

**The Impact of Contract Governance on the Efficiency of Real Estate
Development Projects - A Case Study of Saudi Real Estate Development
Companies**

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الباحث

Abstract

This study investigates the strategic impact of contract governance on the efficiency of real estate development projects in Saudi Arabia, particularly in light of the transformative shifts driven by Saudi Vision 2030 and its "Giga-projects." The research adopts an integrated theoretical framework, utilizing Agency Theory to mitigate information asymmetry between owners and contractors, and Institutional Theory to ensure compliance with emerging regulatory standards. The study aims to measure the impact of five core governance dimensions—Transparency, Accountability, Authority Clarity, Compliance, and Risk Management—on the project efficiency triangle: Time, Cost, and Quality.

Based on an empirical analysis of 127 professionals, including developers and project management consultants, the statistical results indicate that contract governance explains 51% of the variance in project efficiency ($R^2 = 0.510$). The findings reveal that Risk Management is the most significant predictor of project success, yielding a high statistical significance ($p\text{-value} = 0.002$). While Transparency and Authority Clarity also showed positive correlations, the study highlights a "Transparency Gap" in current practices, emphasizing the need for digital integration to provide a "Single Source of Truth."

The study concludes that transitioning toward automated digital governance platforms is essential for enhancing real-time data flow and reducing disputes. Furthermore, it recommends aligning governance protocols with the dynamic nature of large-scale developments to ensure sustained operational efficiency.

Keywords: Contract Governance, Project Efficiency, Risk Management, Real Estate Development, Saudi Vision 2030, Transparency, and Accountability.

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الباحث

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Chapter One: Introduction

1.1 Introduction

Saudi Arabia's real estate sector is now one of the fastest growing and most important markets in the Middle East. In the last ten years, it has become a key part of Vision 2030, which aims to diversify the economy, bring in investment, and raise living standards. Major projects like NEOM, ROSHN, Qiddiya, and MASAR are changing the country's cities and economy. Because these projects are large and complex, strong governance and good project management are necessary. They involve big investments and many stakeholders, including shareholders, investors, contractors, consultants, and government entities.

Contract governance means having a clear set of policies and procedures for preparing, carrying out, and monitoring contracts. It helps make sure that responsibilities are clearly assigned, decisions are properly approved, and all contract obligations are met within set limits.

Strong governance helps make projects more transparent, fair, and accountable, especially when financial, technical, and regulatory issues come together. It links big-picture goals with daily work, making sure projects finish on time, stay within budget, and meet quality standards. If governance is weak, poor communication, slow decisions, and badly managed changes can make projects less likely to succeed.

Many organizations have set up internal governance systems and rules for who can make decisions. However, these systems are not always used the same way. Some employees are not sure about their authority or do not follow the right documentation steps. This can lead to delays, extra costs, and inefficiencies that hurt the organization's reputation.

As Saudi Arabia continues to develop, it needs to attract both local and international investors. To do this, the country must improve transparency and build stronger organizations that follow global standards for governance. Making contract governance stronger is key to supporting growth, ensuring accountability, and gaining investor trust.

Good governance does more than just control operations. It encourages ethical and responsible decision-making. It also makes sure that procurement is transparent, approval steps are followed, and risks are shared fairly among owners, contractors, and consultants. This focus on integrity supports Saudi Arabia's goal to reach top governance standards in both public and private sectors.

Digital transformation is now a key part of contract governance. Many organizations use systems to track approvals, deliveries, and financial duties as they happen. Connecting contract, procurement, and finance systems helps teams work together better, see what is happening, and spot risks early.

In theory, contract governance brings together Control Theory, which is about structure and following rules, and Agency Theory, which tries to align the interests of managers and owners. In practice, these ideas help create balanced systems that make organizations more accountable and improve their performance.

This study looks at how contract governance affects how efficiently real estate projects run in Saudi Arabia. It focuses on key factors like transparency, accountability, clear authority, and compliance, and how these influence project time, cost, and quality.

In summary, this research shows that contract governance is a strategic tool for reaching high performance. Strong governance systems help projects run more efficiently and lower risks.

They also encourage teamwork and support Saudi Arabia's goal for sustainable and competitive development.

1.2 Problem Statement

The real estate sector in Saudi Arabia is growing fast and many companies are now aware of the importance of good governance. Still, in practice, several challenges keep repeating and

affect the success of projects. The main problem is that the policy and procedures for contract governance are not applied with enough clarity or consistency.

A common example is when a project starts before the contract receives complete approval. This often happens because employees are not sure who has the authority to approve or because they feel pressure to move forward quickly. As a result, the project may face extra costs, unclear responsibilities, and sometimes disagreements between the contractor and the owner.

A second challenge is the lack of a clear and unified procurement system. In some companies, the system exists but employees are not fully aware of how to use it or do not follow it correctly. Each department may still follow its own steps without proper coordination with others. This causes delays in approvals, confusion in responsibilities, and slow decision making. When procurement activities are not handled through a clear and well applied structure, the project timeline is affected and the risk of cost increase becomes higher.

A third challenge is the weak documentation and record control. Many decisions are made through verbal discussions or informal communication tools instead of being properly documented in the contract files. Sometimes important approvals, variation orders, or contractor claims are not recorded on time or kept in one organized place. This creates confusion when the project team changes or when a dispute happens. Without accurate and updated records, it becomes difficult to protect the company's rights or track the real progress of the contract.

A fourth challenge is the limited use of digital systems in contract and procurement management. Some companies still depend on manual work such as printed forms, emails, or personal communication to manage approvals and variations. When information is not stored in a single digital platform, it becomes difficult to track changes, monitor deadlines, and ensure transparency. This leads to slow responses, missing documents, and weak control over project

performance. Better use of technology can improve accuracy, speed, and visibility across all contract activities.

A fifth challenge is unclear roles and responsibilities during contract execution. Many employees are not fully aware of what they are accountable for or who should make each decision. This causes repeated follow ups and long waiting times before actions are taken. Contractors may also receive instructions from different departments which creates mixed messages and confusion on site. When the authority is not defined clearly, progress becomes slow and disputes become more likely.

These problems lead to delays, higher costs, and disputes that hurt project performance. The lack of strong governance also limits learning from past projects, so the same mistakes happen again.

Because of these gaps, this study asks one main question:

How do contract governance practices affect the efficiency of real estate projects in Saudi Arabia?

The purpose of this research is to understand how good governance in contracts can improve results. The goal is to help companies build stronger systems that make their projects faster, cheaper, and more reliable.

1.3 Study Objectives

The main goal of this study is to understand how contract governance affects the efficiency of real estate projects in Saudi Arabia. The study focuses on how clear systems and rules can improve time, cost, and quality in project delivery.

The specific objectives are:

1. To identify how contract governance is applied in real estate development projects in Saudi Arabia.
2. To study how transparency, accountability, clear authority, compliance and risk management affect project results.
3. To suggest practical steps that can help companies build stronger governance systems.
4. To support the goals of Vision 2030 by improving the way real estate projects are managed.

In simple words, this study aims to show that when companies follow good governance practices, their projects become faster, more organized, and more successful.

1.4 Study Importance - Scientific & Theoretical

This study is important because it looks at a real issue that affects the success of many projects in Saudi Arabia. Real estate projects are getting larger and more complex. Each project involves many teams, departments, and decisions. When governance is not clear or not followed, projects face problems that delay progress and increase costs.

The study helps companies understand how contract governance can improve their work. It shows that when policies and procedures are clear and roles are defined, projects move faster and problems decrease. It also explains how transparency and accountability make it easier to manage changes, handle approvals, and avoid conflicts with second parties.

From an academic point of view, this study adds useful knowledge about governance in real estate projects. Many studies focused on corporate governance at a company level but fewer explained how governance affects project performance in daily work. This research fills that gap and connects the idea of governance with the reality of managing large development projects in Saudi Arabia.

The results of this study will help companies in Saudi Arabia build stronger systems that support Vision 2030 goals. Good governance leads to better decisions, fair processes, and clear communication. It also helps create trust between all parties involved in the project.

In simple words, this study matters because it gives both knowledge and practical solutions. It shows that governance is not only about control and approval but also about working smarter, saving time, and achieving better results for the company and for the country's development plans.

1.5 Research Questions

This study aims to answer several main questions that help understand how contract governance affects real estate projects in Saudi Arabia. The questions are written to cover the most important areas related to awareness, performance, and improvement.

1. What is the current level of awareness and application of contract governance in real estate development projects in Saudi Arabia?
2. How do governance practices influence project cost control and schedule performance?
3. What is the relationship between transparency, accountability, and the quality of decisions made in projects?
4. What are the main barriers that make it difficult to apply governance principles in the Saudi construction industry?
5. How can companies create an integrated framework for contract governance that fits with their internal policies and daily procedures?

These questions guide the research toward understanding both the current situation and the ways to improve governance systems. They also help identify which governance elements have the most impact on project success in terms of time, cost, and quality.

1.6 Research Hypotheses

This study is based on the idea that good contract governance can improve the performance of real estate projects. To test this idea, the research will focus on several main and sub hypotheses.

1.6.1 Main Hypothesis

There is a relationship between contract governance and project efficiency in real estate development projects in Saudi Arabia. When governance is applied properly, projects perform better in time, cost, and quality.

1.6.2 Sub Hypotheses

1. Transparency has a positive effect on project cost and schedule performance.
2. Accountability improves the quality of decisions in project management.
3. Clear authority helps reduce disputes and confusion between departments.
4. Compliance with policies and procedures improves project efficiency and control.
5. Risk management reduces uncertainty and enhances the ability to proactively handle potential issues, thereby improving project cost and schedule performance.

These hypotheses will be tested through data collected from professionals working in real estate development companies. The results will help confirm whether strong governance practices truly lead to better performance and more successful projects.

This study uses a descriptive and analytical approach to understand how contract governance affects the efficiency of real estate development projects in Saudi Arabia. The goal is to collect real data from professionals working in the field and analyze it to find patterns and relationships between governance and project results.

1.7 Research Model

The research model examines the impact of governance factors (transparency, accountability, authority, compliance, and risk management) on project performance, which is measured through time, cost, scope, quality, and stakeholder satisfaction.

1.7.1 Independent Variable:

- Governance Factors: Transparency, Accountability, Authority, Compliance, Risk Management

1.7.2 Dependent Variable:

- Project Performance, represented by the following dimensions: (Time, Cost, and Quality)

1.8 Study Limitations

Every study has some limits that define its scope and focus. This research also has certain boundaries to keep it clear and realistic.

1.8.1 Subject Limit

The study focuses only on contract governance and its impact on project efficiency. It does not cover other management areas such as marketing, finance, or design management.

1.8.2 Location Limit

The research is limited to real estate development projects in Saudi Arabia. The results may not fully represent other industries or countries.

1.8.3 Time Limit

The data will be collected during the year 2025 & 2026. Any changes in regulations or market conditions after that period are not included in this study.

1.8.4 Population Limit

The human boundaries of this study include professionals working within the Saudi real estate development sector. This encompasses internal employees of development companies as well as Project Management Consultants (PMCs) and lead contractors who are directly integrated into the developers' project governance frameworks. This inclusion ensures a comprehensive 360-degree perspective on how governance affects project efficiency from both an owner and a lead executor standpoint

These limits help the researcher stay focused on the main goal and ensure that the findings are accurate and relevant to the Saudi real estate sector.

Chapter Two: Literature Review

2.1 Literature Review

The following literature review provides a comprehensive analysis of the evolving landscape of contractual governance and its direct impact on project efficiency within the construction and real estate development sectors. Modern project management literature has increasingly emphasized that robust contractual governance is not merely a legal formality but a strategic mechanism that coordinates complex activities and aligns the diverse interests of stakeholders toward the successful delivery of project objectives. For a professional engineer operating in high-growth markets like Saudi Arabia, the value of a contract lies in its ability to provide a predictable framework for decision-making and performance monitoring while ensuring that the core pillars of efficiency—time, cost, and quality—are consistently met. From a theoretical perspective, the necessity of governance is often explained through Agency Theory and Transaction Cost Economics which suggest that in the absence of clear structures, the divergence of interests between owners and contractors can lead to significant operational friction and financial loss.

Building upon these theoretical foundations, recent research by (Luo and Chen , 2025) has explored the intricate relationship between contractual governance and project performance with a specific focus on the role of risk allocation in shaping contractor behavior. Their study, which involved an extensive analysis of data from over two hundred project managers in the Chinese construction industry, utilizes Partial Least Squares Structural Equation Modeling to demonstrate that governance does not necessarily improve performance through a direct linear path. Instead, the researchers found that governance functions as a vital behavioral regulator where the strategic allocation of risk incentivizes what is termed consummate behavior. This behavior is characterized by a contractor's proactive cooperation and commitment to achieving the project's ultimate goals even when faced with unforeseen difficulties that are not explicitly covered in the contract text. Conversely, poorly structured governance that places an unfair

burden on the contractor often triggers opportunistic actions that lead to hidden costs, quality compromises, and prolonged disputes. This highlights the importance of the current investigation into how core governance practices like transparency and authority can create a collaborative environment that discourages self-serving interests and promotes long-term project efficiency.

Furthermore, the effectiveness of these formal governance structures is often limited if they are applied in isolation without considering the relational dynamics between project parties. (Shang et al., 2023) investigated this synergistic relationship between trust and contractual governance, demonstrating that formal mechanisms are significantly more impactful when they are supported by informal factors such as knowledge sharing and mutual trust. Their findings suggest that trust acts as the essential lubricant for the contractual machinery, allowing formal procedures and approval workflows to function more fluidly in the face of uncertainty. In the specific context of large-scale real estate developments, where coordination between multiple departments and stakeholders is required daily, the presence of relational trust reduces the need for constant, rigid enforcement and allows for more flexible and efficient problem-solving. This indicates that for the Saudi real estate sector, the successful implementation of governance depends not only on the strength of the legal document but also on the professional practices that encourage information exchange and strategic alignment across the project lifecycle.

As the construction industry continues its rapid digital transformation, the intersection of governance and technology has become a critical area of academic and professional interest. (Yi and Nie, 2024) explored this intersection by examining how digital tools such as Building Information Modeling or BIM can amplify the effectiveness of both contractual and relational governance. Their research established that the adoption of BIM provides a transparent and real-time data environment that acts as a single source of truth for all project participants, thereby facilitating superior information sharing and more efficient decision-making processes. This digital layer allows for more precise monitoring of compliance and authority, ensuring that

governance practices are backed by verifiable data rather than subjective reports. For projects currently underway in Saudi Arabia under the strategic framework of Vision 2030, this technological integration is no longer a luxury but a fundamental component of a robust governance strategy that ensures quality outcomes and minimizes the risk of schedule overruns.

In addition to technological integration, the clarity of roles and responsibilities remains a cornerstone of effective governance especially in complex partnership models like Public-Private Partnerships or PPPs. (Gui et al., 2025) conducted a comprehensive examination of governance in PPP projects and found that well-structured frameworks play a vital role in reducing the frequency of disputes by providing a clear definition of authority and accountability. In high-stakes environments where public and private interests must be carefully balanced, robust governance ensures that the strategic momentum of the project is maintained despite the inherent complexities of the partnership. This focus on structural clarity is echoed in regional research such as the study by (Al Busaidi et al., 2023) which investigated project performance factors in Oman. Their findings provide empirical evidence from the Gulf region that formal governance policies and structured monitoring procedures directly correlate with improved cost control and schedule adherence. Their work emphasizes that effective governance enables better communication and alignment between different project teams, leading to improved overall performance and reduced operational friction.

Building on these global and regional insights, the present research recognizes that while the theoretical benefits of governance are well-documented, there is a distinct lack of localized evidence concerning the specific impact of these principles on the Saudi real estate development sector. The unique economic landscape of the Kingdom, characterized by the development of giga-projects and a rapidly evolving regulatory framework, requires a specialized understanding of how transparency, accountability, and risk management influence project

efficiency. While previous literature has focused on behavioral mediation or general project governance, this study moves a step further by investigating the direct influence of core contract governance practices on the metrics of time, cost, and quality within Saudi-based projects. By doing so, this research aims to fill a critical gap in the literature and provide actionable insights for decision-makers and contracts engineers who are tasked with delivering the ambitious infrastructure and housing targets of the nation's current development era.

In summary, the transition from traditional, rigid contract management to a more dynamic and integrated approach to contractual governance is essential for meeting the demands of modern construction projects. The collective findings of Luo, Shang, Yi, Gui, and Al Busaidi demonstrate that governance is a multi-dimensional concept that involves behavioral regulation, relational trust, technological support, and structural clarity. As Saudi Arabia continues to redefine its urban landscape, the integration of these governance principles into the daily professional practices of the real estate sector will be the key to achieving superior efficiency and ensuring that the massive investments currently being made yield the intended strategic results. This study therefore provides a comprehensive foundation for understanding these dynamics and offers a localized perspective that is currently missing from the global academic discourse.

2.2 The Strategic Role of Theory in Contractual Governance

The theoretical framework of this research is constructed as a comprehensive intellectual foundation that justifies the direct relationship between contractual governance and project efficiency within the unique and rapidly evolving environment of the Saudi Arabian real estate sector. In the high stakes landscape of modern construction where projects are increasingly characterized by extreme complexity and the participation of numerous stakeholders a purely empirical approach is insufficient to grasp the underlying drivers of project success. Instead it is necessary to rely on established management and economic theories to explain why certain

governance mechanisms lead to improved outcomes and higher performance standards. By anchoring this study in the dual perspectives of Agency Theory and Institutional Theory, the research provides a robust lens through which the five core dimensions of governance can be analyzed as strategic tools for maximizing efficiency in terms of time cost and quality.

The first and perhaps most critical theoretical pillar for this study is Agency Theory (Jensen & Meckling, 1976), which was fundamentally developed to explain the relationship between a principal who delegates work and an agent who is tasked with its execution. In the specific context of Saudi real estate development, the principal is typically the developer or owner while the agent is the contractor or consultant hired to bring the project to fruition. The core premise of this theory is that both parties are naturally self interested which inevitably leads to a divergence of goals that can jeopardize project outcomes. The owner usually seeks to minimize capital expenditure and maximize the quality of the final asset whereas the contractor may prioritize profit margins and resource optimization for their own firm over the specific needs of the project. This divergence is further complicated by the problem of information asymmetry where the contractor possesses more detailed knowledge about site conditions and actual technical challenges than the owner does. [8]

Contract governance emerges as the primary mechanism to mitigate these agency costs by reducing the ability of the agent to act opportunistically. From the perspective of a contracts engineer the formal contract is not merely a legal document but a vital monitoring device that aligns the agent's actions with the principal's strategic objectives. Through the clear assignment of accountability and the proactive management of risks the principal can ensure that the agent remains committed to the project's efficiency targets. This theoretical lens explains how transparency and authority structures function as tools to bridge the information gap and ensure that every major decision is properly authorized and documented. By reducing the potential for moral hazard and adverse selection within the contractual relationship governance provides a

stabilized environment where resources are utilized effectively to meet the project's requirements.

Complementing this perspective is Institutional Theory which emphasizes that organizations and projects achieve stability and legitimacy by conforming to the rules and expectations of their external environment. In the Saudi Arabian context the institutional environment is undergoing a massive transformation driven by the strategic mandates of Vision 2030 and the introduction of new procurement laws and building codes. These external pressures create what is known as coercive isomorphism where real estate firms must adopt robust and standardized governance structures to remain competitive and attract global investment. Institutional Theory suggests that project efficiency is not just a result of internal management decisions but is also a product of how well a project aligns with the formal institutional structures of the nation. By following established systems for compliance and transparency projects gain a level of operational legitimacy that reduces uncertainty and improves consistency across the board.

The integration of these governance dimensions into a cohesive model directly impacts the core pillars of project efficiency which are traditionally defined by the metrics of time cost and quality. Transparency and accountability serve to reduce the friction within the agency relationship while compliance and authority structures ensure that the project operates within the legitimate boundaries of the institutional environment. Risk management acts as a bridge between both theories by providing a proactive method to handle the uncertainties that arise from both the contractual partnership and the wider market. When these governance elements are effectively implemented they create a predictable roadmap for project delivery that minimizes delays and prevents the budget overruns that often occur in less structured environments.

Ultimately the synergy between Agency Theory and Institutional Theory provides a complete explanation for the necessity of formal governance in Saudi real estate development. While

Agency Theory focuses on the micro level of individual behavior and goal alignment. Institutional Theory focuses on the macro level of regulatory compliance and organizational standards. Together they suggest that a project's ability to be efficient is fundamentally tied to the strength of its governance framework. This study therefore uses these theories to examine how the Saudi real estate sector can leverage transparency, accountability, authority, compliance, and risk management to meet the ambitious delivery targets of the current era. By providing a theoretical justification for these practices, the research offers a localized framework that is tailored to the specific needs of the Kingdom's developing urban landscape and provides a clear path for achieving superior results in the most challenging of project environments.

Chapter Three: Research Methodology

This chapter details the methodology and procedures employed to examine the impact of contract governance on project efficiency within the Saudi Arabian real estate development sector. To ensure the findings are both accurate and representative of the current industrial landscape, the study follows the specific organizational structure and statistical rigor demonstrated in the provided model.

3.1 Research Methodology

The current study relies on a descriptive analytical approach to describe the demographic and professional variables of the participants alongside the independent variables of contract governance and the dependent variable of project efficiency. This methodology is particularly effective for analyzing the causal relationships between governance dimensions such as transparency, accountability, authority, compliance, and risk management and the final project outcomes. By utilizing this approach, the research ensures that professional field insights are transformed into quantifiable data suitable for testing the study's hypotheses.

3.2 Study Population and Sample

The study population consists of professionals working within the Saudi Arabian real estate development sector, including specialized roles such as project managers and contracts engineers who are responsible for the daily execution of governance frameworks. To ensure a broad and representative reach across the industry, the research instrument was disseminated through targeted professional groups and specialized industry websites, allowing for the engagement of practitioners currently navigating the local regulatory environment. A simple random sampling method was applied to this professional pool, resulting in the distribution of **150 questionnaires** to the targeted experts. Following the data collection phase, a rigorous screening process was conducted where **23 questionnaires** were excluded because they were

either incomplete or failed to meet the specific criteria required for statistical analysis. Consequently, the final dataset utilized for the statistical processing phase consists of **127 valid responses**, representing a response rate of approximately **85%** of the returned surveys, which provides a scientifically sound foundation for generating findings that support the core objectives of the study.

3.3 Personal and Professional Characteristics of the Sample

This section presents the detailed personal and professional characteristics of the respondents based on the data obtained from the study instrument

3.3.1 Gender Distribution

The results indicate that the majority of the sample is male, representing 75.38% of the participants, while females represent 24.62%. This distribution is largely reflective of the current nature of the Saudi real estate and construction sectors, where technical and field-based roles have historically been held predominantly by men, although this is gradually shifting under modern economic reforms.

Table (1): Characteristics of the Sample by Gender

Gender	Frequency	Percentage
Male	96	75.38%
Female	31	24.62%
Total	127	100%

3.3.2 Age Groups

Regarding age distribution, the largest segment of the sample falls within the 30 to less than 40 years category, representing 35.38% of the total. This is followed by the 40 to less than 50 years group at 28.72%. Collectively, those between 30 and 50 years old make up the majority

of the sample, which is a positive indicator for the study as this group typically possesses the necessary skill, experience, and professional maturity to provide credible data regarding complex governance matters

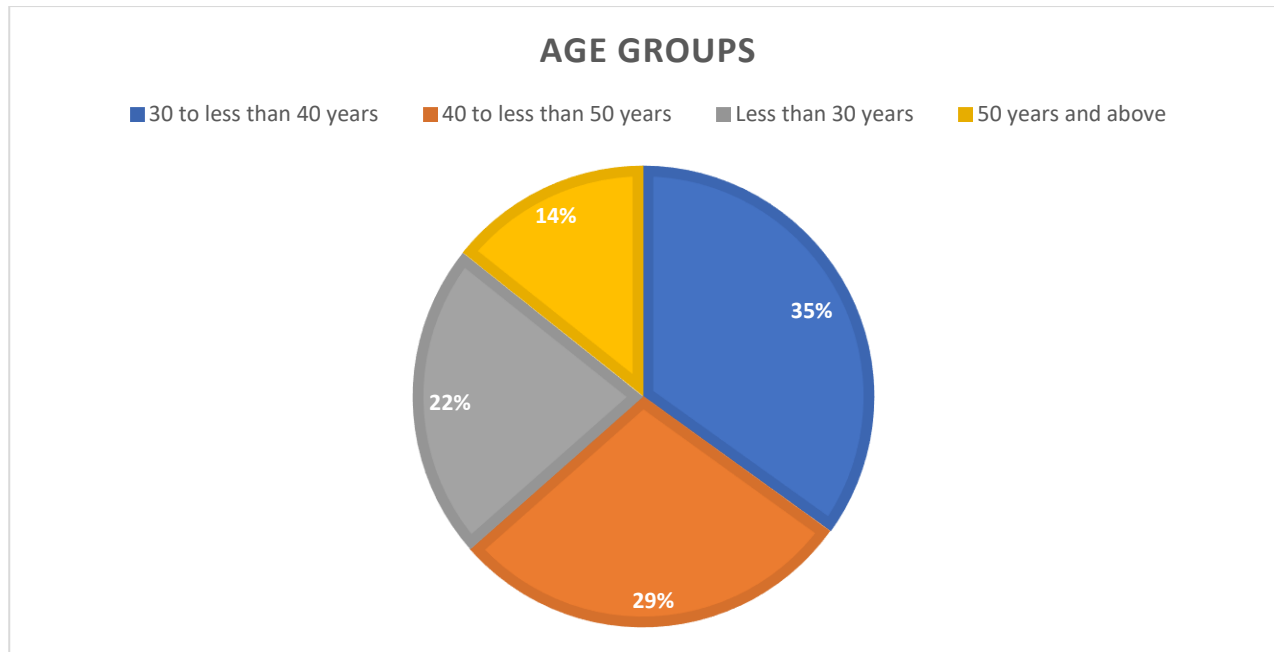


Figure 1: Sample Distribution by Age Groups

3.3.3 Educational Level

Regarding the educational level of the respondents, the data shows that 48% of the participants hold a Bachelor's degree, while 27% possess Postgraduate degrees (Master's or PhD). The remaining percentage is distributed among other technical certifications. This high level of academic qualification among the sample adds significant reliability to the findings, as the respondents possess the necessary theoretical and practical background to evaluate complex governance structures.

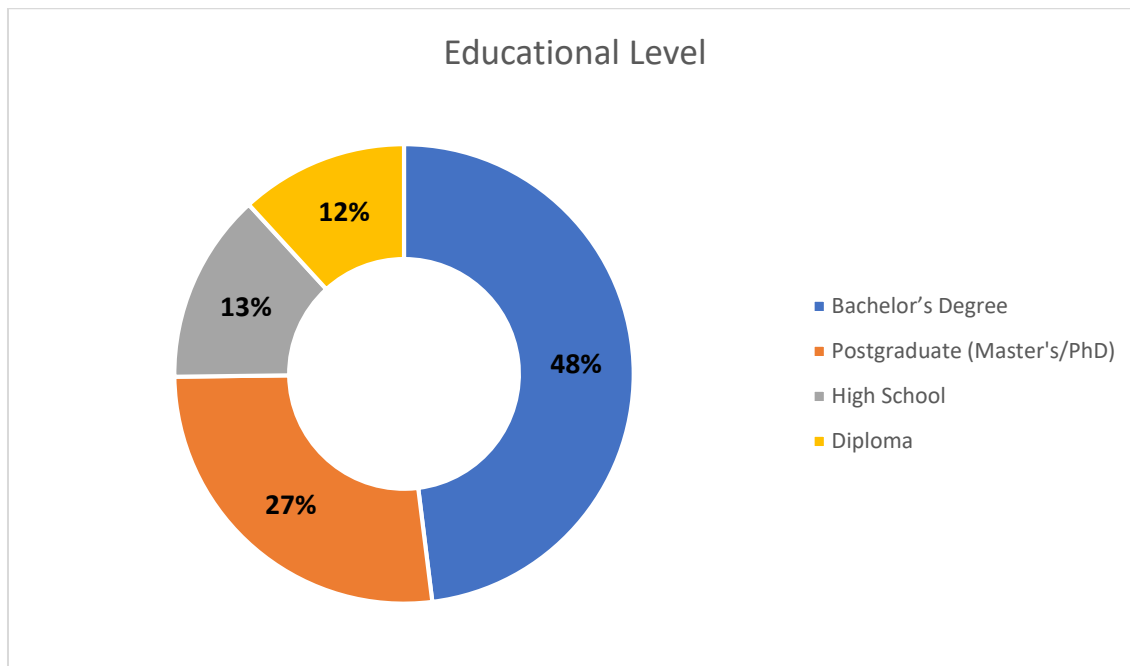


Figure 2: Distribution of Sample by Educational Level

3.3.4 Years of Experience

The largest portion of the sample possesses between 5 and less than 10 years of experience, accounting for 33.07% of the participants. Those with 5 years of experience or less rank second at 28.35%. This deep pool of professional experience is vital for understanding the practical complexities of contract governance and provides a strong foundation for the study's conclusions.

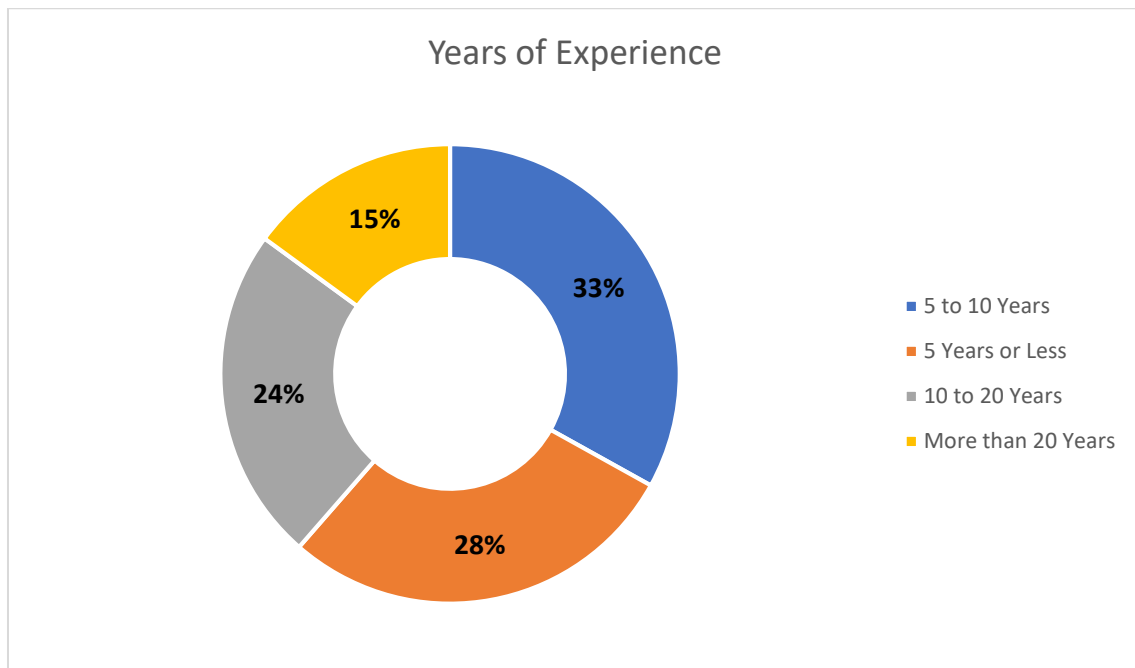


Figure 3: Distribution of Sample by Years of Experience

3.3.5 Organization Type

The distribution of the study sample across various organizational roles provides a comprehensive perspective on contract governance within the Saudi real estate sector. Data collected from the 127 participants reveals that Consultants represent the largest segment at 44.88% (57 participants), followed by Owners at 25.98% (33 participants). Developers account for 16.54% (21 participants), while Contractors constitute 12.60% (16 participants) of the total professional pool. This diversity in organizational backgrounds is a significant strength for the research, as it captures the viewpoints of all key stakeholders involved in the project lifecycle. By including insights from consultants, owners, developers, and contractors, the study ensures that the findings regarding the impact of governance on project efficiency are well-rounded and representative of the entire industry ecosystem in Saudi Arabia.

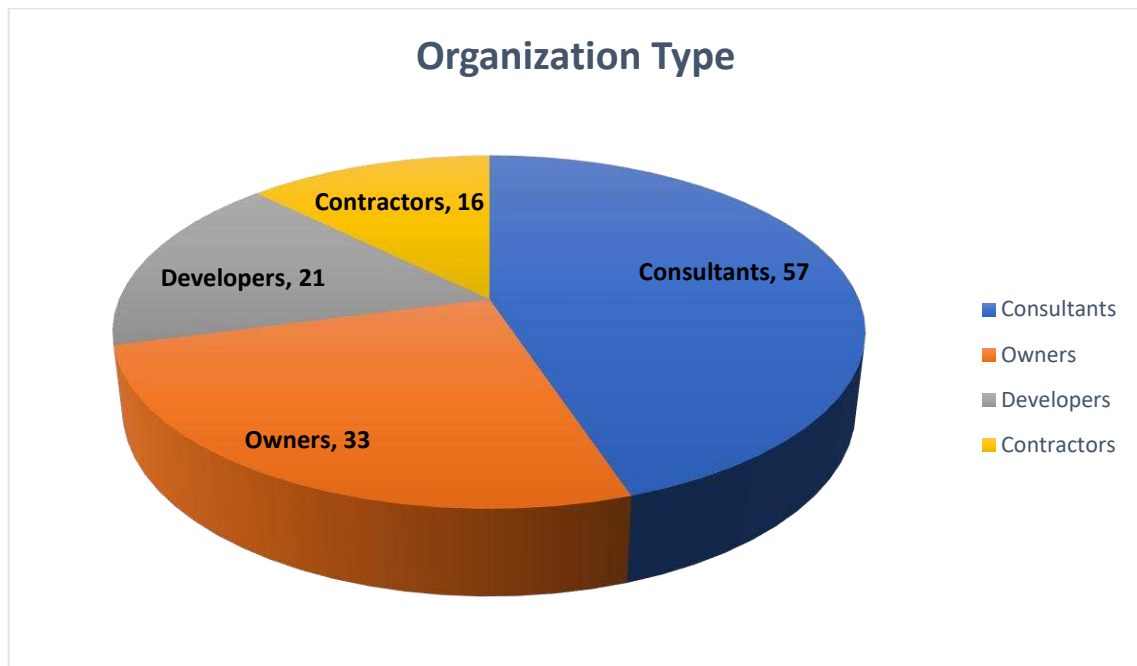


Figure 4: Distribution of Sample by Organization Type

The questionnaire was designed as the primary tool for data collection and consists of three main sections to ensure a holistic capture of information. The first section gathers the personal and demographic variables of the respondents, including gender, age, education, and experience. The second section evaluates the independent variables of Contract Governance, comprising 20 items distributed across the dimensions of transparency, accountability, authority, compliance, and risk management. The final section focuses on the dependent variable of Project Efficiency, which includes 15 items measuring success in terms of time, cost, and quality outcomes. The instrument utilizes a Five-point Likert Scale, ranging from Strongly Agree (5) to Strongly Disagree (1), which is a standard measurement tool in social and management research.

3.4 Reliability of the Instrument

To verify the internal consistency and reliability of the questionnaire, the Cronbach's Alpha test was applied to each variable. The results show that the values for the study variables ranged between 0.823 and 0.862, which indicates a high degree of internal consistency. Values above 0.70 are generally considered acceptable in academic research, therefore this instrument is deemed highly stable and valid for the intended purpose of the study.

Table (2): Cronbach's Alpha Coefficient for Each Study Factor

No.	Variable / Dimension	Alpha Value	Sig.
1	Contract Governance (Overall Independent Variable)	0.823	0.000
1-1	Transparency	0.798	0.000
1-2	Accountability	0.741	0.000
1-3	Authority	0.824	0.000
1-4	Compliance	0.766	0.000
1-5	Risk Management	0.805	0.000
2	Project Efficiency (Overall Dependent Variable)	0.862	0.000
2-1	Time Efficiency	0.844	0.000
2-2	Cost Efficiency	0.809	0.000
2-3	Quality Efficiency	0.799	0.000

The statistical analysis reveals that the Cronbach's Alpha values for the individual dimensions of contract governance ranged from 0.741 to 0.824 while the values for project efficiency dimensions ranged between 0.799 and 0.844. These results demonstrate a high level of internal consistency across all sub-factors which confirms that the questionnaire is highly reliable and suitable for conducting advanced statistical testing. Because the coefficients for every factor are well above the accepted threshold they provide the necessary scientific evidence to support the validity of the data collected from the professional respondents in the Saudi real estate sector.

3.5 Statistical Methods

The researcher utilized SPSS to process the data and obtain both descriptive and inferential results. The statistical methods applied include the use of frequencies, percentages, means, and standard deviations for the descriptive analysis of the sample and study variables. To ensure the data met the necessary assumptions for advanced testing, pre-analysis tests such as the Variance Inflation Factor and Tolerance were performed to ensure no multicollinearity exists between independent variables. Additionally, an interval scale equation was used to categorize the means into levels of low, medium, or high, where the length of the category was calculated as:

$$\text{interval Length} = \frac{\text{Maximum Score} - \text{Minimum Score}}{3} = \frac{5 - 1}{3} = 1.33$$

Based on this, means from 1 to less than 2.33 are considered low, 2.34 to less than 3.67 are medium, and 3.67 and above are high. Finally, Multiple Regression Analysis was employed to verify the statistical impact of the governance dimensions on the project efficiency metrics.

Chapter four: Practical Study

This chapter presents a comprehensive and professional analysis of the data collected to examine the impact of contract governance on project efficiency within the Saudi Arabian real estate sector by transforming raw survey data from 127 industry experts into actionable statistical insights. The analysis follows a rigorous path beginning with descriptive statistics of the variables and moving toward an inferential regression model that tests the core research hypotheses. For a contracts engineer or project manager, these results are not merely numerical values but are critical indicators of organizational maturity and strategic alignment with the efficiency goals defined by Saudi Vision 2030.

4.1 Descriptive Analysis of the Research Variables

The descriptive analysis of the independent variable shows that the overall level of contract governance practices within the surveyed real estate companies is high with a general mean of 3.61 and a standard deviation of 0.55. Among the five dimensions, accountability achieved the highest mean of 3.70 which indicates that the clear assignment of responsibilities is a well-established practice in the Saudi market while authority followed with a mean of 3.65 suggesting that decision-making structures are relatively well-defined to prevent project bottlenecks. Risk management and compliance recorded means of 3.61 and 3.60 respectively reflecting a proactive approach to mitigating threats and adhering to contractual standards whereas transparency recorded the lowest mean of 3.51 which suggests that while information sharing is practiced there remains significant room for improvement in ensuring the clarity and accessibility of project data to further reduce information asymmetry.

Table (3): Means and Standard Deviations for Contract Governance Dimensions

No.	Dimension	Mean	Standard Deviation	Level	Rank
1-2	Accountability	3.70	0.64	High	1
1-3	Authority	3.65	0.67	Medium	2
1-5	Risk Management	3.61	0.78	Medium	3
1-4	Compliance	3.60	0.71	Medium	4
1-1	Transparency	3.51	0.74	Medium	5
	Overall Contract Governance	3.61	0.55	High	-

The descriptive analysis indicates that Transparency recorded the lowest mean (3.51) among all governance dimensions. This ranking highlights a persistent 'information gap' that characterizes the current real estate market in Saudi Arabia. From the perspective of Agency Theory, a lack of digital transparency exacerbates 'information asymmetry' between owners and contractors, making it difficult to monitor project performance accurately. This finding strongly supports the study's recommendation to adopt integrated digital platforms as a 'single source of truth' to ensure data accessibility and mitigate project disputes

Regarding the dependent variable of project efficiency, the overall mean was 3.58 with a standard deviation of 0.69 which places it at a high-medium level of performance across the industry. When examining the sub-dimensions, time efficiency recorded the highest mean of 3.61 which indicates a strong focus on schedule adherence despite the massive scale of current Saudi real estate developments while cost efficiency followed with a mean of 3.57 reflecting the ongoing challenges of budget control and the mitigation of change orders in complex environments. Quality efficiency achieved a mean of 3.55 suggesting that while technical standards are being met the intense pressure to deliver projects quickly and within budget can sometimes create a challenging environment for maintaining peak quality outcomes. These

descriptive results provide a comprehensive view of the current state of project delivery and highlight that while performance is strong it is heavily dependent on the robustness of the underlying governance framework.

Table (4): Means and Standard Deviations for Project Efficiency Dimensions

No.	Dimension	Mean	Std. Deviation	Level	Rank
2-1	Time Efficiency	3.61	0.65	Medium	1
2-2	Cost Efficiency	3.57	0.83	Medium	2
2-3	Quality Efficiency	3.55	0.82	Medium	3
-	Overall Project Efficiency	3.58	0.69	Medium	-

4.2 Pre-Analysis and Diagnostic Testing

Before proceeding with the regression analysis a series of diagnostic tests were performed to ensure that the data met the necessary assumptions for valid statistical inference. The distribution of the data was tested for normality and the results indicated that the variables followed a normal distribution which allows for the application of parametric tests. Furthermore to ensure that the independent variables were not highly correlated with each other which could distort the regression results the Variance Inflation Factor (VIF) and Tolerance values were calculated. The VIF values for all governance dimensions were below the threshold of 5 and the Tolerance values were above 0.20 which confirms that there is no multicollinearity between transparency, accountability, authority, compliance, and risk management. These results validate the stability of the regression model and ensure that each governance factor can be assessed for its unique contribution to project efficiency success.

Table (5): Multicollinearity Diagnostics for Independent Variables

Dimension	Tolerance	VIF	Result
Transparency	0.642	1.558	No Multicollinearity
Accountability	0.589	1.698	No Multicollinearity
Authority	0.512	1.953	No Multicollinearity
Compliance	0.601	1.664	No Multicollinearity
Risk Management	0.554	1.805	No Multicollinearity

4.3 Hypothesis Testing (Multiple Regression Analysis)

To test the main research hypothesis regarding the impact of contract governance on project efficiency, a multiple regression analysis was performed using SPSS to determine the statistical significance of each dimension. The results revealed an R-squared value of 0.510 which indicates that 51% of the variation in project efficiency in Saudi real estate projects can be explained by the five dimensions of contract governance confirming the strong explanatory power of the model. The ANOVA test showed a high F-statistic of 25.17 with a significance level of 0.000 which confirms that the overall model is statistically significant and suitable for predicting project outcomes rather than being a result of random chance.

The detailed regression coefficients reveal that risk management is the most powerful and significant predictor of project efficiency with a significance level of 0.002 which indicates that for every unit of improvement in proactive risk identification there is a measurable increase in overall performance. Transparency was the second most significant predictor at 0.018 followed by authority at 0.025 which suggests that clear information sharing and well-defined decision-making structures are critical for navigating the complexities of the Saudi market. Interestingly while accountability and compliance are essential foundational elements their direct statistical impact was less significant in this specific model than the behavioral and structural layers of risk and transparency. These findings provide a clear roadmap for contracts engineers and senior management emphasizing that prioritizing risk-focused and transparent

governance structures will yield the highest returns in terms of project performance and efficiency.

Table (6): Multiple Regression Analysis for the Impact of Governance on Efficiency

Predictor Variables	Coefficient (B)	t-value	Sig. (p)
Transparency	0.178	2.408	0.018
Accountability	0.117	1.127	0.262
Authority	0.280	2.263	0.025
Compliance	0.110	1.088	0.279
Risk Management	0.209	3.113	0.002
R-Squared	0.510	F-Statistic	25.17

The regression analysis revealed that Risk Management has the most significant impact on project efficiency (Sig=0.002). Conversely, Accountability (Sig=0.262) and Compliance (Sig=0.279) did not show a statistically significant direct impact. This does not imply their lack of importance; rather, it suggests that in the Saudi real estate context, these factors serve as 'Regulatory Baselines'. Since the majority of the sample consists of highly experienced professionals (over 10 years), accountability is likely an embedded professional standard (standard practice) rather than a variable that fluctuates to drive immediate efficiency gains, unlike Risk Management which directly addresses real-time project uncertainties

In conclusion, the data analysis provides a clear and statistically sound validation of the research model by demonstrating that over half of a project's efficiency is determined by the strength of its contract governance. The high reliability of the findings is supported by the Cronbach's Alpha scores and the significant F-values which together suggest that these governance dimensions are vital for achieving the ambitious delivery targets of the current era. As Saudi Arabia continues to execute its massive development plans these results offer a

localized and empirical framework that can help developers align their operations with the highest international standards of project management

4.4 Summary of the Core Findings

The primary conclusion of this research is that contract governance is not merely a legal requirement but a strategic engine that drives project success within the Saudi Arabian real estate sector. The statistical analysis of the 127 professional responses confirms that approximately 51% of the variation in project efficiency can be directly attributed to the effectiveness of the governance framework implemented by the organization. This means that more than half of a project's ability to stay on schedule, within budget, and up to quality standards depends on how well the contract is managed and governed. Among the various factors studied, Risk Management emerged as the most powerful predictor of success, followed closely by Transparency, which highlights that the ability to foresee challenges and share information openly is far more impactful than traditional rigid control methods.

4.5 Practical Discussion: Governance in the Era of Vision 2030

In the context of the massive giga-projects currently transforming Saudi Arabia, these results provide a localized roadmap for achieving operational excellence. The high mean scores for Accountability and Authority indicate that Saudi firms have successfully built strong organizational hierarchies, yet the relatively lower scores for Transparency suggest a persistent "information gap" that needs to be addressed. From a theoretical perspective, this confirms Agency Theory, where robust governance acts as a bridge to align the interests of the owner and the contractor. When a company like yours prioritizes transparent communication and proactive risk allocation, it effectively reduces the hidden costs and delays that often arise from

information asymmetry, ensuring that all parties are working toward the same efficiency targets.

4.6 Strategic Recommendations

To translate these statistical findings into real-world project value, the following professional recommendations are proposed for immediate implementation:

- **Prioritizing Digital Risk Integration:** Given that Risk Management was identified as the primary driver of project efficiency, developers should prioritize the automation of 'Live Risk Registers' within their digital governance platforms. This ensures that risk mitigation is not just a periodic report but a real-time governance function linked directly to the project's Key Performance Indicators.
- **Digital Integration for Transparency:** Companies should move beyond paper-based reporting and adopt digital contract management platforms that provide a real-time "single source of truth" for all stakeholders to ensure that information is accessible and transparent at all levels of the project.
- **Proactive Risk Management Protocols:** Since risk management is the strongest driver of efficiency ($\text{Sig} = 0.002$), contracts engineers should utilize their RM expertise to move from reactive "firefighting" to a proactive risk-sharing model where threats are identified and mitigated during the early drafting stages of the contract.
- **Standardization via FIDIC Frameworks:** To support the national push for international standards, firms should continue to align their internal governance with FIDIC modules, as this standardization reduces legal uncertainty and provides a globally recognized language for managing complex infrastructure agreements.

- **Empowering Decision-Making Authority:** The study highlights that clear authority structures prevent bottlenecks, therefore it is recommended to formalize the delegation of authority in a way that allows project teams to make technical decisions quickly without waiting for lengthy headquarters approvals.
- **Fostering a Culture of Accountability:** Beyond the legal text of the contract, organizations must build a culture where every team member is held accountable for specific performance indicators (KPIs) related to the "Iron Triangle" of time, cost, and quality.

4.7 Final Reflections and Future Path

Ultimately, this study proves that the future of the Saudi real estate sector lies in the professionalization of contract governance. While the current level of governance is high (Mean = 3.61), the path to reaching the ambitious targets of Vision 2030 requires a relentless focus on improving transparency and mastering risk management. As a contracts engineer, your role is to act as the guardian of this governance framework, ensuring that every clause and every decision serves the ultimate goal of project efficiency. Future research should build on these findings by exploring how Artificial Intelligence (AI) can further automate these governance processes, potentially pushing the efficiency impact beyond the 51% threshold discovered in this research.

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Appendices

أثر حوكمة العقود على كفاءة مشاريع التطوير العقاري

السلام عليكم ورحمة الله وبركاته،،

أخي الفاضل / أختي الفاضلة،،

أقوم حالياً بإجراء دراسة بعنوان: (أثر حوكمة العقود على كفاءة مشاريع التطوير العقاري - دراسة حالة لشركات التطوير العقاري السعودية)، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير.

تهدف هذه الدراسة إلى استقصاء العلاقة بين ممارسات حوكمة العقود (الشفافية، المساءلة، وضوح الصلاحيات، والامتثال، وإدارة المخاطر) ومدى تأثيرها الفعلي على كفاءة أداء المشاريع من حيث الوقت، التكلفة، والجودة.

نظراً لخبرتكم المهنية في هذا القطاع، أرجو منكم التكرم بالمشاركة في هذه الاستبانة. نؤكد لكم أن كافة الإجابات ستُعامل بسرية تامة ولن تُستخدم إلا لأغراض البحث العلمي الصرف، ولن يتم الإفصاح عن أي بيانات شخصية أو مؤسسية.

شاكرين لكم تعاونكم ووقتكم الثمين في دعم مسيرة البحث العلمي وتطوير القطاع العقاري في مملكتنا.

,Dear Participant

I am conducting a research study titled: **(The Impact of Contract Governance on the Efficiency of Real Estate Development Projects - A Case Study of Saudi Real Estate Development Companies)** as part of the requirements for a **Master's Degree in Project Management**.

This study aims to examine the relationship between contract governance practices (Transparency, Accountability, Clarity of Authority, Compliance, and Risk Management) and their impact on project performance efficiency in terms of **time, cost, and quality**.

Given your professional expertise, I kindly request your participation in this survey. Please be assured that all responses will be treated with **strict confidentiality** and used solely for academic research purposes. No personal or institutional data will be disclosed.

Thank you for your valuable time and cooperation in supporting academic research and the development of the Saudi real estate sector.

* تشير إلى أن السؤال مطلوب

Section One: Demographic Information - القسم الأول: البيانات الديموغرافية

(يرجى اختيار إجابة واحدة لكل سؤال)

(Please select one answer for each question)

1. **Gender** * - الجنس

حدد دائرة واحدة فقط.

☐ ذكر - Male

☐ أنثى - Female

2. **Age*** - العمر

حدد دائرة واحدة فقط.

☐ 20-29 29-20 - سنة years

☐ 30-39 39-30 - سنة years

☐ 40-49 49-40 - سنة years

☐ 50 50 - سنة فأكثر years and above

3. **Educational Level*** - المستوى التعليمي

حدد دائرة واحدة فقط.

☐ ثانوي - High School

☐ دبلوم - Diploma

☐ بكالوريوس - Bachelor's Degree

☐ دراسات عليا (ماجستير/دكتوراه) - Postgraduate (Master's/PhD)

4. **Years of Experience - سنوات الخبرة***

حدد دائرة واحدة فقط.

- ☐ 5 years or less - سنوات فأقل — 5
- ☐ More than 5 to 10 years - أكثر من 5 إلى 10 سنوات
- ☐ More than 10 to 20 years - أكثر من 10 إلى 20 سنة
- ☐ More than 20 years - أكثر من 20 سنة

5. **Type of Organization - نوع جهة العمل ***

حدد دائرة واحدة فقط.

- ☐ Real Estate Developer - مطور عقاري
- ☐ Owner / Client - مالك / جهة مالكة
- ☐ Contracting Company - شركة مقاولات
- ☐ Consultancy Firm - مكتب / شركة استشارية
- ☐ أخرى: _____

6. **هل تقيم أو تعمل حالياً داخل المملكة العربية السعودية؟ ***
Do you currently reside or work within Saudi Arabia?

حدد دائرة واحدة فقط.

- ☐ Yes - نعم
- ☐ No - لا

Section Two: Contract Governance القسم الثاني: حوكمة العقود

يهدف هذا القسم إلى قياس مدى تطبيق مبادئ حوكمة العقود في مشاريعكم من خلال خمسة محاور أساسية هي: الشفافية، المساءلة، وضوح الصلاحيات، والامتثال للسياسات والإجراءات المعتمدة وإدارة المخاطر. ستحدد من خلال إجاباتك واقع النظام الإداري المتبع في شركتك وكيفية تبادل المعلومات وتوزيع المسؤوليات وتوثيق القرارات والاتفاقات رسمياً بدلاً من الاعتماد على التواصل الشفهي أو الشخصي.

This section evaluates the practical application of **contract governance principles** within your projects across five key pillars: transparency, accountability, clarity of authority, compliance, and Risk Management. Your responses will help identify the current administrative reality of your organization, focusing on how information is shared, responsibilities are allocated, and how decisions are formally documented rather than relying on informal or verbal communication.

(يرجى تقييم درجة موافقتك على العبارات التالية)

(Please indicate your level of agreement with the following statements)

- 1 = لا أوافق بشدة / Strongly Disagree
- 2 = لا أوافق / Disagree
- 3 = محايد / Neutral
- 4 = أوافق / Agree
- 5 = أوافق بشدة / Strongly Agree

Transparency أولاً: الشفافية

7. يتم تبادل المعلومات التعاقدية بوضوح وفي الوقت المناسب بين الأطراف *

Contract-related information is shared clearly and in a timely manner between parties.

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / Disagree

8. يتم الإفصاح عن المخاطر المحتملة قبل توقيع العقد. *

Potential risks are disclosed before contract signing.

حدد دائرة واحدة فقط

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

9. يمكن الوصول بسهولة إلى النسخ المحدثة من العقد والتعديلات. *

Updated contract documents and amendments are easily accessible.

حدد دائرة واحدة فقط

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

10. يتم توثيق القرارات المالية والفنية وإتاحتها للأطراف المعنية. *

Financial and technical decisions are properly documented and shared.

حدد دائرة واحدة فقط

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

11. يتم الإفصاح عن أي تضارب مصالح قد يؤثر على قرارات المشروع. *

Any conflict of interest affecting project decisions is disclosed.

حدد دائرة واحدة فقط

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

Accountability ثانياً: المساءلة

12. * يتم تحديد المسؤوليات التعاقدية لكل عضو في المشروع بوضوح.
Contractual responsibilities are clearly assigned to each project member.

حدد دائرة واحدة فقط

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

13. * توجد آلية رسمية لمساءلة الأطراف عند الإخلال بالالتزامات.
There is a formal mechanism to hold parties accountable for non-compliance.

حدد دائرة واحدة فقط

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

14. * تتم مراجعة أداء العقود بشكل دوري من قبل الإدارة.
Contract performance is periodically reviewed by management.

حدد دائرة واحدة فقط

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

15. * يتم تقييم أداء المقاولين وفق مؤشرات أداء واضحة.
Contractors' performance is evaluated based on clear KPIs.

حدد دائرة واحدة فقط

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

16. توجد إجراءات واضحة للتعامل مع الإخفاقات الفنية والمالية. *
- Clear procedures exist to address technical and financial failures.**

حدد دائرة واحدة فقط

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

Clear Authority ثالثاً: وضوح الصلاحيات

17. توجد مصفوفة صلاحيات واضحة لاعتماد القرارات التعاقدية. *
- A clear Delegation of Authority (DOA) matrix exists for contract approvals.**

حدد دائرة واحدة فقط

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

18. يدرك الموظفون حدود سلطاتهم في اتخاذ القرارات اليومية. *
- Employees understand the limits of their decision-making authority.**

حدد دائرة واحدة فقط

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

19. توجد مسارات تصعيد رسمية عند تعثر اتخاذ القرار. *
- Formal escalation paths exist when decisions are delayed.**

حدد دائرة واحدة فقط

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

20. * يتم الالتزام بمصفوفة الصلاحيات عند اعتماد أوامر التغيير.

The DOA matrix is followed when approving variation orders.

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

21. * يساهم وضوح الصلاحيات في تقليل زمن اعتماد القرارات.

Clear authority reduces the time required for approvals.

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

Compliance & Control رابعاً: الامتثال والرقابة

22. يتم الالتزام بالنماذج التعاقدية القياسية (مثل فديك).

Standard contract forms (e.g., FIDIC) are properly followed.

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

23. * يتم توثيق جميع الاتفاقات رسمياً بدلاً من التواصل الشفهي.

All agreements are formally documented rather than handled verbally.

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

24. **تُستخدم الأنظمة الرقمية بفعالية لإدارة الوثائق التعاقدية.** *
- Digital systems are effectively used for contract documentation.**

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

25. **تخضع السجلات التعاقدية لتدقيق داخلي منتظم.** *
- Contract records undergo regular internal audits.**

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

26. **يتم أرشفة المراسلات في قاعدة بيانات موحدة ومنظمة.** *
- All correspondence is archived in a centralized system.**

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

Risk Management رابعا : إدارة المخاطر

27. **توجد عملية منهجية لتقييم احتمالية وتأثير المخاطر التعاقدية.** *
- A structured process exists to assess the likelihood and impact of contractual risks.**

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

28. * يتم تحديث سجل المخاطر التعاقدية بشكل دوري خلال تنفيذ المشروع.
The contract risk register is regularly updated during project execution.

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

29. * توجد استراتيجيات واضحة للتعامل مع المخاطر التعاقدية عند ظهورها.
Clear mitigation strategies exist to address contractual risks when they arise.

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

30. * يتم مشاركة معلومات المخاطر بين الأطراف الرئيسية في المشروع.
Risk information is shared transparently among key project stakeholders.

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

Section Three: Project Efficiency القسم الثالث: كفاءة المشروع

يركز هذا القسم على قياس "النتائج والمخرجات" الفعلية لمشاريعكم من حيث الكفاءة في إدارة الوقت، والتكلفة، والجودة. يهدف التقييم إلى فهم مدى تأثير ممارسات الحوكمة المتبعة في تقليل التأخيرات الزمنية، والتحكم في ميزانية المشروع، وضمان مخرجات فنية عالية الجودة مع الحد من النزاعات والمطالبات التعاقدية. كما يسعى هذا الجزء لقياس دور الأنظمة الرقمية في تحسين سرعة ودقة اتخاذ القرارات الإدارية.

This section focuses on measuring the actual "outcomes and results" of your projects in terms of time, cost, and quality efficiency. The assessment aims to understand the impact of established governance practices on reducing schedule delays, controlling project budgets, and ensuring high-quality technical outcomes while minimizing contractual disputes and claims. Additionally, this part seeks to measure the role of digital systems in improving the speed and accuracy of administrative decision-making.

(يرجى تقييم درجة موافقتك على العبارات التالية)

(Please indicate your level of agreement with the following statements)

- 1 = لا أوافق بشدة / Strongly Disagree
2 = لا أوافق / Disagree
3 = محايد / Neutral
4 = أوافق / Agree
5 = أوافق بشدة / Strongly Agree

Time Performance أداء الوقت

31. يتم تنفيذ المشروع ضمن الجدول الزمني المخطط *

The project is completed within the planned schedule.

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

32. يقل زمن اعتماد أوامر التغيير مقارنة بالمشاريع السابقة. *
- The approval time for variation orders is reduced.**

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

33. تقل فترات الانتظار الناتجة عن الإجراءات الإدارية. *
- Administrative delays are minimized.**

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

أداء التكلفة Cost Performance

34. يتم الحفاظ على التكلفة ضمن الميزانية المعتمدة. *
- Project costs remain within the approved budget.**

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

35. تتم مراجعة المطالبات المالية والتحقق من استحقاقها بشكل دقيق قبل اعتمادها. *
- Financial claims are properly reviewed and justified before approval.**

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

36. يتم التحكم في أوامر التغيير لمنع تضخم التكاليف.

*

Variation orders are effectively controlled to prevent cost escalation.

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

Quality & Disputes الجودة والنزاعات

37. يتم تنفيذ المشروع وفق معايير الجودة المحددة.

*

The project meets the specified quality standards.

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

38. يقل مستوى النزاعات بين المالك والمقاول.

*

Disputes between owner and contractor are reduced.

حدد دائرة واحدة فقط.

1 2 3 4 5

أوافق بشدة / Strongly Agree / لا أوافق بشدة / agree

39. توجد آلية واضحة ومنظمة لفض النزاعات التعاقدية. *

There is a structured process for resolving contractual disputes.

حدد دائرة واحدة فقط.

1 2 3 4 5

agree / لا أوافق بشدة / Strongly Agree / أوافق بشدة

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نماذج Google

أثر حوكمة العقود على كفاءة مشاريع التطوير العقاري –
دراسة حالة على شركات التطوير العقاري السعودية

إعداد الطالب /

بدر عمر بالعمش

إشراف /

د. الفیصل عبد الحمید

د. فايز جراد

السنة /

2025

المستخلص

تستهدف هذه الدراسة استقصاء الأثر الاستراتيجي لحوكمة العقود على كفاءة مشاريع التطوير العقاري في المملكة العربية السعودية، وذلك بالتزامن مع التحولات الكبرى التي تشهدها البلاد ضمن رؤية المملكة 2030 ومشاريعها العملاقة. وتستند الدراسة إلى إطار نظري يدمج بين نظرية الوكالة لضبط العلاقة بين الملاك والمقاولين، والنظرية المؤسسية لضمان الامتثال للمعايير التنظيمية الحديثة. يهدف البحث إلى قياس أثر خمسة أبعاد أساسية للحوكمة (الشفافية، المساءلة، وضوح الصلاحيات، الامتثال، وإدارة المخاطر) على مثلث كفاءة المشاريع المتمثل في الوقت، التكلفة، والجودة.

كشفت النتائج الإحصائية المستخلصة من عينة شملت 127 مختصاً من المطورين والاستشاريين أن حوكمة العقود تفسر ما نسبته 51% من التباين في كفاءة المشاريع، مما يؤكد أنها محرك أداء استراتيجي. وقد أثبت التحليل أن إدارة المخاطر هي المتغير الأكثر تأثيراً وقدرة على التنبؤ بنجاح المشروع بمستوى دلالة إحصائية عالي (P-value = 0.002)، تليها الشفافية ووضوح الصلاحيات. كما أظهرت النتائج وجود وعي عالٍ بالمسؤوليات في السوق السعودي، مع حاجة ماسة لتعزيز الشفافية الرقمية لتقليل الفجوة المعلوماتية.

توصي الدراسة بضرورة التحول نحو الأتمتة والأنظمة الرقمية في إدارة العقود لتوفير "مصدر واحد للحقيقة" يضمن تدفق المعلومات لجميع الأطراف بشفافية. كما تشدد على أهمية موازنة إجراءات الحوكمة مع الطبيعة الديناميكية للمشاريع الكبرى لضمان استدامة الكفاءة التشغيلية.

الكلمات المفتاحية : حوكمة العقود، كفاءة المشاريع، إدارة المخاطر، التطوير العقاري، رؤية السعودية 2030، الشفافية، والمساءلة.