

Project title

**Evaluating Project Management Office Effectiveness
on Project Success at Saudi Electricity Company in
Riyadh**

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Final Project - 2

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Acknowledgment

First and foremost, I am grateful to Allah for giving me the strength, patience, and tenacity to accomplish this study project.

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Finally, I want to express my deepest gratitude to my family for their consistent support, patience, and trust in my skills. Their encouragement served as a steady source of motivation and inspiration throughout the study process.

Dedication

I dedicate this work to my dear parents, whose unwavering love, advice, and sacrifices have impacted my academic and personal development. Their unwavering prayers and support have served as the foundation for every success in my life.

I also dedicate my research to my family and loved ones, whose encouragement and understanding provided me the fortitude to face every hurdle.

This study is also devoted to project management professionals and scholars, specifically those working to improve organizational performance in the Kingdom of Saudi Arabia. May our study help, even in tiny ways, to the growth of knowledge and the achievement of our country's sustainable development goals.

Abstract

Purpose: The purpose of this study is to assess the performance of the Project Management Office (PMO) of the Saudi Electricity Company (SEC) in Riyadh, specifically its impact on project success. By concentrating on important factors such as governance, standardization, and resource allocation, the study tries to overcome theoretical and practical gaps in PMO implementation in the energy industry.

Methodology: A quantitative approach was taken, with 200 SEC workers receiving a survey questionnaire. To evaluate hypotheses, data were examined with descriptive statistics, reliability tests (Cronbach's Alpha), validity evaluations (KMO and Bartlett's evaluate), and regression analysis.

Findings: The results show a substantial positive association between PMO effectiveness and project performance, with PMO governance strongly influencing on-time delivery and budget adherence. However, limitations in resource integration were identified.

Originality & Implication: This study offers fresh insights into PMO dynamics in a Saudi public utility environment, as well as ideas for improving PMO frameworks. It adds to the literature by addressing underrepresented Middle Eastern views and suggesting practical enhancements for organizational efficiency.

Keywords: *Project Management Office (PMO), Project Success, Saudi Electricity Company, Evaluating Effectiveness.*

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1. Chapter 1: Introduction

1.1. Research Background

In the larger field of project management, the creation of a Project Management Office (PMO) has evolved as a significant organizational structure aimed to consolidate and standardize project-related tasks, guaranteeing alignment with strategic objectives. The PMO acts as a hub for governance, methodology development, and performance monitoring, especially in complex industries such as energy and utilities. Within the Saudi Electricity Company (SEC) in Riyadh, the PMO is responsible for overseeing large-scale infrastructure projects such as grid expansions and renewable energy integrations, all of which are critical to reaching the Kingdom's Vision 2030 goals. These objectives stress diversity, sustainability, and efficiency in public utilities, making PMO effectiveness evaluation a strategic need rather than an operational requirement. PMOs have historically grown from basic administrative units to strategic entities, as documented in the Project Management Institute's (PMI) guidelines, where they are viewed as enablers of project success through risk reduction and resource optimization. This transition is especially important in rising economies like Saudi Arabia, where fast industrialization and infrastructure development necessitate rigorous project management to prevent frequent problems like cost overruns and delays.

Previous research has thoroughly proven the benefits of PMOs across several industries. Aubry et al. (2010), for example, show how PMOs lead to better project outcomes in manufacturing, whereas Hobbs and Aubry (2010) investigate their flexibility in dynamic situations. In the energy industry, research by Dai and Wells (2004) shows that efficient PMOs may minimize project failures by up to 30% through standardized processes. However, most of this material is Western-centric, with little relevance to Middle Eastern countries like as Saudi Arabia, where cultural, regulatory, and economic issues, such as reliance on oil income and growing

urbanization, impact project dynamics. Summarizing these studies, it is clear that, while PMOs are commended for increasing efficiency, their performance differs according on organizational maturity and implementation methodologies. For example, in high-stakes situations such as power distribution, PMOs must traverse not just technical issues but also geopolitical considerations such as energy security and multinational collaborations, which add levels of complexity that previous research has not completely addressed.

Several gaps in the existing body of information were identified while preparing for this investigation. Theoretical deficiencies include a lack of integrated models that connect PMO characteristics (such as governance and support services) to project performance measures in public utilities. In practice, there is inadequate empirical data from case studies in Gulf Cooperation Council (GCC) nations, where state-owned firms like SEC confront particular obstacles such as bureaucratic red tape and a lack of expertise. This paper tackles issues by utilizing SEC as a case study to evaluate how PMO effectiveness effects project performance in a real-world scenario. The research tries to give a detailed perspective that goes beyond general frameworks by evaluating specific variables such as resource allocation and standardization, as well as local considerations such as Saudization rules that enforce workforce localization and have an influence on project teams.

The aim of this study is to assess the performance of the PMO at SEC in Riyadh, specifically the influence on important project success indicators such as punctuality, budget adherence, and stakeholder satisfaction. The research attempts to deliver actionable insights through the use of a quantitative technique that includes surveys and statistical analysis. The goals include identifying PMO strengths and weaknesses, testing ideas about variable connections, and suggesting changes. This technique assures that the conclusions are not only theoretically valid, but also

practically useful, allowing the SEC to optimize its operations in accordance with national interests.

Finally, the importance of this research stems from its contribution to both theory and practice. Theoretically, it contributes to the research on PMO models in emerging economies. Practically, it provides SEC and other similar agencies with ways for improving project delivery while also promoting national goals such as renewable energy. This introduction lays the groundwork for a thorough investigation, emphasizing the importance of assessing PMO roles in reshaping Saudi Arabia's energy sector.

Digital transformation, driven by AI and big data, is accelerating global PMO adoption by enabling predictive risk assessment and real-time decision-making, crucial for SEC's high-voltage transmission projects. In Saudi Arabia, Vision 2030 has increased infrastructure spending, making effective PMOs essential to avoid cost overruns seen in past projects. Prior research shows PMOs improve portfolio management, but cultural adaptation gaps exist in hierarchical societies.

The study identifies a lack of longitudinal research in the region and aims to address this by conducting a quantitative case study at SEC, examining correlations between PMO functions and project outcomes. Findings are expected to provide policy-relevant recommendations, including agile approaches for energy projects, and facilitate international comparisons.

Overall, PMOs play a key role in ensuring strategic alignment and improving efficiency, and this research seeks to fill regional gaps while supporting sustainable growth in Saudi Arabia's energy sector.

1.2. Research Problem

This study addresses the challenge of achieving effective Project Management Office (PMO) implementation in the context of the Saudi Electricity Company (SEC). Despite the growing use of PMOs to improve project performance, their success is variable, especially in public-sector firms functioning in highly regulated contexts. The research topic is investigated using identified theoretical and empirical gaps in the existing literature.

1.2.1. Theoretical Gaps

Theoretical gaps in the research on PMO efficacy result from an overemphasis on Western models, which frequently ignore contextual considerations in developing nations. Existing frameworks, like as those developed by the PMI, do not completely integrate cultural elements such as hierarchical decision-making, which is common in Saudi firms. Furthermore, there is a scarcity of complete models connecting PMO activities to project success determinants in the energy industry, resulting in fragmented knowledge. This leads to hypotheses that are unsuitable for situations with strict regulatory scrutiny and state-driven efforts.

1.2.2. Practical Gaps

Empirically, there is little evidence from case studies in GCC public utilities, where PMOs confront specific problems such as regulatory compliance and labor localization under Saudization regulations. At the SEC, anecdotal data shows that discrepancies in PMO assistance cause project delays, but no formal review exists to quantify these difficulties. This gap prevents evidence-based changes in project delivery.

The main research question is: To what extent does the effectiveness of the PMO influence project success at the Saudi Electricity Company in Riyadh?

1.3. Research Significance

the importance of the study is clarified at both theoretical and empirical levels.

1.3.1. At the theoretical level

At the theoretical level, this study adds by creating an integrated model that connects PMO performance to project success, filling gaps in the literature on Middle Eastern contexts. It improves project management theory by including cultural and sectoral aspects, which may influence future frameworks and encourage cross-cultural study.

1.3.2. At the practical level

At the empirical level, the study offers practical insights for the SEC and other comparable organizations, including evidence-based recommendations to enhance PMO operations, minimize project failures, and fit with national development goals like as Vision 2030's emphasis on energy efficiency.

1.4. Research Questions

- 1) What are the major aspects of PMO effectiveness at SEC?
- 2) How do these factors affect project success metrics?
- 3) What factors impede PMO success in this context?

1.5. Research Objectives

- 1) Evaluate PMO performance across governance, standards, and support functions.
- 2) Investigate the association between PMO effectiveness and project success.
- 3) Make proposals for improving the PMO at SEC.

1.6. Research Hypotheses

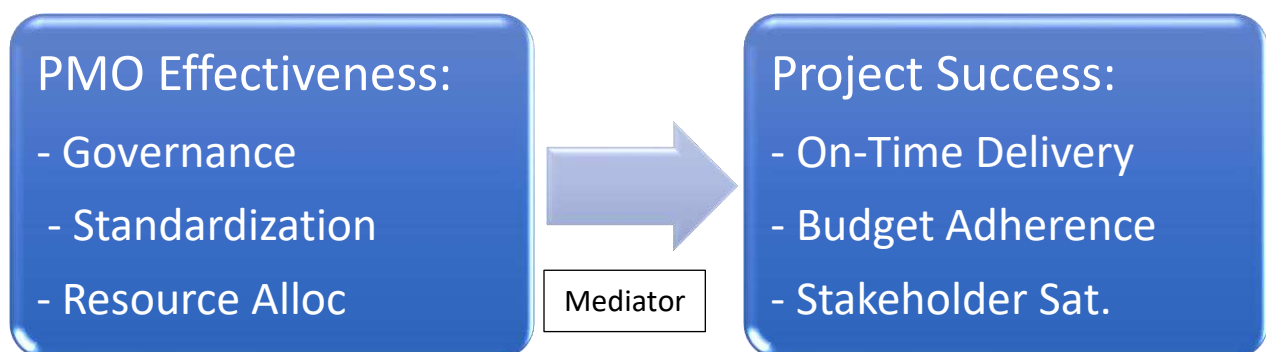
H1: There is a favorable correlation between PMO effectiveness and project performance at SEC.

H2: PMO governance is highly associated with on-time project delivery.

1.7. Research Model

The study model displays PMO effectiveness (independent variable) impacting project success (dependent variable), with variables like as governance and resource allocation serving as mediators.

Figure 1: Research Model. Source: The Researcher. (2026)



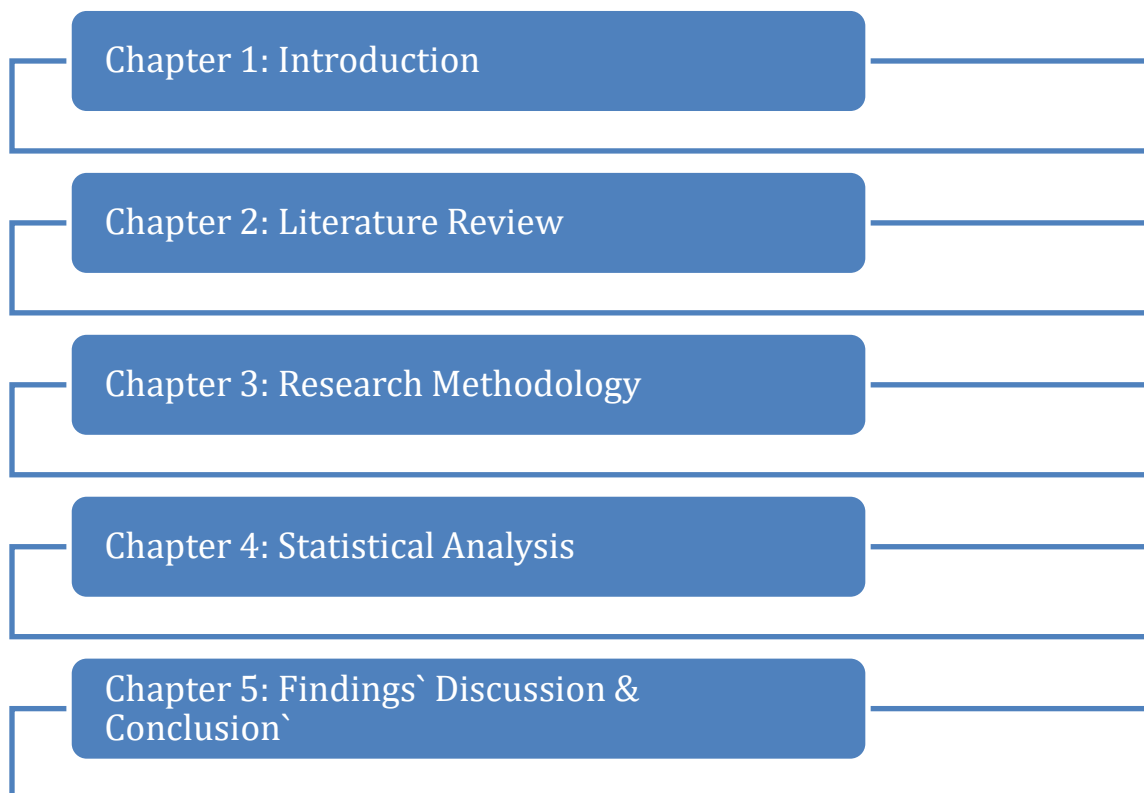
1.8. Scope of The Study

This study is limited to SEC workers in Riyadh and focuses on projects from 2020 to 2025. Data gathering focused on project managers, engineers, and support workers to ensure a varied range of opinions.

1.9. The Project Structure

The project is structured into five chapters: introduction, literature review, methodology, analysis, and conclusions.

Figure 2: Project Structure. Source: The Researcher. (2026)



2.Chapter 2: Literature Review

2.1. Introduction

This chapter provides a comprehensive overview of the literature on the Project Management Office (PMO) and its role in improving project performance. It looks at how PMOs have evolved from administrative support units to strategic organizations in charge of governance, portfolio alignment, and organizational performance. The chapter also examines the challenges of managing projects in complex industries like energy, emphasizing the significance of assessing PMO performance. Finally, it examines both theoretical frameworks and empirical investigations to lay the groundwork for the research methodology and hypotheses offered in Chapter 1.

2.2. The independent variable

PMO effectiveness relates to how well a Project Management Office performs its stated functions of improving project governance, assisting project managers, assuring methodological consistency, and aligning projects with corporate strategy. The literature considers PMO effectiveness in numerous areas, including governance, standardization, knowledge management, resource coordination, and performance monitoring.

Early research by Dai and Wells (2004) demonstrates that PMOs increase project results by standardizing procedures and improving communication channels. Similarly, Hobbs and Aubry (2010) contend that PMO efficacy is context-dependent, varying with organizational maturity and environmental complexity. Their findings indicate that good PMOs exhibit agility, strategic alignment, and strong executive support.

Hill (2004) defines five stages of maturity for PMOs, ranging from basic project control offices to enterprise-wide strategic PMOs. As maturity grows, effectiveness is reflected in higher-quality decision-making, lower project variability, and better portfolio performance. Recent study has emphasized the strategic dimension of PMOs, establishing them as governance tools that enable organizational change rather than purely administrative units.

From a governance standpoint, PMO effectiveness is tied to the use of standardized techniques like those specified in the PMBOK framework. Governance processes include stage-gate assessments, risk supervision procedures, compliance monitoring, and performance reporting systems. Effective governance systems decrease uncertainty, boost openness, and improve responsibility across projects.

In addition, resource integration is a critical component of PMO success. Crawford (2013) claims that efficient PMOs optimize resource allocation across projects, decreasing duplication and increasing capacity utilization. Knowledge management is another critical component, since PMOs serve as repository for best practices and lessons learned, so increasing organizational learning.

Cultural and institutional variables impact the efficacy of PMOs in developing economies and public-sector companies. Studies conducted in Gulf Cooperation Council (GCC) nations indicate that hierarchical decision-making frameworks and centralized authority may both assist and hinder PMO activities. Thus, contextual adaptability is critical in determining overall performance.

In summary, PMO effectiveness is a multifaceted concept that includes governance strength, methodological standardization, strategic alignment, resource coordination, and knowledge management competence. These dimensions combined constitute the independent variable investigated in this study.

Table 1: The Instrument of The Independent: PMO Effectiveness, Source: The Researcher. (2026)

Variable	Dimension	Number of Items
PMO Effectiveness	PMO Governance	5
	Standardization & Methodology	4
	Resource Coordination & Support	4
	Total	13 Items

2.3. The dependent variable

Project success is one of the most thoroughly researched concepts in project management literature. Traditionally, success has been assessed using the "iron triangle" of time, money, and scope (or quality). However, current research defines project success as a multifaceted definition that encompasses stakeholder satisfaction, strategic contribution, and long-term value generation.

Kerzner (2017) defines project success as meeting established objectives within agreed-upon restrictions while providing value to stakeholders. Turner (2014) highlights the need to evaluate success at both the project and organizational levels, distinguishing between project management success (meeting schedule and budget objectives) and project product success (creating strategic or economic advantages).

Too and Weaver (2014) believe that project success is significantly reliant on governance frameworks and organizational support systems. They point out that initiatives embedded in mature governance frameworks have greater success rates than those operating in fragmented contexts. Success in the infrastructure and

utilities industries includes sustainability indicators, regulatory compliance, safety standards, and long-term operational reliability.

Empirical studies show that stakeholder satisfaction is an important factor in determining project success. According to Schieg (2009), stakeholder participation and communication play a substantial role in perceived project outcomes. In public-sector environments, success criteria may include public accountability, service dependability, and socioeconomic effect.

Infrastructure projects in Saudi Arabia confront particular hurdles such as bureaucratic approval processes, regulatory compliance requirements, and measures to localize the workforce.

This research defines project success in four major dimensions: on-time delivery, budget adherence, quality attainment, and stakeholder satisfaction. Together, these factors encompass both the efficiency and effectiveness aspects of project performance.

Table 2: The Instrument of The Dependent Variable: Project Success, Source: The Researcher. (2026)

Variable	Dimension	Number of Items
Project Success	On-Time Delivery	2
	Budget Adherence	2
	Quality Achievement	2
	Stakeholder Satisfaction	2
	Total	8 Items

2.4. The relationship between the independent and the dependent variables

The link between PMO effectiveness and project success has been extensively researched in project management literature. Theoretical foundations show that PMOs improve project performance by strengthening governance structures, increasing information flows, and standardizing procedures.

Dai and Wells (2004) discovered a statistically significant positive relationship between PMO presence and enhanced project performance measures. Similarly, Pemsel and Wiewiora (2013) characterized the PMO as a knowledge broker who supports cross-project learning, resulting in higher success rates. Unger et al. (2012) claim that strategic portfolio management, which is frequently handled by the PMO, enables project alignment with corporate strategy, hence improving long-term performance outcomes.

Governance theory can help us comprehend this link. Effective governance frameworks decrease uncertainty, clarify accountability, and facilitate risk management, all of which contribute directly to better schedule and cost performance. According to agency theory, monitoring and reporting procedures, which are often handled by PMOs, limit opportunistic behavior while increasing transparency.

Empirical evidence repeatedly demonstrates that firms with mature PMOs report greater project completion rates within predefined restrictions. However, the intensity of this link varies with corporate culture, leadership commitment, and PMO power level. In public-sector enterprises, regulatory complexity and political control may mitigate the connection.

In the Saudi energy industry, successful PMOs are intended to improve project performance by assuring compliance with national standards, improving resource allocation, and aligning infrastructure investments with strategic transformation goals. As a result, the anticipated link in this study implies a positive and large impact of PMO effectiveness on project success.

2.5. Conclusion

This chapter examined the theoretical and empirical underpinnings of PMO effectiveness and project success, laying the groundwork for the research paradigm. The independent variable, PMO effectiveness, is a multidimensional concept that includes governance, standardization, strategy alignment, resource integration, and knowledge management. The dependent variable, project success, goes beyond the classic iron triangle to encompass stakeholder satisfaction and long-term value development.

The research consistently shows a positive association between PMO effectiveness and project success, however the extent of this relationship varies depending on the environment. Despite considerable global study, few empirical studies have looked at this link in Middle Eastern public utilities, notably in Saudi Arabia's energy industry.

As a result, this study aims to close this gap by experimentally examining the influence of PMO effectiveness on project performance at the Saudi Electricity Company.

3. Chapter 3: Research Methodology

3.1. Introduction

3.2. Operational definitions for research variables

3.3. Research design (research onion)

3.4. Research population & Sampling methods and technique

3.5. Data collection method

3.6. Types of data

3.7. Statistical analysis procedures

3.8. Conclusion

4. Chapter 4: Statistical Analysis & Findings discussion

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4.2. Sample profile (descriptive statistics for research sample)

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

4.5. Testing Hypotheses & Findings Discussion

4.6. Conclusion

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Research Limitations & Future Research

5.2. Research Recommendations

5.3. Conclusion

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Appendix

Research Questionnaire

Title of the Study:

Evaluating Project Management Office (PMO) Effectiveness on Project Success at Saudi Electricity Company in Riyadh

Researcher: Saleh Obaid Alsubaie

Faculty: Faculty of Management – Midocean University

Dear Participant,

This questionnaire is designed to collect data for academic research purposes only. The aim of this study is to evaluate the effectiveness of the Project Management Office (PMO) at the **Saudi Electricity Company (SEC)** and its impact on project success.

Your responses will remain strictly confidential and will be used only for research purposes. Please answer all questions honestly based on your experience.

Thank you for your valuable participation.

Section One: Demographic Information

Please tick (✓) the appropriate option.

1. Gender:

☐ Male

☐ Female

2. Age:

- ☐ Less than 30
- ☐ 30 – 39
- ☐ 40 – 49
- ☐ 50 and above

3. Job Position:

- ☐ Project Manager
- ☐ Engineer
- ☐ PMO Staff
- ☐ Administrative Staff
- ☐ Other: _____

4. Years of Experience:

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

5. Department: _____

Section Two: PMO Effectiveness (Independent Variable)

Please indicate your level of agreement with the following statements using the scale below:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

A. PMO Governance

No.	Statement	1	2	3	4	5
1	The PMO clearly defines project roles and responsibilities.	☐	☐	☐	☐	☐
2	The PMO ensures compliance with organizational policies and procedures.	☐	☐	☐	☐	☐
3	The PMO conducts regular project performance reviews.	☐	☐	☐	☐	☐
4	The PMO effectively monitors project risks.	☐	☐	☐	☐	☐
5	The PMO supports senior management in project decision-making.	☐	☐	☐	☐	☐

B. Standardization & Methodology

No.	Statement	1	2	3	4	5
6	The PMO provides standardized project management templates and tools.	☐	☐	☐	☐	☐

No.	Statement	1	2	3	4	5
7	Project management methodologies are consistently applied across projects.	☐	☐	☐	☐	☐
8	The PMO ensures clear documentation practices.	☐	☐	☐	☐	☐
9	Lessons learned are documented and shared across projects.	☐	☐	☐	☐	☐

C. Resource Coordination & Support

No.	Statement	1	2	3	4	5
10	The PMO assists in allocating resources efficiently across projects.	☐	☐	☐	☐	☐
11	The PMO helps resolve resource conflicts between projects.	☐	☐	☐	☐	☐
12	The PMO provides adequate training and support to project managers.	☐	☐	☐	☐	☐
13	The PMO improves communication between project teams.	☐	☐	☐	☐	☐

Section Three: Project Success (Dependent Variable)

Please indicate your level of agreement using the same 5-point scale.

A. On-Time Delivery

No.	Statement	1	2	3	4	5
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14	Projects are usually completed within the planned schedule.	☐	☐	☐	☐	☐
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15	Project delays are minimized due to PMO support.	☐	☐	☐	☐	☐
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B. Budget Adherence

No.	Statement	1	2	3	4	5
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16	Projects are completed within the approved budget.	☐	☐	☐	☐	☐
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17	Cost overruns are effectively controlled through PMO monitoring.	☐	☐	☐	☐	☐
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C. Quality Achievement

No.	Statement	1	2	3	4	5
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18	Projects meet defined technical and quality standards.	☐	☐	☐	☐	☐
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19	Deliverables meet stakeholder expectations.	☐	☐	☐	☐	☐
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D. Stakeholder Satisfaction

No.	Statement	1	2	3	4	5
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20	Internal stakeholders are satisfied with project outcomes.	☐	☐	☐	☐	☐
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No. Statement

1 2 3 4 5

21 Communication with stakeholders is effectively managed. ☐ ☐ ☐ ☐ ☐