first degree and second degree) has been constructed.

Six subcontractors' tenders provided information on unit prices broken down by area and execution level as well as the duration of unit completion. Sensitivity analysis was performed using seven mathematical models for seven case studies. The constraints' shape evolved as a result of modifications to the needs and available resources; certain competition and decision-making constraints were removed, and other constraints were added.

With the use of the (Linprog) software, the mathematical model problem was solved using integer linear programming. The outcomes demonstrated the potential for successfully utilising integer linear programming and mathematical modelling to accomplish the best subcontractor assignment and the lowest execution cost within the allotted time frame. Additionally, the study's findings demonstrated how to give the project manager or work owner the ability to choose the best solution based on the needs of the business. The

researcher suggests expanding the application of mathematical modelling to problem-solving in building projects.

2. Study by K.M.Alawi Al.M Shahri-Al & Al Balushi (2019), entitled Modeling Weather Effects on Construction Operations in the Sultanate of Oman.

One of the sectors known to be most sensitive to weather conditions is the building industry. Since manual labourers perform the majority of construction projects outside, these operations are regarded as weather-sensitive and subject to fluctuating weather patterns. The productivity and efficiency of construction project activities can be directly impacted by severe weather conditions. Furthermore, it is well recognised that one of the primary causes of labour productivity declines in the construction sector, leading to project delays, cost overruns, and contractual disputes between contractors and project owners, is the influence of weather on the sector. Thus, it's critical to comprehend how bad weather affects building projects in order to prevent and minimise disputes and claims brought on by delays. Various weather conditions have an impact on the productivity and efficiency of construction workers. The following are some examples of meteorological conditions that affect construction workers in hot, dry areas: heatwaves, high temperatures, high relative humidity, and UV radiation. Due to heat stress, workers in the construction industry are susceptible to heat-related illnesses such as sunburn, cramps, heat exhaustion, and heatstroke. This will consequently impair construction workers' performance and may result in a brief work stoppage. As a result, there will be a significant delay in the project and a departure from the project schedule baseline as the construction process work slows down and the project schedule is impacted.

Oman has a hot, dry climate with scorching summers, mild winters, and little yearly precipitation. As a result, during periods of exceptionally hot weather, the productivity of construction workers may drop dramatically as some or all of the work may cease. In addition, labourers work fewer hours throughout the summer. All construction companies in Oman have been instructed by the Ministry of Manpower to cease work at all sites between 12:30 and 3:00 pm during the hot and muggy months of June through August. Project delays and cost overruns may result from Oman's hot summer months' low productivity and shortened workweeks. This study combined and simulated the impacts of hot weather on building project operations in Oman. The National Institute for Occupational Safety and Health's (NIOSH) suggested work/rest schedule was used to create a black box model for

construction productivity. The model's output was the anticipated productivity in terms of working hours, which was derived from the daily meteorological temperature and relative humidity of Muscat. Three actual finished construction projects in Muscat served as real-world case studies for the model's application. The findings suggest that accounting for the effects of hot and muggy weather can result in a 3–38% extension of the project's length beyond what was originally scheduled. As such, it is critical to comprehend and pay close attention to how harsh weather affects the productivity of building projects.

3. Study by Al-Maghrabi, Imad Suleiman and Al-Sharbati Abdel Aziz Ahmed (2021), entitled The Impact of Situational Leadership Styles on Projects Performance: A Field Study on Jordanian Chemical Manufacturing Organizations.

This study set out to determine how Jordanian chemical manufacturing businesses' use of teaching, supporting, delegating, and directing situational leadership philosophies affected the cost, schedule, and quality of their projects.

In order to be finished, this study, which had managers with project management experience as its population, had to be applied to 98 chemical manufacturing enterprises. The total sample size in the study was 85 project managers. The questionnaire served as the main tool for data collection. After the validity, reliability, and normality of the instrument were confirmed, a descriptive analysis was carried out and the correlation between the variables was looked at. In the end, multiple regression analysis was employed to investigate the impact. The result shows that chemical manufacturing organisations apply project performance dimensions and situational leadership sub-variables. It also illustrates the strong correlation that exists between the situational leadership sub-variables and the project success aspects. In the end, it shows that situational leadership approaches positively impact project success, with mentoring and support having the greatest impact. Chemical manufacturing companies need to use situational leadership strategies. Consequently, if situational leadership is in line with the vision, mission, and objectives, performance will increase.

The focus of the present inquiry was the companies that produce chemicals in Jordan. As such, it implies that future researchers need collect additional data over a longer period of time in order to confirm the validity of the current model and measuring method. It further recommends carrying out similar studies on various industries both inside and outside of Jordan in order to ensure that the findings are applicable to a larger audience. This study is one of the few that examines the effects of situational leadership techniques on project

performance. The study model was developed by fusing concepts from several sources to produce a fresh understanding of situational leadership and project performance.

4. Study by Abu Yahya Suleiman, Musa and Abdullah Saad Farhat Ibrahim, (2021), entitled Total Quality and Risk Management in Construction Projects in Jordan.

The study's goal was to investigate how quality and risk management affect building projects in Jordan. Fifty Amman-based construction enterprises made up the study population, while 69 workers in top and middle management positions within those companies made up the study sample. A questionnaire created especially to answer the study questions was developed using a descriptive and analytical methodology. The study yielded several conclusions, including:

The results showed that the degree of risk management application in the information system availability, communication system availability, and risk management planning dimensions was middle level, in line with the expectations of the study sample. The results showed that Jordan's application of Total Quality Management to construction projects was at a middle level based on expectations from the study sample about resource management, continuous improvement, and management support.

The study's recommendations were as follows:

Urge Jordanian construction companies to propose regulations that will aid the government in enforcing the quality policy across all levels of establishments. keeping an eye on how quality standards are being applied in construction projects. To increase interest in risk management throughout the project, encourage Jordanian construction companies to cultivate a culture of risk awareness and employee participation.

5. Study of the Monster, Ahmed Samih Musa and Al-Obaid Faydi, (2021). Titled Poor Planning Impact on Project Management Performance.

The purpose of this research is to determine how inadequate planning affects construction project implementation delays. The current study analyses the elements that lead to inadequate planning, which can affect the project's duration and cause the project's implementation to be delayed. A set of 325 engineers was the sample that the researcher used to administer a questionnaire. There were 38 scale measures and 10 sub-variables in the questionnaire. To analyse the data, the SPSS software was used. The study's findings revealed that 65.86% of participants said that engineering offices and contracting organisations

struggle to comprehend the idea of planning. As a result, this will affect the project schedule and completion date. The study's findings indicate that 67.60% of officials in contracting organisations feel that employing the planning technique has a negative effect on their work. Consequently, this may lessen the significance of planning for these businesses. It has been made clear that authorities save time by not preparing ahead since they believe it is a waste of effort. This has a detrimental effect on the project's projected completion date.

6. Study by Al-Youssef, Amna Ibrahim, Rawashdeh Tayseer, and Maher Rami Abdel Qader, (2021). Titled: Management of Green High-rise Building Project Using Energyplus Simulation Program: Abdoun Towers as a Case Study.

Jordan's greatest challenge is still energy consumption because of the country's limited resources and rising energy demand. Over time, Amman City's energy usage has gone up. The household sector accounts for 21.5% of total energy consumption, with the residential sector having the greatest proportion at 45.5% of electrical energy demand. While a few studies have looked at energy conservation in Jordan's residential sector, not many have done so with regard to flats in green high-rise buildings.

Therefore, by assessing an existing project in accordance with Jordan's Green Building Code, this study seeks to achieve a sustainable green design in the country's high-rise residential sector. The descriptive-analytical method will be the methodology employed. The stimulation software EnergyPlus will be used to calculate the annual energy performance. The majority of work in energy Plus is completed using Open Studio, a plug-in that lets you design and modify Energy Plus zones and faces using Sketchup 8 tools. This research will aid in the discovery of fresh design strategies for the implementation of green energy-efficiency initiatives. To lower the project's overall energy usage, a number of environmentally friendly, sustainable options were put forth, including installing a solar photovoltaic system, adding 50-inch horizontal shade devices to the towers, and adding 4 inches of thermal insulation to the building envelope. The findings indicated that the approved changes will result in a 27.15% decrease in the overall energy bill.

7. Study of Al-Aroud, Khalaf Abdel Majeed Salem Al-Hayashta, Ebada Youssef Abdallah, and Al-Tarawneh Khaled Awad Musa., (2022). Titled Critical Success Factors “CSFs” in the Management of Donor-Funded Development Projects in the Public Sector: Evidence from Jordan.

Projects that get funding from donors are highly valued by the government, civil society organisations, and the recipients themselves. Compared to other kinds of initiatives, education projects receive a disproportionate amount of money from public and private contributors. Non-governmental organisations require an efficient method to manage and regulate their performance since they must gauge the success of the projects they carry out. Therefore, the purpose of this study was to look at how important success factors (CSFs) affect how well donor-funded projects are implemented in Jordan's public sector. Donor-funded initiatives help organisations in the community with the goal of fostering development. To gather information on the project management practices of Jordanian organisations, the study employed a survey methodology and an exploratory approach. 223 engineers and employees from the Ministries of Education, Public Works, and Housing who were working on donor projects made up the sample. The purpose of the questionnaire was to get pertinent data from the respondents. A descriptive statistical analysis was performed on the collected data. The study's conclusions demonstrate that the most important elements for a project's success are funding, information technology, employee involvement, and monitoring and assessment. When it comes to donor project execution, information technology was found to be the most effective crucial success factor. Information technology was considered essential for reducing administrative expenses and guaranteeing that most donor monies be directed into the project's main programmatic activities. There isn't a database that connects donations to the Ministries of Public Works and Education at this time. According to this article, e-government is the only way that CSF deployment can be successful (G2D).

8. Study by Marai Malik Muayyad Mahmoud and Al-Hammad, Fawaz Ali Farhan, (2021). Titled The Impact of Projects Management Strategies on the Implementation Quality: Case Study: Implemented Governmental Projects by the Ministry of Public Works and Housing in Jordan.

Using a case study of governmental projects carried out by the Ministry of Public Works and Housing (MOPWH) in Jordan, this study sought to clarify the effects of the project management strategies (PMS) as independent variables (inception, planning, implementation, monitoring and control, closure) on the project implementation quality (PIQ) as dependent variables (correlation, efficiency, effectiveness, the impact, sustainability, and project risk management).

The study population included all of MOPWH's strategic partners in governmental institutions, consultants, contractors, and service recipients (beneficiaries) in Jordan. Taking into account the kind of projects carried out each year, the study population could have included an infinite number of people. The study uses a quantitative methodology. As a result, 476 respondents who fully completed online surveys were included in the sample size; all of the questions were suitable for statistical analysis. When analysing data with SPSS, the inference and descriptive statistics were employed.

The study's findings demonstrated that the PMS (inception strategy, planning strategy, implementation strategy, monitoring and control strategy, and closure strategy) had a statistically significant impact on PIQ (as the dependent variable). Specifically, the main findings showed that the PMS had a statistically significant influence on each of the PIQ approaches (correlation, efficiency, effectiveness, the impact, sustainability, and project risk management), but the impact of the inception strategy itself was not statistically significant. Additionally, the data showed that PMS and PIQ had a considerable alignment in their association.

The study's conclusions led to the formulation of a number of suggestions, the most significant of which is that MOPWH concentrate its monitoring and control approach on immediately addressing any disagreements that arise during the implementation phase without fear of legal repercussions. Furthermore, in light of the correlation results, MOPWH ought to prioritise considering the opinions of pertinent authorities in the project's design. Additionally, with regards to sustainability, MOPWH ought to confirm that the project has adequate funding to meet its goals and deliverables. Furthermore, MOPWH ought to arrange to investigate the project's conception process, as it did not influence PIQ, and concentrate on comprehending this connection.

9. Study by ElSherbiny, (2022). Titled The Strategic Human Resource Transformation: A Study on the Civil Service in Egypt.

This paper aims to shed light on the status quo of Egypt's civil service human resource ecosystem, to explore the Strategic Human Resource Transformation (SHRT) practices from different countries, and to articulate a guideline for Egypt's civil service SHRT national program to overcome the civil service challenges and bouncing towards effectiveness and sustainable HR management. To develop this paper, the desk research's approach and the comparative methodology were adopted. The results revealed that the governmental entities

HR departments' practices are not coincided with the global HRM practices, and that the investments for human capital capacity building are very limited. The civil service law No.81 issued in 2016, The Central Agency for Organization and Administration (CAOA) law No. 118 issued in 1964 & amendments, Egypt's vision 2030 related civil service HR projects, and the ongoing projects are not adhered and insufficient to achieve true SHRT. The current civil service HR infrastructure enabled Egypt to launch a SHRT national program that became imperative to complement Egypt's economic reform endeavors. The anchors, enablers, work streams and initiatives that constitute the program guideline were introduced.

10. Study by Sidahmed, Mohamedelfatih Firagoun, (2021). Titled The Impact of Strategic Mmanagement on the Growth of Sudatel Group Inc.

The objective of this paper is to determine the impact of strategic management as a quality criteria on the growth of Sudatel Group Inc. This paper uses descriptive analytical approach in conducting the research, it depends mainly on data collection from primary sources through distributing of 40 questionnaire on employees and managerial staff of the Sudatel Group head quarter with two returned invalid makes the total of 38 valid sample. The result of the study shows most of the participants agreed to most of the questions of the questionnaire. Paper recommend that in order to reach the ultimate benefits of strategic management as a quality criteria in organizational growth company need to address the issue of needing an integrated resource system and the importance of have a resource pool to draw from when working on multiple projects also company need to work on finding a solid strategic partner and also company need to start exercising the long term thinking strategy and finally company should try sometimes to practice a risk taking experimentation.

11. Study by ElSherbiny, (2021). Titled The Effect of a Sustainable Balanced Scorecard for Strategic Decision-Making Under Uncertain Competitive and Climate Conditions Evidence from Iraq.

The present study attempts to use a complex sustainability balanced scorecard to provide a new paradigm in order to make strategic decisions in a tumultuous world (BSC). The fuzzy TOPSIS approach is used to pick environmental variables, which are then applied to a complex BSC model for an organization. The model of making decision is divided into three major scripts: "optimistic" (economical development script), "realistic" (normal long-term economic condition), and "pessimistic" (maintenance of existing penalty situation script), as

well as two interior politics: generation increase and productivity maximization. For the hierarchical BSC model, the model is independently simulated in each situation and strategy, and every significant feature of the organization is studied, for the bulk of income and long-term viability. The findings suggest that in each case, a particular strategy is favored, which may aid strategic managers in making decisions in volatile and chaotic situations. Due to the growing sophistication of companies in today's competitive world, performance assessment frameworks must be proposed. One of the most commonly used approaches for measuring project efficiency that can be adapted to particular situations is the "Balanced Scorecard (BSC)" approach.

12. Study by Abu Amra,, (2020). Titled The Impact of Strategic Ambidexterity on Projects Management in Jordanian Contracting Companies.

This study aimed to identify the impact of strategic ambidexterity in project management in Jordanian contracting companies. The study population consisted of all managers of senior and middle management in Jordanian contracting companies classified as first-class in the Jordanian capital, Amman, numbering (180) companies. The study relied on a proportional stratified random sample from the study population consisting of (720) managers, where the size of the study sample was (251) managers. To achieve the objectives of the study, the descriptive analytical method and the sampling/survey strategy were used. A questionnaire was developed to collect data and analyzed using the Statistical Package for the Social Sciences (SPSS) program. Many statistical methods were used, including: arithmetic averages, standard deviations, and multiple and simple regression, to analyze the study data. The results of the study showed a statistically significant effect of strategic ambidexterity in its dimensions (exploring opportunities, exploiting opportunities, avoiding threats) on project management in its combined dimensions (project scope management, project schedule management, project cost management, project quality management) in Jordanian contracting companies. In light of the findings of the study, a set of recommendations were presented, including: - The necessity of working to allocate specialized administrative units in Jordanian contracting companies to adopt a culture of strategic thought to enhance strategic ingenuity activities because of their major role in achieving their goals and the success of their projects. - Introducing all employees of Jordanian contracting companies at their administrative levels to the importance of strategic ingenuity and its benefits, and working to stimulate the entrepreneurial spirit among employees and provide them with many new skills and training courses. -The need to emphasize increased attention to the

importance of prior prediction of the threats and risks surrounding its projects by developing scenarios and plans in advance, determining their importance and the priority of responding to them, and allocating the necessary resources to avoid them.

13. Study by Al-Najjar, (2019). Titled Impact of Strategic Vigilance on Projects Management in Jordanian Telecommunication Companies.

The study aimed to identify the impact of strategic vigilance on project management in Jordanian telecommunications companies. The study relied on the descriptive analytical approach, targeting employees at the senior and middle management levels in Jordanian telecommunications companies, which employ (217) employees. The study adopted a proportional stratified random sample. The size of the study sample was (153) employees, and the study reached the following results: * There is a statistically significant effect at a significant level ($p \leq 0.05$) of strategic alertness in its dimensions (competitive alertness, technological alertness, commercial alertness, and environmental alertness) in project management in all its fields. Combined (project scope management, project schedule management, project cost management, project quality management, project integration management, project resource management, project communications management, project risk management, project procurement management, and project stakeholder management) in Jordanian telecom companies . * There is a statistically significant effect at a significant level ($p \leq 0.05$) for strategic vigilance in its combined dimensions (competitive vigilance, technological vigilance, commercial vigilance, and environmental vigilance) in the areas of achieving project management goals in its combined dimensions (project scope management, project schedule management, Project cost management and project quality management in Jordanian telecommunications companies. * There is a statistically significant effect at a significant level ($p \leq 0.05$) for strategic vigilance in its combined dimensions (competitive vigilance, technological vigilance, commercial vigilance, and environmental vigilance) in the areas of project management methods in their combined dimensions (project integration management, project resource management, and project communications management). , project risk management, project procurement management, and project stakeholder management) in Jordanian telecommunications companies. The study presented a set of recommendations, including: - Enhancing interest in strategic vigilance information because of its importance as a strategic information resource, through establishing units or cells for strategic vigilance in Jordanian telecommunications companies to ensure the organizational arrangements that guarantee their work, and publicizing the importance of this information

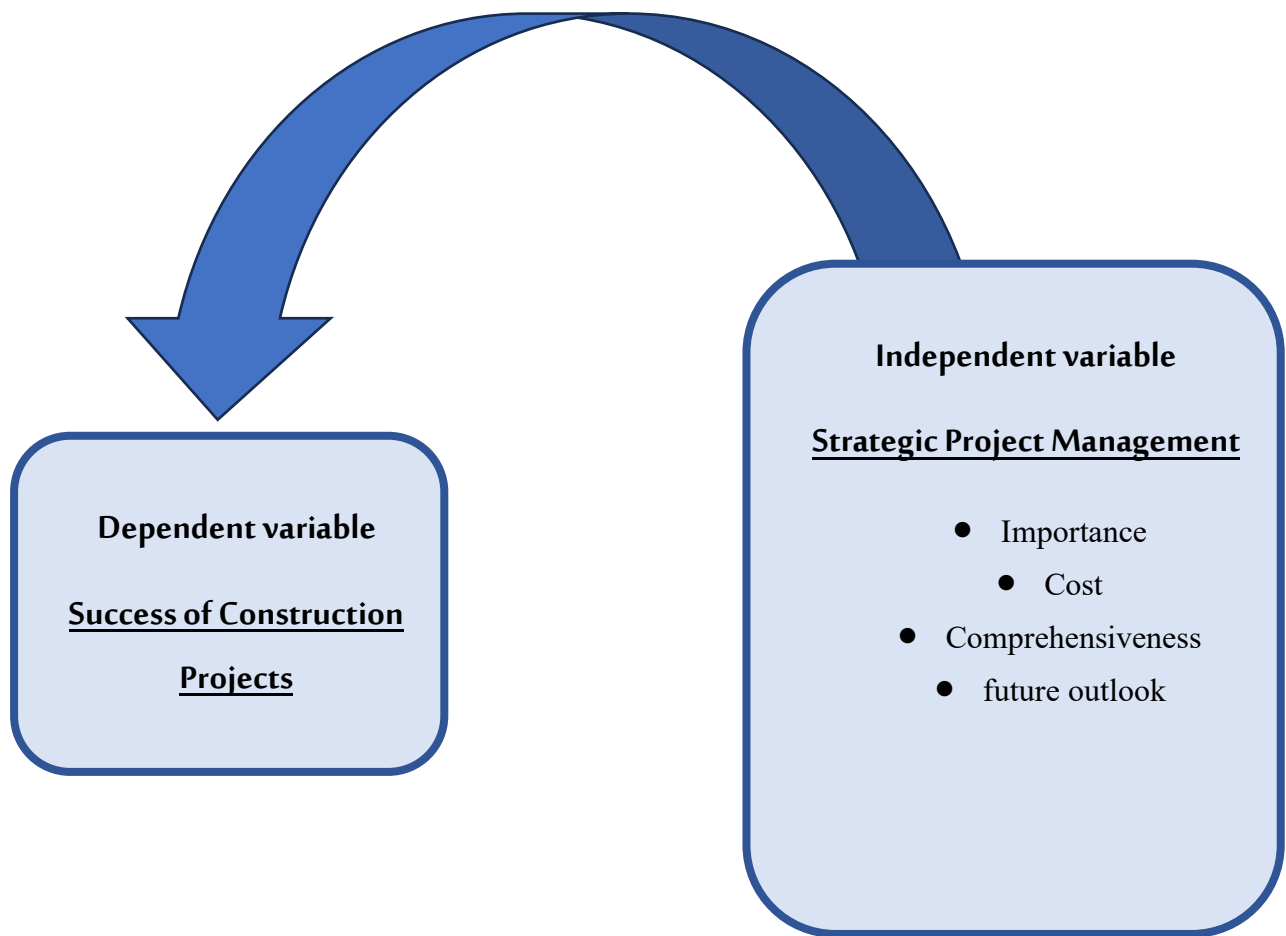
to all administrative levels by preparing Qualification courses in this field. - Enhancing interest in environmental vigilance in Jordanian telecommunications companies, which constitutes all other types of strategic vigilance that are not included in the other main types, such as legislative vigilance, political vigilance, legal vigilance, social vigilance, organizational vigilance, and others, through attention to legislation, laws, and environmentally friendly products, and enhancing employee awareness of matters related to these areas. By encouraging participation in relevant seminars and conferences. - Promoting interest in international standards for project management in Jordanian telecommunications companies, especially project risk management, and project scope management by motivating employees to obtain accredited international certificates in this field, and encouraging them to participate in training courses and workshops held in the field of project management.

Study Model (المنطلقات النظرية للدراسة):

This model aims to identify the Impact of Strategic Project Management on the Success of Construction Projects in the Contracting Sector in Riyadh. It includes the following variables:

- **Independent variable:** Strategic Project Management. (Importance - cost - comprehensiveness - future prospects)
- **Dependent variable:** Success of Construction Projects.

Figure No. (1) Study variables



Source: Prepared by the researcher

Methodology (المنهجية وطرق البحث):

The research is based on a descriptive and analytical approach, as it focuses on examining the theoretical foundations related to the subject through reviewing relevant Arab and foreign references. The research also includes implementing a field study, which consists of distributing questionnaires to different categories of the selected sample.

Study Tools (أدوات الدراسة):

The research tool is defined as “the means by which the process of collecting data is carried out with the aim of answering its questions. In collecting data, researchers will rely on the questionnaire, which is defined as a specific formula of paragraphs and questions aimed at collecting data from research individuals.”

Statistical methods:

The research used the statistical program SPSS to analyze the study data through the following statistical methods:

- The Cronbach coefficient to calculate the level of stability of the study tool
- Pearson correlation coefficient to determine the level of internal consistency and validity of the study tool and to identify the relationship between the study variables
- Proportions and frequencies to describe the characteristics of the study sample
- The arithmetic mean and standard deviation to describe the level of response of the study sample members to the statements of the study tool
- A simple linear regression equation to measure the effect between study variables.

Study Limitations (حدود الدراسة):

Spatial boundaries: represented by construction projects in Riyadh, in the Kingdom of Saudi Arabia.

Time limits: This study took in 2024.

Human limits: The target group was represented by the leaders of the surveyed institutions, and was limited to the categories of senior and middle management of projects (general managers, deputy general managers and their assistants, department directors, department heads, and team leader).

References (المراجع):

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