

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

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Abstract:

This study aimed to identify the impact of strategic management on the performance of construction projects in Riyadh. The impact was examined across dimensions including environmental analysis, strategy formulation, strategy implementation, and strategy evaluation, and measured against project efficiency, adoption of innovation, and sustainability. The research employed a descriptive and analytical approach, reviewing relevant Arabic and foreign references to establish theoretical foundations. Additionally, a field study was conducted through the distribution of questionnaires to construction project managers in Riyadh, Kingdom of Saudi Arabia. A total of 394 individuals participated in the study using a simple random sample method for data collection. The research yielded several key findings, indicating a high level of success in construction projects, with a strong positive correlation between strategic project management and project success in the Kingdom. Strategic project management was found to explain 78.9% of the changes in project success, with an increase of 1% in strategic project management correlating to a 0.391% increase in professional project success. However, the main hypothesis of the study was found to be invalid. Based on the results, recommendations were made, including the adoption of project management methods integrating strategic aspects and the encouragement of companies to implement continuous improvement of strategic project management practices to enhance long-term competitive capabilities.

Keywords: Strategic project management – Project success – Construction projects.

Introduction:

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

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

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

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

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

Study problem:

The impact of applying strategic project management practices on the success of construction projects in Riyadh's contracting sector needs to be evaluated. This study aims to demonstrate how these practices can improve the planning, coordination, and control of projects, ultimately enhancing project success.

Study importance

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

First: The theoretical importance of the study:

The study examines the impact of strategic management on the performance of construction projects in Riyadh, particularly focusing on efficiency, innovation adoption, and sustainability. This research is important due to the rarity of similar studies in the region and aligns with Saudi Arabia's emphasis on improving the work environment and economic growth through optimal resource utilization. (Al-Zayyoud, 2020).

Second: Scientific (applied) importance:

The Development and Employment Fund is an important and advanced body that constantly changes in response to increasing competition. It is crucial to find workers capable of keeping pace with this change to support the growth of the national economy. El-Selenti et al., (2018). The practical importance lies in the results achieved and the examination of important topics, such as the impact of strategic management on the success of construction projects in Riyadh, Saudi Arabia. This study aims to develop the performance and success of projects according to its results and recommendations.

Objectives of the study:

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

Theoretical principles of the study:

Practical strategic management involves the creation, execution, and assessment of long-term plans aimed at enhancing the organization's value for its customers, shareholders, and society (Momani and Kanaan, 2020). This comprehensive process encompasses environmental analysis, strategy formulation, implementation, and evaluation. Environmental analysis entails a thorough examination of external factors that influence decision-making (Khaloufi, 2019). Meanwhile, strategy formulation focuses on crafting a compelling vision for the organization's future (Maran, 2015 and Derawi, 2019). This involves the selection of the most suitable alternatives, their analysis based on available resources to achieve the main objectives, and their measurement through dimensions and paragraphs. Following strategy formulation, the next step is strategy implementation, which involves putting the developed strategy into action and closely monitoring its performance (Al-Aklabi, 2018). Finally, strategy evaluation comes into play, serving as a monitoring process through which organizations follow up on their strategic plan and work to assess its strengths and weaknesses (Khaloufi, 2019). The evaluation process is defined procedurally to ensure that all procedures undertaken by the Development and Employment Fund are progressing according to the plan, with corrections made as necessary, and measurements taken through dimensions and paragraphs.

Study questions

- What is the impact of strategic project management on the success of construction projects in the contracting sector in Riyadh?
- How do strategic objectives affect the success of construction projects in Riyadh?
- What is the impact of strategy formulation on the success of construction projects in Riyadh?
- How does evaluation affect the success of construction projects in Riyadh?
- How does strategy implementation affect the success of construction projects in Riyadh?

Study Hypotheses

Main Hypothesis: There is no statistically significant effect of strategic project management on the success of construction projects in the contracting sector in Riyadh.

Sub-Hypotheses:

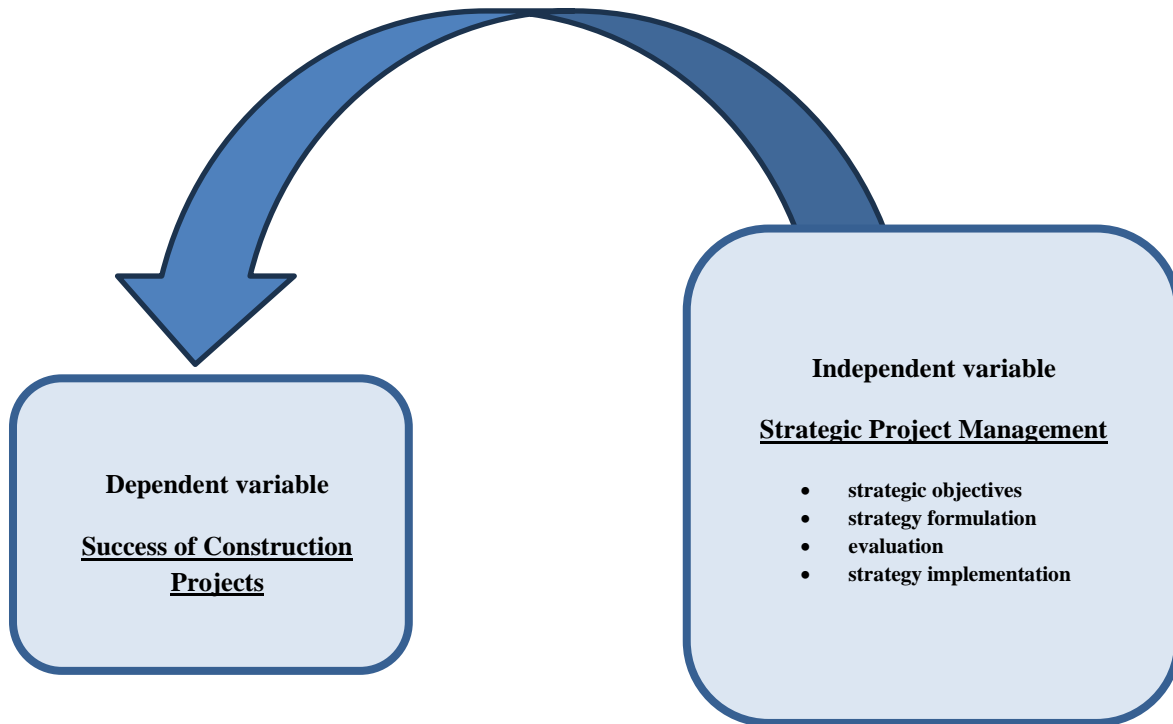
The impact of strategic objectives, strategy formulation, evaluation, and strategy implementation on the success of construction projects in Riyadh is not statistically significant.

Study model

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

- **Independent variable:** Strategic Project Management. (strategic objectives, strategy formulation, evaluation, strategy implementation)
- **Dependent variable:** Success of Construction Projects.

Figure No. (1.1) Study variables



Source: Prepared by the researcher

Previous studies:

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

Iraq has faced numerous conflicts and devastation, particularly during the 2003 invasion and occupation. Given Iraq's current economic situation, efficient resource utilization is crucial. This paper explores the use of integer linear programming as a mathematical model in urban planning, using the construction of new homes in Iraq as a case study.

The study focuses on minimizing costs and completing the project within the allotted time frame by optimizing subcontractor assignments. The research demonstrates the successful application of mathematical modeling to achieve the best subcontractor assignment and lowest execution cost. It also highlights the potential of mathematical modeling in solving building project problems and suggests its broader application.

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

The building industry is highly sensitive to weather conditions, which can significantly impact productivity, efficiency, and project schedules. In hot, dry areas like Oman, scorching summers lead to decreased worker productivity and shortened workweeks, contributing to project delays and cost overruns. Studies show that accounting for hot and muggy weather can extend project length by 3–38%. It's crucial to understand and address how harsh weather affects building project productivity to minimize disputes and ensure project success.

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

The study aimed to determine how Jordanian chemical manufacturing businesses' use of situational leadership philosophies affected their project cost, schedule, and quality. It involved 85 project managers from 98 chemical manufacturing enterprises. Data was collected using a questionnaire, and after analysis, it was found that situational leadership approaches positively impact project success, with mentoring and support having the greatest impact. The study suggests that chemical manufacturing companies should use situational leadership strategies aligned with their vision, mission, and objectives to improve performance. Future research should collect additional data over a longer period of time and expand the study to include various industries both inside and outside of Jordan.

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

The study aimed to investigate the impact of quality and risk management on building projects in Jordan. It involved 50 construction enterprises in Amman, with a study sample of 69 workers in management positions. The study used a questionnaire and found that risk management application and Total Quality Management in Jordan were at a middle level. The recommendations included proposing regulations to enforce quality policy and encouraging a culture of risk awareness and employee participation in construction projects.

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

The research aimed to study how inadequate planning impacts construction project implementation delays. It involved 325 engineers who completed a questionnaire comprising 38 scale measures and 10 sub-variables. The study found that many participants and officials perceived planning as having a negative impact on project completion, leading to delays.

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

Jordan faces a significant challenge with energy consumption due to limited resources and increasing demand. The household sector contributes to 21.5% of total energy consumption, with residential buildings accounting for 45.5% of electrical energy demand. To address this issue, a study is being conducted to achieve sustainable green design in high-rise residential buildings in Jordan. The study will utilize the EnergyPlus simulation software and Open Studio to assess an existing project in line with Jordan's Green Building Code. The proposed changes, including installing a solar photovoltaic system and adding thermal insulation, are expected to result in a 27.15% decrease in overall energy usage.

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

The study looked at how critical success factors (CSFs) affect the implementation of donor-funded projects in Jordan's public sector. It found that funding, information technology, employee involvement, and monitoring and assessment are crucial for project success. Information technology was identified as the most effective CSF in donor project execution. The study emphasized the importance of e-government for successful CSF deployment.

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

In a case study of governmental projects carried out by the Ministry of Public Works and Housing (MOPWH) in Jordan, the study aimed to clarify the effects of project management strategies (PMS) on project implementation quality (PIQ). The study included 476 respondents and found that PMS had a statistically significant impact on PIQ, with the exception of the inception strategy. The study suggested that MOPWH should focus on addressing disagreements during project implementation, consider the opinions of relevant authorities, ensure adequate funding for project goals, and investigate the project's conception process.

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

"This paper explores Egypt's civil service human resource ecosystem and global Strategic Human Resource Transformation (SHRT) practices, aiming to guide a national program for effective and sustainable HR management. The research revealed that current HR practices in governmental entities do not align with global standards, and there is limited investment in human capital capacity building. The existing laws and ongoing projects are insufficient for true SHRT. Therefore, a national program is imperative to complement Egypt's economic reform endeavors, with specific anchors, enablers, work streams, and initiatives outlined."

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

The paper examines the impact of strategic management on the growth of Sudatel Group Inc. It uses a descriptive analytical approach, gathering data from 38 valid samples. The study suggests the need for an integrated resource system, strategic partnerships, long-term thinking, and risk-taking experimentation to realize the benefits of strategic management.

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

The present study uses a complex sustainability balanced scorecard and the fuzzy TOPSIS approach to make strategic decisions in a tumultuous world. The model is divided into "optimistic," "realistic," and "pessimistic" scripts, as well as two interior politics: generation increase and productivity maximization. The findings suggest that a particular strategy is favored in each case, aiding strategic managers in making decisions in volatile and chaotic situations.

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

The study aimed to assess the impact of strategic ambidexterity on project management in Jordanian contracting companies. The research included 251 managers from 180 first-class contracting companies in Amman. The study utilized a questionnaire and statistical analysis to evaluate the effect of strategic ambidexterity on project management, finding a significant impact on project scope, schedule, cost, and quality management. The study recommended the adoption of a strategic thinking culture, education on strategic ambidexterity, and increased attention to predicting and mitigating project risks.

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

The study aimed to identify the impact of strategic vigilance on project management in Jordanian telecommunications companies. The study found statistically significant effects of strategic vigilance on project management in various dimensions such as competitive vigilance, technological vigilance, commercial vigilance, and environmental vigilance. The study presented recommendations to enhance interest in strategic vigilance information, environmental vigilance, and international standards for project management in Jordanian telecommunications companies.

Study tools:

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

The limits of the study:

The scope of this study was limited to construction projects in Riyadh, Saudi Arabia, in 2024. The target group consisted of senior and middle management personnel, including general managers, deputy general managers, department directors, and team leaders. It's important to note that the results of the study were influenced by the objectivity of the respondents' answers and the scarcity of references, particularly in the area of strategic risk management. Additionally, there were challenges in obtaining cooperation for filling out the questionnaire, which required considerable effort and time from the researcher.

Theoretical Framework

The concept of strategy

The definition of strategic management and strategy, emphasizing the determination of long-term goals, resource allocation, and the actions needed to achieve the organization's vision and goals. It also highlights the importance of identifying and analyzing the market environment, meeting customer needs with better value products, and enhancing organizational strengths to achieve a sustainable competitive advantage. (Winch, 2022).

The significance of environmental analysis and the organization's capability to identify and choose products and markets in which it competes. This focuses on the aspects of winning and achieving success, such as price and quality, and stresses the development of a specific plan for the product and market to excel in dimensions preferred by customers. The strategy is executed when the company's organizational policies and practices are aligned with its strategy and are translated into actions that confirm the effectiveness of the organizational strategy. Based on the above, the strategic process can be divided into the following levels (Torres, 2020):

- Formulating the vision and mission of the organization: The vision outlines the future direction of the organization, while the mission describes the nature of the organization's work, its goals, and overall direction. The organization's message is an honest expression of its vision.
- Formulating goals: Once the organization's fundamental mission is determined, goals are established to help guide efforts and leadership capabilities.
- Formulating strategies: Strategies are the means used by the organization to accomplish its goals and manage the influence of external forces.

In this context, Strategic management involves setting future plans and long-term goals for an organization and choosing the appropriate implementation pattern. It also encompasses administrative decisions that determine long-term performance, including formulation, implementation, evaluation, and control (Ekemezie, 2024).

It is important of distinguishing between organizational strategy and business strategy. It also operational strategy, which supports the organization's plans and business through various functions such as production, marketing, finance, and research and development (Kadykova, 2020).

Most organizations use production systems to transform inputs into outputs through functional units. It emphasizes the interaction between the marketing, finance, and operations functions, as well as how the demand for products influences operations and financial requirements drive the financial function. Additionally, how accounting and financial policy impact operational decisions and future demand for products. (Ekemezie, 2024).

Operations management involves the production and delivery of goods and services, and is crucial for an organization's success. It includes planning, design, and operation of production systems to achieve the organization's goals, such as meeting community requirements for products and services in quantity, quality, and delivery. The main goals are to earn profits and maintain long-term demand for products (Kadykova, 2020).

The focus should be on the ultimate goals and not just on reducing costs. Operations decisions must align with the organization's overall goals such as profitability and growth. Operations goals are what the operations function must implement correctly to help the company excel. (Winch, 2022).

Project Management

A broad presentation will be given starting with defining the project, then project management and its definition, followed by project constraints, then the project life cycle which includes the stages of the project life cycle and ending with defining construction projects and managing construction projects. (Kadykova, 2020).

Project Concept

Projects vary in size, complexity, uniqueness and originality. The concepts and definitions of the project have varied and differed according to the viewpoints of researchers in the field of project management and according to the purpose for which the project will be established. The following presents some definitions of the project as follows: (Winch, 2022)

1. A temporary effort undertaken to manufacture a product or provide a unique service.
2. It can also be defined as a series of activities and tasks that have a specific goal, and are accomplished within specific specifications and for a specific period of time, beginning and end, and with specific funding.

It is concluded from this that the project is temporary, with a specific start and end, and clear goals. It aims to provide a product or service to satisfy the client's requirements. Effective planning is essential to achieve the desired results. (Kadykova, 2020).

Project Management Concept

"Project management involves coordinating and directing project resources using modern techniques to achieve agreed-upon goals efficiently and effectively." (Winch, 2022).

It can also be defined as the process of organizing a group of individuals within a specific framework to achieve goals efficiently and effectively. Success requires proper planning, realistic scheduling, and aims for customer satisfaction, business success, and long-term benefits. (Torres, 2020).

Project constraints

Projects are subject to constraints and variables that affect their implementation. The main project objectives (time, cost, and scope) form the triple constraints. Performance measures for projects are commonly based on time, cost, and quality, forming the "iron triangle." The links between time, cost, and quality are stronger than those between time, cost, and scope, making them the key determinants affecting project success (Winch, 2022).

During the implementation phase, any change to time, cost, or quality directly affects the other elements. Attempting to adhere to the schedule may require increased resources and lead to an increased budget. The project plan must balance these elements, and the project manager must effectively handle changes to achieve project success. (Kadykova, 2020).

The planning process is crucial for controlling project constraints and achieving project success. Effective management is responsible for supervising project constraints to ensure the project is completed on time, within budget and meets quality standards. (Torres, 2020).

Project Life Cycle

The project life cycle provides the basic framework for project management and represents the distinct stages that each project goes through, from initiation to completion. This cycle varies from one project to another but generally includes stages of slow start, acceleration, peak, decline and completion, and can be divided into the following stages (Kadykova, 2020):

1. Presentation and definition stage

This stage is crucial for understanding the project idea, identifying the need for work, and establishing the project to solve a problem or seize an opportunity. It involves visualizing the project, setting objectives, estimating feasibility, and conducting a feasibility study. This helps in decision-making on whether to proceed with the project or cancel the idea (Jang, 2021).

2. Planning and Design Phase

The project planning phase aims to prepare a structure for implementing and controlling the project. It involves preparing detailed plans and designs, budgeting, identifying resources, scheduling activities, and forming working groups. Comprehensive planning in the early stage of the project life cycle is crucial for its success, constituting about 48% of all operations that the project manager must perform correctly during the project life cycle (Albtoush, 2022).

3. Implementation Phase

During the implementation phase, the project plan is carried out while monitoring progress, comparing it to the plan, and controlling time, cost, and quality. Coordination of human and other resources is crucial, as well as securing materials and preparing the work team. This phase is the longest of the project. (Albtoush, 2022).

4. Project Completion Phase

The project completion phase is crucial but often overlooked. It signifies the formal acceptance and conclusion of the project, involving analysis, evaluation, and necessary adjustments (Jang, 2021).

This stage includes meeting achievement standards, delivering specified outputs and results, ensuring user satisfaction, stopping the implementation process, dissolving the project team, and submitting final reports to document project completion and allocate remaining resources for future projects (Albtoush, 2022).

Construction Projects and Construction Project Management

The construction sector is vital for the development of Jordan's economy and plays a crucial role in creating job opportunities and improving the standard of living (Jang, 2021).

The construction sector poses major challenges due to its dynamic, fragmented, and complex nature, requiring the participation of different parties and successful management of operations to achieve sound economic growth. Effective management is essential to balance the project challenges of time, cost, and quality (Malik, 2021).

Construction projects involve a series of interconnected operations and engineering activities that require careful planning to complete within the specified time and budget. They are complex, uncertain, and vulnerable to risks, requiring efficient and sustainable solutions. Project management is crucial for success, involving planning, organization, monitoring, and implementation from conception to completion (Narayan, 2019).

Study Methodology and Procedures

Research Methodology:

The research involves a descriptive and analytical approach, examining theoretical foundations by reviewing Arabic and foreign references, and implementing a field study consisting of distributing questionnaires to different sample categories.

Population and sample of the study

The study included 394 construction project managers in Riyadh, Saudi Arabia. Simple random sampling was used to collect data.

Data sources:

The data for this study was collected through primary sources, such as questionnaires, and secondary sources, including books, references, theses, and reports from relevant institutions.

Statistical methods:

The research utilized SPSS to analyze the study data using various statistical methods including Cronbach coefficient for instrument stability, Pearson's correlation coefficient for internal consistency and validity of the study tool, ratios and frequencies for sample characteristics, arithmetic mean and standard deviation for response level, and simple linear regression for measuring the effect between study variables.

Study Tool

The questionnaire included three sections:

1. Demographic variables of the study sample.
2. Statements related to strategic management.
3. Phrases related to project success.

A five-point Likert scale was used to answer the questions. The approval levels were divided based on the scale range.

Table (1.3) Levels of approval of the study sample on the statements of the study tool

Level	Grade
Very low	1 – 1.79
Low	1.80 – 2.59
Medium	2.60 – 3.39
High	3.40 – 4.19
Very high	4.20 – 5.00

Believe the study tool

The validity of the questionnaire statements was calculated by determining the level of internal homogeneity by identifying the statistical significance of the Pearson correlation coefficients between the degree of the statement and the total degree of the axis to which the statement belongs, and the results were as follows:

First Theme: strategic management

Table (2.3) Correlation coefficients for the first axis statements

M	Ferry	Pearson correlation coefficient	Mr
strategic objectives			
1	The project management company seeks to achieve the strategic objectives of the construction project.	0.839**	0.000
2	The project management company analyzes the opportunities or constraints in the external environment of the project.	0.556**	0.000
3	The project management company allocates available resources for alternative uses and increases efficiency.	0.911**	0.000
4	The project management company is keen to invest in the capabilities it possesses in order to achieve a competitive advantage.	0.663**	0.000
5	The project management company seeks to make strategic decisions for the fund to achieve the desired objectives.	0.892**	0.000
strategy formulation			
6	The project management company effectively implements the established policies.	0.853**	0.000
7	The project management company seeks to develop awareness of the strategies.	0.760**	0.000
8	The project management company develops information systems to adequately implement the strategy.	0.523**	0.000
9	The project management company develops employees to increase their motivation at work.	0.883**	0.000
10	The project management company continuously monitors the achievement of the set annual objectives.	0.800**	0.000
Evaluation			
11	The project management company continuously reviews the internal and external elements affecting the fund's work.	0.559**	0.000
12	The project management company measures its performance to avoid shortcomings in the fund's work.	0.806**	0.000

13	The project management company aims to take corrective actions on an ongoing basis.	0.849**	0.000
14	The strategy evaluation process is important in the project management company because it highlights the degree to which the overall plans are achieving the desired results.	0.827**	0.000
15	The strategy evaluation process is important in the project management company as it develops the inputs for new strategic planning.	0.828**	0.000
strategy implementation			
16	The strategy is implemented according to the plan set by the company managing the project.	0.725**	0.000
17	The implementation of the strategy is reviewed to ensure that it is within the required levels.	0.733**	0.000
18	The strategy is modified if loopholes are found.	0.829**	0.000
19	The strategy implementation aims to improve the work environment in the company managing the project.	0.791**	0.000
20	Staff are trained to implement the strategy appropriately.	0.804**	0.000

** Statistically significant at 0.01

The correlation coefficients for all the phrases of the strategic management axis were found to be statistically significant at a level of 0.01, indicating internal consistency and validity for the study.

The second axis: the success of projects

Table (3.3) Correlation coefficients for second axis statements

M	Ferry	Pearson correlation coefficient	Mr
1	Construction workers are keen to perform the tasks required of them with high quality.	0.585**	0.000
2	Work is being done on time to improve the construction environment in Riyadh.	0.767**	0.000
3	Construction workers and managers are making clear efforts to help increase the number of construction projects.	0.691**	0.000
4	Workers help project owners correct errors resulting from their inability to manage construction projects.	0.692**	0.000
5	Construction company employees have the competence to develop construction projects.	0.947**	0.000

6	Construction project management companies aim to know the benefits that construction projects provide in achieving the desired development.	0.902**	0.000
7	Construction project management companies ensure that the project continues to operate.	0.805**	0.000
8	Construction project management companies are interested in construction projects that contribute to protecting the environment.	0.895**	0.000
9	The project management company coordinates with the relevant authorities to find a formula through which construction projects can be supported.	0.920**	0.000
10	Senior management is trying to find the obstacles that limit the ability of construction projects to achieve sustainability.	0.521**	0.000

**** Statistically significant at 0.01**

The correlation coefficients for all project success axis statements were found to be statistically significant at a significance level of 0.01, indicating internal consistency validity and validity for the study.

Stability of the study instrument:

Cronbach alpha coefficient was calculated for the statements of the questionnaire axes and the results were as follows:

Table (4.3) Stability coefficient for the axes of the questionnaire form

Axes	Cronbach Laboratories	r of ferries
strategic management	0.961	20
project success	0.919	10
Total Questionnaire Form	0.972	30

The stability coefficient Alpha is greater than 0.7 for all axes of the questionnaire, confirming the validity and correlation of the statements and the high level of stability of the study tool, allowing its use for the study.

Analysis of results
Characteristics of the study sample
Table (5.4) Distribution of Study Sample According to its Characteristics

Property	Categories	Number	%
Genre	male	340	86.1
	female	55	13.9
Lifetime	Less than 30 years	260	65.8

	From 30 to less than 40 years old	55	13.9
	From 40 to less than 50 years old	30	7.6
	years and above 50	50	12.7
Qualification	secondary	112	28.4
	Bachelor	174	44.1
	Master	76	19.2
	Doctor	33	8.4

Analysis of the questionnaire form

First Theme: strategic management

1- Strategic objectives

Table (6.4) Arithmetic Mean, Standard Deviation, Ranking and Level of Approval of the Phrases of the strategic objectives

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
The project management company seeks to achieve the strategic objectives of the construction project.	3.835	1.298	5	High
The project management company analyzes the opportunities or constraints in the external environment of the project.	4.025	0.4	1	High
The project management company allocates available resources for alternative uses and increases efficiency.	3.861	0.979	4	High
The project management company is keen to invest in the capabilities it possesses in order to achieve a competitive advantage.	3.861	0.808	2	High
The project management company seeks to make strategic decisions for the fund to achieve the desired objectives.	3.861	0.839	3	
Average	3.889	0.947	High	

The **strategic objectives statements were arranged** in terms of relative importance (the largest arithmetic mean value) from the point of view of the study sample. It was found that the statement (**The project management company analyzes the opportunities or constraints in the external environment of the project.**) is the most important statement with a value of 4.025, a standard deviation of 0.400, and a high degree of agreement, while the statement (**The project management company seeks to achieve the strategic objectives of the construction project.**) is the least important statement with a value of 3.835, a standard deviation of 1.298, and a high degree of agreement. When studying the **strategic objectives statements**, it was found that all statements have a high level of agreement, which indicates a high level of **strategic objectives** applied in construction projects, as the arithmetic mean value reached 3.889 with a standard deviation of 0.947.

2- Strategy formulation

Table (7.4) Arithmetic Mean, Standard Deviation, Ranking and Level of Approval of strategy formulation Statements

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
The project management company effectively implements the established policies.	3.544	1.158	4	High
The project management company seeks to develop awareness of the strategies.	3.772	1.223	2	High
The project management company develops information systems to adequately implement the strategy.	3.165	1.269	5	medium
The project management company develops employees to increase their motivation at work.	3.671	1.089	3	High
The project management company continuously monitors the achievement of the set annual objectives.	3.937	0.934	1	High
Average	3.618	1.134	High	

The statements of the strategy formulation were arranged in terms of the degree of materiality (the value of the largest arithmetic mean) from the point of view of the study sample. It was found that the phrase (**The project management company continuously monitors the achievement of the set annual objectives**) is the most important phrase with a value of 4.025 and a standard deviation of 0.400 and a high degree of approval while the phrase (**The project management company continuously monitors the achievement of the set annual objectives.**) are the least important phrases with a value of 3.835 and a standard deviation of 1.298 and a degree of average approval and when studying the phrases of the strategy formulation, it was found that four phrases at the high level of approval and one phrase at the level of approval average, which shows the high level of strategy formulation applied in construction projects, where the arithmetic mean value was 3.618 with a standard deviation of 1.134.

3- Evaluation

Table (8.4) Arithmetic Mean, Standard Deviation, Ranking and Level of Approval of Evaluation Statements

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
The project management company continuously reviews the internal and external elements affecting the fund's work.	3.608	1.259	5	High
The project management company measures its performance to avoid shortcomings in the fund's work.	3.797	1.000	2	High
The project management company aims to take corrective actions on an ongoing basis.	4.000	0.901	1	High
The strategy evaluation process is important in the project management company because it highlights the degree to which the overall plans are achieving the desired results.	3.722	1.313	3	High
The strategy evaluation process is important in the project management company as it develops the inputs for new strategic planning.	3.696	0.878	4	High
Average	3.765	1.070	High	

The Evaluation statements were arranged in terms of the degree of relative importance (the value of the largest arithmetic mean) from the point of view of the study sample, it was found that the phrase (**The project management company aims to take corrective actions on an ongoing basis**) is the most important phrases with a value of 4.000 and a standard deviation of 0.901 and a high degree of approval while the phrase (**The project management company continuously reviews the internal and external elements affecting the fund's work**) are the least important phrases with a value of 3.608 and a standard deviation of 1.259 and a high degree of approval and when studying the phrases of the **Evaluation**, it was found that all the phrases are at the high level of approval, which shows the high **Evaluation** applied in construction projects where the value of the arithmetic mean was 3.696 with a standard deviation of 0.878.

4- Strategy implementation

Table (9.4) Arithmetic mean, standard deviation, ranking and level of approval of the statements of strategy implementation

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
The strategy is implemented according to the plan set by the company managing the project.	3.899	0.881	3	High
The implementation of the strategy is reviewed to ensure that it is within the required levels.	3.937	1.012	2	High
The strategy is modified if loopholes are found.	3.620	1.096	5	High
The strategy implementation aims to improve the work environment in the company managing the project.	3.633	1.083	4	High
Staff are trained to implement the strategy appropriately.	4.000	0.828	1	High
Average	3.818	0.980	High	

The phrases of **strategy implementation** were arranged in terms of the degree of relative importance (the value of the largest arithmetic mean) from the point of view of the study sample shows that the phrase (**Staff are trained to implement the strategy appropriately**) is the most important phrase with a value of 4.000 and a standard deviation of 0.828 and a high degree of approval while the phrase (**The strategy is modified if loopholes are found**) are the least important phrases with a value of 3.620 and a standard deviation of 1.096 and a high degree of approval and when studying the phrases of **strategy implementation**, it was found that all the phrases are in the high level of approval, which shows the high level of **strategy implementation** applied in the construction projects, where the value of the arithmetic mean 3.818 with standard deviation 0.828.

It is clear from the above that the level of strategic management applied in construction projects in the Kingdom of Saudi Arabia, specifically Riyadh, is high, as the arithmetic mean value of the phrases of the strategic management axis reached (3.727) with a standard deviation of (1.032).

The second axis: success of projects

Table (10.4) Arithmetic mean, standard deviation, ranking and level of approval of the statements of success of projects

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
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Construction workers are keen to perform the tasks required of them with high quality.	4.291	0.679	1	Very high
Work is being done on time to improve the construction environment in Riyadh.	3.924	1.078	4	High
Construction workers and managers are making clear efforts to help increase the number of construction projects.	3.899	0.964	5	High
Workers help project owners correct errors resulting from their inability to manage construction projects.	4.013	0.820	3	High
Construction company employees have the competence to develop construction projects.	3.937	0.786	6	High
Construction project management companies aim to know the benefits that construction projects provide in achieving the desired development.	4.013	0.647	2	High
Construction project management companies ensure that the project continues to operate.	3.658	1.043	8	High
Construction project management companies are interested in construction projects that contribute to protecting the environment.	3.608	0.975	9	High
The project management company coordinates with the relevant authorities to find a formula through which construction projects can be supported.	3.544	1.042	10	High
Senior management is trying to find the obstacles that limit the ability of construction projects to achieve sustainability.	3.747	1.062	7	High
Average	3.863	0.910		High

The phrases of the success of projects were arranged in terms of the degree of relative importance (the value of the largest arithmetic mean) from the point of view of the study sample, it was found that the phrase (**Construction workers are keen to perform the tasks required of them with high quality**) is the most important phrase with a value of 4.401 and a standard deviation of 0.631 and a very high degree of approval, while the phrase (**The project management company coordinates with the relevant authorities to find a formula through which construction projects can be supported**) is the least important phrases with a value of 3.919 and a standard deviation of 0.913 and a high degree of approval and when studying the phrases of success of projects, it was found that one phrase at the level of approval is very high and nine phrases in the level of approval high, which shows the high level of success of projects in the construction projects, where the value of the arithmetic average of the phrases axis success of projects 3.863 with a standard deviation of 0.910.

Assignment test

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

Table (11.4) Results of Simple Linear Regression Model for Testing the Main Hypothesis

Model Summary					
Correlation coefficient R		Coefficient of determination R ²		R ² Adjusted	
0.888		0.789		0.788	
ANOVA Variance Analysis					
Prototype	Sum of squares	Degrees of Freedom Df	Average squares	F	Sig F
Regression	15271.894	1	15271.894	1467.490	0.000
Residual	4089.879	393	10.407		

Total Total		19361.772	394			
Dependent variable	prototype	B	Standard error	Beta	T	Sig T
project success	Constant	9.101	.788		11.553	.000
	strategic project management	.391	.010	.888	38.308	.000

Table (11.4) shows that strategic project management does not have a significant effect on the success of construction projects in the contracting sector in Riyadh at the 0.05 significance level. The statistical value (Sig F) is 0.000, indicating a strong positive correlation between strategic project management and project success in the Kingdom at the 0.05 significance level. The independent variable (strategic project management) explains 78.9% of the changes in the dependent variable (project success). For every 1% increase in strategic project management, professional project success in construction projects increases by 0.391%. This suggests that the main hypothesis of the study is not valid.

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

Table (12.4) Results of the simple linear regression model for testing the first sub-hypothesis

Model Summary						
Correlation coefficient R			Coefficient of determination R²		R² Adjusted	
0.822			0.676		0.675	
ANOVA Variance Analysis						
Prototype		Sum of squares	Degrees of Freedom Df	Average squares	F	Sig F
Regression		13080.270	1	13080.270	819.362	0.000
Residual		6281.502	393	15.983		
Total Total		19361.772	394			
Dependent variable	prototype	B	Standard error	Beta	T	Sig T
project success	Constant	9.991	1.021		9.783	.000
	strategic project management	1.473	.051	.822	28.607	.000

Table (12.4) indicates a strong positive connection between strategic objectives and project success. The statistical significance level is 0.05, with a calculated F value greater than the tabular F value (Sig F = 0.000). Strategic objectives explain 67.6% of the changes in project success at a 0.05 significance level. For every 1% increase in strategic objectives, there is a 1.473% rise in project success, indicating the rejection of the first sub-hypothesis of the study.

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

Table (13.4) Results of Simple Linear Regression Model for Testing the Second Sub-Hypothesis

Model Summary					
Correlation coefficient R			Coefficient of determination R²		R² Adjusted
0.843			0.711		0.710
ANOVA Variance Analysis					
Prototype	Sum of squares	Degrees of Freedom Df	Average squares	F	Sig F

Regression Regression		13768.690	1	13768.690	967.462	0.000
Residual		5593.083	393	14.232		
Total Total		19361.772	394			
Dependent variable	prototype	B	Standard error	Beta	T	Sig T
project success	Constant	15.352	.772		19.881	.000
	strategic project management	1.287	.041	.843	31.104	.000

Table (13.4) indicates that the strategy formulation has a significant direct impact on project success at a level of 0.05. The Sig F value is 0.000, which is less than 0.05, indicating a strong statistically significant correlation between strategy formulation and project success at a significant level of 0.05. The independent variable (strategy formulation) explains 71.1% of the changes in the dependent variable (project success). For every 1% increase in strategy formulation, there is a corresponding 1.287% increase in project success. This finding invalidates the second sub-hypothesis of the study.

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

Table (14.4) Results of Simple Linear Regression Model for Testing the Third Sub-Hypothesis

Model Summary						
Correlation coefficient R			Coefficient of determination R²		R⁻² Adjusted	
0.870			0.757		0.757	
ANOVA Variance Analysis						
Prototype	Sum of squares	Degrees of Freedom Df	Average squares	F	Sig F	
Regression Regression	14663.636	1	14663.636	1226.616	0.000	
Residual	4698.136	393	11.955			
Total Total	19361.772	394				
Dependent variable	prototype	B	Standard error	Beta	T	Sig T
project success	Constant	13.146	.748		17.569	.000
	strategic project management	1.354	.039	.870	35.023	.000

Table (14.4) indicates that the evaluation has a significant direct effect on project success at a 0.05 level. The value of Sig F is 0.000, which is less than 0.05, indicating a strong positive correlation between the evaluation and project success. At a significance level of 0.05, the evaluation explains 75.7% of the changes in project success. Additionally, for every 1% increase in the evaluation, there is a 1.354% increase in project success. This suggests that the third sub-hypothesis of the study is invalid.

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

Table (15.4) Results of Simple Linear Regression Model for Testing the Fourth Sub-Hypothesis

Model Summary		
Correlation coefficient R		Coefficient of determination R²
0.784		0.614
ANOVA Variance Analysis		

Prototype		Sum of squares	Degrees of FreedomDf	Average squares	F	Sig F
Regression Regression		11908.752	1	11908.752	637.952	0.000
Residual		7453.020	393	18.964		
Total Total		19361.772	394			
Dependent variable	prototype	B	Standard error	Beta	T	Sig T
project success	Constant	12.224	1.076		11.357	.000
	strategy implementation	1.383	.055	.784	25.059	.000

Table (15.4) demonstrates a statistically significant direct effect of strategy implementation on project success at the 0.05 level. The significance value (Sig F) is 0.000, which is less than 0.05, indicating that the calculated F value is greater than the tabular F value. This shows a strong statistically significant positive correlation between strategy implementation and project success at the 0.05 level of significance. Furthermore, the independent variable (strategy implementation) accounts for 61.5% of the changes in the dependent variable (project success), with the remaining changes being attributed to other variables not included in the model. It was also observed that for every 1% increase in strategy implementation, there is a corresponding increase of 1.383% in project success, thereby invalidating the fourth sub-hypothesis of the study.

Results of the study

- There is a high level of agreement and strategic objectives applied in construction projects, with an average value of 3.889 and a standard deviation of 0.947.
- The strategy formulation applied in construction projects is at a high level, with an average value of 3.618 and a standard deviation of 1.134.
- The evaluation applied in construction projects shows a high level of approval, with an average value of 3.696 and a standard deviation of 0.878.
- The level of strategy implementation in construction projects is high, with an average value of 3.818 and a standard deviation of 0.828.
- The strategic management applied in construction projects in Riyadh, Saudi Arabia, is at a high level, with an average value of 3.727 and a standard deviation of 1.032.
- The success of projects in the construction projects is at a high level, with an average value of 3.863 and a standard deviation of 0.910.
- Strong positive correlations with statistical significance were found between strategic project management and the success of projects. The independent variable explains 78.9% of the changes in the dependent variable, and the level of professional project success increases by 0.391% with a 1% increase in the level of strategic project management.
- There is also a strong positive correlation with statistical significance between strategic objectives and project success. The independent variable explains 67.6% of the changes, and the level of projects success increases by 1.473% with a 1% increase in the level of strategic objectives.
- A strong positive correlation with statistical significance was found between strategy formulation and project success, with the level of project success increasing by 1.287 % with a 1% increase in the level of strategy formulation.
- Additionally, a strong positive correlation with statistical significance was reported between evaluation and project success. The level of project success increases by 1.354% with a 1% increase in the level of evaluation.
- A strong positive correlation with statistical significance was found between strategy implementation and project success, with the level of project success increasing by 1.383% with a 1% increase in the level of strategy implementation.

Recommendations

- In the construction sector, companies should focus more on strategic planning and implementation at the project level. This includes setting strategic goals and creating plans to achieve them.
- They should also improve their ability to analyze the internal and external factors affecting projects and accurately identify strengths, weaknesses, opportunities, and threats, to effectively guide their strategic efforts.
- Leaders working on construction projects should be trained in modern strategic management practices to help organizations successfully achieve their project objectives.
- Companies should use project management methods that integrate strategic aspects, such as strategic project portfolio management and strategic program management.
- It's important to foster a culture of learning and continuous improvement of strategic project management practices, which can help develop long-term competitive capabilities.
- Incorporating innovation into the strategic management of construction projects is important for developing new solutions and technologies that improve project success.

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

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الملخص:

هدفت هذه الدراسة إلى تحديد أثر الإدارة الاستراتيجية على أداء مشاريع الإنشاءات في الرياض. وقد تم فحص الأثر عبر أبعاد تشمل التحليل البيئي، وصياغة الاستراتيجية، وتنفيذ الاستراتيجية، وتقييم الاستراتيجية، وقياسها مقابل كفاءة المشروع، وتبني الابتكار، والاستدامة. استخدم البحث منهجاً وصفيًا وتحليليًا، مع مراجعة المراجع العربية والأجنبية ذات الصلة لوضع الأسس النظرية. بالإضافة إلى ذلك، تم إجراء دراسة ميدانية من خلال توزيع استبيانات على مديري المشاريع الإنشائية في مدينة الرياض بالمملكة العربية السعودية. شارك في الدراسة ما مجموعه 394 فردًا باستخدام أسلوب العينة العشوائية البسيطة لجمع البيانات. وأسفر البحث عن عدة نتائج رئيسية تشير إلى وجود مستوى عالٍ من النجاح في مشاريع البناء، مع وجود علاقة إيجابية قوية بين الإدارة الاستراتيجية العربية السعودية. وقد وُجد أن الإدارة الاستراتيجية للمشاريع تفسر 78.9% من التغيرات في للمشاريع ونجاح المشاريع في المملكة نجاح المشاريع، حيث أن زيادة بنسبة 1% في الإدارة الاستراتيجية للمشاريع ترتبط بزيادة بنسبة 0.391% في نجاح المشاريع المهنية. ومع ذلك، تبين عدم صحة الفرضية الرئيسية للدراسة. واستناداً إلى النتائج، تم تقديم توصيات، بما في ذلك اعتماد أساليب إدارة المشاريع التي تدمج الجوانب الاستراتيجية وتشجيع الشركات على تنفيذ التحسين المستمر لممارسات إدارة المشاريع الاستراتيجية لتعزيز القدرات التنافسية على المدى الطويل.

الكلمات المفتاحية: إدارة المشاريع الاستراتيجية – نجاح المشاريع – المشاريع الإنشائية.