

The Role of Quality, Planning, and Cost Management on Project Management an Empirical Study of The Riyadh Metro Projects in Riyadh City, Kingdom of Saudi Arabia

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Dedication

This research project is dedicated to my wife, whose unwavering love and support have been the driving force behind my academic pursuits. Her encouragement and belief in me have been a constant source of inspiration, and I am forever grateful for her guidance and wisdom. I look forward to attending the graduation ceremony with you.

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Abstract

We carried out this study to look into the impact of traffic management initiatives on Riyadh Metro projects. Transportation is a problem that necessitates continuous movement, which leads to conflicts, friction, and crashes. The responsible authorities need to control the situation regarding road conditions, car quality, driving behavior, and pressures on the surrounding demographic and geographic areas as the number rises. Nowadays, Riyadh stands among the most car-clogged cities in the Arab and worldwide worlds. There is little doubt that traffic congestion has worsened as a result of the high standard of life, which has led to each family owning many cars. It is undeniable that several sectors play a part in paving roads, building bridges, transporting vehicles, and delivering these services, but the crucial distinction was When the Riyadh metro system is implemented as a sustainable transportation option that would provide inexpensive, convenient, and dependable urban mobility, the study's significance resides in bringing to light a crucial issue. We spoke with residents of Riyadh firsthand to learn how they deal with the everyday traffic. We distributed a survey to various parent groups on What's App and to many work groups; many of them messaged us in addition to responding to the survey. A group sample of parents and workers in Riyadh City received the survey; all our informants were kept anonymous. Among our inquiries were:

What are the causes of traffic in Riyadh? Who is responsible for this traffic?

What are the solutions in your opinion? Why is he responsible for the traffic in Riyadh?

Our intention in interacting with various citizen types was to extract possibly divergent viewpoints rather than obtain a representative sample of the Whats App groupings. We can determine the number of persons who viewed our survey in light of the previously described problems. Through exchanged messages, we obtained 8 responses to our questions from over 300 people. The replies we got showed a wide range of viewpoints regarding the target demographic. Even though we are able to measure the audience's perspective on the matter, the responses we got offer insightful information about some fundamental distinctions in audience conception. Subsequent research studies could investigate the frequency of these responses and their correlation with population figures, demography, or socioeconomic standing.

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1 Chapter 1: Introduction

1.1 Research Background

In this research, I address the topic of The Riyadh Metro projects and although it is a topic that has been extensively researched before by many researchers, I add to them recent growth patterns and future forecasts indicate that Riyadh will have very high population growth rates, which will lead to an increase in the demand for travel on its roadway network and transportation system which is what I focused on due to the connection of this issue with life style in Riyadh city. The study relied on a survey and analytical approach to the factors of quality, planning and cost of transportation and roads and their related factors. The Riyadh metro system is being implemented as a sustainable transport option that will offer reliable, affordable, and comfortable urban mobility. It is important to understand the factors influencing the likelihood that people will use the new metro system. Thus, this study's key objective is to investigate *To investigate the influence of Riyadh Metro projects on managing Riyadh traffic.* We wanted to know what's behind Riyadh's traffic that will influence the choice to use Riyadh's proposed metro system. Giving the Travel times, travel costs, walk times and transfer requirements significantly affect people's mode choices. Travel cost has a greater influence on car users, whereas travel time has a stronger impact on taxi users. Socioeconomic characteristics, such as age, nationality, education level and car ownership also significantly impact the choice to use the metro. The Kingdom of Saudi Arabia has expended considerable efforts to create an energy- efficient urban transport system Such a system can help the Kingdom achieve two important goals. First, the economic sustainability of the energy sector is a top priority for Saudi Arabia as it is one of the world's largest exporters of oil. According to the Saudi Arabian Monetary Agency, approximately 33.42% of the Kingdom's gross domestic product in 2019 was generated by the oil sector (Mahmood, Alkhateeb, and Furqan 2020). Second, achieving the country's net-zero by 2050 target is also a key priority. For instance, the National Renewable Energy Program (NREP) is a strategic initiative of Vision 2030. The program aims to increase the Kingdom's share of renewable energy production, achieve a balance in the mix of local energy sources and fulfill its obligations toward reducing carbon dioxide emissions. Both goals

require the country to use all possible strategies to mitigate climate change and achieve energy efficiency. Transportation is a major energy-demanding sector and a major contributor to carbon emissions (Khalili et al. 2019), and is thus gaining importance in the Kingdom's energy policies. Urban transport in Saudi Arabia is predominantly automobile oriented. A shift from automobiles to public transport can reduce energy demand and carbon emissions and thus improve the country's energy efficiency. However, the urgent need to reduce carbon emissions to mitigate adverse climate impacts requires a drastic shift toward more sustainable modes of transport. According to Kenworthy (2020), public transport can be 55 times more energy efficient than automobile travel. Thus, the Kingdom has proposed a metro system for Riyadh that is currently under development. However, the energy efficiency gains from this system will depend on people's willingness to switch from more traditional car use to metro use. Thus, this study investigates the factors that influence people's willingness to ride the proposed metro. The number of metro systems is increasing globally, societies are becoming more urbanized, and metro systems are critical for mobility. The International Association of Public Transport (2018) notes that at the end of 2017, 178 cities in 56 countries had metros. Moreover, 75 new metros have been constructed since 2000, mainly in Asian countries. Metros transport an average of 168 million passengers per day worldwide (International Association of Public Transport 2018). The growing body of research on metros covers topics ranging from feasibility to operations enhancement and passenger satisfaction. Understanding the necessity of metro systems is helping to accelerate the construction of metro infrastructure. Nonetheless, the modal shift from private cars to metros or bus rapid transit (BRT) is a relatively new research topic. Some recent examples include studies on the proportions of passenger car and motorcycle users shifting to BRT and rail (Kwan, Sutan, and Hashim 2018; Satiennam et al. 2016). Other recent studies analyze the health benefits of BRT (Bartels et al. 2016) and commuters' willingness to shift to the metro (Fraszczuk, Weerawat, and Kirawanich 2019). Anwar and Yang (2017) consider the effects of transport policy on the modal shift from cars to public buses. Krishna, Thomas, and Salini (2020) measure the reduction in fuel consumption and emissions resulting from this modal shift. Mostafi (2022) explores the importance of information and communication technology (ICT)-based mobility services in Cairo. The study examines parameters associated with the frequency of ridesourcing use as well as with the modal shift from different mobility modes, such as from public transport to ridesourcing. Finally, Shaheen and Cohen (2020) investigate mobility on demand and mobility as a service. This

study explores people's intentions to shift from their current modes of transport to the metro. Specifically, it considers the proposed new metro system in Riyadh, which includes six lines covering a 176-kilometer network as well as 85 underground, elevated or at-grade section stations (Royal Commission for Riyadh City 2022). The Riyadh metro is intended to achieve the city's sustainable transport goals. Thus, the factors that influence intention to ride the metro should be explored so that the government can formulate effective transport strategies. This study attempts to provide recommendations for metro stakeholders. The recommendations it provides can help gauge respondents' willingness to shift to the metro and identify the preferred conditions that should be accommodated in planning policies. We also deliver empirical guidelines for understanding customers' perspectives and the mechanisms of shifting from other modes of transport to the metro. These guidelines can eventually be used to meet customer expectations after the new metro system is operational. We aim to understand the underlying factors influencing private transport users' intentions to shift from their current modes of travel to the metro once it becomes available. Using this information, we can better predict the direction of the resulting energy efficiency gains in the urban transport sector.

1.2 Research Problem

Transportation is an issue that requires constant movement and thus results in friction, collisions, and disputes as well. As the number increases, the competent authority must regulate the situation in terms of the ease of the road, the quality of vehicles, the driving of drivers, and the factors pressing on the geographical and demographic environment.

1.2.1 Theoretical Gaps

Despite the significant research on Transportation, there may be a lack of understanding of the underlying mechanisms of the Transportation system. For example, although much research has been done on the reason behind it, the exact mechanisms that lead to traffic jam are not yet fully understood.

1.2.2 Practical Gaps

The access and utilisation of Transportation ways through, organizing and spreading awareness that can help individuals to gain and apply knowledge to manage their time effectively. This gap occurs from the different needs and financial literacy between populations and makes us wonder what is really behind the causes for Riyadh traffic?

1.3 Research significant

The city of Riyadh has become one of the Arab and international cities most crowded with cars. Due to the high standard of living, which has made each family have more than one car, traffic congestion has therefore increased very clearly. The role of multiple sectors in providing transportation services, vehicular traffic, paving roads, and constructing bridges is not denied, but the vital difference was With the Riyadh metro system when its being implemented as a sustainable transport option that will offer reliable, affordable, and comfortable urban mobility the importance of the study lies in unveiling a vital and extremely important matter.

1.3.1 At the theoretical level

be a lack of understanding of the underlying mechanisms of the Transportation system. For example, although much research has been done on the reason behind it, the exact mechanisms that lead to traffic jam are not yet fully understood because of the high standard of living, which has made each family have more than one car, traffic congestion has therefore increased very clearly.

1.3.2 At the practical level

We understand The role of multiple sectors in providing transportation services, vehicular traffic, paving roads, and constructing bridges is not denied, The access and utilisation of Transportation ways through we don't understand what is really behind the causes for Riyadh traffic?

1.4 Research questions

- What is the causes for Riyadh traffic?
- How does the traffic effect the lifestyle in Riyadh city?
- What are the solutions?
- Who is responsible and why?
- What is the impact of The Riyadh Metro projects?
- What are the benefits and drawbacks of The Riyadh Metro projects?

1.5 Research objectives

- *To investigate the influence of Riyadh Metro projects on managing Riyadh traffic.*
- *To provide answers on why the problem existed.*
- *To provide solutions*

1.6 Research hypotheses

What is the effect of growth of population in Riyadh city on Riyadh traffic jam?

1.7 Research model

The capital, Riyadh, is experiencing a difficult state of traffic congestion. This problem threatens human health in this expanding city that is about to increase in population by a million in the coming years due to many considerations, including economic and political ones. What is certain is that traffic congestion threatens its quality of life programs and entertainment and tourism activities for residents and visitors. Some of us have begun to cancel our social connections due to the struggle of reaching the destination within the city. The strange thing is that in recent years, Riyadh has witnessed the construction of main streets in northern Riyadh that are parallel to King Fahd Road. They are supposed to reduce traffic congestion on it, but unfortunately they have become traffic congestion points that put pressure on even the side streets in the capital, Riyadh. This problem requires solutions, even if they are partial and temporary, until permanent solutions to this issue are reached. At the forefront of these solutions is the operation of the public transportation system in the capital, including the almost completed tunnel networks and the network of transport buses that roam the capital empty in long experiments that have become a burden on traffic instead of be part of the solution, but we are hopeful and optimistic that the tunnel and bus network will soon be launched in the capital because they are one of the radical solutions to this stifling traffic crisis.

1.8 Scope of the study

A questionnaire aims to understand the behavior of traffic of Riyadh city in kingdom of Saudi Arabia is designed. The target audience are citizens of Riyadh city.

The questions included:

What are the causes of traffic in Riyadh?

Who is responsible for this traffic?

What are the solutions in your opinion?

Why is he responsible for the traffic in Riyadh?

Our goal in approaching different types of citizens was not to get a representative sample of the WhatsApp groups but to elicit potentially diverse perspectives. Given the issues mentioned above, we are able to assess how many people saw our survey. We received 8 responses from over 300 members/users through shared messages who replied to our queries. The responses we received revealed many different perspectives on audience. While we can quantify audience perspective to the issue, the responses we received provide valuable insight into some core differences in conceptualizing audience. Future empirical work might examine the prevalence of these answers and their relationship to citizens' counts, demographics, or social status. As we now demonstrate the answers of our survey

What are the causes of traffic in Riyadh?

Compatibility of working hours and overlapping of business sectors' working hours with educational institutions. Closing some streets and relying on narrow main streets and lack of paths. The presence of jobs, major companies, ministries, agencies, and entertainment and cultural events in the city of Riyadh is greater. Infrastructure. Population density and large number of cars. Many green buses, labor buses, and trucks. The large presence of foreigners, permitting visit visas, and preventing them from returning. Lack of awareness of the basics of driving and following the correct and specified route, or the legal speed of the road

What are the solutions in your opinion?

A flyover bridge like Kuwait City is being built to ease congestion. Establishing supporting roads for the main road (for example, Kharia's Road is the only road that connects the east to the west. There is no other option, so most of the time the road is crowded) and all roads are in this way. Do not move some companies outside of Riyadh or neighboring areas to revive them, move industrial cities outside of Riyadh, prevent workers. Buses avoid being present on public roads during times of congestion. There is an alternative or supporting route that relieves congestion. Returning to the "primitive" method, which is mass transportation, and instilling this culture through subsidized and free activities and performances so that the citizen can use this means.

Organizing working hours for employees - students - universities and colleges. Operating trains and expanding an advanced transportation network throughout Riyadh and linking nearby cities and governorates to a high-speed train network. Establishing fast lines for buses and trucks, changing the working hours of companies, for example, in the middle of Riyadh, and his work center there works at such and such time, and the one in the north of Riyadh has such and such time, or organizing the number. Stopping visit visas, correcting residency conditions, activating flexible working hours in some sectors, allocating some days to educational institutions (remotely), and activating flexible working hours in business sectors + eliminating old cars for disrupting traffic + imposing a fine on workers and owners of trucks whose speed is less than 100. Educating the people to follow the designated lane and the legal speed of the road.

Who is responsible for the traffic?

Traffic management due to its weak ability to control congestion.

The culture of the population of the city of Riyadh is such that every person owns a car.

Inactivation of public transportation.

Weak planning in terms of placing all ministries and departments in one road or one area.

Failure to activate government electronic services to remove bottlenecks in ministries.

Why is the reason you chose in the previous question responsible for the traffic in Riyadh?

As you can see from the pie chart the option number (4) got chosen the most by 50% who agreed that Weak planning in terms of placing all ministries and departments in one road or one area because suddenly, there were projects in Riyadh and the population density increased, and the streets could not accommodate the number of cars in them. hundreds of millions have been spent on bridges, tunnels, and roads, and we see that this is a form of renaissance and modernity, such that we find the first countries in the world that do not have this large amount of asphalt, which turned the city of Riyadh into a black city consisting of cars, sidewalks, and palm trees in an ugly view, and we fought mass transportation. A country considered a continent in which there is only “SAPTCO” for mass transportation around cities!! No trains, no metro. In contrast, in the poorest countries in the world, such as Abyssinia, we find that the metro has been operating there for decades! But what I want to add is that when we think about operating the metro in the future,

we must not price its ticket at a high price, as everything is more expensive than everything around us. This, and God and His Prophet know best. when planning is the most important thing to solve the problem, they do not have a major and permanent role in finding traffic solutions until after the problem occurs! This sector must be allocated to be profitable and capable of finding solutions while participating with international bodies - randomness and ministerial confusion between tourism and entertainment, attracting visas to the good and the bad, a terrible spread of violators in most neighborhoods of Riyadh, poor study and planning among them, lack of agreement with the Ministries of Interior and Foreign Affairs - failure to develop future plans for planning. Polarization and studying the challenges in transportation - in Arabic. The ministries must meet, study the situation, and come up with a sound and plan that benefits society and benefits the economy.

Traffic, Time Exposure and CO2 Emissions are dependent variable, and they are a result of the independent variable. Were inefficiency and Time (in minutes) being the dependent variable are the outcome of interest for the study, and the independent variables are the factors that may influence the outcome. For example, if we want to explore whether high traffic rate impact car incidence, traffic rate is the independent variable while car incidence is the dependent variable.

2 Chapter 2: Literature Review

2.1 Introduction

Certain unreasonable urban transportation policies and practices can cause traffic jams, demand a lot of time and energy, reduce the effectiveness of commuting, and increase weariness, tension, and anxiety. Additionally, heavy carbon dioxide emissions from motor vehicles and a packed and congested transportation planning environment may have a negative impact on commuter comfort.

2.2 The independent variable

2.2.1 Time index (in minutes)

People's daily time budgets are greatly reduced by commuting, which means they have less time for other, more enjoyable pursuits. The last time someone traveled, the longer they were away from home, must commit to other activities, which raises stress levels, deteriorates mental health, and has a negative effect on job satisfaction.

On the other hand, reduced travel times can promote more time spent sleeping and exercising, both of which are beneficial to one's physical and mental well-being.

2.2.2. The index of inefficiency

Inefficient transportation not only costs cities money, but it also pollutes the environment.

Enhancing public transportation, providing better service, and promoting non-motorized mobility can all help to increase or print transportation efficiency.

2.3 The dependent variable

2.3.1. Traffic index

Traffic jams lengthen travel times, make arrival times unpredictable, and lengthen car lines. It has also been discovered that traffic intersections are detrimental to society.

2.3.2 Time Exposure Index

Traffic commute times are thought to be a significant factor in an individual's quality of life, and more productive commutes will benefit travelers overall. Thus, in order to make commute time efficient, pleasant, and of high quality, urban design must take into account a plethora of amenities like sidewalks, bike lanes, and safe and comfortable bikes. Convenient public transit can also be a relief to those who make frequent, active excursions. To put it another way, meaningful travel makes time spent traveling more valuable, which could lead to people feeling as though their journey is passing more quickly without actually cutting into their travel time.

2.3.3 Index of CO2 Emissions

Even in medium-sized cities, there is an increase in pollution due to traffic-related greenhouse gas emissions, such as CO₂. As a result, numerous research are examining vehicle emissions in an attempt to find ways to reduce pollution.

2.4 The relationship between the independent and the dependent variables

Traffic, Time Exposure and CO₂ Emissions are **dependent variable** and they are a result of the independent variable. Were inefficiency and Time (in minutes) being the dependent variable are the outcome of interest for the study, and the independent variables are the factors that may influence the outcome. For example, if we want to explore whether high traffic rate impact car incidence, traffic rate is the independent variable while car incidence is the dependent variable.

One strand of research has focused on the barriers and bridges to certain modes of transport. Derek Halden Consultancy (2003) examine car users' barriers to switching to the metro, BRT, walking or bicycling, and identify bridges that enable this switch. Blainey, Hickford, and Preston (2012) show that even when rail travel is the most cost-effective transport mode for a particular journey, many travelers still choose other modes. Thus, non-financial barriers to choosing rail transport exist. Blainey, Hickford, and Preston (2012) identify 37 distinct barriers divided into three broad groups,

Figure 1. Thirty-seven distinct barriers to modal shifts to rail.



Source: Blainey, Hickford, and Preston (2012).

Figure 1. Thirty-seven distinct barriers to modal shifts to rail.

Source: Blainey, Hickford, and Preston (2012).

as Figure 1 shows. These groups represent hard barriers (e.g., travel time, reliability and cost), soft barriers (e.g., comfort, information and security) and complementary barriers (e.g., weather and lifestyle). However, the concepts of ‘hard’ and ‘soft’ factors or measures are not yet clearly defined.

A consensus has formed that the former are more related to indicators and interventions on the supply side of the transport system. In contrast, the latter are more related to the demand side, which includes psychological and behavioral strategies (Queiroz, Celeste, and Moura 2020). Blainey, Hickford, and

Preston (2012) also identify four types of bridges. These are enhancing alternative modes, making car travel less attractive, ensuring efficient management and administration, and providing information on available modes.

Other studies have found that individuals' socioeconomic characteristics strongly affect their mode choices (Limtanakool, Dijst, and Schwanen 2006; Munshi 2016). For instance, income, car ownership, gender, age, household composition and lifestyle are robust and relevant predictors of mode

2.5 Conclusion

traffic is caused by the lack of organization and following basic rules of driving in the daily life. further research discovered that traffic is associated to lack of understanding of the city or environment with population increased, traffic increased. The direction of the relationship between population and traffic seems to be that population number (possibly based upon myths about traffic). Taken as a whole, it appears that exposing an increases of population would increases the problem there for it should be managed delicately. Future research should replicate these findings in more natural settings with different populations.

3 Research methodology

3.1 Introduction

This chapter outlines the research methodology employed to investigate (put the research title with the company name). It details the operational definitions for research variables, research design, research population & sampling methods and technique, data collection methods, types of data , and data analysis methods & procedures.

3.2 Operational definition for research variable

In research studies, operational definitions are key in clearly defining the variables being measured. An operational definition describes how a variable will be measured, observed, or manipulated. It helps researchers ensure that their studies are consistent, reliable, and valid.

This study examines how Quality Management, Planning, and Cost Management (independent variables) impact Project Management (dependent variable) in organizational settings.

3.2.1 The independent variable

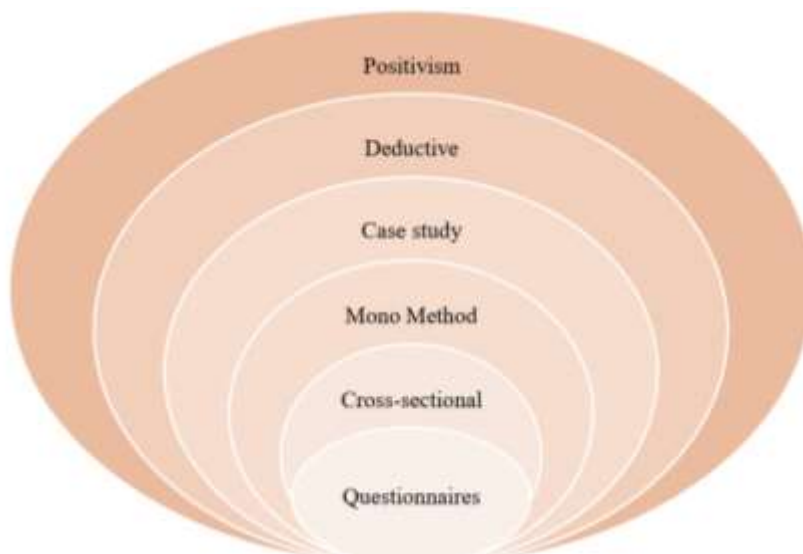
1. Quality Management: The systematic process of ensuring that a project's deliverables meet specified quality standards and customer expectations.
2. Planning: The strategic process of defining project goals, outlining tasks, and establishing timelines and resources needed to achieve project objectives.
3. Cost Management: The practice of planning, estimating, budgeting, financing, funding, managing, and controlling costs throughout the project lifecycle.

3.2.2 The Dependent Variable:

Project Management: The application of knowledge, skills, tools, and techniques to project activities to meet project requirements and achieve specific goals within defined constraints.

3.3 Research design

- Research philosophy: Positivism
- Research approach: Deductive
- Research strategy: Case study
- Research choice: Mono Method
- Time horizon: Cross-sectional
- Data collection and analysis techniques: Questionnaires



3.4 Research population and sampling methods and technique

3.4.1 Research population

3.4.2 Research sample

3.4.3 Sampling method and techniques

The sampling method is probability and the sampling techniques is simple random sampling.

3.5 Data collection methods

The collected data will be analyzed Statistically. Statistical analysis involves identifying, analyzing, and turning raw data into useful information. This approach will help to uncover the key relationships between the Independent variable (cost, planning, and quality) and the Dependent variable (project management) at (the name of the company).

3.5.1 Independent variable

Variable	Dimension	Number of items
traffic management initiatives	Quality	3
	Planning	3
	Cost management	3

3.5.2 Dependent variable

	Dimension	Number of items
Project management	Project management	5

3.6 Types of data

This section contains two subheadings:

3.6.1 Primary data:

Primary data means that it is the data that the researcher collected from its primary sources. It is realistic and original data that expresses the problem of the study. The purpose of collecting primary data is to reach a solution to the research problem, as the primary data includes (interview, questionnaire, observation).

3.6.2 Secondary data:

o Secondary data means that data collected by other researchers. Secondary data is an analysis and interpretation of primary data, and the researcher collects it for purposes other than arriving at a solution to the research problem of scientific research. It may contain information on which to base writing scientific content. For research or the body of its scientific research, secondary data is represented in (books, articles, periodicals, and official reports).

3.7 Data Analysis Methods & Procedures

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS), specifically version 28, were used to analyze the collected data. The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study. Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests (Exploratory factor analysis) to determine if the research instruments measure what they are intended to measure, while reliability tests (Cronbach's Alpha test) assess the consistency of results over time. The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study

3.8 Conclusion

In conclusion, the methodology and research procedures outlined in this chapter provide a robust framework for investigating the impact of quality management, planning, and cost management on project management. These approaches ensure the reliability and validity of the study's findings, paving the way for meaningful insights and practical applications.

4 Chapter 4: Statistical analysis of the study results

4.1 Introduction

This chapter presents the results of the field study that were statistically analyzed using the statistical programs **SPSS** version **28**. The current chapter of statistical analysis includes descriptive statistics for the sample under study using **SPSS** version **28**. Testing the validity and reliability of the questionnaires used to collect the required data from the current study sample. In order to test the research hypotheses and the suitability of the model, simple linear regression analysis was conducted via **SPSS 28**.

4.2 Characteristics of the study sample.

The study sample was distributed according to gender - age group - number of years of experience -nature of work and educational level.

Frequencies and percentages were calculated for the study sample members and are represented by demographic information that includes:

Gender includes (male, female).

- The age group includes (less than 30 years, from 30 to 40 years, from 41 to 50 years, and more than 50 years).
- Nature of work, including (leaders/employees/technicians)
- Educational level, includes (secondary/university/postgraduate).

Table 1: Characteristics of the study sample

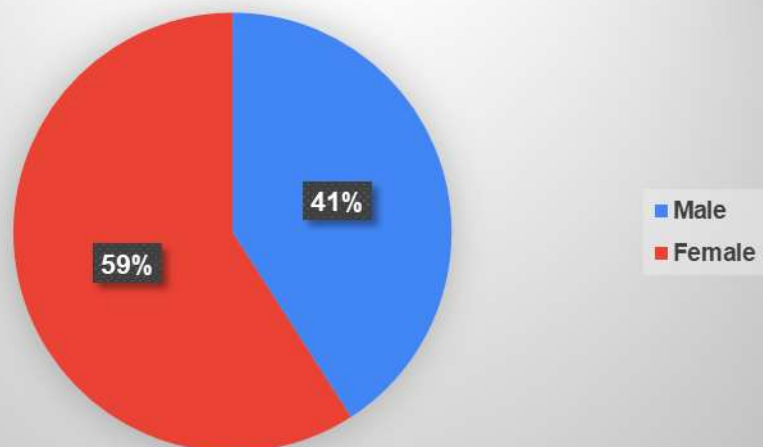
Variable	Variable classes	Number	percentage
Gender	Male	9	40.91
	Female	13	59.09
	Total	22	100
Age	Less than 30 years	5	22.73
	From 30 to 40 years	6	27.27
	From 41 to 50 years	7	31.82
	More than 50 years	4	18.18
	Total	22	100
Education level	Secondary	8	36.36
	University	10	45.45
	Postgraduate	2	9.09

	Total	22	100
Nature of work	Employee (private sector)	5	22.73
	Employee (government)	6	27.27
	Student	4	18.18
	Private job	4	18.18
	Not working	3	13.64
	total	22	100

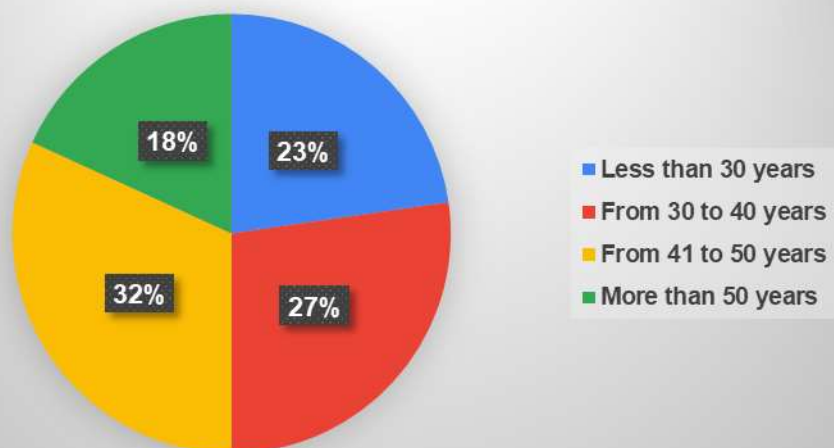
1. Gender Distribution: The sample consists of a higher percentage of females (59.09%) compared to males (40.91%). This may indicate a greater representation of women using the metro system, which could reflect broader social trends or specific commuting needs in the city.
2. Age Composition: The age distribution shows a significant representation of individuals aged 41 to 50 years (31.82%), followed closely by those aged 30 to 40 years (27.27%). This suggests that middle-aged individuals are the primary users of the metro, potentially due to work-related commuting.
3. Education Levels: The majority of passengers hold a university degree (45.45%), followed by those with secondary education (36.36%). This indicates a relatively educated demographic using the metro, which may correlate with professional employment and commuting patterns.
4. Nature of Work: The data shows a diverse range of employment statuses, with government employees (27.27%) and private sector employees (22.73%) being the most represented. The presence of students (18.18%) also highlights the metro's role in facilitating access to educational institutions.

Overall, these findings provide valuable insights into the demographic characteristics of metro passengers in Riyadh, which can inform future urban planning, transportation policies, and service improvements to better meet the needs of this diverse population.

Gender



Age



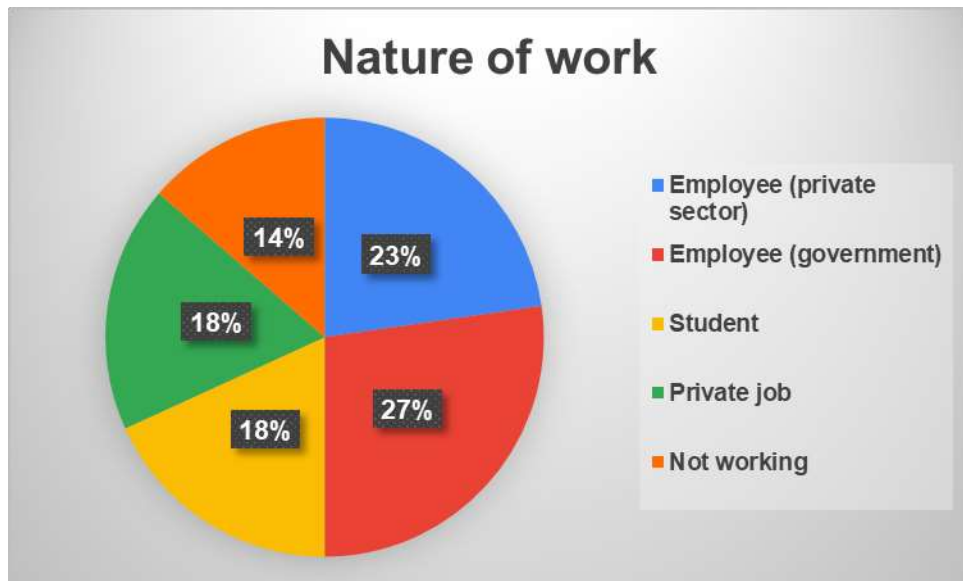
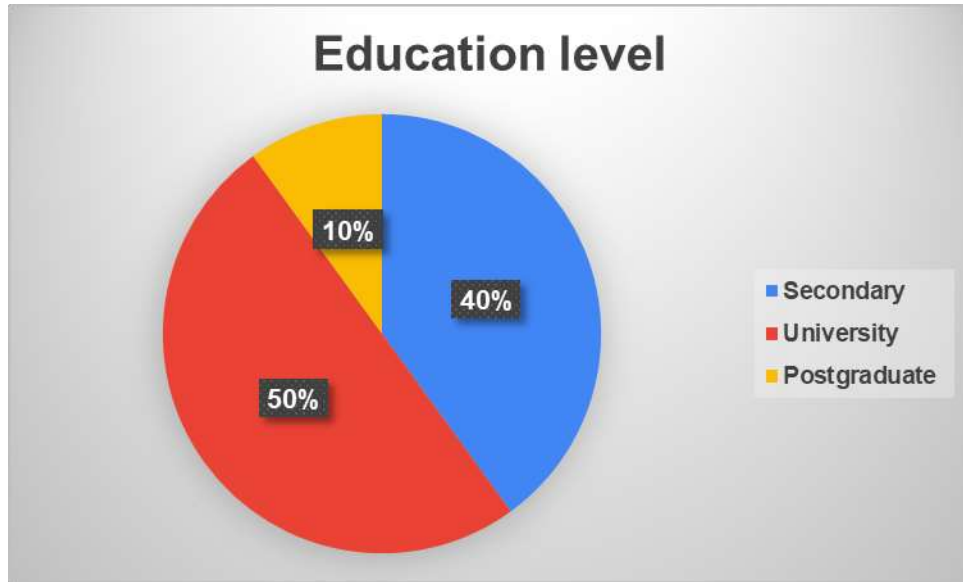
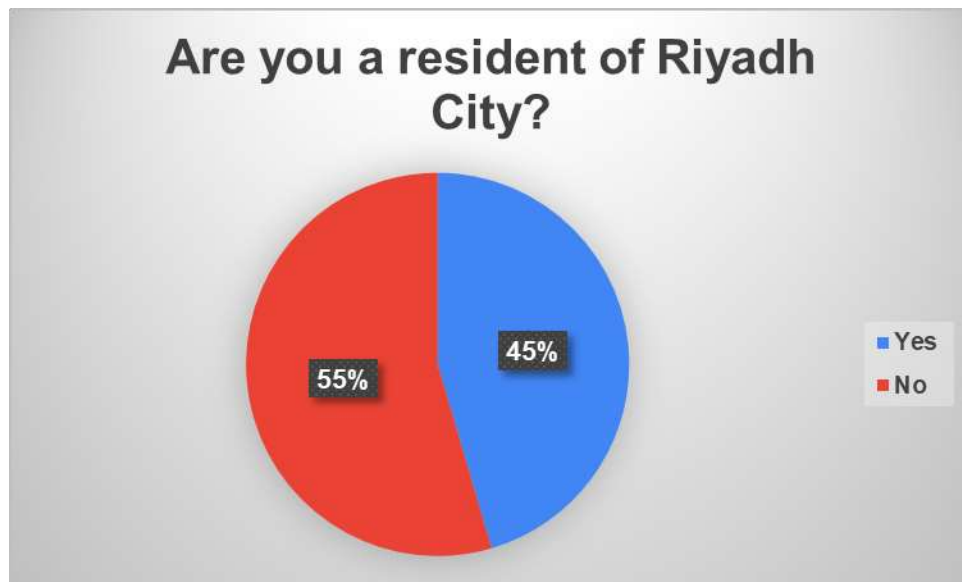


Table 2: personal information of the sample

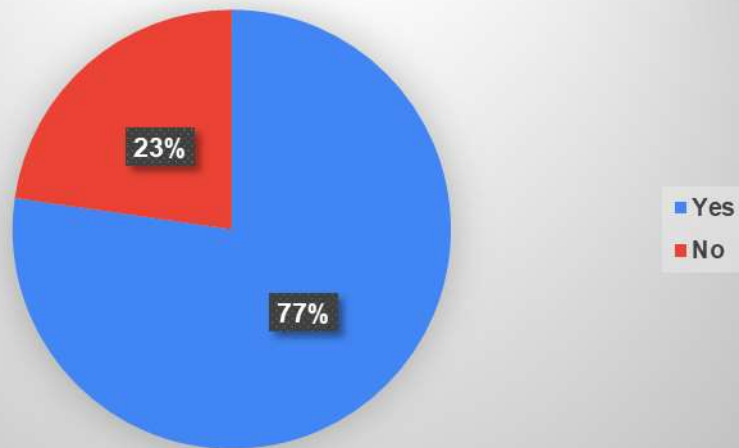
Variable	Variable classes	Number	percentage
Are you a resident of Riyadh City?	Yes	10	45.45
	No	12	54.55
	Total	22	100
Do you own a personal car?	Yes	17	77.27
	No	5	22.73
	Total	22	100

Have you ever used the metro in any city worldwide?	Yes	15	68.18
	No	7	31.82
	Total	22	100
Do you feel a real need for a metro in Riyadh City	Yes	21	95.45
	No	1	4.55
	Total	22	100

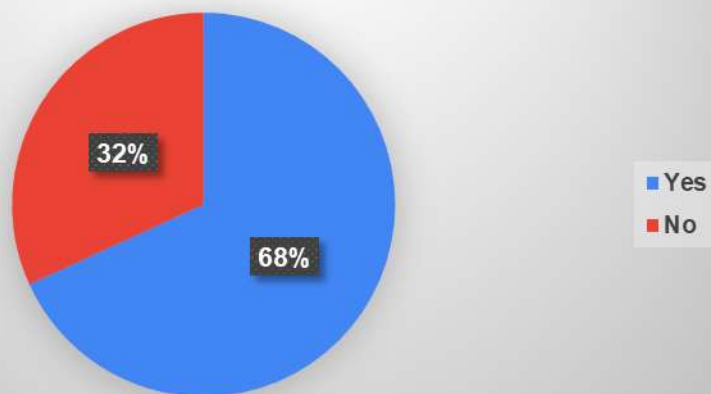
The survey results indicate that a majority of respondents are not residents of Riyadh City, with 54.55% indicating "No." However, a significant portion, 77.27%, own a personal car, which suggests a reliance on personal vehicles for transportation. Despite this, a substantial 68.18% have used metro systems in other cities, highlighting some familiarity with public transit options. Notably, an overwhelming 95.45% of respondents express a real need for a metro system in Riyadh City, suggesting strong support for the development of public transit infrastructure in the area. This could reflect a desire for more efficient and sustainable transportation solutions to alleviate traffic congestion and improve urban mobility.

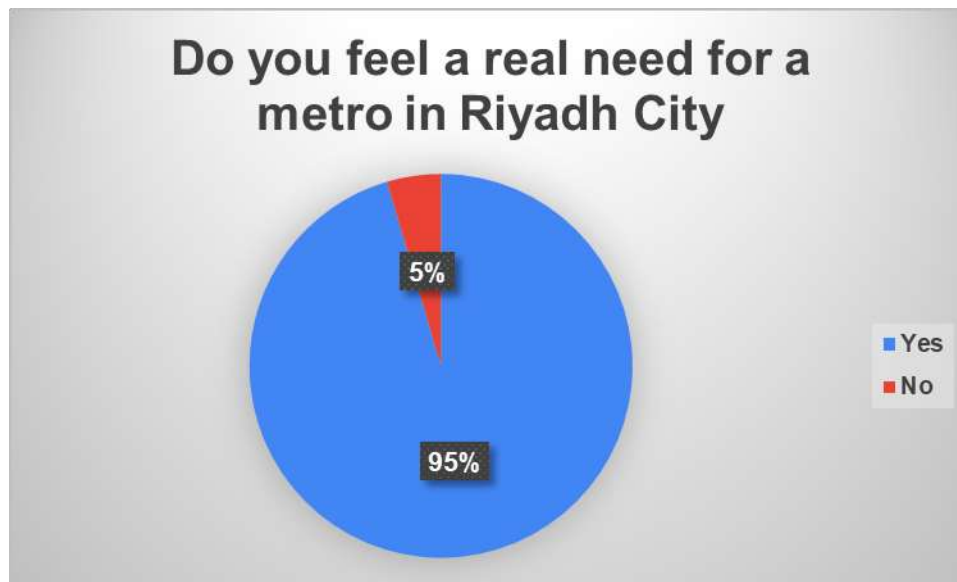


Do you own a personal car?



Have you ever used the metro in any city worldwide?





4.3 Measuring the validity and reliability of study instruments

In order to verify the validity and reliability of the measures used in the study, the internal consistency validity of the questionnaires used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the Average Variance Extracted (AVE). While the reliability of the measures used in the study was measured by Measuring the value of Cronbach's alpha, through the structural equation modeling (SEM), using the statistical analysis program SPSS version 28. The following paragraphs and tables explain this.

4.3.1 Validity of the measures used in the study

The internal consistency validity of the scales used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted.

Internal consistency validity: It means the extent to which each statement of the questionnaire is consistent with the variable to which it belongs. Therefore, the researcher measured the internal consistency of the questionnaires by calculating the correlation coefficients between the score of each statement and the total score of the variable to which it belongs. According to Kaiser (1974) study, a correlation coefficient of less than 0.5 is removed from the questionnaire.

Convergent Validity: The average variance between statements that measure the same scale is measured by calculating the average variance extracted (AVE), whose value must be greater than 0.5 according to Hair et al (2006). The following tables show the statistical results for (correlation coefficients, standard deviation, calculated T value, and P value between the score of each statement and the total score of the variable to measure the validity of the internal consistency of the questionnaires. Also, calculating the value of the average variance extracted (AVE) to measure the convergent validity of the questionnaires through the equation model. Structural **SPSS** version **28**, as follows:

Table 3: Validity of the measures used in the study

Variable		statements	KMO	Factor leading	Standard deviation	P value	Average variance extracted	
traffic management initiatives	Quality	A1	0.372	0.716	1.23	0.01	3.80	3.55
		A2		0.738	1.26	0.01		
		A3		0.682	1.06	0.01		
	Planning	B1		0.878	1.27	0.01	3.29	
		B2		0.789	1.23	0.01		
		B3		0.727	1.30	0.01		
	Cost management	C1		0.556	1.27	0.01	3.56	
		C2		0.659	1.20	0.01		
		C3		0.682	0.99	0.01		
Project management	Project management	X1	0.390	0.801	1.03	0.01	3.41	3.41
		X2		0.704	1.13	0.01		
		X3		0.852	1.24	0.01		
		X4		0.687	0.65	0.01		
		X5		0.535	0.84	0.01		

Based on the provided table and analysis:

1. Traffic Management Initiatives

- KMO Value: The KMO value for traffic management initiatives is 0.372, which is below the acceptable threshold of 0.5, indicating that the data may not be suitable for factor analysis[1][2].
- Factor Loadings: The factor loadings (A1: 0.716, A2: 0.738, A3: 0.682) are all above 0.7, suggesting strong correlations with their respective dimensions.
- Statistical Significance: All statements have a P value of 0.01, indicating statistical significance at a 1% level.
- Average Variance Extracted (AVE): The AVE is 3.55, which is above 0.5, demonstrating convergent validity.

2. Planning

- KMO Value: The KMO value for planning is not explicitly provided, but factor loadings (B1: 0.878, B2: 0.789, B3: 0.727) are strong, indicating good correlations.
- Statistical Significance: All statements have a P value of 0.01, showing statistical significance.
- AVE: The AVE is 3.29, supporting convergent validity.

3. Cost Management

- KMO Value: Not provided, but factor loadings (C1: 0.556, C2: 0.659, C3: 0.682) indicate moderate to strong correlations.
- Statistical Significance: All statements have a P value of 0.01.
- AVE: The AVE is 3.56, confirming convergent validity.

4. Project Management

- KMO Value: The KMO value for project management is 0.390, which is below the acceptable level, indicating potential issues with factor analysis suitability.
- Factor Loadings: The factor loadings (X1: 0.801, X2: 0.704, X3: 0.852, X4: 0.687, X5: 0.535) show strong correlations, except for X5, which is moderate.
- Statistical Significance: All statements have a P value of 0.01.
- AVE: The AVE is 3.41, indicating convergent validity.

Commentary

5. The analysis shows that while the factor loadings and statistical significance are generally strong across all variables, the KMO values for "Traffic Management Initiatives" and "Project Management" are below the recommended threshold, suggesting that the data

might not be ideal for factor analysis. However, the average variance extracted values indicate that the convergent validity of the scales is achieved, supporting the reliability of the questionnaire in measuring the intended constructs.

4.3.2 Reliability of the study tool

The stability of the questionnaire refers to the stability of the questionnaire results and their non-change significantly if they were redistributed to the sample individuals several times during specific time periods. To measure the stability of the questionnaires used to measure the study variables, Cronbach's alpha values were calculated using SPSS version 28. According to (2010) Hair et al, the value must be greater than 0.7 for the scale to be stable

Table 4: 4.3.2 Reliability of the study tool

	Variable	Number of statement	Cronbach's alpha	
traffic management initiatives	Quality	3	0.56	0.66
	Planning	3	0.76	
	Cost management	3	0.51	
Project management	Project management	5	0.72	0.72

The analysis of Cronbach's alpha values reveals varying levels of internal consistency across the dimensions of traffic management initiatives and project management. The "Planning" (0.76) and "Project Management" (0.72) dimensions demonstrate acceptable reliability, while the "Quality" (0.56) and "Cost Management" (0.51) dimensions show low internal consistency. This suggests that the items in the latter two dimensions may need revision to improve their effectiveness in measuring the intended constructs.

4.4 Descriptive analysis of the study variables

We start by mentioning the questionnaire answers, which are as follows:

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
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Then the relative weight corresponding to each category is calculated by multiplying the arithmetic mean by $(100 \div 5)$, where 5 is the five point scale, And create a table To clarify the significance of arithmetic averages.

Level of importance	Relative eight%	Result (general trend)	Arithmetic mean
Very low	20- 35.99%	Strongly disagree	1-1.79
Low	36-51.99%	Disagree	1.80-2.59
Middle	52-67.99%	Neutral	2.60-3.39
High	68-83.99%	Agree	3.40-4.19
Very high	84-100%	Strongly agree	4.20-5

The following table shows the descriptive analysis of the study variables represented by the arithmetic means based on the five-point Likert scale and the standard deviations of the variables according to the table related to the importance of the arithmetic mean.

Table 5: 4.4 Descriptive analysis of the study variables

Variable		Arithmetic mean		Standard deviation		General trend		Importance level	
traffic management initiatives	Quality	3.80	3.55	1.19	1.20	Agree	agree	High	High
	Planning	3.29		1.27		neutral		Middle	
	Cost management	3.56		1.15		Agree		High	
Project management		3.42	3.41	0.98	0.98	Agree	Agree	High	High

The "Quality" dimension of traffic management initiatives has a high arithmetic mean of 3.80, indicating that respondents generally agree with the statements related to this dimension. The relatively low standard deviation of 1.19 suggests that there is some consistency in the responses, with most respondents having similar views. The high importance level underscores the significance that respondents place on quality in traffic management, highlighting it as a critical area of focus.

The "Planning" dimension has a mean of 3.29, which indicates a neutral stance among respondents. This suggests that opinions are more varied, with some agreeing and others possibly disagreeing with the statements. The standard deviation of 1.27 supports this variability. The middle importance level suggests that while planning is recognized as important, it may not be as prioritized as other dimensions.

Respondents generally agree on the importance of cost management, as reflected by the mean of 3.56. The standard deviation of 1.15 indicates a moderate level of agreement among respondents. The high importance level suggests that managing costs effectively is seen as a crucial aspect of traffic management initiatives.

The "Project Management" dimension has a mean of 3.42, indicating that respondents generally agree with the statements related to this area. The lower standard deviation of 0.98 suggests a higher level of consensus among respondents compared to other dimensions. The high importance level reflects the critical role that effective project management plays in the successful implementation of initiatives.

The data reveals that respondents generally agree on the importance of quality, cost management, and project management within traffic management initiatives, with these areas being rated as highly important. Planning, while still important, is perceived with more neutrality, indicating potential areas for improvement or further exploration. The consistency in responses, particularly in project management, suggests a strong consensus on its significance. This analysis highlights key areas of focus for stakeholders aiming to enhance traffic management and project execution.

4.5 Linear correlation coefficients between the study variables

Table 6: 4.5 Linear correlation coefficients between the study variables

	Quality	Planning	Cost management	Project management
Quality	1	0.475*	0.543**	0.53**
Planning	0.475*	1	0.513**	0.397*
Cost management	0.543**	0.513**	1	0.446*
Project management	0.53**	0.397*	0.446*	1

The correlation matrix highlights several key insights:

- Strong Positive Relationships: Quality has strong positive correlations with both Cost Management and Project Management, indicating that improvements in quality are likely to enhance these areas as well. Similarly, Planning shows a strong positive correlation with Cost Management.
- Moderate Positive Relationships: Planning and Quality, Planning and Project Management, and Cost Management and Project Management have moderate positive correlations, suggesting that while there is a positive relationship, it is not as strong as the other pairs.

These correlations suggest that focusing on enhancing quality and planning could have beneficial effects on cost management and project management, leading to overall improvements in these areas.

Respondents generally agree on the importance of cost management, as reflected by the mean of 3.56. The standard deviation of 1.15 indicates a moderate level of agreement among respondents. The high importance level suggests that managing costs effectively is seen as a crucial aspect of traffic management initiatives.

The "Project Management" dimension has a mean of 3.42, indicating that respondents generally agree with the statements related to this area. The lower standard deviation of 0.98 suggests a higher level of consensus among respondents compared to other dimensions. The high importance level reflects the critical role that effective project management plays in the successful implementation of initiatives.

The data reveals that respondents generally agree on the importance of quality, cost management, and project management within traffic management initiatives, with these areas being rated as highly important. Planning, while still important, is perceived with more neutrality, indicating potential areas for improvement or further exploration. The consistency in responses, particularly in project management, suggests a strong consensus on its significance. This analysis highlights key areas of focus for stakeholders aiming to enhance traffic management and project execution.

4.6 Results of testing the validity of the study hypotheses

-(H0): There is no statistically significant impact of traffic management initiatives on project management.

-(H1): There is a statistically significant impact of traffic management initiatives on project management.

Table 7: 4.6 Results of testing the validity of the study hypotheses

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.518a	0.268	0.232	1.07899

a. Predictors: (Constant), project management

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.534	1	8.534	7.33	.014b
	Residual	23.284	20	1.164		
	Total	31.818	21			

a. Dependent Variable: project management

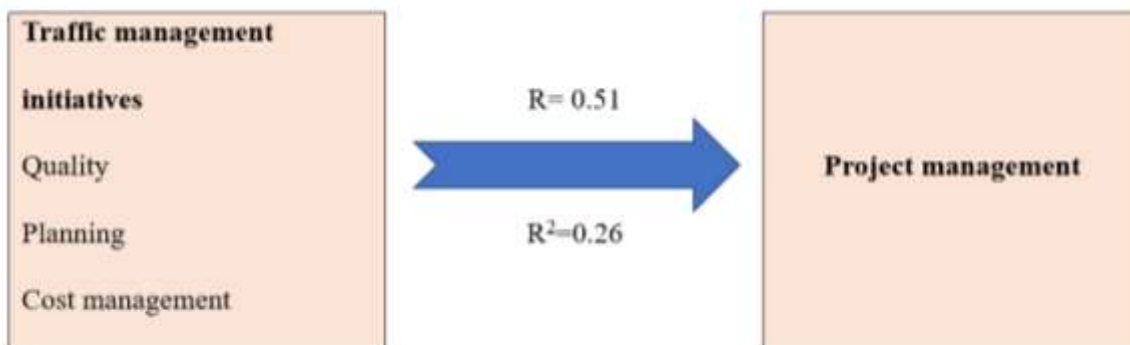
b. Predictors: (Constant), traffic management initiatives

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.531	1.269		0.418	0.68
	project management	0.888	0.328	0.518	2.707	0.014

a. Dependent Variable: traffic management initiatives

The results of the regression analysis provide insight into the relationship between traffic management initiatives and project management:

- The correlation coefficient (R) is 0.518, indicating a moderate positive relationship between traffic management initiatives and project management.
- The R Square value is 0.268, meaning that approximately 26.8% of the variance in project management can be explained by traffic management initiatives. This suggests a moderate level of explanatory power for the model.
- The F-statistic is 7.33 with a significance level (Sig.) of 0.014. Since the p-value (0.014) is less than the common alpha level of 0.05, we reject the null hypothesis. This indicates that the model is statistically significant, and there is evidence of a significant impact of traffic management initiatives on project management. The unstandardized coefficient (B) for project management is 0.888, suggesting that for every one-unit increase in traffic management initiatives, project management increases by 0.888 units.
- The standardized coefficient (Beta) is 0.518, reinforcing the moderate positive relationship. The t-value is 2.707 with a significance level (Sig.) of 0.014, which is below 0.05, further supporting the rejection of the null hypothesis.



4.7 Conclusion

The regression analysis indicates that traffic management initiatives have a statistically significant impact on project management. The moderate positive relationship suggests that improvements in traffic management initiatives are associated with enhancements in project management. This finding emphasizes the importance of focusing on traffic management as a means to improve overall project management outcomes.

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6 Appendix

The questionnaire of the study

Kind regards,

This questionnaire aims to better understand the behavior of traffic of Riyadh city in kingdom of Saudi Arabia.

We will use the information collected through this survey to improve and better meet the needs of our customers.

The target audience are citizens of Riyadh city.

The questionnaire takes 10 minutes to complete and will be distributed online and by email.

1. Age: Age
2. Gender: Gender
3. Education Level: Education Level
4. Employment Status: Employment Status
5. Are you a resident of Riyadh City?
6. Do you own a personal car?
7. Have you ever used the metro in any city worldwide?
8. Do you feel a real need for a metro in Riyadh City?
9. Do you think that the metro system can serve all segments of society?
10. In your opinion, which is more important: (followed by a list of options, such as convenience, safety, etc.)
11. Based on your knowledge of the metro, do you think it saves you time in your commute within Riyadh City compared to a car?
12. If the metro system succeeds in Riyadh City, do you see the idea being transferred to major cities like Jeddah and Dammam?
13. What type of transportation do you usually use for your daily commute?
14. What are the main reasons for choosing this type of transportation?
15. Do you think the metro plays a role in improving the transportation experience?
16. Do you think the metro stations are sufficient or do they need an increase in the number of stations?
17. What are the benefits of the Riyadh Metro project?
18. To what extent are you satisfied with the Riyadh Metro? (likely followed by a Likert scale)

- 19. Using the Riyadh Metro to go to work: (yes/no)
- 20. Using the Riyadh Metro to go shopping: (yes/no)
- 21. The metro station is close to my residence: (yes/no)
- 22. I am satisfied with the number of daily trips of the Riyadh Metro: (yes/no)
- 23. The Riyadh Metro runs on schedule: (yes/no)
- 24. The Riyadh Metro provides good information when there is a problem on their lines: (yes/no)