

**The Islamic University–Gaza**  
**Deanship of Research and graduate Studies**  
**Faculty of Commerce**  
**Master of Business & Administration**



الجامعة الإسلامية بغزة  
عمادة البحث العلمي والدراسات العليا  
كلية التجارة  
ماجستير إدارة الأعمال

## **The Impact of Project Governance on Project Success of the UN International Organizations Operating in the Gaza Strip**

**أثر حوكمة المشاريع على نجاح مشاريع المؤسسات الدولية  
الأممية العاملة في قطاع غزة**

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**A thesis submitted in partial fulfillment of the requirements for the degree of  
Master of Business Administration**

**December /2017**



## إقرار

أنا الموقع أدناه مُقدم الرسالة التي تحمل العنوان:

# The Impact of Project Governance on Project Success of the UN International Organizations Operating in the Gaza Strip

## أثر حوكمة المشاريع على نجاح مشاريع المؤسسات الدولية الأممية العاملة في قطاع غزة

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## **Abstract**

The current study focuses on analyzing the impact of project governance on the success of projects implemented by 13 of the United Nations Organizations operating in the Gaza strip. This study follows the quantitative analytical approach and adopting the questionnaire technique as a data collection tool. Data were collected from a random cluster sample of 200 employees who works in project-related positions in the targeted organizations. SPSS program V.22 was utilized to analyze the collected data.

The study results revealed the followings: First, there is a positive impact of project governance on project success. Second, the contractual governance is the most important type of governance where this criterion got the highest weight among the other criteria with a weight of 71.42. Third, the governance of project orientation is a highly positive criterion, which affects the success of any project with a weight of 69.25. Fourth, the other types of governance; governance of project management and relational governance, have a medium effect on projects governance where their effect is relatively lower than the previous kinds of governance with a weight of 66.79 and 67.07, respectively. Finally, the findings showed that the compliance of UN organizations in projects budget is considered the most critical success factor, which affects greatly on the success of any UN projects.

The researcher recommended on the importance for UN organizations to consider the contractual governance as the main item of governance due to its importance on projects success where it implies the whole picture between UN organizations and implementing parties. In addition, UN organizations should monitor the implementation of projects phases through developing a systematic governing plan that contains systematic steps undertaking by each department.



## المخلص

تركز هذه الدراسة على تحليل أثر حوكمة المشاريع على نجاح المشاريع التي تنفذها 13 مؤسسة تابعة للأمم المتحدة العاملة في قطاع غزة. اتبعت الدراسة المنهج الوصفي التحليلي عن طريق استخدام تقنية الاستبيان كأداة جمع بيانات. تم جمع البيانات من عينة طبقية عشوائية مكونة من 200 موظف يعملون في مجال المشاريع في المؤسسات المستهدفة. تم استخدام برنامج SPSS V.22 لتحليل البيانات.

كشفت نتائج الدراسة ما يلي : يوجد أثر ايجابي لحوكمة المشاريع علي نجاح المشاريع حيث أن الحوكمة التعاقدية تعتبر أهم نوع من أنواع الحوكمة حيث أن هذا النوع حصل على أعلى وزن نسبي من المعايير الأخرى بواقع 71.42%، حوكمة توجهات المشروعات تعتبر معيار مهم وتؤثر بشكل كبير على نجاح المشاريع بواقع وزن نسبي 69.25% ، الأنواع الأخرى من الحوكمة ( الحوكمة العلائقية ، وحوكمة إدارة المشروعات ) يؤثرن بشكل متوسط على نجاح المشاريع حيث وضحت نتائج الدراسة أن كلا المعيارين لهما تأثير بشكل أقل من المعايير الأخرى بواقع (66.79% ، 67.07% ) على التوالي .

أخيراً وجدت نتائج الدراسة أن التزام منظمات الأمم المتحدة بميزانية المشاريع له الأثر الأكبر على نجاح المشاريع حيث أنه يعتبر أهم معيار من معايير نجاح المشاريع. حيث أوصي الباحث على أهمية الأخذ بعين الاعتبار الحوكمة التعاقدية كونه أهم معيار من معايير الحوكمة والتي تؤثر على نجاح المشاريع وذلك لأنه يوضح الصورة الكاملة بين منظمات الأمم المتحدة والشركاء . إضافة إلي ذلك منظمات الأمم المتحدة يجب أن تراقب تطبيق مراحل المشروع من خلال تطوير خطة حوكمة منتظمة والتي تشمل خطوات منتظمة تنفذ بواسطة كل الأقسام .





بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ

{ یَرْفَعِ اللّٰهُ الَّذِیْنَ اٰمَنُوْا مِنْكُمْ وَالَّذِیْنَ اُوْتُوا الْعِلْمَ دَرَجَاتٍ وَاللّٰهُ بِمَا  
تَعْمَلُوْنَ خَبِیْرٌ }

[ المجادلة: 11 ]



## **Dedication**

To my beloved mother and my beloved father, whose love, care, and support, have inspired me to achieve my ambitions.

To my beloved life partner, my wife, and our children (Rafiq, Laiyan, Mohammed and Joud)

To my beloved brothers and sisters

To my friends (Haitham, Balsam, Laila)

*I dedicate this study*

*The Researcher*

*Ihab Rafiq Abed*



## **Acknowledgment**

This thesis is the outcome of a long period of continuous work and effort. Also, it marks the end of years of work for the Master of Business Administration at the Islamic University of Gaza. During my study, I have been appreciatively provided with precious assistance and advice from various people that made this study possible to be accomplished. Therefore, I wish to thank them for their invaluable contributions.

I would like to express deep gratitude to Dr. Khalid Dahleez, my study supervisor, for his patient guidance, and valuable suggestions during the planning and development of this study work. His willingness to give his time so generously has been very much appreciated.

I would like to thank the discussion committee Prof. Dr. Samy S. Abu Naser and Dr. Wasim Al-Habil.

I would also like to thank MR. Haitham Sabbah, Ms. Balsam El Atrash and Ms. Laila Barhoum for their comments, discussion and Assistance of this thesis.

I would also like to express my very great appreciation to the referees of the study questionnaire, and especially to Dr. Sami Abu Elroos, Dr. Khalil Madi, Dr. Mahmoud Elshanti, Dr. Mansour Al-Ayyoubi, Dr. Hatim El Aydi and Dr. Akram Sammour for their advice and assistance.

Finally, I wish to thank my parents for their support and encouragement throughout my study.

***Ihab Rafiq Abed***



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## **List of Abbreviations**

<b>(CRS):</b>	Critical Success
<b>(UNDP):</b>	United Nations Development Programme
<b>(UNRWA):</b>	The United Nations Relief and Works Agency
<b>(AIDA):</b>	Association of International Development Agencies.
<b>(GoPM):</b>	Governance of Project Management.
<b>(GoPO):</b>	Governance of Project Orientation
<b>(APM):</b>	Association for Project Management
<b>(UN):</b>	United Nations
<b>(PMM):</b>	Project Management Methodology
<b>(OECD):</b>	Organization for Economic Co-operation and Development)
<b>(USAID):</b>	United States Agency for International Development
<b>(IRD):</b>	Integrated Rural Development
<b>(ERB):</b>	Enterprise Resource Planning
<b>(PMM):</b>	Project Management Methodology



# **Chapter 1**

## **Introduction**



# **Chapter 1**

## **Introduction**

### **1.1 Introduction:**

The success of any project is considered the most critical issue which affects heavily on the all projects' phases. It requires cooperation between different parties to accomplish all projects' phases in a very successful way. In addition, it requires understanding of the general context regarding project and how the staff acts in every project's phase. The success of any project requires an effective control over the human, financial, and natural resources. In addition to, the specified time to accomplish the project. In this sense, the effectiveness of any project's phase including initiation, planning, implementing, and evaluation is considered as in advanced step toward the success of this project.

Project governance is one of the most significant aspects of any successful projects around the world. It has a great impact on project quality, and so does it on the success of any project. Lechler and Dvir (2010) articulated that the success of any project around the world is highly dependent on the effectiveness of the project governance where it is considered the most important determinant of the project success. In addition, Stoker (1998) argued that project governance looks will make the states to requested lead and aggregate activity by giving work to a formal representational of the authoritative game plans that encompass. Hence project governance is the zone or frame within which the decisions are accomplished. It's the body that provides a precise control among the project's programs, outcomes and its beneficiaries.

Project governance has several positive outcomes which benefit the organization and its beneficiaries. Hence, it helps organizations avoid many obstacles in their dealing with beneficiaries where it provides them with a legal and solid base regarding the process and procedures that govern the relationship between them. On the equal footing, it helps those organizations avoiding ambiguity in the issue of controlling between organization and management. On the other hand, it helps the beneficiaries find a clear base that can be relied upon in their transactions with those organizations that provide projects.

## **1.2 Research Problem**

Nowadays, the current conditions in the Gaza strip are unique, where they are highly dependent on the projects donation and implementation. The successive wars on the Gaza strip made this region one of the most attractive region for donors and supporting countries. In this sense, the Gaza strip is filled with a large number of organizations, local and international, which implemented different projects aiming to improve the living conditions of the Palestinians in general and the Gazans people in particular. This study aims to show that project governance is one of the most important attributes that has impact on the project's time and project quality, thus, the level of project's success. The huge number of projects that implemented by the international and local organizations makes tackling this topic imperative.

This study focuses on the importance of proper project governance to gain the confidence by international organizations operating in the Gaza strip which are 13 organizations according to Association of International Development Agencies, (AIDA, 2017). In this context, the main concern of this study is to examine the impact of proper project governance as an important attribute for project's time and quality that leads to projects success. The donor countries have its tools to follow up implementation of its projects and that is done either directly through its own technical offices like Qatar donated projects or hiring local consultants like the Islamic Development Bank (IDB) donated projects or indirectly through the implementing organizations and agencies that has its own resources for project governance. The Gaza strip has its special circumstances related to coordination for construction materials, capacity and experience of contractors, financial capability of contractors, shortage of materials in the local market, limited number of equipment and machinery that needed for implementation and other constrains. These difficult circumstances create risks on project completion date, lower quality of work, higher cost than estimated and communicated to donors, creation of variation orders due to change in design and specifications of construction materials, disputes with contractors and other unforeseen conditions that sometimes out of control of the organizations as projects owner and contractors. Based on the above constrains proper project governance is an important tool to mitigate these risks and to have donors trust



and continuous support. Consequently, this study helps the concerned institutions especially the international, local organizations and the donor parties understanding the main determinants which could help them improving the quality of projects in the Gaza strip and so increasing the level of success.

As aforementioned, this study seeks to answer the following main study question:

## **What is The Impact of Projects Governance on Projects Success?**

### **Sub questions:**

- 1- How do respondents evaluate the levels of projects governance (contractual governance, relational governance, governance of project orientation, governance of projects management) prevalent at their organizations?
- 2- How do respondents evaluate levels of projects success?
- 3- What is the effect of projects governance dimensions (contractual governance, relational governance, governance of project orientation, governance of projects management), on projects success.
- 4- Are there any differences in response due to demographic (contractual governance, relational governance, governance of project orientation, governance of projects management)?

### **1.3 Research Objectives:**

This study aims at figuring out the impact of projects governance on projects success. This study seeks to achieve the following objectives:

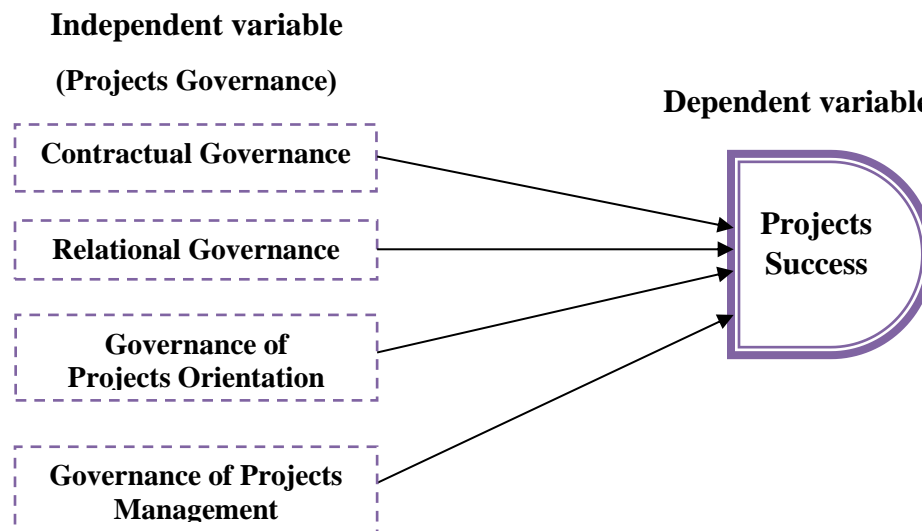
- 1- Handling the primary elements that influence the task success in the UN Organizations working in the Gaza strip.
  1. Understanding the impact of projects governance in the success of projects.
  2. Describing the impact of projects in the improvement of Investment condition in the Gaza strip.

The findings of this study add new knowledge to the literature as a main contribution regarding the main factors affecting the success of projects in the Gaza strip.

### **1.4 Model and Variables:**

This study examines the impact of projects governance and its impact on projects success. In this sense, the projects governance is the “independent variable” which affects

the projects success “dependent variable.” The independent variable consists of four main factors which highly affect the projects success namely; contractual governance, relational governance, governance of projects orientation and governance of project management as follows:



**Figure (1.1): Research Model**

**Source:** Developed by the researcher, 2016, Based on (Ata UI Musawir,2015)

### **1.5 Research Importance:**

This study contributes to the literature in different ways. After reviewing the literature, it showed that there are many Palestinians studies deal with the projects especially in the case of the Gaza strip. However, there is a lack regarding such topics which deal with projects governance and project success despite of their importance in the Gaza strip. This great importance comes from the general condition in Gaza, where it's filled with the international organizations which highly depend on projects. Therefore, tackling the importance of projects governance factors especially in the case of the Gaza strip and its impact become imperative nowadays.

This study could help the concerned organizations especially the international organizations improving their position regarding their implemented projects. It might help

them in increasing the level of success where the project success is highly dependent on project governance. As a result, understating the main project's governance factors could enhance main processes regarding each project's phase. In addition, this study could help establishing a developmental criterion which enable the international organizations being more effective and active in accomplishing their projects based on the main factors of project governance.

Additionally, discussing such topic provides an effective way to evaluate projects in the Gaza Strip based on clear factors which govern the success of these projects. Consequently, it provides Gaza organizations with a real base to monitor projects and ensure of its effectiveness. Even more, this research enriches the university library with studies related to projects specially project governance and project success factors because they are two of the distinctive studies, and highlight the importance of project governance in improving projects' track.

## **1.6 Research Hypothesis:**

### **The main hypothesis:**

**Ho1:** There is a significant relationship at ( $\alpha = 0.05$ ) between projects governance (contractual governance, relational governance, governance of project orientation, governance of projects management), and projects success.

### **The Sub Hypothesis:**

**Ho1-1:** There is a significant relationship at ( $\alpha = 0.05$ ) between contractual governance and projects success.

**Ho1-2:** There is a significant relationship at ( $\alpha = 0.05$ ) between relational governance and projects success.

**Ho1-3:** There is a significant relationship at ( $\alpha = 0.05$ ) between governance of project orientation and projects success.

**Ho1-4:** There is a significant relationship at ( $\alpha = 0.05$ ) between governance of projects management and projects success.

### **The second main hypothesis:**

**Ho2:** There are differences in responses to projects success due to demographic characteristics.

## **1.7 Research limitations:**

**Objective limitation:** the researcher examines the impact of projects governance on projects success where there is little knowledge about this topic particularly in case of the Gaza strip.

**Time limitation:** this study was implemented during 2016-2017.

## **Definitions of Important Concepts:**

- Projects Governance:
- Contractual Governance:
- Relational Governance:
- Governance of Project Orientation:
- Governance of Project Management:
- Projects Success:

## **1.8 Organization of The Thesis:**

The study consists of six chapters. **Chapter 1** contains a general introduction, that includes the research problem, research questions, research objectives, research model and variables, research importance, research hypotheses, research limitations, Definitions of important concepts, and organization of the thesis. Next, **Chapter 2**, contains the literature review, and it includes a brief discussion of relevant general Introduction for chapter 2, includes introduction of governance, overview, Definitions of Projects Governance, Dimensions of Projects Governance, Contractual Governance, Relational Governance, Governance of Projects Orientation, Governance of Projects Management and Projects Success. Then, **Chapter 3** presents relevant studies and research papers which is related to the fields of projects governance and projects success. **Chapter 4** contains research design and methodology, which includes study population and sample, data collection, questionnaire design and testing questionnaire for validity and reliability. **Chapter 5** contains the data analysis and results, and it includes description of the characteristics of the sample, descriptive analysis and answering research questions, data analysis using SPSS, and discussion of hypotheses testing results. Finally, **Chapter 6** includes the results and the recommendations of the study.

## **1.9 Chapter Summary**

The current chapter served as introductory chapter. It gives a brief background about the governance in general and its impact on project success. In addition, it provides a general summary about the importance of projects governance by providing many arguments of different researchers in this field. In this sense, this chapter represents an introduction about the current study in general. The research problem of this study is provided in addition to the research question which described the problem of the study that is identified in the following chapter of analysis and findings. Additionally, the research objectives are tackled in detail. Hence, the importance of this study is discussed in addition to the main variables and the constructed hypotheses. Finally, the researcher finished this chapter by clarifying the research limitations.



# **Chapter 2**

## **Literature Review**





## **Chapter 2 Literature Review**

### **Section 1**

#### **2.1 Projects Governance:**

##### **2.1.1 Introduction:**

This chapter is devoted to tackle the literature review of this study. It includes two very important sections; projects governance and project success. Through these sections, the researcher tries to tackle these two fields as to get a deeper overview about them through shedding the light on what authors argued regarding projects governance and projects success. In this sense, the first section is devoted to provide a clear overview about projects governance; however, the second section is developed to understand the opinions and views of authors regarding projects success.

**Governance** is a modern aspect in the field of projects management which got its importance in the last few years. Recently, international and local organizations have adopted such mechanism when applying their projects as to have a systematic plan covering the technical, managerial and legal aspects of the projects. In this respect, this section provides a clear overview about governance, its definitions, contractual governance, relational governance, governance of project orientation and the governance of project management.

##### **2.1.2 Overview:**

Governance is an important aspect of any project regardless of its nature, duration, or the service provided. Several literatures have asserted the importance of project governance where several authors in the field of project management articulated that governance has a great influence on the success of any project. Governance provide the ability to govern the projects during each cycle from different aspects including the technical, managerial, and legal aspects which help in providing the desirable results. In this sense, the expanding number from claiming project-based associations fortified the enthusiasm toward the association the middle of projects' targets and the destinations of the organization, the middle of projects' governance.

Furthermore, corporate governance, those undertaking prosperity continuously and specifically related with the improvement of the association.

Many scholars define projects governance in different ways. The organisation for Economic Co-Operation and Development (OECD) refers to projects governance as the different relationships between the organization management, its board, and its different stakeholders (OECD 2004). Nistor and Beleiu (2014) define governance as a system of different responsibilities, values, and the different process and politics, with the purpose of achieving the objectives of the project, while taking into consideration the interests of the organisation and the project stakeholders.

Sun and others (2014) explained the project governance enables the managers managing their projects through building a clear communication channels with the different stakeholders.

Ahola and others (2014) also indicate that the role of the project governance is that the project meets the expectations of the different stakeholders. Taking into consideration that the project governance should be consistent with organization internal capabilities and the external contingencies.

On the other hand, Nistor and Beleiu (2014) described different dimensions of the project governance, role. The first is a supervision role to ensure that the project progress is according to the project plan. The second is a control role to ensure the project progress is happening according to the project plan. And the third role is to attain support from the project stakeholders.

“As project management, has been applied to an increasing range of project types, with both tangible and intangible products, concern for value has extended the definition of project success beyond the implementation phase of the project life cycle to encompass the full product life cycle, from initiation, through to transfer to operations and realization of intended benefits”. (Crawford, L. H. & Aitken, A.2013).

### **2.1.3 Definitions Projects Governance**

Many authors in the field of project governance provided some definitions of project governance. The following is a clear conclusion of some definitions:

**Table (2.1): Conclusion of Some Definitions:**

#	Author	Definition
1-	Nistor and Beleiu (2014)	Governance is a system of responsibilities, values, and number of process, that have the purpose of achieving the goals of a certain project, taking into account the organisation interest along with the stakeholders' interest.
2-	Müller (2009)	Governance is the corporate governance framework that includes the organisation projects, project management and programs. It also includes the value system, responsibilities, and policies that aim to achieve the organisation goals while ensuring meeting the interest of the organisation and of the internal and external stakeholders.
3-	Nielsen, 2010	Governance as a high-level framework that defines the process and structures, which will govern and manage projects and its strategic objectives.
4-	(ASX, 2007; OECD, 2004).	Governance is policies and relationships with stakeholders, and processes that helps to regulate the authority within the organisation.
5-	(Pinto, 2014).	Governance as the systems and frameworks of authority that are used to assign resources in order to manage the project activities.
6-	(Müller and Turner, 2009).	Governance as the methods to obtain resources, and how a progress is being monitored. Governance is defined as the ways the required resources are obtained, and how progress is monitored, in order to ensure that the project is feasible throughout its life cycle.

## 2.1.4 Dimensions of Projects Governance

Governance has four main dimensions which considered to be the pillars of project governance. These dimensions cover the general term of project governance from different perspective. The following is a clear clarification of each dimensions.

### 2.1.4.1 Contractual Governance

Those separate procedure that an association dives through regularly characterizes which associations need aid identified with one another (through transactions controlled Eventually Tom's perusing contractual connection (Winch, 1989), I. E., the contracting may be decided Similarly as a governance instrument.

An agreement will be a lawful understanding between characteristic persons, legitimate substances and different associations over an undertaking. The contractual

governance anxieties for utilizing a customized, legally-binding understanding to recognize those inter-organization exchanging organization. This contract might make the association tying on its commitments.

This agreement specifies terms also conditions, parts also responsibilities for every wind prompting those following methods and default punishments. A standard task contract comprises about three segments. To begin with part may be those fundamental elements, which demonstrate those principle standards also assentions around the parties E. G. Result deadline, and plan of the project. Those second part is contractual terms connected with giving work to specific principles, policies, association structures.

Furthermore, routes should manage unforeseeable occasions. The third part is the contractual terms advancing with governance components deciding those routes to keep up with those associations through a firm proclamation about measurements, punishments also incentives will claim and provide for the end from claiming an agreement, also to purpose debate "around gatherings".

Roehrich and Lewis (2010) closed that contracts camwood diminish uncertainties. Eventually Tom's perusing giving an acceptable portrayal about what will be permitted and what may be not, furthermore, camwood decrease the hazard of abuse by actualizing lawful punishments. (Ferguson et al. ,2005) and (Judge and Dooley ,2006) shown that the agreement camwood fortifies the execution of the trade toward those restraining entrepreneurial practices. (Luo ,2002) study also came about that contracts need aid connected with those execution furthermore, contract culmination enhances firms' execution. Those formal governance incorporates choice making, contracts also governance structures controlled toward contracts" (Sun, H et al.,2014).

#### **2.1.4.2 Relational Governance**

In spite of that certainty that contracts assume a part to governance, the individuals who outline these contracts can't anticipate knowing states and situations, because of those certain reasonability from claiming mankind's beings, particularly to those undertakings that would extraordinary and one-off. Over 1992, Heide and John suggested that contractual governance need shortage identified with those overlooking those social component. Exactly researchers bring spotted that the inter-organizational exchanges

would commonly the repeater exchanges inserted clinched alongside social connections (Dwyer and Schurr, 1987; Lusch and Brown, 1996).

People continuously try alongside those group. Profession polishes the majority of the times need aid impacted by social tenets and qualities. Governance developing from those values and concurred techniques would also found in social associations (Heide and John, 1992; Macneil, 1980). Two sorts about trade were resolved. Around person hand, for discrete exchange, correspondence may be constrained and the personality may be dismissed. On the other hand, for a social exchange, those trade will be tried starting with secret word will future. By they are both low recurrence associated. Those simplest model about discrete return holds a social return part and the other way around. Social return matches practices for gatherings. Social governance respects social standards Likewise a structure from claiming casual governance (Heide and John, 1992, Macneil, 1980). They determine the thing that is permitted and what is not, also Hence serve a policeman for atypical practices. Majority of the data sharing, adaptability and solidarity are normally specified similarly as social standards (E. G., Heide and John, 1992, Lusch and Brown, 1996).

Data imparting serves with issue result and abatements those majority of the data asymmetry. Adaptability facilitates those one ventures adjustment to unpredicted occasions (Poppo and Zenger, 2002). Creating solidarity unifies conduct technique of regular interests, (Rokkan et al., 2003). On the gatherings grasp such norms, common profit and collaboration will be attained.

Trust may be also a noteworthy part from social governance. Trust will be a way pointer on supply chain associations, and camwood enhance one task execution in development (Kadefors, 2004, Meng, 2012). Diminishing arrangement cost, diminishing following cost, and expanding the plausibility to accomplish commonly useful assentions (Khalfan et al., 2007) may be an aftereffect for trust.

In this respect, useful casual connections between stakeholders expand the shared comprehension that could move forward those effectiveness of the formal governance component. In addition, a lot of people participation standards must be made through the utilization about express contracts. The majority issues might make determined relying

around casual control for example, associations. Useful casual stakeholder association is conducive of the actualize all the for formal governance instrument. (Sun, H, et al. ,2014). A lot of people creators in the field from claiming venture administration explained that social standards bring the paramount impact of diminishing transaction expense and expanding helpful execution toward confine the accomplice organizations starting with acting opportunistically. Those presence from securing trust between two accomplices could help on attain those project objectives by encouraging joint arranging also issue solving, furthermore, making stable and dedicated relationship. (Sun, H, et al.,2014).

**2.1.4.3 Governance of Projects Orientation (GoPO):**

It's noted that (GoPO) framework need been broke down from different angles, there would not many endeavors should incorporate corporate governance variables in stakeholder introduction and shareholder introduction inside (GoPO), (Müller & Lecoeuvre, 2014). To fill in the gap, specialists recognizing four governance paradigms concerning illustration based ideas relying around an organization's governance introduction also control focus, to be specific adaptable economist, versant artist, conformist, and alarmed pragmatist. These paradigms need aid indicated in the taking after table. It may be critical on note that the four paradigms need aid not commonly exclusive, i. E. A solitary association might use distinctive paradigms to different undertakings (Müller & Lecoeuvre, 2014).

		Governance Orientation	
		Shareholder Orientation	Stakeholder Orientation
Control Focus	Outcome	Flexible Economist	Versatile Artist
	Behavior	Conformist	Agile Pragmatist

**Figure (2.1): The Four (GoPO) Paradigms:**

**Source:**(Adapted from Müller & Lecoeuvre, 2014)

#### **2.1.4.3.1 Flexible Economist:**

Here the organization is focused on the shareholder's orientation and the project outcome. The aim of such organization is to achieve the highest return on investment. This could be accomplished through effective project management tools and techniques (Müller & Lecoivre, 2014). Such model is effective for direct projects with limited stakeholder's requirements.

#### **2.1.4.3.2 Conformist:**

Such organizations focus on shareholder's orientation and behavior control. These organizations tend to conform to existing methodologies that can achieve efficiency through following structure processes. Such model can be effective for homogenous project types (Müller & Lecoivre, 2014).

#### **2.1.4.3.3 Versatile Artist:**

This model suites organization that focus on stakeholder orientation and outcome control. Through this model the organization aims to achieve versatility through managing different and conflicting stakeholder requirements (Müller & Lecoivre, 2014). Such model is best used for complex and under-defined projects.

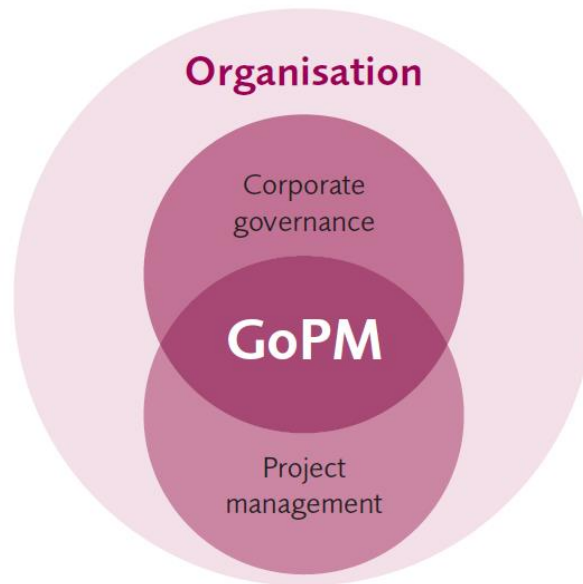
#### **2.1.4.3.4 Agile Pragmatist:**

The organization that uses this model focus on stakeholder orientation and behavior control. Such organization are process focused and aligned with agile project management methods that allows for more flexibility and accommodation with changing stakeholder requirements (Müller & Lecoivre, 2014). This model is best used for complicated project types.

The mentioned paradigms above allow for the operationalization and following classification of GoPO structures, depending on the relationship between GoPO and the different project variables (Müller & Lecoivre, 2014). Moreover, these paradigms help to recognize the existing GoPO orientation and adjust its paradigm in order to improve the possibilities of the project success. Although it is hard to select one paradigm as the best; the project complexity suggests that a paradigm with a stakeholder perspective could lead to project success (Kolltveit et al., 2007).

#### **2.1.4.4 Governance of Projects Management (GoPM):**

Governance of Project Management (GoPM) is defined as the parts of the corporate governance, which are related to the project activities that ensures that the project portfolio is efficiently delivered and consisted with the organization's goals. Moreover the( GoPM) framework ensures that there is timely and specific information exchange between the corporate board and the project major stakeholders (APM, 2011). The following figure explains the position of (GoPM) within the organization:



**Figure (2.2): Governance of Project Management (GoPM) in context**

**Source :** (adapted from APM, 2011)

(Müller & Lecoivre ,2014) explained that GoPM includes the collective governance of a project/all projects in an organization. British Standards Institution (2014) emphasized that GoPM provides the needed process, policies and standers to manage a project portfolio. (APM 2011).

The crux of the (GoPM) approach can be summarized through a set of 13 governance principles developed by APM (2011) that address the requirements of project management. These are listed in the following Table:



**Table (2.2): The Governance of Project Management Principles**

#	Governance of Project Management Principle
1	The board has overall responsibility for the governance of project management.
2	The organization differentiates between projects and non-project-based activities.
3	Roles and responsibilities for the governance of project management are defined clearly.
4	Disciplined governance arrangements, supported by appropriate methods, resources and controls are applied throughout the project life cycle. Every project has a sponsor.
5	There is a demonstrably coherent and supporting relationship between the overall business strategy and the project portfolio.
6	All projects have an approved plan containing authorization points at which the business case, inclusive of cost, benefits and risk is reviewed. Decisions made at authorization points are recorded and communicated.
7	Members of delegated authorization bodies have sufficient representation, competence, authority and resources to enable them to make appropriate decisions.
8	Project business cases are supported by relevant and realistic information that provides a reliable basis for making authorization decisions.
9	The board or its delegated agents decide when independent scrutiny of projects or project management systems is required and implement such assurance accordingly.
10	There are clearly defined criteria for reporting project status and for the escalation of risks and issues to the levels required by the organization.
11	The organization fosters a culture of improvement and of frank internal disclosure of project management information.
12	Project stakeholders are engaged at a level that is commensurate with their importance to the organization and in a manner, that fosters trust.
13	Projects are closed when they are no longer justified as part of the organization's portfolio.

(Adapted From APM, 2011)

However, each structure ought to incorporate a characterized participation about official and senior oversight economy that are included on both choice making report limit inside the association (British principles Institution, 2014). GoPM structures obtain their power from, and need aid liable to, the holders of the association or the executives that bring those Generally speaking obligation to the association (British guidelines Institution, 2014).

Previously, sum, area is committed to the point from claiming one task governance concerning illustration to provide an acceptable elucidation for this part, it's also importance in the accomplishment for any project. This tackles the vitality of project governance manifestation diverse parts including the vitality from claiming this instrument in the legal, manageress specialized foul viewpoints. Over addition, it gives a great knowledge of this subject sentence and its extraordinary vitality for the achievement from claiming whatever project at whatever cycle from claiming task. Furthermore, it

centered on the fundamental components for governance including; those contractual governance, social governance, governance of venture introduction and governance about venture administration to point of interest. Finally, this segment is closed toward handling the relationship between venture administration and administration.

## **Section 2**

### **2.2 Projects Success:**

#### **2.2.1 Introduction:**

Projects success is a critical term that encompasses several factors which contribute in achieving organizational goals. The success is an important term that determine the effectiveness of using the human resources and any other resources. The literatures tackled several factors as success determinants of any projects such as cost, time, management. These factors are not absolute where it's important to consider any other determinants of projects success and it's important to figure out the external and internal environment before implementing any project. In this respect, this section figures out the term, project success by providing a short overview, several definitions of project success based on several researchers, the Critical Success Factor (CRS) by tackling several authors' arguments and based on different projects within different environment. In addition, this section shed the light on the relationship between project success and governance which are the core of this study.

#### **2.2.2 Definition:**

Traditionally the literature articulated that the success of any project had passed and changed over time. The authors in the field of project management stated that the success of projects was evaluated based on different factors such as cost, time and quality as well. Some literatures articulated that these factors are not absolute where other several factors should be considered as to ensure of the effectiveness of any project and then to ensure of the success of these projects. Many researchers have identified the need to add other dimensions to it such as meeting customer expectations, creation of new market share, and involvement of stakeholder in judging the success.

An undertaking may be viewed as a triumph whether those venture administrations may be a triumph and the venture item may be a triumph (Shojaie et al., 2016).

Kin say that an undertaking is fruitful likewise significantly as venture administration is concerned whether those tasks will be finish inside time, inside the provided for plan also meets those client necessities with those specified nature (Bodicha,

2015). Similarly, there are different parameters in light of which individuals think as of task result is great. Different stakeholders of the undertaking for example, such that project manager, group members, senior management, utilitarian managers, CEO, directors, suppliers, vendors, clients and third gatherings need an alternate viewpoint ahead project triumph (Ramos & Mota, 2016).

Historically, there was a wide divergence of opinions in the field of project management with respect to the subject of project success. Several authors articulated that there is a considerable difference between those two terms, they stated that measured against the overall objectives of the project. However, project success measured against the widespread and traditional measures of performance against cost, time and quality (Guru Prakash Prabhakar, 2008).

In this respect, Cleland (1986) proposed that "project victory is serious just if viewed as from two vantage points: the degree should which the one venture's specialized foul execution destination might have been accomplished on time and inside budget; those commitment that one task made of the key mission of the endeavor. In a way of conclusion, Freeman and Beale (1992) reviewed and analyzed the literature in the field of project management especially those who are tackling the topic of project success. Freeman and Beale (1992) revealed that there are five main criteria were considered the most frequently used among authors tackling this field. These criteria are the specialized foul execution effectiveness about execution manageress Furthermore authoritative suggestions (mainly client satisfaction) personal growth, and Manufacturability and business execution.

A greater amount significantly, the creators in the field from claiming venture administration stated that undertaking prosperity might significantly make broadened further on incorporate those achievement from claiming additional key targets and benefits, including affects around business sectors Furthermore, competitors, benefits of the business improvement or expansion, furthermore capacity on respond on future chances or tests. (McLeod, L, Doolin, B, and MacDonell, 2012.).

Indeed, the success of any project was analyzed and reviewed several times by several authors by focusing on different criteria. The literature asserted the importance of

these criteria as to ensure project effectiveness and then project success as well (Cleland, D.I. ,1986), (Guru Prakash Prabhakar ,2008), (Freeman, M., & Beale, P. 1992).

**Table (2.3): Definitions of Project Success by Different Scholars:**

#	Author	Definition
1	(Joslin, Robert, and Ralf Müller, 2016)	Examining the relationship between project governance and project success from an agency theory and stewardship theory perspective.
2	(Joslin, R., & Müller, R., 2016).	Qualitatively validate the constructs of a theoretically derived. Research model while gaining insights to steer the direction of a greater study on methodologies, Their elements, and their impact on project success.
3	(Ralf Müller, Miia Martinsuo , 2015).	Relational norms in the buyer-supplier relationship are positively associated with project success. This relationship is moderated by the strictness of project governance, especially the level of flexibility left to the project manager
4	Berssaneti, F. T., & Carvalho, M. M. 2015)	Analyze the relation between project management maturity and the project success. Moreover, the moderating effect of top management support and the assignment of a dedicated project manager were analyzed
5	(Müller & Lecoeuvre, 2014)	Moreover, these paradigms help to recognize the existing GoP orientation and adjust its paradigm in order to improve the possibilities of the project success.

### **2.2.3 Factors Determining the Success of Projects (Critical Success Factors):**

Success factors are the enabling factors that contribute to achieving success (Baccarini, 1999), (Turner, 2009). Critical Success Factors (CSFs) can be different according to types of project, its life cycle, industries, individuals, and organizations (Khang and Moe, 2008), (Pinto and Prescott, 1988). For instant Khang and Moe (2008) explained that success in each phase of the project would be carried to the next one. They acknowledged the effective communication and consultation with the project stakeholder as the most influential success factor for the project. (Platteau and Abraham ,2002) identified the organizers of institutions as the critical success factor. According to the upon the success factors of Integrated Rural Development (IRD) model success factors, U.S. Agency for International Development (USAID) explained that projects working under a

domination of a government, with no community ownership, did not achieve the desired results with failing to gain public commitment. Shylendra and Bhirdikar (2005) provided similar explanations, as they found that SGSY didn't include the proper viable schemes, faulty selection, improper capacity building, and the absence of cooperation with other agencies that are involved in the implementation of the project. From the perspective of project managers, (Ika et al. ,2011, 2012) identified the following success factors for the world bank project: monitoring, designing, training, coordination, and the institution environment. In addition, beneficiaries view is identified as an important success factor as it is important for the project to meet the requirement of the customer according to the project time, budget, and scope (Morris, 2013).

On the different hand, for universal advancement projects, no agreement need developed Concerning illustration should if those prosperity or disappointment for planet bank undertakings essential relies upon countries' political economy alternately around undertaking characteristics, notably those supervision from claiming projects” (Chauvet et al., 2010, p. 2).

Diallo and Thuillier, (2005) found that hosting channels of correspondence furthermore, building trust between those managers of the universe bank venture and the facilitator of the national venture might affect the undertaking prosperity. Furthermore, Ika et al., (2010) discovered that there may be a huge connection between utilizing those devices of checking also assessment and the venture profile, which demonstrates those long-haul effect of the undertaking. It might have been also found that viable interview for those association stakeholders is a standout amongst those the vast majority persuasive components on the venture administration success, actually additional significant that those task directors and administrators.

Hoegl and Gemu"nden (2001) built their conceptual chart around two types of project success: team performance represented in effectiveness and efficiency, and personal success represented in learning and satisfaction. In the study of (Ritter and Gemu"nden ,2004), clear ties were developed to strategic management theory at the level of the firm and the success level of industry levels of success represented in the

competitive advantage. Gemu"nden, Salomo, and Krieger, (2005) found that co-locating team members lead to positive effects on the project innovativeness.

Another study by (Shenhar et al. ,2002), showed that there are 96 different variables which are relevant to project success. These variables are classified according to three factors: first, those that are independent of project characteristics; second those that are influenced by project uncertainty; and those that are influenced by project scope. The finding of the study showed how broad and divers the project success factor at the level of individual projects.

Project success factors can also be seen as independent factors. In the sense that they are inputs to the project and can increase its success, especially if they were provided to the project team. While researchers are trying to decide on the right group of factors that can lead to project performance, it is important to take into consideration the different nature of each project such as in project complexity, technology novelty, and human resources, which are different from one project to another. Solutions based on novelty of knowledge will most likely create ambiguity, and make hard technological decisions, especially in projects where ambiguity is created by technology novelty. While novelty improves, rigid structures can harm the project performance, and creates a need to flexibility. Project that have high novelty start with few inputs, but required more resources of knowledge and flexibility. On the other hand, complex projects require methods of structured project management in order to keeps projects under control. While technological opportunities increase, projects get more complex. High complex projects tend to be hard to plan, build teams, coordinate, organize, control, and set targets, unlike moderate complexity projects, hence formal structure gets more importance for the use of managing and monitoring projects.

Researchers identified different methods to categorize and explore project success factors. Some researchers seek to categorize success factors according to the project characteristics and source the factor so they can develop a checklist approach. Other researchers evaluate success factors in accordance with organizational conditions. In other researches success factors are classified as assets and categorized under tangible and intangible groups. Hence there is no general classification of success factors.

For example, availability of knowledge, a more effective allocation of resources, and more cooperation between different projects are the main factors that can lead to a more effective project portfolio, hence a more for effective project management. Moreover, with a more effective project portfolio management approach, organization can prevent investing in projects that doesn't support organizational strategies, hence saving time and money and allows more space to invest in more valuable projects. This study success factors are categorized into two groups: first, Strategic Support that is a group of factors that are valid for all projects and are important to align projects with the organizational goals. Second, Operational Support, which includes specified factors of the project, and the availability of the important inputs. Strategic support is important to enable the existence of operational support.

According to project management perception, Critical Success Factors (CSFs) are variables that can have an important impact on the project success when it is appropriately managed (Milosevic and Patanakul, 2005). While the CSFs approach was established and promoted over the last 20 years (Chan, et al. 2004), it is clear how most of the studies are focusing on the traditional factors of cost, quality and schedule (Walker & Shen, 2002). If these factors did not exist then it is expected that different challenges will prevent an overall success of the project outcome (Rockart, 1979). One of the project areas than benefit form CSFs, within the different context of each individual projects, is Project Management, (Pinto and Slevin, 1987) have identified different CSFs such as: clear goals and directions of project mission, the support of top management, project plans, consultation with the clients and their acceptance, supervising and feedback, technology and expertise, and trouble management.

Going on, (Belassi and Tukel ,1996) classified the CSFs into four categories: factors linked to the project, the team members and project management, the organization and the exterior environment. According to the European foundation for quality management model Westervelt to categorize the different CSFs. the project excellence model identifies the following CSFs: project management, strategy and policy, leadership and team, resources, stakeholder management, and contracting. (Andersen and Jessen, 2000) uses a different approach for CSFs based on a step-wise structure, which reflects the



advancement through a project. This model allows to systematically include all aspects of project work as CSFs from early stages.

#### **2.2.4 Relationship Between Project Governance and Project Success**

Several literatures and scholars in the field of project management asserted the importance of the relationship between governance and success of projects. They argued that the project governance has a great impact on the level of success of any project. Different examples including Joslin, R., & Müller, R., (2016) indicated that project governance contributes heavily in the success of projects where the bad governance is considered to be one of the main factors that lead to the failure of projects. They stated that researchers soon realized that success factors without structure, grouping, and context would result in increased project risks; therefore, the possibility of the success of these projects will be lower than in the case of systematic structure.

Written works ahead corporate governance furthermore corporate execution demonstrates a relationship the middle of governance also authoritative success, such-and-such weaker governance instruments bring more stupendous ever-enduring issues bringing about bring down corporate execution and more stupendous shareholder privileges bring a certain sway once corporate execution (Hirschey et al., 2009).

The researchers see project governance as important in ensuring successful project delivery, they stated that the success of any project will never be accomplished without having a systematic controlling process that aims at governing the interest of different beneficiaries inside the organization especially the owners, stakeholders and investors (Joslin and Müller, 2015).

On the equal footing, (Bekker, M.C., Steyn, H.,2008) articulated that project governance has a great impact on project success where it considered to be as a main determinant which contributes on the success of project.

Some elective demonstrations ought to be acknowledged because of their incredulous sway ahead project prosperity especially the individuals about cost, danger and time. Therefore, these components incorporate the likelihood that activities for higher hazard levels are legislated all the more thorough over the individuals for more level

hazard levels, that is, for all the more shareholder introduction and from office hypothesis perspective, as opposed with lesquerella thorough and stewardship driven governance to more level danger ventures.

Indeed, project governance could be described as the pool which include and consider the interest of different stakeholders in organization. It organizes the relationship among beneficiaries of organization including owners, stakeholders, employees, and others. As a result, it ensures of the good relationship among them in a way that lead to accomplishing the required results as effective as possible. Thus, good governance contributes heavily on the success of projects regardless the type or the structure of projects through organizing the relationship among partners, employees and other stakeholders as well.

# **Chapter 3**

## **Previous Studies**



## **Chapter 3**

### **Previous Studies**

#### **3.1 Introduction**

In this chapter, the researcher presented an overview of the literature that studied the relationship between project governance variables, and project success, also its impact on project success through (Contractual governance, relational governance, governance of project orientation and governance of project management).

#### **3.2 Previous Studies:**

**1- (Lavagnon A. Ika, Jennifer Donnelly, 2017). “Success Conditions for International Development Capacity Building Projects “.**

This study aims to provide acceptable extra setting and useful implications for task accomplishment. Those paper incorporated an instance study for a qualitative Investigation from claiming twenty meetings with undertaking practitioners, for four ability fabricating activities done Ghana, Indonesia, Srilanka and Vietnam.

Those examine gave additional relevant data around recently recognized triumph components for example, supervision, monitoring, design, coordination, consultations, seeing those task environment, and competency from claiming undertaking staff with the end goal a universal advancement (ID) undertaking to flourish.

The paper indicated that multi-stakeholder commitment, collaboration, alignment, and adjustment concerning illustration meta-conditions and, thus, proposes that large amounts for these are important to id Al-adha activities will succeed.

Those paper also separated between beginning prosperity conditions, furthermore developing triumph states. Then, those research drew out in turn situated about triumph states that went dependent upon from the information. These were termed “meta-conditions” as they seemed with fuse not best the structural, institutional, and venture administration states as well as furnished a stronger join between project connection and accomplishment factors.

Thus, the contemplate proposes that large amounts of multi-stakeholder commitment, collaboration, alignment, furthermore adjustment need aid essential for id Al-adha activities to succeed.

**2- (Joslin, Robert, and Ralf Müller, 2016)."The Relationship Between Project Governance and Project Success".**

This study was designed to investigate the relationship between undertaking governance and venture accomplishment from an ever-enduring principle and stewardship hypothesis viewpoint. To that task governance might have been operationalized separately Concerning, the degree for shareholder versus stakeholder, the degree for conduct versus result control, both exercised by the guardian association in its one task. A deductive methodology tried a hypothetically determined Scrutinize model. Two hypothetical lenses were utilized within the study: office principle and stewardship principle. The information were gathered through a web-based questionnaire with 246 respondents starting with 11 commercial enterprises uniformly disseminated crosswise over North America, Europe, and Australia. Component and relapse investigation show that venture victory correlates for expanding stakeholder orientation, same time the sorts from claiming control instruments don't associate with venture achievement. In addition, the enter discoveries from claiming this ponder show that task governance need a small, Anyhow huge connection with one task triumph. The analyst prescribes the vitality about concentrating for venture governance concerning illustration an approach on increment the level for venture nature and accomplishment. Clinched alongside addition, the analyst advices the venture supervisors should create a highest point methodology which helps those projects governance.

**3- (Joslin, R., & Müller, R., 2016). "The Impact of Project Methodologies on Project Success in Different Project Environments".**

The key purpose of this study may be to qualitatively accept the constructs of a hypothetically inferred. Examine model same time getting insights to steer the bearing of a more terrific examine with respect to methodologies, Their elements and their effect ahead project victory. Over completing so, to examine if diverse. Undertaking environments, notably one task governance, affects those relationship between

methodologies and undertaking achievement. A deductive methodology might have been connected on hypothetically determined investigate model. Previously, total, 19 meetings over 11 streamlined parts. Furthermore, four nations were used to gather information. Pattern-matching strategies were used in the dissection should deductively accept the examination model. Those studies uncovered that there will be a certain relationship between one task technique components and the qualities about one task success; however, ecological factors, notably undertaking governance, impact the utilization and adequacy of an undertaking technique. Furthermore, its components coming about effect on the aspects from claiming task prosperity. Over addition, undertaking governance assumes a significant part in the directing impact of an undertaking methodology's viability. Possibility hypothesis is pertinent with a project's methodology's choice and its customization as stated by the undertaking nature's domain. Those analysts prescribe that future examination ought to address how nonspecific vs altered methodologies are affected toward surroundings factors, to example, will be there a shared characteristic the middle of the natural factors that affect those components of a nonexclusive technique. Also, the individual's natural factors that sway an exceedingly altered venture methodology? Other subjects incorporate on undertaking kind effects those relationship the middle of task procedure and one task success, also, how with determine if separate situations sway the culmination for an organization's methodology? in other words, need aid exactly organizations' methodologies additional far reaching over others and, provided that this the thing that would those implications?

#### **4- (Yamin, M., & Sim, A. K., 2016) “Critical Success Factors for International Development Projects in Maldives: Project Team’s Perspective”.**

This study was developed to analyze the recognitions about nearby venture groups once incredulous victory components task prosperity in the setting from claiming universal advancement tasks in Maldives. It identifies the basic achievement elements about global improvement projects, inspects how those achievement from claiming global improvement ventures clinched alongside Maldives will be discerned eventually tom's perusing neighborhood task group members, and analyzes those relationship the middle of discriminating victory elements and project triumph starting with the venture team's

viewpoint. A review questionnaire might have been actualized for the cooperation from claiming 41 task group parts. The study found crazy that those levels from claiming triumph from claiming undertakings were observed helter skelter "around the task groups. The outcomes demonstrated that following CSF coordination CSF, outline CSF, preparing CSF and regulate surroundings CSF needed a noteworthy relationship for task triumph. However, comes about of the relapse investigation shown that best checking CSF might have been critical in influencing venture accomplishment. Furthermore, those ponder brought about those evidence that monitoring, coordination, designing, preparation nature's domain needed a critical sway on the accomplishment of the task. The specialist prescribes that future investigate maybe concentrate on growing this examination should a wider group of onlookers and try to dissect the discriminating victory elements by central part Investigation. Also, it might make fascinating with view if there are any contrasts the middle of parts alternately gives for their point of view from claiming basic victory variables and undertaking triumph. It might additionally make advantageous with investigate basic victory factors utilizing a qualitative approach, instead of relying only on the quantitative approach on create incredulous prosperity components and project success, since this ponder need highlighted the compelling reason for a subjectivist methodology will acquire a richer intending.

**5- (Badewi, A., & Shehab, E., 2016). "The Impact of Organizational Project Benefits Management Governance on ERB Project Success: Neo-Institutional Theory Perspective".**

This study aims to offer another lens to understanding this victory through joining venture administration hypothesis for regulate hypothesis. In view of neo-institutional theory, it is suggested that the additional those venture administration (BM) Also profits oversaw economy (BM) are utilized as act and governance frameworks to an organization, those a greater amount it has the capacity to utilize them done ERB undertakings since they ended up and only its regulate rationale in overseeing its undertakings. The specialists utilize the quantitative technique utilizing the questionnaires system the place 130 questionnaires are dispersed furthermore, broke down utilizing structural comparison demonstrating. In this sense, ERB financing prosperity will be guessed will a chance to



be connected with the association's one task and reductions administration regulate logics. Those study uncovered that there is discovered that these hypotheses need aid underpinned. Furthermore, the associations that have both logics beat others which need not. This research intimates that venture administration is not answerable for the venture financing victory. Therefore, this will be the obligation about benefits of the business progress administration similarly as elucidated through the Investigation of the discoveries. Those analysts prescribe that researches consider further components for approaching papers since Similarly as it at present not clear if those part of project chief may be a Worker alternately a foreman need sway on ERB project prosperity. Constantly a foreman Might bring results Since this outsourced project administrator might not stake the same regulate logics to understanding their venture administration frameworks. Despite those institutionalization methodology of the venture administration transform need been concentrated on to a percentage extent, the components from claiming making the isomorphism on venture administration hones crosswise over associations need not yet been elucidated. It will be workable that this understanding of the mental models about pm might prompt a bound together hypothesis for setting the limits from claiming venture administration or Indeed going enhancing it radically.

**6- Gomes, J., & Romão, M., 2016).” Improving Project Success: A Case Study Using Benefits and Project Management “.**

This study was designed to figure out what one task holders could would to guarantee esteem creation to their projects, the thing that owners really do in the few cases over which they would actively include over guaranteeing worth creation and what will be those aftereffect about their decision. Those specialist utilization those qualitative procedure the place 12 ventures were broke down in the Norwegian development industry utilizing a qualitative methodology. An all benefits of the business structure to understanding tasks is connected on recognize time permits shortcomings and victory components. The creators utilized semi-structured in-depth meetings joined with questionnaires to information gathering. Those study uncovers a nonattendance of project strategy, bringing about activities which best should a little degree accomplishes key objectives. This absence of key point of view to venture administration will be likewise

perceived eventually Tom's perusing those examination writing as a normal inclination. Conventional venture administration methodologies focus on time, cost and quality, as opposed to once giving vital prosperity. In view of business literature, those writers recognize the worth proposition and the client quality proposition as continuously vital. The specialists suggest development undertaking managers – similarly as portrayed in the writing – on select an undertaking support answerable for conveying a worth proposition and benefits of the business justification of the project supplier. The support ought additionally to make answerable for adjusting the suppliers' client worth proposition with those owner's technique. The specialist prescribes that one task support a chance to be underpinned via an extend governance body. This aide venture managers to guarantee quality formation clinched alongside their projects, similarly as depicted in the expositive expression.

**7- (Navarro-García, A., Sánchez-Franco, M. J., & Rey-Moreno, M. ,2016).  
“Relational Governance Mechanisms in Export Activities: Their  
Determinants and Consequences “.**

This study's aim is to dissect those determinants and the outcomes of the social governance components between exporters and their remote distributors. Specifically, this worth of effort unequivocally validates those interrelationships the middle of those exporter's reliance for its outside distributor, the exporter's worldwide capabilities, the outside business environment, social standards Furthermore send out execution. The outcomes indicate that social standards have strong effect for an exporter's aftereffect and that the more stupendous an exporter's reliance once its distributors, for its universal competences. Also, on the instability of the remote markets, the additional the exporter necessities on uphold a connection for its outside distributors dependent upon majority of the data exchange, adaptability and participation.

Those experimental discoveries by help the model recommended of the relevant antecedents furthermore, execution results of social standards on fare channels. Concentrating on the connections between those variables and bringing the worldwide model as a reference. In in line with the establishments of the social paradigm, send out social standards need an immediate and certain impact on the it. This outcome confirms

h1 is because of data exchange, participation. Also, adaptability generating trust in the exporter– remote merchant connection (Bello et al., 2003), in this path decreasing those psychic separation (Stöttinger & Schlegelmilch, 2000), combining relations about whether (Griffith & Zhao, 2015). These viewpoints mean that the governance instruments of the exporter– remote merchant connection would magic components to those exporter's accomplishment previously, its universal operations. Second, those comes about confirm, on understanding with the establishments about channel theory, that the exporter's more amazing reliance around its remote distributors for remote businesses need strong and noteworthy sway on social standards. In this sense, the great amount the trading firm perceives is excellent reliance ahead its remote distributors so as to accomplish its aims, those more excellent its wish to the groundwork of the relations on a chance to be cooperation, majority of the data return and adaptability (Vilmaz et al., 2005). This will be because of those compelling reason on make an environment about trust in the exporter–foreign wholesaler relation, and these lines avoiding at whatever entrepreneurial conduct technique of the remote wholesaler. (Kim, 2007). Third, those exporter's global competences impact the possibility to get to which the exporter implies with legislate the connection for its outside distributors. In this context, universal experience and the exporter's learning from claiming remote businesses help make stable relations for its universal distributors, expanding the trade of information, participation and the readiness of both gatherings with adjust on condition not recognized in the starting agreement (Styles & Ambler, 2000). Fourth, those instability for remote businesses need strong and noteworthy sway on the instruments which legislate the exporter–foreign merchant connection. (Gaur et al., 2011), (Navarro García et al., 2014). Therefore, those more terrific the intensity and unpredictability of outside markets, the more excellent those exporter's enthusiasm toward setting up standards whose foundation will be majority of the data exchange, adaptability and collaboration over its connection for its remote distributors. This enthusiasm toward these standards may be that normally, through them, those exporters could adjust and react with progressions in the global earth.

**8- (Brunet, M., & Aubry, M. 2016). “The Three Dimensions of a Governance Framework for Major Public Projects”.**

The aim of this article is to develop a conceptualization for governance frameworks for real general population undertakings in view of government funded organization writing. Those governance from claiming significant state funded tasks need been a critical subject of request for project management, concerning illustration analysts have investigated governance frameworks for state funded undertakings likewise an instrument on upgrade execution. Now, same time execution will be customarily seen similarly as progressed efficiency, another viewpoints necessity thought. Utilizing phonetic and abductive hypothesis building, this theoretical article investigates those significance of a governance structure to significant government funded tasks along three dimensions: the individuals from claiming more excellent legislature efficiency, authenticity, and responsibility.

The starting examination address was: what is the significance of a governance structure to significant open projects? utilizing abductive reasoning, we recommended three propositions on the measurements for efficiency, authenticity furthermore responsibility. Those principle commitments from claiming this article will be twofold. In a percentage applied extensions between the interdisciplinary fields for government funded organization and venture administration need aid elaborated, anchoring the idea of a governance structure to government funded activities inside open organization. Second, three propositions have been placed forward that will be a chance to be of service to further exact examination on the governance for major state funded activities.

**9- (Badewi, A.2016). “The Impact of Project Management (PM) and Benefits Management (BM) Practices on Project Success: Towards Developing a Project Benefits governance framework”.**

The key purpose of this study is to create a governance based schema will be created in this paper on uncover those interweaving association between the two polishes (BM & PM).

Those principle discoveries about this Look into are that PM and BM polishes need aid required to guaranteeing project investment victory. Previously, other words, those

associations that consolidate PM and BM Previously, a solitary one task profits structure to overseeing ventures have the capacity should accomplish an essentially larger amount from claiming prosperity over different associations which execute PM alternately BM. However, PM polishes bring a higher and more huge sway with respect to project financing prosperity over would BM polishes. Viewing those latter, appointing the obligation to getting reductions is those the majority basic variable on project financing success, same time the business situation may be those any rate. Likewise, viewing PM practices, a correspondence wants and time plan need aid discriminating to getting venture administration success, in as much as reviewing those time plan is the vast majority incredulous component to getting one task speculation accomplishment.

**10- (Ozguler, I. S. 2016). “Increase the Projects Success Rate Through Developing Multi-cultural Project Management Process”.**

This study clarified the main venture administration transform and clarifies how will create multi-cultural venture administration methodology Also increment the projects’ victory rate through matching this methodology. Improvement of multi-cultural venture administration methodology comprises about seven steps: assess those multi-cultural ability level of the organization; assess those multi-cultural ability level of the undertaking managers; configuration an authoritative social map; evaluate those existing venture administration methodology; make a change plan, create multi-cultural venture administration methodology; take after the multi-cultural venture administration transform.

The analyst at last states that the new world structure need committed those associations should move them at those accomplishment about its vision, mission, authoritative technique and objectives, and continuously a worldwide player. Those multi-cultural venture administration transform may be an instrument utilized within request will understand that. In this paper, the writer need suggested another way, comprised of seven steps, to creating multi-cultural venture administration methodology and expanding those projects’ accomplishment rate through matching it.

**11- (Lu, P., Guo, S., Qian, I., He, P., & Xu, X., 2015). "The Effectiveness of Contractual and Relational Governances in Construction Projects in China".**

This study aims to plan at tending to the adequacy of contractual Furthermore social governances done moving forward one task execution and confining advantage over development. Those specialist utilization those quantitative procedure the place ten hypotheses are introduced. Halfway minimum squares (PLS) will be used to test and check our theory. Information to this examine will be acquired through a study from clients, contractors, managers and designers, who need aid vital and acquainted with those building development undertakings the place 300 questionnaires were sent out and 230 questionnaires were come back. These outcomes indicate that those contractual and social governances would vital with move forward one task performance, and these two variables capacity similarly as complements as opposed substitutes. The contractual governance is a greater amount powerful to moving forward execution same time social governance may be more capable previously, confining advantage. The advantage doesn't bring a regulate negative effect around project execution. Those analysts prescribe that make predecessor variables need aid made under account on further studies, for example, the questionable matter for surrounding, complexity, and abandons some other factors, for example, previous cooperation, collaboration period about time, and agreement span. Also, those joint impact about contractual and social governances once one task execution need not been measured in this investigate and prescribes that further investigations deliver it.

**12- (Ralf Müller, Miia Martinsuo, 2015). "The Impact of Relational Norms on Information Technology Project Success and its Moderation Through Project Governance ".**

The aim of this study is to identify the influence for social standards around undertaking victory in distinctive undertaking governance contexts. An overall web-based questionnaire yielded 200 responses, which were investigated utilizing progressive relapse investigation. The effects from relapse analyses upheld the theory that social standards sway venture victory. Those outcomes uncovered that those directing impact about governance and control on the association between social standards and venture

prosperity. Social standards in the buyer-supplier association are positively connected with venture accomplishment. This association will be directed by those strictness about venture governance, particularly the level from claiming adaptability left of the project administration faculty. Easier levels for manageress adaptability would adverse will undertaking prosperity in instances about feeble social standards and steady for venture accomplishment previously, cases of helter skelter social standards. However, the study expressed that those control need a low impact on the association between social standards and project success, anyhow that those level about manageress adaptability at last impacts the decision about social standards required to an undertaking will be effective. The specialist prescribes for a superior understanding of the part of governance in undertakings and their administration. Fabricating on the display investigation the meanings for clear governance and diverse oversight economy styles to project prosperity in distinctive project types, venture sizes, geographies, also commercial enterprises will be recommended.

**13- (Robert Joslin a,1, Ralf Müller, 2015). “Relationships Between a Project Management Methodology and Project Success in Different Project Governance Contexts”.**

This study aims to explore the effect of venture governance on the association between venture administration procedure (BMM) and task achievement. The analyst utilized the mixed-methods investigation. A deductive methodology approved a hypothetically inferred scrutinize model. The information were gathered through a web-based questionnaire and a cross-sectional, world-wide, internet overview yielded 254 reactions. Examination might have been completed through element investigation and directed progressive relapse investigation. The enter discoveries from claiming this consider shown that comprehension those connection from claiming one task governance need an extraordinary effect on the task achievement the place the fact that hosting a thorough (BMM) and the knowledge will tailor a (BMM) are two accomplishment factors in the setting of the authoritative earth. Therefore, those understanding of the association's governance standard is and only the relevant positioning about how to apply those (BMM). The specialist prescribes the vitality of taking under record those diverse(BMM).

Furthermore, faultlessly seeing the setting about venture governance Likewise an approach with range those project accomplishments.

**14- (Bstieler, L., & Hemmert, M. 2015). “The Effectiveness of Relational and Contractual Governance in New Product Development Collaborations: Evidence from Korea”.**

This study provides an insight under the oversight economy for new item improvement NPD collaborations and a better understanding of the approaches that organizations to East Asia oversee these associations on procure outer learning same time accomplishing coordinated effort fulfillment. The contemplate disentangles the impacts for social and contractual governance on collaborations conclusions. Dissection for study information from 119 NPD collaborations in South Korea uncovers that those quality from claiming former benefits of the business binds the middle of accomplices enhances social governance furthermore in a roundabout way contributes to learning securing and coordinated effort fulfillment. Contractual governance does influence coordinated effort outcomes, the effect will be weaker over social governance. The certain returns for coordinated effort fulfillment would lessening when both governance instruments are connected all. The discoveries further recommend that administrators locked in for NPD collaborations on East Asia if contribute additional over social governance same time administering a direct level for contractual safeguards will improve coordinated effort results.

This ponder analyzes those transaction between contractual and social governance done NPD collaborations and extends the seeing for how these components mutually influence coordinated effort conclusions. There normal see gives the idea on give acceptable a fitting theoretic outsider when examining those governance for NPD collaborations done East Asia. The contemplate recommends that as opposed to applying western-based transactional hypotheses previously, non-western regions, the governance of NPD collaborations ought to a chance to be mulled over in view of ideas that need aid grounded in social setting and reflective about territorial customs about thought.



**15- (De Carvalho, M. M., Patah, L. A., & de Souza Bido, D. 2015). “Project Management and its Effects on Project Success: Cross-Country and Cross-Industry Comparisons”.**

This study goal is to research those impacts of venture administration PM looking into one task prosperity under the parameters of scheduling, cost, and edges. Analyst adopts a possibility approach that evaluates the unpredictability of the project, as stated by 4 categories, the impact from claiming business division and nations. The methodological approach included a longitudinal field review done 3 nations (Argentina, Brazil, and Chile) for benefits of the business units starting with 10 diverse commercial enterprises in 3-year period, and information from what added up to 1387 undertakings were investigated. Structural comparison demonstrating might have been used to test the investigate hypotheses. Those outcomes indicate a huge and certain association between the reaction variable plan for PM enablers furthermore venture administration endeavors for preparing and abilities improvement. Venture intricacy need a critical impact ahead 2 viewpoints about task success: edge and plan. Both cross country and cross-industry analyses hint at a critical logical impact.

This examination investigated three exploration hypotheses. Those exploration hypotheses identified with unforeseen methodology are approved for constantly on execution measures. Those ponder demonstrates that national earth assumes an enter part over venture performance, for an expanded impact for execution in the nation over (Brazil) the place PM technique may be during all created phases (as contrasted with Chile and Argentina) for admiration to a few aspects, for example, such that PM associations, confirmed experts and regulations. The impacts of multifaceted nature and industry parts affirm later streams of PM expositive expression. The examination hypotheses identified with pm enablers, PM endeavors on preparing and competencies advancement and PM regions even now indicate feeble impacts on performance, but for the plan achievement pointer. Those PM enablers and PM endeavors over preparation emerge and strengthen the vitality of the delicate side for PM. This paper gives new commitments of the current writing clinched alongside two ways: it gives a comprehension of the impact of PM

enablers and PM deliberations with respect to project execution and it gives an understanding of the dependent impact for national business situations.

**16- (Oshri, L., Kotlarsky, J., & Gerbasi, A. 2015). “Strategic Innovation Through Outsourcing: The Role of Relational and Contractual Governance”.**

This study looks into development our comprehension of the part that social and contractual governance assumes to accomplishing key improvement through outsourcing. It guessed and tried observationally the relationship between those nature for client–supplier connections and the probability of accomplishing vital innovation, and the association impact about different agreement types, for example, fixed-price, chance and materials, organization and their combinations. Paper’s study outcomes recommend that high-quality associations between customers and suppliers might undoubtedly assistance attain key advancement through outsourcing. Nonetheless morals main organization contract, the point when incorporated in the customer contract portfolio close by whichever fixed-price, time and materials or their combination, displays a noteworthy sure impact with respect to social governance and will be likely should reinforce those certain impact of the caliber about client–supplier connections once vital improvement. Those effects affirmed that high-quality client–supplier associations positively influence the capability on attain key advancement through outsourcing engagements. Further, high-quality client–supplier associations furnish points of interest of the gatherings by alleviating danger to those risk-exposed ones gathering through the utilization about social adaptability that pushes alterations in the contract with meet desires from claiming constantly on gatherings (Gopal and Koka, 2012). Those researcher’s outcomes indicate that the point when utilized similarly as a remain solitary contract, fixed-price and chance and materials contracts don't amplify or debilitate those sure impact of the nature of the associations on the capability will attain vital improvement through outsourcing. The effects likewise show that utilizing a joint wander agreement magnifies those certain impact of the nature of the client–supplier associations on the capability to accomplish key advancement. Outcomes likewise indicate that a customer agreement portfolio that combines fixed-price and chance furthermore materials contracts doesn't amplify alternately debilitate the certain impact of client–supplier associations around vital

improvement. You quit offering on that one demonstration to these discoveries may be that, starting with those client's perspective, there would minimal or no associations the middle of those fixed-price also the long run and materials outsourcing engagements with recommend that they might upgrade the sure impact of the associations between the customer and its suppliers will bring about vital improvement.

**17- (Berssaneti, F. T., & Carvalho, M. M. 2015).” Identification of variables That Impact Project Success in Brazilian Companies”.**

This study was designed to examine those connection between venture administration development and the task prosperity. Moreover, those directing impact for main oversight economy backing and the work of a committed one task administrator were investigated. Those methodological examination approach might have been a study for 336 experts in the field about venture administration led to Brazilian associations. The outcomes indicate that venture administration development will be essentially identified with constantly on vertices of the iron triangle (time, expense and specialized foul performance) measurements from claiming victory. However, it may be not identified with the client fulfillment extent. The two direct variables, highest point administration help and committed one task manager, bring noteworthy influence on the long run triumph size in any case not for client fulfillment. It prescribes concentrate on effectiveness parts instead of viability parts.

The Look into strategy might have been a quantitative methodology through a study evaluation.

The analyst proposed for future investigations for future studies, with build those example to an exceptional factual generalization, including cross-country furthermore cross segment Investigation. Moreover, could make finished an examination of the venture accomplishment throughout those entirety task life cycle and not only following the task limit. Other directing and control variables if a chance to be investigated in the future, for example, such that those task complexity, sector, project life cycle stages furthermore particular organization span.

Finally, this ponder exhibits that the occasion when vertices for iron triangle are that's only the tip of the iceberg delicate of the examined variables over the others. Thus, it will

be significant with explore assuming that there would tradeoffs around the one task victory dimensions, in light this ponder exhibits that those examined variables sway each triumph measurement in distinctive routes.

**18- (Müller, L., & Lecoeuvre, L., 2014). “Operationalizing Governance Categories of Projects”.**

The purpose of this study is to operationalizes an existing idea for those classification about governance methodologies for tasks. To that those concept's four governance paradigms, dependent upon the overlay of the shareholder–stakeholder introduction with the behavior–outcome control of a one venture's guardian association will be measured. The estimation extents were determined starting with the convergence for governance and association principle for venture administration theory, thereby tending to the individual’s regions for corporate governance and authoritative control that augment under ventures. The analyst employments the quantitative technique the place the legitimacy. Furthermore, the dependability is tried through a world-wide questionnaire with 478 reactions. Those ponder uncovered that there will be a contrast clinched alongside governance structures to ventures eventually Tom's perusing country, one task size, and project kind. For addition, those effects about this paper expressed that there may be a noteworthy distinction by those four paradigms as far as trust, moral issues, and venture managers’ conduct looking into governance of (BMOS). and, (BMO) networks governance for venture administration and additionally the directing part of governance paradigms figure out the association the middle of technique and accomplishment to tasks. In addition, those study came about that all the more investigations are necessary with achieve a comprehensive picture for governance structures for activities. Those specialists prescribe that clinched alongside future researches should test the device created here to its strength over studies, its development with extra extents should increment those granularities of the understanding for (GOP), and quantify those generally speaking sway from claiming corporate governance structures ahead tasks for (GOP) concerning illustration of mediating variable. Additionally, they if utilize the apparatus produced herein for substantial example investigations which consider generalizations will bigger populaces.

**19- (Eric G. Tooa, Patrick Weaver, 2014). “The Management of Project Management: A Conceptual Framework for Project Governance”.**

This study was developed to look at existing research, plans and ideas of task governance and endeavor one task management, and offers a schema with expand on current hypothesis advancement act. The analysts utilized the qualitative procedure by dissecting the written works survey the place distinctive body of evidence investigations and ideas viewing the undertaking governance and project governance would break down. Those contemplate may be closed eventually tom's perusing creating a skeleton dependent upon four key components with enhance those execution about undertakings and Subsequently make worth for associations. These fours components are: portfolio management: centered ahead selecting those straight ventures and projects with backing those organization's strategy, and terminating ones that never again help the benefits of the business achievement of the organization, venture sponsorship: giving work to the immediate join between those official and the one task alternately programme manager, centered in general one task lifecycle, venture administration office (BMO): giving oversight and key reporting weight capabilities; undertakings and programme support: the powerful help and management from claiming ventures and programmes is those measure of a powerful governance framework. The analyst prescribes the vitality from claiming creating and keeping tabs for this model as an approach will move forward those execution from claiming ventures and make worth to associations.

**20- (Hjelmbrekke, H., Lædre, O., & Lohne, J., 2014). “The Need for A Project Governance Body”.**

The goal of this study is to figure out the thing that project holders might would to guarantee quality making for their projects, the thing that managers really do in those couple of instances for which they are actively included over guaranteeing worth creation and what will be the aftereffect of their decision. The specialist utilization those qualitative procedure the place 12 undertakings were broke down in the Norwegian development industry utilizing a qualitative approach. all benefits of the business structure to comprehension tasks may be connected with recognizing time permits shortcomings and the accomplishment elements. The writers utilized semi-structured in-depth meetings

joined with questionnaires to information gathering. Those ponder uncovers a nonattendance for one task strategy, bringing about ventures which main with a little degree accomplishes key objectives. This absence of key viewpoint to venture administration will be additionally perceived by those examine writing concerning illustration as a relatable point propensity. conventional venture administration methodologies focus on time, cosset furthermore quality, as opposed to looking into giving vital achievement. In view of business literature, the creators recognize the quality proposition and the client worth proposition as constantly key. Those scientists suggest development one task managers – concerning illustration portrayed in the written works – should name an undertaking support answerable for conveying a quality proposition and benefits of the business method of reasoning of the project supplier. The backer ought to additionally make answerable for adjusting the suppliers’ client quality proposition for the owner’s methodology. The specialist prescribes that the undertaking supports a chance to be underpinned via an undertaking governance constitution. This aide undertaking owners to guarantee esteem formation over their projects, concerning illustration portrayed in the expositive expression.

**21- (Khan, K., Turner, J. R., & Maqsood, T. ,2013). “Factors That Influence the Success of Public Sector Projects in Pakistan”.**

This study aims to improve the constructs of both project success factors and project success criteria in Pakistan by exploring the relationship between them. Project variables of project success factors and criteria were determined through the literature view and based on that a survey instrument was designed 176 completed responses were gathered from a varied stakeholders group working in the public-sector projects in Pakistan.

The exploratory factors analysis was used to improve the constructs of project success factors and criteria, this analysis explores eight success factors and five success criteria. According to a numerous decline there are seven success factors have a positive relationship with one or more of success criteria. the highest effect on project success are top management support, the managerial and organizational environment, and the project characteristics

The technical tasks. had no effect on project success. Getting on empirical evidences of project success factors and criteria leads to the theory of project management. This study shows the necessity of employees in the projects through using the project success factors which is gained from the human resources.

**22- (Abbas, N., Gravell, A. M., & Wills, G. B. 2010). “The Impact of Organization, Project and Governance Variables on Software Quality and Project Success”.**

The study aims to show a numeration testimony about how quality and success rate are connecting with scales and retrospectives by discussing the analysis of projects governance survey, which reach to, when applying software development, the team work in retrospective and the customer contentment increase, this lead to success the project.

This paper also shows that big organizations which have experience in agile aims to have more teams and replication to achieve the project success, code quality and customer satisfaction. The survey recommends are: measuring customer satisfaction is very important, there is no relationship between team size and project success, the retrospectives are more suitable for small teams which means when a team does it correctly, it does for all aspects. Also, performing retrospectives should be after each iteration irrespectively of code quality and project success. Furthermore, the retrospectives had more effect when the whole team shared, everybody had their point of view, and the endnotes were listed correctly. There are no relations between team size and both retrospective impact and contribution, the successful projects had small team sizes (10 or less), who measured customer satisfaction, code quality, performed retrospective after each iteration, and compiled metrics either manually or automatically.

**23- (Zheng, J., Roehrich, J. K., & Lewis, M. A. 2008). “The Dynamics of Contractual and Relational Governance: Evidence from Long-Term Public–Private Procurement Arrangements”.**

The purpose of this study is to presents the interact of governance automations along a timeline of project stages,

It also confirms that relational and contractual mechanisms are exemplars of exchange governance but, relational hypothesizes, experiences and thoughts clarify suspiciousness or adherence of the contract and contracting process. For effective

exchange, contractual governance capability needs to act with pro-active relational governance.

In addition, the interaction of relational and contractual mechanisms does not follow consistent manner and the development of measurement constructs would add to their descriptive and prescriptive value.

According to this study, particular trust form techniques and exchange performance at various stages of life leads to contingent policy and managerial perspicacity. Also, contractual complexity needs critical thinking and screening.

**24- (Lee, Y., & Cavusgil, S. T. ,2006). “Enhancing Alliance Performance: The Effects of Contractual-Based Versus Relational-Based Governance”.**

This study investigates the effect of governance structure on alliance performance based on transaction cost economics and relational capital theory. Based on the result of testing the relationship between the strategic alliances performance and the overall market performance by authors, 184 business alliances indicates that the relational based governance are more effective than the contractual-based governance since it enhances the partnership between businesses, gives more alliances stabilizing, and facilitates the knowledge transfer between partners. These positive effects are reinforced even under high pressure of environmental turbulence.

The study results find that the relational based governance achieves the alliance performance more professional compared with the contractual-based governance. These positive effects are reinforced even under high pressure of technological and market turbulence.

These results reveal that the theoretical and managerial implication. On the theoretical side, these findings agree with the relational capital literature which states that the positive alliance performance is based by the mutual trust and commitment of partners (Kale et al., 2000); (Morgan and Hunt, 1994); (Sarkar et al., 2001); (Zaheer and Venkatraman,1995).

According to the empirical results, the relational based governance may exceed the contractual-based governance as it improves the strength of the interfirm partnership and fostering learning and knowledge transfer between alliance partners. This result agrees



with the economics and sociology research which states that the relational based governance cancel the need for the formal contract (Dyer and Singh, 1998), (Gulati and, Macauley 1995) The formal controls specialized for formal contracts are often replaced' by informal self-enforcing agreements which addresses trust and reputation (Dyer and Singh, 1998).

### **3.3 Comments on Previous Studies:**

The researcher displayed previously some of the studies that deal directly or indirectly with the present study. These studies summarized some issues and findings which enrich this study and add some value. All the reviewed studies deal with project governance and project success. It's worth mentioning that the previous studies and the present study are associated with the variables. Considering that the previous studies are conducted in different places where different environment is existed, the results are also different as well. Through reviewing the literature, the researcher observed the following points:

Joslin, Robert, and Ralf Müller (2016), Joslin, R., & Müller, R. (2016), Robert Joslin A,1, Ralf Müller, (2015) and Khan, K., Turner, J. R., & Maqsood, T. (2013), totally agree about the importance of project governance on project success. They argued that the project governance affects positively the project success where there is a great impact between them. In particular, Joslin, Robert, and Ralf Müller (2016) indicates that the project governance has a small but significant impact on project success. However, Joslin, R., & Müller, R. (2016) stated that there is a positive relationship between project methodology elements and the characteristics of project success. In addition, Robert Joslin A,1, Ralf Müller, (2015) argued that the understanding of the context of project governance has a great impact on project success.

In addition, Bstieler, L., & Hemmert, M. (2015). Who examined the relationship between project management and success under three very important criteria namely; scheduling, cost and margin and their effect on performance. They articulated that there is a positive and strong relationship between project management and success particularly regarding the parameter scheduling and it affects positively the level of performance. However, the weak relationship is represented by the parameter cost and margin as well.

Finally, Berssaneti, F. T., & Carvalho, M. M. (2015) examined the variables which affect the level of project success. They confirmed that the project management maturity is a very critical aspect in project success where it has a very important and positive impact on the level of success. They articulated that the project management maturity is highly related to project success but not customer satisfaction where the level of customer satisfaction is not related to the variable project management maturity.

From different perspective, Badewi, A. (2016)'. who measured the impact of project management and benefit management on project success articulated that project management and benefit management practices are both required to ensure the high level of project success. Therefore, they stated that the organizations which combine the two practices are more effective in achieving the high level of success than those organizations which implement project management or benefit management only. However, they concluded that when measuring the effect of project management or benefit management on project success. They found that project management has more significant impact on project success than its counterpart of benefit management.

On the contrary, Badewi, A., & Shehab, E. (2016) articulated that there is no relationship between project management and success where they stated that the project management is not responsible for project success.

In particular, (Ralf Müller , Miia Martinsuo ,2015) asserted the importance of relational norms on project success. They stated that the relational norms have impact on project success. They also added that there is a moderating effect of governance and control on the relationship between relational norms and project success. In addition, (Navarro, et al. ,2016) examined the role of rational governance mechanism between exporters and their foreign distributors. They articulated that the rational norms govern the way at which the exporters deal with the foreign markets. Therefore, as long as there is a greater dependence of the exporters with respect to their interaction with the foreign markets, the more dependence on the rational norms is observed due to its significant impact on shaping the nature of the relationship between them.

It's notable that, (Zheng, J., Roehrich, J. K., & Lewis, M. A. ,2008) stated that the rational and contractual governance are complementary form of governance where they

depend on each other and the effectiveness of any project requires the implementation of both practices.

Additionally, (Bstieler and Hemmert ,2015) who conducted their study in Korea particularly on the new product development, asserted the importance of rational and contractual governance on collaboration outcomes and satisfaction. They found that the rational and contractual governance are both important with respect to the level of collaboration satisfaction. However, the contractual governance is weaker than the rational governance in terms of the level of effect. Therefore, they stated that it's imperative for managers to maintain a moderate level of contractual governance while investing more on the rational governance to have a desirable collaboration outcomes.

On the other hand, (De Carvalho, M. M., Patah, L. A., & De Souza Bido, D. ,2015.) who compared between the effects of contractual-based governance and rational-based governance with respect to alliance performance. They revealed that the rational-based governance has more positive impact on performance than contractual-based governance. Therefore, the rational-based governance is more effective and influential in strengthening and enhancing the level of performance than contractual-based governance.

Indeed, the researcher totally agrees with all researchers and scholars' views when measuring the impact on project management on project success and when tackling the effect on different types of governance. Most them found that there is a positive relationship between project management and success except for (Badewi, A., & Shehab, E. ,2016). The researcher may justify the negative results to some reasons including the different circumstances, different environment, and other parameters regarding the projects. Therefore, the environment within which the project is implemented plays a very important role in determining the nature of results.

Additionally, most of researchers examined the impact of rational governance and contractual governance and their impact of project success and performance. Some of them considered the rational governance is more significant; however, few of them considered the contractual is more important. Furthermore, few of them considered the two variables are complementary and should be operated collaboratively. In this respect, the researcher agrees with them due to the different circumstances and environment as

mentioned previously where each project has its own characteristics, environment, circumstances and conditions.

The researchers recommended to conduct more studies to figure out the variables affect project success than the analyzed variables. It's observed that the above variables are important determinant of project success. However, many of the above studies asserted the importance of conducting different studies by considering different variables to measure their relationship and impact on project success.

### **3.4 Chapter Summary:**

This chapter analyzed many different international studies in the field of projects success, projects management and different types of governance. It highlighted different studies in addition to the types of projects governance and the level of significance of each one. Also, it provided a deep picture of the relationship between project management and project success based on different arguments. Furthermore, this chapter tackled the relationship between different types of governance and their relationship with project success and performance, respectively. Moreover, this chapter shed the light on other requirements of project success than the analyzed variables such as the importance of benefit management, project management maturity and other criteria as the scholars suggested. Further, this chapter provided a clear clarification of the recommendations suggested by the researchers in the field of project management as to improve project quality, performance, and success. Finally, the researcher ended this chapter by commenting on the previous studies in terms of similarities and differences among them and clarifying some justifications regarding the reasons behind their similarities and differences. Table 3.1 shows the summary of some previous studies.

**Table (3.1): Structure of The Previous Studies**

#	Study	Independent	Dependent
1.	Lavagnon A. Ika, Jennifer Donnelly, 2017	<ul style="list-style-type: none"> <li>• Structural condition</li> <li>• Institutional condition</li> <li>• Managerial condition</li> </ul>	<ul style="list-style-type: none"> <li>• Success of the project</li> </ul>
2.	Joslin, Robert, and Ralf Müller, 2016	<ul style="list-style-type: none"> <li>• Project governance</li> </ul>	<ul style="list-style-type: none"> <li>• Project Success</li> </ul>
3.	Joslin, R., & Müller, R., 2016	<ul style="list-style-type: none"> <li>• Project environment</li> <li>• Project Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Project Success</li> </ul>
4.	Yamin, M., & Sim, A. K., 2016	<ul style="list-style-type: none"> <li>• The perceptions of local project team</li> </ul>	<ul style="list-style-type: none"> <li>• Critical Success Factors</li> <li>• Project Success</li> </ul>
5.	Badewi, A., & Shehab, E., 2016	<ul style="list-style-type: none"> <li>• Organizational project benefits</li> <li>• Management governance</li> </ul>	<ul style="list-style-type: none"> <li>• Project success</li> </ul>
6.	Gomes, J., & Romão, M., 2016	<ul style="list-style-type: none"> <li>• Benefit management and project management</li> </ul>	<ul style="list-style-type: none"> <li>• Project Success</li> </ul>
7.	Navarro-García, A., Sánchez-Franco, M. J., & Rey-Moreno, M. ,2016	<ul style="list-style-type: none"> <li>• Rational governance</li> </ul>	<ul style="list-style-type: none"> <li>• Performance of export activities</li> </ul>
8.	Brunet, M., & Aubry, M. 2016	<ul style="list-style-type: none"> <li>• Governance dimensions (government efficiency, legitimacy and accountability).</li> </ul>	<ul style="list-style-type: none"> <li>• Public Projects' Performance and Success.</li> </ul>
9.	Badewi, A.2016	<ul style="list-style-type: none"> <li>• Project Management and Benefit Management Practices</li> </ul>	<ul style="list-style-type: none"> <li>• Project Success</li> </ul>
10.	Ozguler, I. S. 2016	<ul style="list-style-type: none"> <li>• Multi-Cultural Project Management Process</li> </ul>	<ul style="list-style-type: none"> <li>• Project Success</li> </ul>
11.	Lu, P., Guo, S., Qian, L., HE, P., & XU, X., 2015	<ul style="list-style-type: none"> <li>• Relational Governances.</li> <li>• The Effectiveness of Contractual.</li> </ul>	<ul style="list-style-type: none"> <li>• Improving Project Performance</li> <li>• Restricting Opportunism in Construction</li> </ul>
12.	Ralf Müller, Miia Martinsuo , 2015	<ul style="list-style-type: none"> <li>• Relational Norms</li> </ul>	<ul style="list-style-type: none"> <li>• Information Technology Project Success</li> </ul>
13.	Robert Joslin A, L, Ralf Müller, 2015	<ul style="list-style-type: none"> <li>• Project Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Project Management Methodology (PMM)</li> <li>• Project Success</li> </ul>

#	Study	Independent	Dependent
14.	<b>Bstieler, L., &amp; Hemmert, M. 2015</b>	<ul style="list-style-type: none"> <li>• Contractual Governance</li> <li>• Relational Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration Outcomes</li> </ul>
15.	<b>De Carvalho, M. M., Patah, L. A., &amp; De Souza Bido, D. 2015</b>	<ul style="list-style-type: none"> <li>• Project Management (PM)</li> </ul>	<ul style="list-style-type: none"> <li>• Project Success<sup>8</sup></li> </ul>
16.	<b>Oshri, I., Kotlarsky, J., &amp; Gerbasi, A. 2015</b>	<ul style="list-style-type: none"> <li>• Relational Governance</li> <li>• Contractual Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Achieving strategic innovation</li> </ul>
17.	<b>Berssaneti, F. T., &amp; Carvalho, M. M. 2015</b>	<ul style="list-style-type: none"> <li>• Project Management Maturity</li> </ul>	<ul style="list-style-type: none"> <li>• Project success</li> </ul>
18.	<b>Müller, R., &amp; Lecoeuvre, L., 2014</b>	<ul style="list-style-type: none"> <li>• Governance of Project Management</li> </ul>	<ul style="list-style-type: none"> <li>• Project success</li> </ul>
19.	<b>Eric g. Tooa, Patrick Weaver, 2014</b>	<ul style="list-style-type: none"> <li>• Project Governance and Enterprise Project Management,</li> </ul>	<ul style="list-style-type: none"> <li>• Performance</li> </ul>
20.	<b>Hjelmbrekke, H., Lædre, O., &amp; Lohne, J., 2014</b>	<ul style="list-style-type: none"> <li>• Project Management</li> </ul>	<ul style="list-style-type: none"> <li>• Project success</li> </ul>
21.	<b>Khan, K., Turner, J. R., &amp; Maqsood, T. (2013, June).</b>	<ul style="list-style-type: none"> <li>• Project Success Factors and Criteria.</li> </ul>	<ul style="list-style-type: none"> <li>• Project success</li> </ul>
22.	<b>Abbas, N., Gravell, A. M., &amp; Wills, G. B. 2010</b>	<ul style="list-style-type: none"> <li>• Project and Governance variables.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Project Success and Quality</li> </ul>
23.	<b>Zheng, J., Roehrich, J. K., &amp; Lewis, M. A. 2008</b>	<ul style="list-style-type: none"> <li>• Contractual and Relational Governance Mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>• long-Term Public – Private Supply Arrangements.</li> </ul>
24.	<b>Lee, Y., &amp; Cavusgil, S. T. 2006</b>	<ul style="list-style-type: none"> <li>• Contractual and Rational Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Alliance Performance</li> </ul>





# **Chapter 4**

## **Methodology**



## **Chapter 4**

### **Methodology**

#### **4.1 Introduction:**

The study methodology and its procedures is considered as a major hub from which to accomplish the practical side of the study, and from it the data needed to conduct a statistical analysis to come up with results that are interpreted in the light of the literature study on the subject of the study is obtained, and thus it achieves the objectives that it seeks to achieve.

This chapter contains a description of the methodology used and the community and the study sample, as well as the study tool used and the method of its preparation and the way of its construction and development, and the extent of its sincerity and persistence. It also includes a description of the procedures carried out by the researcher in designing and codifying the study tool, and the tools used to collect the data of the study, and the chapter ends with the processors that have been used in the statistical analysis of the data and the conclusions extraction, and here is a description of these procedures.

#### **4.2 Study Methodology:**

Based on the nature of the study and the objectives that it seeks to achieve, the researcher has used the descriptive analytical method, which is based on the study of the phenomenon as it is in fact, and it is interested in describing it precisely description and expressed it in a qualitatively and quantitatively expression, and this approach does not content with the collecting information on the phenomenon in order to investigate its manifestations and its different relations, but it also extends to the analysis, connectivity and interpretation to reach the conclusions on which to build the proposed scenario, so that it increases the stock of knowledge on the subject.

**1- The Secondary Sources:** where the researcher whistled in the treatment of the theoretical framework for the search to the secondary data sources, which is appeared in books and foreign-related references, periodicals, articles, reports, the previous

researches and studies on the subject of the study, and the researching and reading on various Internet sites.

**2- The Primary Sources:** to address the analytical aspects of the research topic, the researcher resorted to primary data collection through questionnaire as head of the research, specifically designed for this purpose.

#### **4.3 The Study Population:**

The Study covers all local UN Organizations in Gaza Strip officially registered in Association of International Development Agencies (AIDA) specialized in health, agriculture, women, rehabilitation, youth, and education (Total of 13 UN Organizations).

#### **4.4 Sample:**

To conduct a survey for employees working in 13 UN org's registered in Association of International Development Agencies (AIDA).

1- Projects Managers.

2-Projects Coordinator.

3-Project Team Member.

4-Fund Raising Officer.

Cluster Random Sample is applied in this study

#### **4.5 Tool Development and Design:**

The researcher prepares a study tool to see (The impact of project governance in the Gaza Strip), the researcher followed the following steps to build the questionnaire:

**1-** See the administrative literature and previous studies relevant to the subject of the study, and take advantage of them in the construction of the questionnaire and the formulation of its clauses.

**2-** The researcher consulted with a number of experienced people in determining the dimensions of the questionnaire and its clauses.

**3-** Identifying the key areas covered by the questionnaire.

**4-** Determining the paragraphs that fall under each factor.

**5-** The design of the questionnaire in the initial image has consisted of two basic parts.

#### 4.6 Questionnaire Study Consists of Two Major Parts:

Section I: It is a personal data on the respondent (Gender, Age, Qualification, Work Experience, Position, Year of Experience, Location of The Organization, Number of Employees, Age of The Institution)

The second part is a study area, and consists of a 58-paragraph, distributor on the following themes:

**Table (4.1): The Distribution of The Paragraphs on The Resolution Factors:**

#			N. Items
1.	<b>Project Governance</b>	1. Contractual Governance	10
2.		2. Relational Governance	11
3.		3. Governance of Project Orientation	12
4.		4. Governance of Project Management	14
<b>project governance</b>			47
<b>Project Success</b>			11

The gradient (1-7) has been used to measure the responses of the respondents to the questionnaire by paragraphs table (4.2):

**Table (4.2): Measure the Responses of The Respondents to The Questionnaire:**

Level	Strongly Disagree	➔➔➔➔➔					Strongly Agree
Scale	1	2	3	4	5	6	7

The researcher has chosen the gradient (1-7) to respond, and the closer the answer of 7 indicated high approvals on what is stated in paragraph concerned.

#### 4.7 Validity and Reliability of the Questionnaire:

##### 4.7.1 The Questionnaire Validity:

Validity questionnaire intended to measure what questions questionnaire was developed to measure it, the researcher has verified the validity of the questionnaire in two ways:

##### 1- The arbitrator's honesty "virtual truth":

The researcher presented a questionnaire on a group of arbitrators consisted of (12) specialists in the areas of academic, administrative, professional, statistical aspects and the names of the arbitrators in Annex (A), the researcher has responded to the opinions of the arbitrators and performed the necessary delete and modify in the light of the proposals submitted, and thus came out the questionnaire in its final form.

## 2- The scale honesty:

First, the internal Validity Honestly meant the internal validity and consistency of each paragraph of the questionnaire with the domain that this paragraph belong to, and the researcher calculates the internal consistency of the questionnaire through the expense of correlation coefficients between each paragraph of the areas of the questionnaire and the total score of the field itself.

### **The Results of the Internal Consistency:**

#### **Independent Variable: Project Governance:**

**Table No. (4.3):** shows the correlation coefficient between each paragraph of the factor of “**Contractual Governance**” and the total score of the field, which shows that the correlation coefficients indicated a function at the level of moral  $\alpha \leq 0.05$ , and so the field is honest to put the measure.

**Table (4.3): Correlation Coefficient of Each Field and Contractual Governance:**

#	Contractual Governance	Pearson Correlation Coefficient	Sig.
1	Our relationship with the other parties was governed primarily by written contracts	0.562*	0.000
2	The contract had detailed the obligations and rights of every party.	0.714*	0.000
3	The contract had a clear statement of the time, place and the way of project fulfillment	0.782*	0.000
4	The contract had described the safety management requirements, quality standards, contract price and its payment to manage the agreements among parties	0.837*	0.000
5	The contract had specified major principles or guidelines for handling unanticipated contingencies as they arise	0.867*	0.000
6	The contract had provided alternative solutions for responding to various contingencies that are likely to arise	0.896*	0.000
7	The contract had allowed us to respond quickly to match evolving client requirements.	0.906*	0.000
8	We had a clear expression of the default definitions and formula	0.892*	0.000
9	The contract had a detailed description of conditions under which termination may occur.	0.881*	0.000
10	The contract had specified the procedures and methods for disputes.	0.765*	0.000

\*Correlation is significant at the 0.05 level, value of correlation (R) table of equal 0.349

**Table (4.4): Correlation Coefficient of Each Field and Relational Governance:**

#	Relational Governance	Pearson Correlation Coefficient	Sig.
1	We believed the other party can keep their word throughout the life of the project.	0.683*	0.000
2	We felt confident that the other parties have high levels of integrity and honest	0.727*	0.000
3	We believed the project engineers and other technical people are competent at what they are doing.	0.866*	0.000
4	We believed that the other parties could meet the requirements of the project in technology and management.	0.846*	0.000
5	Exchange of information among the parties took place frequently.	0.860*	0.000
6	We kept each other informed about events or changes that may affect the other parties	0.891*	0.000
7	The parties were consistent with the expectations of this project.	0.915*	0.000
8	The project's overall plan and the implementation scheme were shared by every party.	0.871*	0.000
9	Parties involved in this project regarded each other as major partners.	0.837*	0.000
10	We believed that the parties were willing to cooperate to work out solutions if some unexpected situations were to arise	0.853*	0.000
11	The parties were expected to be able to make adjustments in the ongoing relationship to cope with changing circumstances	0.364*	0.029

\*Correlation is significant at the 0.05 level, value of correlation (R) table of equal 0.349

**Table No. (4.4):** shows the correlation coefficient between each paragraph of the factor of " **Relational Governance**" and the total score of the field, which shows that the correlation coefficients indicated a function at the level of moral  $\alpha \leq 0.05$ , and so the field is honest to put the measure

**Table No. (4.5):** shows the correlation coefficient between each paragraph of the factor of " **Governance of Project Orientation**" and the total score of the field, which shows that the correlation coefficients indicated a function at the level of moral  $\alpha \leq 0.05$ , and so the field is honest to put the measure.

**Table (4.5): Correlation Coefficient of Each Field and Governance of Project Orientation:**

#	Governance of Project Orientation	Pearson Correlation Coefficient	Sig.
1	Decisions are made in the best interest of the shareholders and owners of the organization and Return on Investment (ROI).	0.703*	0.000
2	Decisions are made in the best interest of the wider stakeholder community (incl. shareholder, employees, local communities etc.)	0.851*	0.000
3	The remuneration system includes stock-options for employees and similar incentives that foster shareholder (ROI) thinking.	0.837*	0.000
4	Prevails an image that wider social and ethical interests determine the legitimacy of actions (including projects).	0.887*	0.000
5	I am sometimes asked to sacrifice the achievement of financial objectives for improvement of stakeholder satisfaction.	0.879*	0.000
6	The long-term objective is to maximize value for the owners of the organization and maximize value for society.	0.850*	0.000
7	A strong emphasis on always getting personnel to follow the formally laid down procedures.	0.602*	0.000
8	Tight formal control of most operations by means of sophisticated control and information systems.	0.701*	0.000
9	Loose, informal control; heavy dependence on informal relationships and the norm of cooperation for getting things done	0.648*	0.000
10	A strong emphasis to let the requirements of the situation and the individual's personality define proper on-job behavior	0.647*	0.000
11	Support institutions (like a PMO) should ensure compliance with the organization's project management methodology.	0.477*	0.002
12	Prioritization of methodology compliance over people's own experiences in doing their work	0.610*	0.000

\*Correlation is significant at the 0.05 level, value of correlation (R) table of equal 0.349

**Table (4.6): Correlation Coefficient of Each Field and Governance of Project Management:**

#	Governance of Project Management	Pearson Correlation Coefficient	Sig.
1	The board has overall responsibility for the governance of project management	0.546*	0.000
2	The organization differentiates between projects and non-project-based activities.	0.687*	0.000
3	The organization differentiates between projects and non-project-based activities.	0.741*	0.000
4	Disciplined governance arrangements, supported by appropriate methods, resources and controls are applied throughout the project life cycle.	0.800*	0.000
5	Every project has a project sponsor who is the single point of accountability in and to the organization for the successful outcome and benefits from the project.	0.606*	0.000
7	There is a demonstrably coherent and supporting relationship between the overall business strategy and the project portfolio.	0.462*	0.004



#	Governance of Project Management	Pearson Correlation Coefficient	Sig.
8	All projects have an approved plan containing authorization points at which the business case, inclusive of cost, benefits and risk is reviewed.	0.456*	0.004
9	Decisions made at authorization points are recorded and communicated.	0.436*	0.006
10	Members of delegated authorization bodies have sufficient representation, competence, authority and resources to enable them to make appropriate decisions.	0.431*	0.007
11	The board or its delegated agents decide when independent scrutiny of projects or project management systems is required and implement such assurance accordingly.	0.473*	0.004
12	There are clearly defined criteria for reporting project status and for the escalation of risks and issues to the levels required by the organization.	0.469*	0.003
13	The organization fosters a culture of improvement and of frank internal disclosure of project management information.	0.423*	0.008
14	Project stakeholders are engaged at a level that is commensurate with their importance to the organization and in a manner, that fosters trust.	0.456*	0.004
15	Projects are closed when they are no longer justified as part of the organization's portfolio.	0.388*	0.016

\*Correlation is significant at the 0.05 level, value of correlation (R) table of equal 0.349

**Table No. (4.6):** shows the correlation coefficient between each paragraph of the factor of " **Governance of Project Management**" and the total score of the field, which shows that the correlation coefficients indicated a function at the level of moral  $\alpha \leq 0.05$ , and so the field is honest to put the measure.

#### **Dependent Variable: Project Success:**

**Table No. (4.7):** shows the correlation coefficient between each paragraph of the factor of " **Project Success**" and the total score of the field, which shows that the correlation coefficients indicated a function at the level of moral  $\alpha \leq 0.05$ , and so the field is honest to put the measure.

**Table (4.7): Correlation Coefficient of Each Field and Project Success:**

	Project Success	Pearson Correlation Coefficient	Sig.
1	The project has satisfactorily met the budget goals.	0.697*	0.000
2	The project has satisfactorily met the schedule goals	0.878*	0.000
3	The project has satisfactorily delivered the required outputs (i.e. fulfilled its requisites).	0.887*	0.000
4	Project's outputs have supported the business to produce the expected outcomes	0.890*	0.000
5	Undesired outcomes were managed and avoided	0.857*	0.000

	<b>Project Success</b>	<b>Pearson Correlation Coefficient</b>	<b>Sig.</b>
6	The project has provided the expected return on investment	0.903*	0.000
7	The project's outcomes adhered to the outcomes planned in the business case	0.867*	0.000
8	The project has directly benefited the intended users either through increasing efficiency or employee effectiveness.	0.847*	0.000
9	Given the problem for which it was developed, the project seems to do the best job of solving that problem.	0.906*	0.000
10	I am satisfied with the process by which the project was implemented.	0.881*	0.000
11	The project has directly lead to improve or more effective decision making or performance for the clients.	0.891*	0.000

\*Correlation is significant at the 0.05 level, value of correlation (R) table of equal 0.349

### **Second, the Structure Validity:**

Honesty is a structural standard ratified tool which measures the extent to which the objectives that you want to access the tool, and shows the extent to which each area of study primarily college paragraphs questionnaire.

**Table (4.8):** shows that all correlation coefficients in all areas of the questionnaire are statistically significant at the level of moral  $\alpha \leq 0.05$  and so all areas of the questionnaire is sincere to put the measure.

**Table (4.8): Correlation Coefficient of Each Factor and Process Criterion:**

#		<b>Factors</b>	<b>Pearson Correlation Coefficient</b>	<b>Sig.</b>
1.	<b>Project governance</b>	Contractual Governance	0.800*	0.000
2.		Relational Governance	0.859*	0.000
3.		Governance of Project Orientation	0.844*	0.000
4.		Governance of Project Management	0.833*	0.000
5.	<b>Project governance</b>		0.802*	0.000
6.	<b>Project Success</b>		0.949*	0.000

\*Correlation is significant at the 0.05 level, value of correlation (R) table of equal 0.349

### **4.7.2 The Questionnaire Reliability:**

The steadfastly questionnaire means to give this questionnaire the same result if the questionnaire re-distributed more than once under the same circumstances and conditions, or in other words, the stability of the questionnaire means stability in the results of the

questionnaire and not to change significantly as if it were re-distributed to individuals several times during certain periods of time.

the researcher has checked the stability of the questionnaire study through: Cronbach's alpha coefficient and Split-Half Coefficient.

The researcher used Cronbach's alpha method and Split-Half Coefficient for measuring the stability of the questionnaire, and the results were as shown in Table (4.9).

**Table (4.9): Cronbach's Alpha Coefficient and Split-Half Coefficient:**

#		Number of paragraphs	Cronbach's Alpha	Split-Half Coefficient	
1.	<b>Project Governance</b>	Contractual Governance	10	0.943*	0.975*
2.		Relational Governance	11	0.943*	0.961*
3.		Governance of Project Orientation	12	0.941*	0.971*
4.		Governance of Project Management	14	0.932*	0.940*
5.	<b>Project governance</b>		47	0.971*	0.986*
6.	<b>Project Success</b>		11	0.964*	0.977*
7.	The impact of project governance in the Gaza Strip (All factors)		58	0.978*	0.990*

It is clear from the results shown in the table (4.9) that the value of Cronbach's alpha coefficient is high for the axis of “**Project Governance**”, ranging from (0.932-0.943), while the total for all areas “**Project Governance**” (0.971). Either by the way of Split-Half results were similar to the way of Alpha Cronbach’s while the total for all areas (0.875).

The value of Cronbach's Alpha coefficient elevated to the axis of the profitability of “**Project Success**” (0.964). But according to Split-Half way it was (0.977).

Thus, the questionnaire with its final image as it is in Annex (B) is available for distribution. The researcher may be sure of the reliability and validity of a questionnaire study, making him confident with the truth and suitability of the questionnaire to analyze the results and to answer questions of the study and testing of hypotheses

#### **4.8 Normal Distribution Test:**

Kolmogorov-Smirnov test was used to test whether the data follow the normal distribution or not, and the results were as shown in Table (4.10).

**Table (4.10): Normality Distribution Test:**

#		N. Items	Kolmogorov-Smirnov Z	(Sig.)	
1.	<b>Project Governance</b>	Contractual Governance	10	0.944	0.335
2.		Relational Governance	11	0.780	0.578
3.		Governance of Project Orientation	12	0.930	0.353
4.		Governance of Project Management	14	0.804	0.538
5.	<b>Project governance</b>		47	0.647	796
6.	<b>Project Success</b>		11	0.834	0.490
7.	The impact of project governance in the Gaza Strip (All factors)		58	1.113	0.168

It's clear from the results shown in Table (4.10) that the p-value (Sig.) to all fields of the study was greater than the level of significance (0.05), then the distribution for each field is normally distributed, so parametric tests will be used to answer the questions of the study.

#### **4.9 Statistical Analysis Tools:**

To achieve the research goal, the researcher used both qualitative and quantitative data analysis methods. Researcher used the statistical package for the Social Science (SPSS) for analyzing the data. The researcher would utilize the following statistical tools:

- 1) Kolmogorov-Smirnov Test of Normality.
- 2) Pearson Correlation Coefficient for Validity.
- 3) Cronbach's Alpha for Reliability Statistics.
- 4) Frequency and Descriptive Analysis.
- 5) One-sample T Test.
- 6) Independent Samples T Test.
- 7) One Way ANOVA.
- 8) Split-Half Coefficient.
- 9) Multiple Regressions.

# **Chapter 5**

## **Data Analysis and Hypothesis's Test**



## Chapter 5

### Data Analysis and Hypothesis's Test

#### 5.1 Introduction

This chapter contains a brief analysis of the data and hypothesis's test, by answering questions about the study and review the most prominent results of the questionnaire, which was reached through paragraphs of analysis, and the stand on the variables of the study, which included The (Gender, Age, Qualification, Work experience, position, Year of Experience, Location of The Organization, Number of Employees, Age of The Institution) , so a statistical treatment of the data collected from a questionnaire study was done, by the use of Statistical Packages for Social Studies (SPSS) program to get the results of the study that will be presented and analyzed in this chapter.

The statistical description of the study sample according to the personal information:

The following are the characteristics of the study sample according to personal data. It is illustrated that 86.9% of the questionnaires were completely mobilized by the respondents, while 13.1% of the forms had not been completed and was considered missing forms.

Through Table (5.1) shows that 72.5% of males, while 27.5% of female's attribute and Illustrated clear 69% which age groups from 25-less, 40 years, 26.5% in less than 41-less 55-years age group, 3.5% in the age group less than 25 years, 1% more than 55 years and Illustrated it is that 84% have Bachelor degree, 15.5% Master or higher, 0.5% diploma

**Table (5.1) Personal Information.**

		Frequency	Percentage
Sex	Male	145	72.5
	Female	55	27.5
Age	Less 25 years	7	3.5
	25 years less 40	138	69.0
	41years less 55	53	26.5
	Above 56 years	2	1.0
Qualification	Diploma	1	.5
	BA/BSc	168	84.0
	Master	31	15.5

Through Table (5.2): illustrated that 77.5% their Position Name: Projects Coordinator, 13.0% Project Team Member, 9.5% Project Manager, and illustrated that the number of years of work experience 67% 3-less than 8 years, 16% 3-less 5 years, 17.0% 8 years less than 15 years, and Illustrated that 17.1% of 5 years of experience to less than 5 years, 41.1% less than 5-10 years, 41.8% of the 10 years and over.

**Table (5.2) Work Information.**

		<b>Frequency</b>	<b>Percentage</b>
<b>Job title</b>	Project Manager	19	9.5
	Projects Coordinator	155	77.5
	Project Team Member	26	13.0
<b>Year of Experience</b>	Less than 3 years	34	17.0
	3-less 8 years	134	67.0
	8 years less than 15 year	32	16.0
<b>Years of work in the field of projects</b>	Less than 3 years	39	19.5
	3 years less than 8 years	124	62.0
	8 years less than 15 years	36	18.0
	15 years and more	1	.5

**On the other hand**, it clear that number of employees whose experiences range between 3-8 years is higher than others. Is attributed to the nature of such projects which requires the recruitment of youth whose age ranges between 25-45 years where their experiences in monitoring and managing projects range between 3-8 years. This is match with the third column where the highest number of employees whose experiences project management range between 3-8years as shown above.



**Table (5.3) Information About the Institution.**

		Frequency	Percentage
<b>location of the institution</b>	North	13	6.5
	Gaza	164	82.0
	Middle	15	7.5
	Khan Yunis	6	3.0
	Rafah	2	1.0
<b>Field of work of the institution</b>	Social relief	53	17.5%
	Economic development	127	42.1%
	A woman and a child	60	19.9%
	Training and education	27	8.9%
	human rights	12	4.0%
	Agriculture and Environment	23	7.6%
<b>Age of the institution</b>	5-less 10 years	8	4.0
	11-less 20 years	66	33.0
	21-more than	126	63.0
<b>No, of staff in the institution</b>	10-less 30 employees	6	3.0
	31-less 70 employees	43	21.5
	71 more than	151	75.5

**By the table (5.3):** that the location of the institution 82% in Gaza, 3.0%, Khan Yunis, 7.5% Middle, 6.5% North, 1.0% Rafah.

It is seen the field of work of the institution was 42.1% of economic development, 19.9% a woman and a child, 17.5% Social relief, 8.9% training and education, 4.0% human rights, 7.6% agriculture and environment.

It is seen the age of the institution was 63% from 21-more than, 33% 11-less 20 years, 4.0% 5-less 10 years.

**By table (5.3):** that the number of staff in the organization 75.5% more than 71 employees, 21.5% of 31-70 employees, 3.0% of 10-30 employees.

The researcher articulated that the number of male is higher than the number of female is attributed to the nature of projects in the international organizations. The nature of these projects where it needs a deep site monitoring and ongoing site visits, so it

concentrated on the recruitment of male whose fit with such position. In addition, the culture of the Gaza Strip preferred the recruitment of women in office works instead of site works.

It's clear that the highest number of institutions work in the Gaza City when comparing with other areas in the Gaza Strip. This is attributed to the nature of Gaza City where it considered being the main center of Gaza Strip. In addition, most of projects are centered in the Gaza City as being the main center for the international and local organizations.

Second, as shown above, the economic development is the highest among the other field of work. is attributed to the reason that most of international organizations working in the Gaza Strip is classified as economic development organizations. In addition, the majority of the donations for these organizations is focused on the economic development first place.

Third, the age of the institutions especially those of 21 years and more in age is the highest among the other columns. The main reason behind this is attributed to the nature of this study where it focused on UN organizations. In this respect, the UN organizations work in the Gaza Strip in different fields for more than 21 years in particular.

Finally, the highest number of staff is centered on the last column 71 or more as shown above. The main reason behind this is that most of the participants work in UNRWA and UNDP where those two organizations have a staff more than 71 employees in comparison with their huge projects.

### **Second, the relative weight of paragraphs areas**

#### **Analysis of the paragraphs of the questionnaire:**

To analyze the vertebrae questionnaire was used parametric tests (one sample T. test) to see whether the mean scores of the response. Where it is considered to be class 4 (neutrality).

#### **Analysis of all the paragraphs of the questionnaire:**

T test was used to determine the average response to all paragraphs, the results are shown in the following tables:

**Through the table (5.4):** it is clear that the arithmetic mean of all the paragraphs of the field of the UN Organization's Culture was the average value of the largest overall average (4) Therefore, there were significant differences.

And it is clear that the relative weight of the total axis “**Contractual Governance**” reached 71.42% and a mean was 5.0, and a standard deviation of 0.94, while the vertebrae axis “**Contractual Governance**” was first paragraph (Our relationship with the other parties was governed primarily by written contracts) ranked first with a relative weight was 89.86% and the arithmetic mean 6.29 and standard deviation 1.05, while the tenth paragraph (The contract had specified the procedures and methods for disputes) recent ranked relative weight 62.89% and the arithmetic mean 4.4 and standard deviation 1.37. In this respect, the first paragraph got the highest rank among the other paragraphs is attributed to nature of the procedures of UN organizations which implies that there is not possible to implement any of its projects unless the written contracts are signed with the implementing organizations which describes the responsibilities, obligations for the two organizations and the timeline table for implementing the projects; in addition to, a detail technical description of the whole project phases.

Regarding the tenth paragraph, however of its importance, it got the least rank as shown above. It attributed to the general reality where disputes can’t be written in the contract because it’s not possible to undertake such disputes before implementing projects. Disputes appeared through the phases of projects not in the initial phase. When such disputes appeared during the phases of the projects, the UN administration implement something called variation order to effectively deal with any disputes.

**Table (5.4): The Arithmetic Mean and The Relative Weight for the Area of the Contractual Governance.**

#	Contractual Governance	Mean	Standard Deviation	The Relative Weight %	The Value of the Test	P-Value	Paragraph Order
1	Our relationship with the other parties was governed primarily by written contracts	6.29	1.05	89.86	30.72	0.00	1

#	Contractual Governance	Mean	Standard Deviation	The Relative Weight %	The Value of the Test	P-Value	Paragraph Order
2	The contract had detailed the obligations and rights of every party.	5.76	0.98	82.29	25.44	0.00	<b>2</b>
3	The contract had a clear statement of the time, place and the way of project fulfillment	5.38	1.03	76.86	18.95	0.00	<b>3</b>
4	The contract had described the safety management requirements, quality standards, contract price and its payment to manage the agreements among parties	5.08	1.07	72.50	14.27	0.00	<b>4</b>
5	The contract had specified major principles or guidelines for handling unanticipated contingencies as they arise	4.81	1.09	68.71	10.55	0.00	<b>5</b>
6	The contract had provided alternative solutions for responding to various contingencies that are likely to arise	4.74	1.24	67.64	8.40	0.00	<b>6</b>
7	The contract had allowed us to respond quickly to match evolving client requirements.	4.59	1.30	65.57	6.44	0.00	<b>7</b>
8	We had a clear expression of the default definitions and formula	4.52	1.33	64.57	5.55	0.00	<b>8</b>
9	The contract had a detailed description of conditions under which termination may occur.	4.43	1.34	63.29	4.54	0.00	<b>9</b>
10	The contract had specified the procedures and methods for disputes.	4.40	1.37	62.89	4.14	0.00	<b>10</b>
	<b>Contractual Governance</b>	<b>5.00</b>	<b>0.94</b>	<b>71.42</b>	<b>14.99</b>	<b>0.00</b>	

**Through the table (5.4):** it is clear that the arithmetic means of all the paragraphs of the field of the “**Relational Governance**” was the average value of the largest overall average (4) Therefore, there were significant differences.

And it is clear that the relative weight of the total axis “**Relational Governance**” reached 66.79% and a mean was 4.68, and a standard deviation of 0.92, while the vertebrae

axis “**Relational Governance**” was eleven paragraph (The parties were expected to be able to make adjustments in the ongoing relationship to cope with changing circumstances) ranked first with a relative weight was 76.07% and the arithmetic mean 5.32 and standard deviation 0.85, while the tenth paragraph (We believed that the parties were willing to cooperate to work out solutions if some unexpected situations were to arise) recent ranked relative weight 62.74% and the arithmetic mean 4.39 and standard deviation 1.35. The eleven-paragraph got the highest rank as shown below. It attributed to the nature of such projects especially the construction projects which face several changing circumstances. Therefore, the two parties agreed about the changing situations during the projects phases as to implement the projects without any disputes and to achieve the organizational goals. However, the tenth paragraph got the least rank as shown below. It attributed to nature of procedures when signing contracts where it determines every single point and the responsibility of each party, the party which responsible for managing the emergent situations and how to deal with such situation, even the main producers of emergent situations are determined in advance. Therefore, mostly, the responsivity of each staff is determined in advance. Furthermore, the differences in projects type is an important issue where UN organizations have several projects from several disciplines which needs a great experience to deal with such projects.

**Table (5.5): The Arithmetic Mean and the Relative Weight for the Area of the Relational Governance.**

#	Relational Governance	Mean	Standard Deviation	The relative weight %	The Value of the Test	p-value	Paragraph Order
1.	We believed the other party can keep their word throughout the life of the project.	5.01	1.09	71.57	13.11	0.00	2
2.	We felt confident that the other parties have high levels of integrity and honest	4.87	1.00	69.56	12.31	0.00	3
3.	We believed the project engineers and other technical people are competent at what they are doing.	4.68	1.06	66.83	9.05	0.00	4
4.	We believed that the other parties could meet the	4.65	1.09	66.48	8.46	0.00	5

#	Relational Governance	Mean	Standard Deviation	The relative weight %	The Value of the Test	p-value	Paragraph Order
	requirements of the project in technology and management.						
5.	Exchange of information among the parties took place frequently.	4.53	1.18	64.68	6.33	0.00	<b>7</b>
6.	We kept each other informed about events or changes that may affect the other parties	4.56	1.19	65.11	6.63	0.00	<b>6</b>
7.	The parties were consistent with the expectations of this project.	4.47	1.28	63.89	5.21	0.00	<b>8</b>
8.	The project's overall plan and the implementation scheme were shared by every party.	4.43	1.26	63.24	4.76	0.00	<b>10</b>
9.	Parties involved in this project regarded each other as major partners.	4.45	1.36	63.53	4.63	0.00	<b>9</b>
10.	We believed that the parties were willing to cooperate to work out solutions if some unexpected situations were to arise	4.39	1.35	62.74	4.09	0.00	<b>11</b>
11.	The parties were expected to be able to make adjustments in the ongoing relationship to cope with changing circumstances	5.32	0.85	76.07	21.91	0.00	<b>1</b>
	<b>Relational Governance</b>	4.68	0.92	66.79	10.36	0.00	

**Through the table (5.6):** it is clear that the arithmetic means of all the paragraphs of the field of the “**Governance of Project Orientation**” was the average value of the largest overall average (4) Therefore, there were significant differences.

And it is clear that the relative weight of the total axis “**Governance of Project Orientation**” reached 69.25% and a mean was 4.85, and a standard deviation of 0.83, while the vertebrae axis “**Governance of Project Orientation**” was First paragraph (Decisions are made in the best interest of the shareholders and owners of the organization and Return on Investment (ROI)) ranked first with a relative weight was 75.29% and the arithmetic mean 5.27 and standard deviation 0.78, while the eleven paragraph (support institutions (like a PMO) should ensure compliance with the organization's project

management methodology) recent ranked relative weight 64.29% and the arithmetic mean 4.50 and standard deviation 1.22. In this sense, the first paragraph got the highest rank as shown below. The reason is attributed to the main goal of the UN organizations where they focus on its sustainability. The main aim of any organization especially the international organizations in the Gaza Strip is to ensure its sustainability especially within the nature of the Gaza Strip where it considered as a hazard place in which the decision should pass over several stages including the Israeli side. On the other hand, the eleven-paragraph got the least rank as shown below. This is because that the implementing organizations, which signs to implement the projects should match the requirements and procedures of support institutions not vice versa. It's notable that when signing any project between UN organizations and the implementing organization, the implementing organization should sign to agree about the standards and procedures of UN organizations first place. Furthermore, the support institutions develop and determine the standards and procedures that should be considered by any implementing organization.

**Table (5.6): The Arithmetic Mean and the Relative Weight for the Area of the Governance of Project Orientation.**

#	Governance of Project Orientation	Mean	Standard Deviation	The Relative Weight %	The Value of the Test	P-Value	Paragraph Order
1.	Decisions are made in the best interest of the shareholders and owners of the organization and Return on Investment (ROI).	5.27	0.78	75.29	22.99	0.00	<b>1</b>
2.	Decisions are made in the best interest of the wider stakeholder community (incl. shareholder, employees, local communities etc.)	5.08	0.80	72.50	19.12	0.00	<b>2</b>
3.	The remuneration system includes stock-options for employees and similar incentives that foster shareholder thinking (ROI).	4.79	0.93	68.36	11.88	0.00	<b>5</b>
4.	Prevails an image that wider social and ethical interests determine the	4.71	1.06	67.21	9.41	0.00	<b>6</b>

#	Governance of Project Orientation	Mean	Standard Deviation	The Relative Weight %	The Value of the Test	P-Value	Paragraph Order
	legitimacy of actions (including projects)						
5.	I am sometimes asked to sacrifice the achievement of financial objectives for improvement of stakeholder satisfaction.	4.57	1.19	65.29	6.78	0.00	<b>10</b>
6.	The long-term objective is to maximize value for the owners of the organization and maximize value for society.	4.68	1.16	66.86	8.33	0.00	<b>7</b>
7.	A strong emphasis on always getting personnel to follow the formally laid down procedures	5.03	0.94	71.79	15.46	0.00	<b>3</b>
8.	Tight formal control of most operations by means of sophisticated control and information systems.	4.89	0.96	69.85	13.03	0.00	<b>4</b>
9.	Loose, informal control; heavy dependence on informal relationships and the norm of cooperation for getting things done	4.63	1.05	66.14	8.46	0.00	<b>8</b>
10.	A strong emphasis to let the requirements of the situation and the individual's personality define proper on-job behavior	4.60	1.13	65.71	7.51	0.00	<b>9</b>
11.	Support institutions (like a PMO) should ensure compliance with the organization's project management methodology.	4.50	1.22	64.29	5.82	0.00	<b>12</b>
12. 2	Prioritization of methodology compliance over people's own experiences in doing their work	4.52	1.28	64.57	5.76	0.00	<b>11</b>
	<b>Governance of Project Orientation</b>	4.85	0.83	69.25	14.48	0.00	



Through the table (5.7): it is clear that the arithmetic means of all the paragraphs of the field of the “**Governance of Project Management**” was the average value of the largest overall average (4) Therefore, there were significant differences.

And it is clear that the relative weight of the total axis “**Governance of Project Management**” reached 67.06% and a mean was 4.69, and a standard deviation of 0.93, while the vertebrae axis “**Governance of Project Management**” was the sixth paragraph (There is a demonstrably coherent and supporting relationship between the overall business strategy and the project portfolio) ranked first with a relative weight was 73.02% and the arithmetic mean 5.11 and standard deviation 0.75, while the Thirteenth paragraph (Project stakeholders are engaged at a level that is commensurate with their importance to the organization and in a manner, that fosters trust) recent ranked relative 63.78% and the arithmetic mean 4.46 and standard deviation 1.13. In this respect, the sixth paragraph got the highest rank as shown below, the main reason behind that the general reality which asserted the importance of coherent and consistent relationship between management strategy and nature of implemented projects. In the case of UN organizations, it’s much curtailed to have consistency between the strategy of the management and nature of projects. For example, the construction projects in UN should be consistent with general strategy of UN organizations. However, the thirteenth paragraph got the least paragraph as shown below. It attributed to the reason which indicates that the beneficiaries and donors focus mainly on the final result of a project not in project details in particular. Therefore, the main aim of project donors is to have a successful final product that serve their direction and, in parallel, beneficiaries call for projects that serve their needs and expectation. Thus, they don’t focus and engage on the details or procedures of projects but in the final result.

**Table (5.7): The Arithmetic Mean and the Relative Weight for the Area of the Governance of Project Management.**

#	Governance of Project Management	Mean	Standard Deviation	The Relative Weight %	The Value of the Test	P-Value	Paragraph Order
1.	The board has overall responsibility for the governance of project management	4.94	0.96	70.56	13.71	0.00	2

#	Governance of Project Management	Mean	Standard Deviation	The Relative Weight %	The Value of the Test	P-Value	Paragraph Order
2.	The organization differentiates between projects and non-project-based activities.	4.83	0.95	69.04	12.35	0.00	<b>3</b>
3.	The organization differentiates between projects and non-project-based activities.	4.68	1.12	66.86	8.51	0.00	<b>7</b>
4.	Disciplined governance arrangements, supported by appropriate methods, resources and controls are applied throughout the project life cycle.	4.71	1.11	67.22	8.90	0.00	<b>6</b>
5.	Every project has a project sponsor who is the single point of accountability in and to the organization for the successful outcome and benefits from the project.	4.61	1.21	65.84	7.07	0.00	<b>9</b>
6.	There is a demonstrably coherent and supporting relationship between the overall business strategy and the project portfolio.	5.11	0.75	73.02	20.97	0.00	<b>1</b>
7.	All projects have an approved plan containing authorization points at which the business case, inclusive of cost, benefits and risk is reviewed.	4.82	0.85	68.90	13.70	0.00	<b>4</b>
8.	Decisions made at authorization points are recorded and communicated.	4.75	0.93	67.89	11.44	0.00	<b>5</b>
9.	Members of delegated authorization bodies have sufficient representation, competence, authority and resources to enable them to make appropriate decisions.	4.63	0.98	66.09	8.97	0.00	<b>8</b>
10.	The board or its delegated agents decide when independent scrutiny of projects or project management systems is required and implement such assurance accordingly.	4.60	1.08	65.66	7.80	0.00	<b>10</b>
11.	There are clearly defined criteria for reporting project status and for the escalation of risks and issues to the levels required by the organization.	4.53	1.13	64.65	6.52	0.00	<b>12</b>

#	Governance of Project Management	Mean	Standard Deviation	The Relative Weight %	The Value of the Test	P-Value	Paragraph Order
12.	The organization fosters a culture of improvement and of frank internal disclosure of project management information.	4.51	1.14	64.43	6.30	0.00	<b>13</b>
13.	Project stakeholders are engaged at a level that is commensurate with their importance to the organization and in a manner, that fosters trust.	4.46	1.13	63.78	5.79	0.00	<b>14</b>
14.	Projects are closed when they are no longer justified as part of the organization's portfolio.	4.52	1.07	64.54	6.78	0.00	<b>12</b>
	<b>Governance of Project Management</b>	4.69	0.93	67.06	10.56	0.00	

**Through the table (5.8):** it is clear that the arithmetic mean of all the paragraphs of the field of the project governance was the average value of the largest overall average (4) Therefore, there were significant differences.

And it is clear that the relative weight of the total axis **“Project Governance”** reached 68.44% and a mean was 4.79, and a standard deviation of 0.75, while the vertebrae axis **“project governance”** was factor **“Contractual Governance”** ranked first with a relative weight was 71.42% and the arithmetic mean 5.0 and standard deviation 0.94, while the factor **“Relational Governance”** recent ranked relative 66.79% and the arithmetic mean 4.68 and standard deviation 0.92. In this respect, the **“Contractual governance”** ranked first because the nature of UN organizations which focus on contracts as the main determinant before implementing of any project. Therefore, it's logical that the contractual governance is the most important criterion for UN organizations.

**Table (5.8): The Arithmetic Mean and the Relative Weight for the Area of the Project Governance.**

#		Mean	Standard Deviation	The Relative Weight%	The Value of the Test	P-Value	Paragraph Order
1-	Contractual Governance	5.00	0.94	71.42	14.99	0.00	<b>1</b>

2-	Relational Governance	4.68	0.92	66.79	10.36	0.00	<b>4</b>
3-	Governance of Project Orientation	4.85	0.83	69.25	14.48	0.00	<b>2</b>
4-	Governance of Project Management	4.69	0.93	67.06	10.56	0.00	<b>3</b>
	<b>project governance</b>	4.79	0.75	68.44	14.83	0.00	

## 5.2 Project Success:

Through the table (5.9): it is clear that the arithmetic means of all the paragraphs of the field of the “**Project Success**” was the average value of the largest overall average (4) Therefore, there were significant differences.

And it is clear that the relative weight of the total axis “**Project Success**” reached 64.48% and a mean was 4.51, and a standard deviation of 0.97, while the vertebrae axis “**Project Success**” was first paragraph (The project has satisfactorily met the budget goals) ranked first with a relative weight 70.91% and the arithmetic mean 4.96 and standard deviation 0.95, while the tenth paragraph (I am satisfied with the process by which the project was implemented) recent ranked relative 61.88% and the arithmetic mean 4.33 and standard deviation 1.26

Regarding the first paragraph which for the highest rank, it’s because that the UN organizations has a clear budget which work and operate based on this budget. Therefore, this budget was developed and established in advance which enable the management to distribute this budget in each project phase. In addition, UN management selects the implementing party based on the determined budget in every single project phase. On the other hand, the tenth paragraph got the least rank as shown below. The main reason behind this is the culture and procedures of donors who call for some procedures and policies that applied in their country. Therefore, UN organization should apply these procedures despite of inconsistency with the hierarchy of UN organization. Consequently, the UN staff feel dissatisfied regarding these procedures where they were determined in advance based on the donor’s policy.

**Table (5.9): The Arithmetic Mean and the Relative Weight for the Area of the Project Success.**

#	Project Success	Mean	Standard Deviation	The Relative weight %	The value of the Test	P-Value	paragraph Order
1. 1	The project has satisfactorily met the budget goals.	4.96	0.95	70.91	14.11	0.00	<b>1</b>
2. 2	The project has satisfactorily met the schedule goals	4.85	0.91	69.27	12.99	0.00	<b>2</b>
3. 3	The project has satisfactorily delivered the required outputs (i.e. fulfilled its requisites).	4.60	1.07	65.70	7.77	0.00	<b>3</b>
4. -	Project's outputs have supported the business to produce the expected outcomes	4.53	1.00	64.77	7.41	0.00	<b>4</b>
5. -	Undesired outcomes were managed and avoided	4.41	1.09	62.99	5.21	0.00	<b>6</b>
6. -	The project has provided the expected return on investment	4.48	1.15	64.03	5.84	0.00	<b>5</b>
7. -	The project's outcomes adhered to the outcomes planned in the business case	4.38	1.19	62.62	4.46	0.00	<b>8</b>
8. -	The project has directly benefited the intended users either through increasing efficiency or employee effectiveness.	4.39	1.19	62.77	4.61	0.00	<b>7</b>
9. 9-	Given the problem for which it was developed, the project seems to do the best job of solving that problem.	4.34	1.27	61.95	3.69	0.00	<b>10</b>
10. -	I am satisfied with the process by which the project was implemented.	4.33	1.26	61.88	3.66	0.00	<b>11</b>
11. -	The project has directly lead to improve or more effective decision making or performance for the clients.	4.36	1.30	62.32	3.89	0.00	<b>9</b>
	<b>Project Success</b>	4.51	0.97	64.48	7.32	0.00	

### 5.3 Test hypotheses:

Test hypotheses about the relationship between two variables of the study variables (the first major premise):

Null hypothesis: There is no statistically significant relationship between the two variables of the study variables alternative hypothesis: There were statistically significant between the two variables of the study variables relationship. If Sig. (P-value) is greater than the significance level  $\alpha \leq 0.05$  it can't be rejected the null

hypothesis and thus there is no statistically significant relationship between the two variables of the variables of the study, but if the Sig. (P-value) is less than the significance level  $\alpha \leq 0.05$  are rejected the null hypothesis and accept the alternative hypothesis that there is a statistically significant relationship between the two variables of the study variables.

#### 5.3.1 The main hypothesis:

**Ho1: There is a significant relationship at ( $\alpha = 0.05$ ) between project governance (contractual governance, relational governance, governance of project orientation, governance of projects management), and project success.**

**The table (5.10):** shows that the correlation coefficient is equal to 0.740, and the probability value (Sig.) Equals 0.00 which is less than the significance level  $\alpha \leq 0.05$  and this indicates the presence of a statistically significant Medium relationship with the between project governance and project success.

As shown in the below table, there is a significant relationship between project governance and project success. Form the point of view of researcher, this positive relationship is attributed to the nature of projects especially in the international organizations where they focus on governance as to manage of its projects. The international organizations especially UN organizations believe that if the governance system is successful enough and have the required and consistent shape, the success of projects will be undertaken. This hypothesis agrees with Joslin, Robert, and Ralf Müller (2016), Joslin, R., & Müller, R. (2016), Robert Joslin, Ralf Müller, (2015) and Khan, K., Turner, J. R., & Maqsood, T. (2013), totally agree about the importance of project governance on project success. They argued that the project governance affects positively

the project success where there is a great impact between them. On the other hand, Joslin, Robert, and Ralf Müller (2016) indicate that the project governance has a small but significant impact on project success where they stated that the relationship between them is mainly small.

**Table (5.10): The Correlation Coefficient Between Project Governance and Project Success.**

	<b>Pearson Coefficient</b>	<b>Potential Value (Sig.)</b>
There is a significant relationship at ( $\alpha \leq 0.05$ ) between project governance and project success	0.740*	0.000

**This main hypothesis is divided into four main sub-hypotheses as follows:**

**H1.1:** There is a significant relationship at ( $\alpha \leq 0.05$ ) between Contractual Governance and project success.

**H1.2:** There is a significant relationship at ( $\alpha \leq 0.05$ ) between Relational Governance and project success.

**H1.3:** There is a significant relationship at ( $\alpha \leq 0.05$ ) between Governance of Project Orientation and project success.

**H1.4:** There is a significant relationship at ( $\alpha \leq 0.05$ ) between Governance of Project Management and project success.

**The table (5.11):** shows that the correlation coefficient is equal to 0.516, and the probability value (Sig.) Equals 0.00 which is less than the significance level  $\alpha \leq 0.05$  and this indicates the presence of a statistically significant Medium relationship between Contractual Governance and project success. The researcher argued that the positive relationship between contractual governance and project success is attributed to the importance of contracts for UN organizations where contracts are considered to be the main and first step before launching any of its projects. Each UN organization begins its project by signing the contract with the implementing party which explains the technical specification, responsibilities, obligations and other important tasks. This is agreed with (Zheng, J., Roehrich, J. K., & Lewis, M, A. 2008) and (Bstieler and Hemmert, 2015) who asserted the importance of contractual governance on project success and effectiveness.

They argued that contractual governance has a great impact on ensuring the effectiveness of project success where they stated that, to ensure of project success, it's important to tackle the contractual governance in a very clear way as to undertake the main responsibility and obligation of each party.

**The table (5.11):** shows that the correlation coefficient is equal to 0.576, and the probability value (Sig.) Equals 0.00 which is less than the significance level  $\alpha \leq 0.05$  and this indicates the presence of a statistically significant Medium relationship between Relational Governance and project success. From the researcher point of view, this positive relationship is attributed to the importance of this criterion to the relationship between UN organization and the implementing party. The relational governance governs and determines the shape of the relationship between UN organization and the implementing organization as to deal with the expected obstacles between them. Therefore, the success of projects is highly dependent on the way at which the relationship between UN organizations and the implementing party is governed and monitored. This is agreed with de Carvalho, M. M., Patah, L. A., & de Souza Bido, D. (2015) and Ralf muller, Miia Martinsuo (2015) who stated that rational governance has a great impact on project performance and success as well. They asserted that the rational governance is an important criterion which manages the relationship between two parties and lead to have a desirable project performance which leads to great success. In particular, Bstieler and Hemmert (2015) stated that the relational governance has a greater effect on performance than contractual governance. Thus, it's important for managers to maintain high level of relational governance and medium level of contractual governance. This is contradicted with the result of this study which found that the contractual governance is more important than any other types of governance including the relational governance.

**The table (5.11):** shows that the correlation coefficient is equal to 0.690, and the probability value (Sig.) Equals 0.00 which is less than the significance level  $\alpha \leq 0.05$  and this indicates the presence of a statistically significant Medium relationship between Governance of Project Orientation and project success. From the point of view of the researcher, this positive relationship is attributed to the orientation of UN organizations is an important strategy as to achieve its goals and ensure its sustainability. Therefore, when



taking any decisions, the orientation of projects and managements are considered as a way to maintain and ensure the sustainability of UN organizations. This is agreed with Berssaneti, F. T., & Carvalho, M. M. (2015) who considered the orientation of management is an important pillar behind the achievement of desirable goals and having the desirable results.

**The table (5.11):** shows that the correlation coefficient is equal to 0.793, and the probability value (Sig.) Equals 0.00 which is less than the significance level  $\alpha \leq 0.05$  and this indicates the presence of a statistically significant strong relationship between Governance of Project Management and project success. Form the researcher point of view; it's clear that there is a strong relationship between project success and governance of project management when comparing this criterion with the previous criteria. The strong relationship comes from the nature of the work of this criterion where it's the umbrella which monitors and governs the whole project. Therefore, the governance of project management provides a general view to determine whether the success of project will be achieved or not. This is agreed with Khan, K., Turner, J. R., & Maqsood, T. (2013) and (De Carvalho, M. M., Patah, L. A., & de Souza Bido, D. 2015), who found that the governance of project management lead to the success of projects where it shapes the first step to ensure of the possibility of project success.

**Table (5.11): The Correlation Coefficient Matrix Between Contractual Governance and Project Success.**

Variable	1	2	3	4	5	6
Contractual Governance	1					
Relational Governance	.682**	1				
Governance of Project Orientation	.568**	.738**	1			
Governance of Project Management	.576**	.649**	.802**	1		
project governance	.787**	.875**	.930**	.863**	1	
project success	.516**	.576**	.690**	.793**	.740**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### 5.3.2 The Sub Hypothesis:

**Ho1-1 There is a significant relationship at ( $\alpha = 0.05$ ) between contractual governance and project success.**

To determine the effect level control requirements “**Contractual Governance, Relational Governance, Governance of Project Orientation, and Governance of**

**Project Management**” combined on the **“Project Success”**, the researcher used multiple regression testing using the method of Stepwise and it can be concluded the following:

- a) Shows the final regression model using the method of Stepwise that the **“Project Success”** which represents the dependent variable is affected substantially and statistically significant in all of the variables **“Relational Governance, Governance of Project Management”**.
- b) it has been excluded the following variable **“Contractual Governance, Governance of Project Orientation”**.
- c) results of the analysis showed that the Pearson Correlation 0.799, and the coefficient of determination equal to 0.638, and this means that 63.8% of the change in **“Project Success”** dates back to the effects of the following independent variables **“Relational Governance, Governance of Project Management”** and the remaining 36.2% is due to other factors affecting the dependent variable **“Project Success”**.

**Table (5.12:) Multiple Regression Analysis for Regression Coefficients.**

Dependent Variable	(R) Correlation	(R <sup>2</sup> )	F	DF		Sig.	(Unstandardized Coefficients) β		T. Test	Sig.
<b>Project Success</b>	0.799	0.638	167.15	Regression	2	0.000	(Constant)	.380	1.392	.165
							Governance of Project Management	.907	12.668	.000
				Residual	196		Relational Governance	.130	2.150	.033

**An equation effect:**

$$Y^{\wedge}=b_0+b_1x_1+bnxn$$

$$\text{Project Success} = -0.38 + 0.907 * (\text{Governance of Project Management}) + 0.130$$

$$* (\text{Relational Governance})$$

If you install the value of (Relational Governance) and when increasing (Governance of Project Management) is incremented by one unit leads to increase in the dependent variable (**Project Success**) by (0.907).

If you install the value of (Governance of Project Management) and when increasing (Relational Governance) is incremented by one unit leads to increase in the dependent variable (**Project Success**) by (0.130).

**5.3.3 Ho2: There are differences in responses to project governance due to the demographic characteristics.**

1. There are differences in responses to project governance due to the demographic characteristics (the gender) at significance level of ( $\alpha \leq 0.05$ ).

The independent t-test is used to test the above question. The results are illustrated in table (5.13) which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (project governance) criteria equals (0.062), which is greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (project governance) according to their gender. It's clear that there are no differences among respondents attributed to gender as shown above. The reason behind this is that the respondents are well educated, working under one methodology and understand the rules and policies effectively which resulted in getting similar results of male and female.

**Table (5.13): Independent T-Test for The Differences Between the Answers of the Respondents Concerning Applying the (Project Governance) Due to Their Gender.**

	Means		T. Test-value	(Sig.) value	
	Male	female			
Contractual Governance	5.11	4.7	2.795	0.006	Sig.
Relational Governance	4.73	4.54	1.322	0.188	Not Sig.
Governance of Project Orientation	4.82	4.65	1.230	0.220	Not Sig.
Governance of Project Management	4.79	4.6	1.525	0.129	Not Sig.
<b>project governance</b>	4.85	4.63	1.878	0.062	Not Sig.

2. There are differences in responses to project governance due to the demographic characteristics (the age) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in table (5.14) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (project governance) criteria equals (0.005), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (project governance) according to their age, The differences in favor of their age 25 years less 40. From the researcher point of view, the nature of UN projects which require the recruitment of youth whose ages range between 25-40. The

nature of this project such the construction and economic development projects require site visits and other filed visits. Therefore, the recruitment of youth is appropriate with the nature of such projects.

**Table (5.14): One Way ANOVA Test for the Differences Between the Answers of The Respondents Concerning Applying the (Project Governance) Due to Their Age.**

	Means				F. Test-Value	(Sig.) Value	
	Less 25 Years	25 Years Less 40	40Years Less 55	Above 55 Years			
Contractual Governance	4.87	5.14	4.71	3.5	4.666	0.004	Sig.
Relational Governance	4.16	4.78	4.52	3.36	3.280	0.022	Sig.
Governance of Project Orientation	4.37	4.88	4.56	4.25	2.784	0.042	Sig.
Governance of Project Management	4.27	4.88	4.46	4.33	5.021	0.002	Sig.
<b>Project Governance</b>	4.41	4.91	4.56	3.94	4.463	0.005	Sig.

3. There are differences in responses to project governance due to the demographic characteristics (The Qualification) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in table (5.15) which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (project governance criteria equals (0.377), which is greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (project governance) according to their Qualification. From the researcher point of view, the UN staff work under one methodology which belongs to United Nation. Therefore, they well understand the rules, policies, and responsibilities. In addition, UN staff is known as well-educated staff whose experiences are significant especially in dealing with international projects. Thus, regardless to their qualifications, they understand rules, relationships and obligations in which the answer of participants indicates that their work under one methodology and they effectively understand it.

**Table (5.15): One Way ANOVA Test for the Differences Between the Answers of the Respondents Concerning Applying the (Project Governance) Due to Their Qualification**

	Means			F. Test-Value	(Sig.) Value	
	Diploma	BA/BSc	Master			
Contractual Governance	3.2	5.02	4.93	1.969	0.142	Not sig.

Relational Governance	3.45	4.66	4.79	1.132	0.325	Not sig.
Governance of Project Orientation	3.75	4.77	4.83	0.821	0.442	Not sig.
Governance of Project Management	4.53	4.76	4.63	0.429	0.652	Not sig.
<b>project governance</b>	3.74	4.8	4.8	0.980	0.377	Not sig.

4. There are differences in responses to project governance due to the demographic characteristics (job title) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in table (5.16) which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (project governance) criteria equals (0.090), which is greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (project governance) according to their Job title. From the researcher point of view, as discussed above, UN staff work under one methodology, one hierarchy, one system, and one policy. Thus, there is no difference among respondents regarding their demographic factors because every employee including clerk, accountant, engineer, managers and other positions have the same policy, rules and regulations which govern their accomplishments. In this sense, the job title is not a matter of debate in this researcher because the methodology, rules and regulation is one under UN organizations.

**Table (5.16): One Way ANOVA Test for the Differences Between the Answers of The Respondents Concerning Applying the (Internal Factors) Due to Their Job Title**

	Means			F. Test-value	(Sig.) value	
	Project Manager	Projects Coordinator	Project Team Member			
Contractual Governance	4.65	5.1	4.67	3.767	0.025	sig.
Relational Governance	4.4	4.74	4.47	1.998	0.138	Not sig.
Governance of Project Orientation	4.66	4.81	4.6	0.878	0.417	Not sig.
Governance of Project Management	4.65	4.8	4.43	2.827	0.062	Not sig.
project governance	4.6	4.85	4.55	2.439	0.090	Not sig.

5. There are differences in responses to project governance due to the demographic characteristics (**Year of Experience**) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in table (5.17) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (project governance) criteria equals (0.00), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (project governance) according to their “**Work experience**” according to their age, The differences in favor of their 3 years less than 8 years. From the researcher point of view, and according to the strategy of UN organization when dealing with field projects which requires ongoing monitoring and site visits, it needs the recruitment of youth who fit with such projects. In this respect, their experience range between 3-8 years where those employees are the best deal with construction and economic development projects. Therefore, the majority of employees at UN organization have experience between 3-8 and their answers are significant as well.

**Table (5.17): One Way ANOVA Test for The Differences Between the Answers of the Respondents Concerning Applying the (Project Governance) Due to Their Years of Experience**

	Means			F. Test-Value	(Sig.) Value	
	Less Than 3 Years	3 Years - Less Than 8 Years	8 Years - Less Than 15 Years			
Contractual Governance	4.68	5.11	4.89	3.099	0.047	Sig.
Relational Governance	4.21	4.8	4.63	5.869	0.003	Sig.
Governance of Project Orientation	4.36	4.88	4.75	5.583	0.004	Sig.
Governance of Project Management	4.53	4.84	4.55	3.343	0.037	Sig.
<b>Project Governance</b>	4.43	4.9	4.71	5.834	0.003	Sig.

6. There are differences in responses to project governance due to the demographic characteristics (Years of work in the field of projects) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in table (5.18) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (project governance) criteria equals (0.010), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (project governance) according to their Years of work in the field of projects. The differences in favor of their 8 years less than 15 year. From the researcher point of view, this point is similar to the previous one where the majority of

employees at UN Organizations work in the field of project management range between 8-15 years where those employees are the best to deal with the nature of UN projects.

**Table (5.18): One Way ANOVA Test for the Differences Between the Answers of the Respondents Concerning Applying the (Project Governance) Due to Their Years of Work in the Field of Projects.**

	Means				F. Test-Value	(Sig.) Value	
	Less Than 3Years	3-Less 8 Years	8 Years Less Than 15 Years	15 Years and More			
Contractual Governance	4.67	5.09	5.06	3.8	2.607	0.053	Not sig.
Relational Governance	4.28	4.81	4.69	3.27	4.118	0.007	Sig.
Governance of Project Orientation	4.39	4.87	4.84	4.75	3.415	0.018	Sig.
Governance of Project Management	4.49	4.82	4.75	4.13	2.009	0.114	Not sig.
<b>project governance</b>	4.45	4.89	4.83	4.14	3.873	0.010	Sig.

7. There are differences in responses to project governance due to the demographic characteristics (location of the institution) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in table (5.19) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (project governance) criteria equals (0.016), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (project governance) according to their location of the institution, the differences in favor of their Gaza. From the researcher point of view, most of respondents are from Gaza City where it considered being the main center of Gaza Strip and economic capital of Gaza Strip. In addition, most of UN organizations are centered in Gaza City. Thus, the majority of respondents are from Gaza City and their answers were highly significant where the majority of the weight comes from those responds.

**Table (5.19): One Way ANOVA Test for the Differences Between the Answers of the Respondents Concerning Applying the (Project Governance) Due to Their Location of the Institution.**

	Means					F. Test-Value	(Sig.) Value	
	North	Gaza	Middle	Khan Younis	Rafah			
Contractual Governance	4.92	5.09	4.47	4.33	4.1	2.817	0.026	Sig.
Relational Governance	4.37	4.77	4.37	3.98	3.73	2.575	0.039	Sig.

Governance of Project Orientation	4.37	4.84	4.79	4.19	3.75	2.524	0.042	Sig.
Governance of Project Management	4.47	4.81	4.54	4.04	3.97	2.762	0.029	Sig.
<b>project governance</b>	4.5	4.87	4.59	4.15	3.86	3.116	0.016	Sig.

8. There are differences in responses to project governance due to the demographic characteristics (age of the institution) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in table (5.20) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (project governance) criteria equals (0.00), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (project governance) according to their Age of the institution, The differences in favor of their 21 years and more. From the researcher point of view, this is very logical in terms of UN organizations in the Gaza Strip. It's because that the UN organizations in the Gaza Strip work since their establishment which 21-more years. Thus, the age of institution is significant which represents the age of UN institutions in general.

**Table (5.20): One Way ANOVA Test for the Differences Between the Answers of the Respondents Concerning Applying the (Project Governance) Due to Their Age of the Institution.**

	Means			F. Test-Value	(Sig.) Value	
	5-10 year	11-20	21 Years and More			
Contractual Governance	4.8	4.52	5.27	16.004	0.000	Sig.
Relational Governance	4	4.25	4.94	16.971	0.000	Sig.
Governance of Project Orientation	4.23	4.37	5.02	17.287	0.000	Sig.
Governance of Project Management	4.32	4.4	4.94	12.959	0.000	Sig.
<b>Project Governance</b>	4.31	4.38	5.04	21.845	0.000	Sig.

9. There are differences in responses to project governance due to the demographic characteristics (No, of staff in the institution) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in table (5.21) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (project governance) criteria equals (0.00), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (project governance) according to their No, of staff in the



institution, the differences in favor of their 71 staff and more. From the researcher point of view, this positive relationship comes from the general hierarchy of UN organizations which includes hue number of employees. The nature of the work of UN organizations in the Gaza Strip makes it imperative to employ a great number of employees where UN organization is considered amongst the highest in the Gaza Strip which employs the employees.

**Table (5.21) One Way ANOVA Test for the Differences Between the Answers of the Respondents Concerning Applying the (Project Governance) Due to Their No. of Staff in the Institution.**

	Means			F. Test-Value	(Sig.) Value	
	10-30	31-70	71 Staff and More			
Contractual Governance	4.98	4.46	5.15	9.752	0.000	Sig.
Relational Governance	3.88	4.26	4.83	9.456	0.000	Sig.
Governance of Project Orientation	4.41	4.32	4.91	9.823	0.000	Sig.
Governance of Project Management	4.38	4.25	4.89	13.556	0.000	Sig.
<b>Project Governance</b>	4.41	4.32	4.94	13.490	0.000	Sig.

**Ho1-3: There are differences in responses to project success due to demographic characteristics.**

1. There are differences in responses to project success due to the demographic characteristics (the gender) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in **Table (5.22)** which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (Project Success) criteria equals (0.142), which is greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (Project Success) according to their gender. From the researcher point of view, UN organization in the Gaza Strip has its own measures which monitor and measure project success. They have their own standards of evaluation, measures of achievement, and their own procedures. Thus, there are no significant differences among respondents in terms of project success because they have the same rules, policies and the same measurements tools to measure achievements and success.

**Table (5.22): Independent T-Test for the Differences Between the Answers of the Respondents Concerning Applying the (Project Success) Due to their Gender.**

	Means		T. Test-value	(Sig.) value	
	Male	female			
<b>Project Success</b>	4.58	4.35	1.474	0.142	Not Sig.

2. There are differences in responses to project success due to the demographic characteristics (The Age) at significance level of ( $\alpha \leq 0.05$ ).

The One-Way ANOVA test is used to test the above question. The results are illustrated in table (5.23) which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (Project Success) criteria equals (0.011), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (Project Success) according to their age, The differences in favor of their age above 55 years. From the researcher point of view, the significant relationship comes from the high level of experience of those whose age above 55 years. They have the required experience about the measurement tools, evaluation procedures and policies, and the required monitoring skills. Thus, their answers were highly significant which represents their practical experiences in terms of measurement tools to measure success.

**Table (5.23) One Way ANOVA Test for the Differences Between the Answers of the Respondents Concerning Applying the (Project Success) Due to Their Age.**

	Means				F. Test-Value	(Sig.) Value	
	Less 25 Years	25 Years - Less 40	40 Years - Less 55	Above 55 Years			
<b>Project Success</b>	4.05	4.65	4.18	5.18	3.835	0.011	Sig.

3. There are differences in responses to project success due to the demographic characteristics (The Qualification) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in table (5.24) which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (Project Success) criteria equals (0.350), which is greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (Project Success) according to their qualification. From the researcher point of view, the insignificant relationship is a result of the unimportance of qualification regarding measuring project success. As discussed below, UN organizations have their own criteria and standards. The important matter is

the level of experience which enables everyone to understand the whole system not the level of qualification. This is shown below where the level of qualification is not significant in accordance to project success where it's important to understand the overall system of UN organizations.

**Table (5.24): One Way ANOVA Test for the Differences Between the Answers of the Respondents Concerning Applying the (Project Success) Due to Their Qualification.**

	Means			F. Test-Value	(Sig.) Value	
	Diploma	BA/BSc	Master			
<b>Project Success</b>	5.18	4.55	4.3	1.057	0.350	Not sig.

4. There are differences in responses to project success due to the demographic characteristics (Job title) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in table (5.25) which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (Project Success) criteria equals (0.007), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (Project Success) according to their Job title, the differences in favor of their Job title (Projects Coordinator). From the researcher point of view, this positive and significant relationship comes from the nature of such position and its impact. Project coordinator is the main position which deals in practical with projects in terms of initiation, implementation, and evaluation at each project phase. Consequently, such position is significant and affects heavily the project success. It's notable; the job specification of project coordinator under UN policy requires a great experience both, practical and theoretical, which indicates the importance of this position.

**Table (5.25): One Way ANOVA Test for the Differences Between the Answers of the Respondents Concerning Applying the (Project Success) Due to Their Job Title.**

	Means			F. Test-Value	(Sig.) Value	
	Projects Manager	Projects Coordinator	Project Team Member			
<b>Project Success</b>	4.56	4.6	3.95	5.106	0.007	sig.

5. There are differences in responses to project success due to the demographic characteristics (Year of Experience) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in table (5.26) which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (Project Success) criteria equals (0.11), which is greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (Project Success) according to their Year of Experience, The differences in favor of their 3 years less than 8 years. From the researcher point of view, this significant relationship comes from the nature of projects in UN organizations where they mostly require experiences between 3-8 years to fit with the nature of their projects. In this respect, such experience is appropriate to deal with construction, and economic development projects which the aim of UN organizations. Such projects require 3-8 years of experiences where this level of experiences is considered to be sufficient. As discussed, the nature of UN projects requires the employment of youth whose age range between 25 to 40 years and their experience range between 3-8 to deal with their projects. In addition, the majority of UN employees whose experiences more than 8 years' work with the top management though the managerial level. To conclude, the job description of any vacancy in UN organizations specifies that the participant should have average 5 years of experience when dealing with economic development projects. Therefore, this item is significant and affects the project success due to its weight amongst other items.

**Table (5.26): One Way ANOVA Test for the Differences Between the Answers of The Respondents Concerning Applying the (Project Success) Due to Their Year of Experience.**

	Means			F. Test-Value	(Sig.) Value	
	Less Than 3 years	3 Years - Less Than 8 Years	8 Years - Less Than 15 Years			
<b>Project Success</b>	4.27	4.67	4.1	5.824	0.004	Sig.

6. There are differences in responses to project success due to the demographic characteristics (years of work in the field of projects) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in **table (5.27)** which shows that the p-value (Sig.) is greater than (0.05) for each criterion, and p-value (Sig.) for all the (Project Success) criteria equals (0.025), which is greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (Project Success) according to their Years of

work in the field of projects, The differences in favor of their 15 years and more. From the researcher point of view, the significant relationship between project success and years of work of project management is a result of the impact of this item in project success. As know, the more years of work, the more experience which lead to have a desirable result. In this respect, those employees who work 15 years and more in the international organizations such as UN organizations are considered to be expert in the field of project management since their huge experience. Thus, they have the required skills, experiences and they understand each project phase deeply. As a result, they own the required abilities to achieve success as well.

**Table (5.27): One Way ANOVA Test for the Differences Between the Answers of the Respondents Concerning Applying the ((Project Success) Due to Their Years of Work in the Field of Projects.**

	Means				F. Test-Value	(Sig.) Value	
	Less Than 3 Years	3-Less 8 Years	8 Years - Less Than 15 year	15 Years and More			
<b>Project Success</b>	4.18	4.67	4.32	5.18	3.194	0.025	Sig.

3. There are differences in responses to project governance due to the demographic characteristics (location of the institution) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in **table (5.28)** which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (Project Success) criteria equals (0.128), which is greater than (0.05). This means that there are no significant differences in respondents' answers toward applying the (Project Success) according to their location of the institution. From the researcher point of view, the location is not a matter of problem in determining the success factors. As discussed, UN organizations have one methodology and procedures which apply in all UN projects in the Gaza Strip. In addition, the experiences, qualifications and skills which required in job description of any vacancy are the same in any location. For example, the project coordinator in Rafah city has the same qualifications of project coordinator in Gaza City of the same vacancy. Therefore, the success of project is determined by other factors than location such as qualifications, years of experience and skills as well.

**Table (5.28): One Way ANOVA Test for the Differences Between the Answers of the Respondents Concerning Applying the (Project Success) Due to Their Location of the Institution.**

	Means					F. Test-Value	(Sig.) Value	
	North	Gaza	Middle	Khan Younis	Rafah			
<b>Project Success</b>	4.34	4.6	4.08	4.03	3.77	1.813	0.128	Not Sig.

4. There are differences in responses to project success due to the demographic characteristics (age of the institution) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in **table (5.29)** which shows that the p-value (Sig.) is less than (0.05) for each criterion, and p-value (Sig.) for all the (Project Success) criteria equals (0.00), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (Project Success) according to their age of the institution, The differences in favor of their 21 years and more. From the researcher point of view, the significant relationship between the age of institution and project success comes from the huge and great experience of UN organizations in dealing with projects especially the economic development projects. The age of the institution has a great impact on the level of success because it means great level of experience in the field and great level of experience in dealing with thousands and thousands of projects. Furthermore, during their existence, they passed over several and several projects which grant them learning lessons to enhance and improve their track.

**Table (5.29): One Way ANOVA Test for the Differences Between the Answers of the Respondents Concerning Applying (Project Success) Due to Their Age of the Institution.**

	Means			F. Test-Value	(Sig.) Value	
	5-10 Years	11-20	21 Years and More			
<b>Project Success</b>	3.74	4.04	4.82	19.584	0.000	Sig.

5. There are differences in responses to project success due to the demographic characteristics (No. of staff in the institution) at significance level of ( $\alpha \leq 0.05$ ).

The one-way ANOVA test is used to test the above question. The results are illustrated in **table (5.30)** which shows that the p-value (Sig.) is less than (0.05) for each

criterion, and p-value (Sig.) for all the (Project Success) criteria equals (0.00), which is less than (0.05). This means that there are significant differences in respondents' answers toward applying the (Project Success) according to their No, of staff in the institution, The differences in favor of their 71 years and more. From the researcher point of view, this significant relationship comes from the nature of institutions in the Gaza Strip. It means that the organization which employs more than 70 is considered to be well-known organization especially in the case of Gaza Strip. These organizations are characterized as more systematic, have great experience and more effective in accomplishing their tasks. In similar, UN organizations in the Gaza Strip and through their branches in Gaza have thousands of employees which indicate that these organizations are well-known and have wide range of experience. It means that they have the systematic flow of procedures and objectives to manage projects and achieve success. In this respect, as existed in the Gaza Strip, such organizations have wide range of experience, effective consultants and skillful project team which could monitor and implement the projects to achieve high level of success.

**Table (5.30): One Way ANOVA Test for the Differences Between the Answers of The Respondents Concerning Applying the (Project Success) Due to Their No. of Staff in the Institution**

	Means			F. Test-Value	(Sig.) Value	
	10-30	31-70	71 Years and More			
<b>Project Success</b>	3.88	4.03	4.68	9.216	0.000	Sig.





# **Chapter 6**

## **Results and**

### **Recommendations**



## **Chapter 6**

### **Results and Recommendations**

#### **6.1 Introduction:**

This chapter aims at summarizing and providing the main findings which were discovered after analyzing the study results. It is considered to be the most important section of this study where it showed the contribution of the researcher toward this study. In addition, it includes the recommendations which were developed based on the study's results.

#### **6.2 Results:**

6.2.1 There is significant relationship between project governance and success. The study results revealed that the project governance has a great impact on project success through its main factors.

- There is a positive relationship between contractual governance and project success. The result of this study showed that the contractual governance is considered to be the most important criterion of project governance in achieving project success. The contractual governance is considered to be the highest rate amongst the other criteria. This is because of the importance of contracts for UN organizations which include the whole picture of projects in details.
- There is a positive relationship between relational governance and project success. The study revealed that the relational governance has a medium effect on project success as shown through the data analysis. It's clear that the relational governance is the least one amongst the other criteria. This is because that the relational governance is monitored and developed implicitly during the initiation of the projects. In addition, the implementing organization understands and agrees about the procedures of UN organizations first place.
- There is a significant relationship between the governance of project orientation and project success. The result of this study showed that there is a strong relationship between governance of project orientation and project success. As revealed, the weight of governance of project orientation is 69.25 which ranked second. It resulted

from the nature of UN organizations which focus mainly on their orientation when taking any decision.

- There is a significant relationship between governance of project management and project success. The result of this study showed that there is a medium effect of the governance of project management on project success where it ranked third as a result of the responses of the employees in the international organizations in the Gaza Strip.
- The main and most important project success factor is the compliance of UN organizations in project budget. This item is considered to be the main factor behind achieving project success.

6.2.2 There are significant differences in the responses of respondents to project governance attributed to the demographic factors (age, years of experiences, years of work in the field of projects, location, age of the institutions and number of staff) which indicate the importance of these factors regarding the project governance.

6.2.3 There are no significant differences in the responses of respondents to project success attributed to the demographic factors (job title, qualification and gender).

6.2.4 There are significant differences in the responses of respondents to project success attributed to the demographic factors (age, job title, age of institution, and the number of the staff) which indicate the importance of these factors in the overall respondent's views.

6.2.5 There are no significant differences in the responses of respondents to project success attributed to the demographic factors (location of the institution, years of work in the field of projects, years of experience, qualification, and gender).

### **6.3 Recommendations:**

- 1- It's preferable for UN organizations to shed the light on the project governance due to its importance on achieving high level of project success.
- 2- It's preferable for UN organizations to consider the contractual governance as the main item of governance due to its importance for project success where it implies the whole picture between UN organizations and the implementing parties.
- 3- It's advisable for UN organizations to shed the light on other important factors that affect the success of projects such as cost, time, and quality.
- 4- It's advisable for UN organizations to concentrate on the other factors of governance (relational governance, governance of project orientation, and governance of project management) due to their importance on achieving desirable results and having preferable performance.
- 5- It's important for UN organizations to monitor the implementation of projects phases through developing a systematic governing plan that contains systematic steps undertaking by each department.
- 6- It's important for UN organizations to have an adjustment plan with an effective project team to coop with changing circumstances.
- 7- It's preferable for UN organizations to have a flexible business strategy which deal with different situations and serve the needs of stockholders and beneficiaries.

#### **6.4 Chapter Summary:**

This chapter offered the most important research conclusions developed in many sections based on research variables. These sections shed the light on presenting the results of hypotheses testing and the answers of the research questions. Then, it listed the most important recommendations directed to UN organizations.

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# Appendices



**Appendix (A):  
Questionnaire (English version)**

**Questionnaire**

**Dear Sir/Madam.**

This research studies the fit and the success of Management Information Systems in RSSP that work in the Gaza Strip, to fulfill the requirements of having the MBA degree at the Islamic University of Gaza.

I hope to receive your cooperation and answers that meet reality taking in consideration, that all data will be handled in top confidentiality and only for scientific research purposes.

**With Respect**

Ihab Rafiq Abed  
MBA in Business Administration  
Faculty of Commerce  
Islamic University - Gaza

**Appendix (B):  
Request for Questionnaire Evaluation**

**طلب تحكيم استبانة**

سعادة الدكتور/ المحترم،،،

السلام عليكم ورحمة الله وبركاته ،،،،

استناداً إلى تجربتكم الواسعة في مجال البحث العلمي، يتشرف الباحث بأن يضع بين أيديكم استبانة بعنوان (دور حوكمة المشروع على نجاح المشروع في مؤسسات الأمم المتحدة العاملة في قطاع غزة) والتي قام الباحث بإعدادها ضمن دراسة يجريها لنيل درجة الماجستير في إدارة الأعمال.

لذا نرجو من سيادتكم التكرم بتحكيم الاستبانة المرفقة والتعليق عليها، نظراً لخبرتكم المتراكمة في هذا المجال، ولما لرأيكم من أهمية واضحة في دعم وتنمية البحث العلمي.

أشكر لكم حسن تعاونكم،،،  
وأقدر لكم جهدكم ووقتكم الثمين،،،

الباحث : إيهاب رفيق محمد عابد  
برنامج الماجستير في إدارة الأعمال - كلية التجارة  
الجامعة الإسلامية غزة



## Section 1: General Information:

<b>1) Age:</b>					
Less than 25 years.	25 to less than 40 years	41 to less than 55 years	45 years and more		
<b>2) Gender:</b>					
Male.	Female.				
<b>3) Academic Degree:</b>					
Diploma.	Bachelor's Degree.	Master Degree	PHD Degree		
<b>4) Employee's field of work (job title):</b>					
Projects Manager	Project Coordinator	Project Team Member	Fundraising Staff		
<b>5) Years of Experience in Current Org.:</b>					
Less Than 3 years	3 to less than 8 years	9 to less than 15 years	More Than 16 years		
<b>6) Years of work in projects field:</b>					
Less Than 3 years	3 to less than 8 years	9 to less than 15 years	More Than 16 years		

## Section 2: Organization information

<b>Organization address:</b>					
North Gaza	Gaz City	Middle area	Khan Younis area		
				Rafah area	
			<b>Field of Work of The</b>		
<b>Institution</b>					
Training and Education	A Woman and a Child	Economic Development	Social Relief		
	Others	Agriculture and Environment	Human Rights		
<b>The organization age in years:</b>					
Less than 5 years	From 5 to 10 years	From 11 to 20 years	21 years and more		
<b>Number of employees in organization:</b>					
Less than 10 employees	From 10 to less than 30 employees	From 31 to less than 70	71 and more		

Please choose a score for each statement that you believe most relevant

The Choice	Strongly Disagree	Moderately Disagree	Slightly Disagree	Indifferent	Slightly agree	Moderately agree	Strongly agree
Level of agreement	1	2	3	4	5	6	7

**Section 3: Measuring the Impact of Project Governance Factors on Project Success in UN Organizations Operating in Gaza Strip**

**Variable 1: Project Governance:**

**1- Contractual Governance.**

According to your previous and ongoing experience in the projects you participated in , please evaluate you compatibility with the following :

7	←	1	1- Strongly Disagree.....Strongly Agree	#
			Our relationship with the other parties was governed primarily by written contracts	.1
			The contract had detailed the obligations and rights of every party.	.2
			The contract had a clear statement of the time, place and the way of project fulfillment	.3
			The contract had described the safety management requirements, quality standards, contract price and its payment to manage the agreements among parties	.4
			The contract had specified major principles or guidelines for handling unanticipated contingencies as they arise	.5
			The contract had provided alternative solutions for responding to various contingencies that are likely to arise	.6
			The contract had allowed us to respond quickly to match evolving client requirements.	.7
			We had a clear expression of the default definitions and formula	.8
			The contract had a detailed description of conditions under which termination may occur.	.9
			The contract had specified the procedures and methods for disputes.	10

**2- Relational Governance**

According to your previous and ongoing experience in the projects please evaluate your compatibility with the following:

7	←	1	1- Strongly Disagree.....Strongly Agree	#
			We believed the other party can keep their word throughout the life of the project.	.1
			We felt confident that the other parties have high levels of integrity and honest	.2

										We believed the project engineers and other technical people are competent at what they are doing.	.3
										We believed that the other parties could meet the requirements of the project in technology and management.	.4
										Exchange of information among the parties took place frequently.	.5
										We kept each other informed about events or changes that may affect the other parties	.6
										The parties were consistent with the expectations of this project.	.7
										The project's overall plan and the implementation scheme were shared by every party.	.8
										Parties involved in this project regarded each other as major partners.	.9
										We believed that the parties were willing to cooperate to work out solutions if some unexpected situations were to arise	10
										The parties were expected to be able to make adjustments in the ongoing relationship to cope with changing circumstances	11

**3- Governance of Project Management:  
In My Organization:**

Please choose accordingly to what your organization represents:

7	←	1	<b>1- Strongly Disagree.....Strongly Agree</b>	#
			Decisions are made in the best interest of the shareholders and owners of the organization and Return on Investment (ROI).	.1
			Decisions are made in the best interest of the wider stakeholder community (incl. shareholder, employees, local communities etc.)	.2
			The remuneration system includes stock-options for employees and similar thinking) (ROI incentives that foster shareholder	.3
			Prevails an image that wider social and ethical interests determine the legitimacy of actions (including projects)	.4
			I am sometimes asked to sacrifice the achievement of financial objectives for improvement of stakeholder satisfaction.	.5
			The long-term objective is to maximize value for the owners of the organization and maximize value for society.	.6

**The Management Approach in My Organization Preference:**

7	←	1	<b>1- Strongly Disagree.....Strongly Agree</b>	#
			A strong emphasis on always getting personnel to follow the formally laid down procedures	.1
			tight formal control of most operations by means of sophisticated control and information systems.	.2
			loose, informal control; heavy dependence on informal relationships and the norm of cooperation for getting things done	.3
			A strong emphasis to let the requirements of the situation and the individual's personality define proper on-job behavior	.4
			Support institutions (like a PMO) should ensure compliance with the organization's project management methodology.	.5



**Appendix(C):  
Questionnaire (Arabic version)**

**استبانة**

السادة الافاضل / مدراء ومنسقي المشاريع في مؤسسات الأمم المتحدة العاملة في قطاع غزة  
المحترمون

السلام عليكم ورحمة الله وبركاته،،،

بالإشارة الى الموضوع أعلاه فإنني أضع بين أيديكم استبانة لجمع البيانات اللازمة حول دراسة لرسالة ماجستير بعنوان: " دور حوكمة المشروع في نجاح المشروع في مؤسسات الأمم المتحدة العاملة في قطاع غزة"، حيث تهدف هذه الاستبانة إلى قياس أثر عوامل حوكمة المشروع علي نجاح المشروع في مؤسسات الأمم المتحدة العاملة بقطاع غزة.

لذا فإنني أرجو من سيادتكم قراءة ما ورد في هذه الاستبانة من فقرات بدقة وموضوعية والإجابة عما جاء فيها بوضع اشارة أمام الإجابة التي تعبر عن وجهة نظركم، مع العلم بأن كافة المعلومات التي سيتم الحصول عليها ستستخدم لأغراض البحث العلمي فقط.

ولكم جزيل الشكر لحسن تعاونكم،،،

الباحث

إيهاب رفيق عابد

اشراف

د. خالد دهليز

يرجى التكرم باختيار الإجابة بناء على موافقتك على كل من العبارات الآتية:

الرأي	لا أوافق بشدة	لا أوافق	لا أوافق جداً	محايد	أوافق	أوافق جداً	أوافق بشدة
درجة الموافقة	1	2	3	4	5	6	7

أولاً: معلومات عن أفراد عينة الدراسة:

1. الفئة العمرية:							
أقل من 25 سنة	من 25 لأقل من 40 سنة	من 41 لأقل 55 سنة	أكثر من 56 سنة				
2. الجنس							
ذكر	انثى						
3. المؤهل العلمي:							
دبلوم متوسط	بكالوريوس	ماجستير	دكتوراه				
4. المسمى الوظيفي							
مدير مشاريع	منسق مشاريع	عضو فريق مشروع	موظف تجنيد تمويل				
5. سنوات الخدمة في المؤسسة:							
أقل من 3 سنوات	من 3 لأقل من 8 سنوات	من 9 لأقل من 15 سنة	16 سنة فأكثر				
6. عدد سنوات العمل في مجال المشاريع							
أقل من 3 سنوات	من 3 – 8 سنوات	من 9 لأقل من 15 سنة	16 سنة فأكثر				

ثانياً: معلومات عن المؤسسة:

عنوان المؤسسة:							
شمال غزة	محافظة غزة	محافظة الوسطى	محافظة خانينوس				
محافظة رفح							
مجال عمل المؤسسة (يمكن إختيار أكثر من مجال):							
إغاثي اجتماعي	اقتصادي تنموي	امرأة وطفل	تدريب وتعليم				
حقوق إنسان وديمقراطية	زراعة وبيئة	أخرى حدد					
عمر المؤسسة بالسنين							
أقل من 5 سنوات	من 5 – 10 سنوات	من 11 - 20 سنة	21 سنة فأكثر				
عدد العاملين في المؤسسة:							
أقل من 10 موظفين	من 10 لأقل من 30 موظف	من 31 لأقل من 70 موظف	71 موظف فأكثر				

ثالثاً: قياس دور عوامل حوكمة المشروع على نجاح المشروع في المنظمات الدولية العاملة في قطاع غزة							
المجال الأول: Contractual Governance (حوكمة التعاقدات)							
بناءً على خبرتك السابقة والحالية في المشاريع التي شاركت فيها، الرجاء تقييم مدى توافقك مع العبارات التالية:							
#	1- غير موافق بشدة	2- موافق بشدة	3- موافق بشدة	4- موافق بشدة	5- موافق بشدة	6- موافق بشدة	7- موافق بشدة
1							
2							
3							
4							

										5	يوضح العقد الاجراءات والارشادات التي يتم اتخاذها في حال حدوث أي أمر طارئ.
										6	يسمح العقد بحلول بديلة للتعامل مع أي مستجدات وأمر طارئة قد تحدث.
										7	يتميز العقد بالإستجابة السريعة للتعامل مع متطلبات العملاء المتطورة.
										8	يقدم العقد تفسيرات واضحة للتعريفات والمفاهيم والمصطلحات المهمة.
										9	يوضح العقد بشكل مفصل الشروط والظروف والملابسات التي من الممكن أن تقود إلى إنهاء التعاقدات ضمن المشروع.
										10	يوضح العقد الأساليب والطرق للتعامل مع النزاعات الخاصة بالمشروع.

### المجال الثاني: Relational Governance (حوكمة العلاقات التبادلية)

حسب خبرتك في المشاريع الرجاء تقييم مدى موافقتك على العبارات التالية:

#	1- غير موافق بشدة .....	7- موافق بشدة	1	7	
1					تقييمنا للطرف الآخر بأنه سيوفي بالتزاماته وتعاقده خلال فترة المشروع.
2					تقييمنا للطرف الآخر بأنه على مستوي عالي من النزاهة والأمانة.
3					تقييمنا بأن الخبراء والتقنيين العاملون على المشروع يتمتعون بقدرات تمكنهم من انجاز عملهم.
4					تقييمنا للطرف الآخر بأنه قادر على الإيفاء بمتطلبات المشروع الإدارية والتكنولوجية.
5					يحدث تبادل للمعلومات بين أطراف المشروع بشكل مستمر ومتكرر.
6					نعمل على تبادل المعلومات مع الأطراف الأخرى عن الأحداث او التغييرات التي من الممكن ان تؤثر على التعاقدات.
7					يوجد توافق بين أطراف التعاقد فيما يتعلق بتوقعاتهم لنتائج ومخرجات المشروع.
8					يتم مشاركة خطة المشروع الكلية وطريقة التنفيذ مع جميع الأطراف المعنية.
9					تنظر الأطراف المشاركة في المشروعات ضمن مؤسستنا لبعضها البعض كشركاء رئيسيين.
10					تقوم كافة الأطراف بالتعاون والعمل معاً لإيجاد حلول في حال حدوث مواقف غير متوقعة بشكل مفاجئ.
11					تقوم جميع الأطراف ضمن التعاقدات بالتعديلات اللازمة للتعامل مع الظروف المتغيرة.

### المجال الثالث: Governance of Project Orientation (حوكمة توجهات المشروعات) في منظمتي:

الرجاء الإختيار حسب ما تراه مناسباً لما يمثل مؤسستك بشكل وثيق:

#	1- غير موافق بشدة .....	7- موافق بشدة	1	7	
7.					يتم إتخاذ القرارات ضمن المشروعات بما يحقق مصلحة المؤسسة ويحقق استمراريتها.
8.					يتم إتخاذ القرارات ضمن المشروعات بما يحقق مصلحة فئات واسعة من المجتمع (الشركاء، الموظفين، المجتمعات المحلية.. الخ).
9.					يمنح نظام المكافآت للعمل ضمن المشروعات حوافز ومزايا وظيفية للموظفين الذين يساهون في نجاح المشروع وتحقيق أهدافه.
10					يقاس النجاح في المشروع بمدى تحقيق المصالح الإجتماعية والأخلاقية المرجوة من المشروع.

									يضحي الموظف بالعائد المالي لتحسين رضى أصحاب المصالح والمستهدفين من أنشطة المشروع.	11
									تهدف المؤسسة على المدى البعيد إلى زيادة قيمة المؤسسة وزيادة القيمة للمجتمع والأطراف ذات العلاقة وتعزيز فرص استمراريتها.	12

فلسفة الإدارة في منظمتي تفضل:										
#	1- غير موافق بشدة	.....7- موافق بشدة	1	←	7					
5.										التركيز على ضرورة اتباع الموظفين الإجراءات المنصوص عليها رسمياً.
6.										فرض إجراءات رقابية رسمية على معظم العمليات التنظيمية من خلال أنظمة التحكم وأنظمة المعلومات المتطورة.
7.										فرض إجراءات رقابية غير رسمية ومرنة والإعتماد بشكل كبير على العلاقات غير الرسمية والتعاون المتبادل لإنجاز الأعمال.
8.										إتاحة الفرصة للموظفين باختيار السلوك الوظيفي بما يتناسب مع متطلبات الموقف وقدراتهم الشخصية.
9.										يتوفر لدى المراكز الإدارية المساندة (مثل قسم إدارة المشروعات)، التوافق مع منهجية المؤسسة المتبعة في إدارة وتنفيذ المشروعات.
10.										إعطاء الأولوية للإلتزام والتوافق مع منهجية العمل أكثر من الإعتماد على خبرات الأفراد خلال أداء عملهم ضمن المشروعات.

المجال الرابع: Governance of Project Management (حوكمة إدارة المشروعات)										
في منظمتي:										
#	1- غير موافق بشدة	.....7- موافق بشدة	1	←	7					
1.										يتحمل مجلس الإدارة المسؤولية الشاملة عن إدارة الممارسات الخاصة بحوكمة المشروعات.
2.										تتعامل المؤسسة بطرق مختلفة مع المشاريع والأنشطة الروتينية غير القائمة على المشاريع.
3.										يتم تحديد المهام والمسؤوليات المرتبطة بحوكمة إدارة المشروعات بشكل واضح.
4.										يتم تطبيق ترتيبات نظامية مدعومة بأساليب ومنهجيات وضوابط مناسبة لضبط الحوكمة طوال دورة حياة المشروع.
5.										يتم تخصيص راع لكل مشروع والذي يمثل مرجعية ويحمل المسؤولية عن أنشطته أمام المؤسسة وذلك لضمان نجاح مخرجات المشروع وفوائده.
6.										يعين لكل مشروع مدير يكون مسئول أمام راع المشروع عن تحقيق أهداف المشروع ومخرجاته بشكل ناجح.
7.										يوجد علاقة إنسجام وتوافق بشكل واضح بين الإستراتيجية العامة للمؤسسة والمشروعات التي تقوم بتنفيذها .
8.										تنفذ كل المشاريع بناء على خطط معتمدة تتضمن ضوابط خاصة بمستويات التفويض التي تمكن العاملين من إعادة النظر في عمل المشروع على صعيد (التكاليف والمنافع والمخاطر).
9.										يتم تدوين القرارات التي يتم إتخاذها على مستوى نقاط التفويض وإيصالها للمعنيين.
10.										يملك العاملون الذين يتم تفويضهم التمثيل الكافي والسلطة والموارد التي تمكنهم من إتخاذ القرارات المناسبة.
11.										يحدد مجلس الإدارة أو من ينوب عنه الظروف التي تتطلب التدقيق المستقل للمشاريع أو أنظمة إدارة المشاريع وآليات تنفيذها وفقاً لذلك.
12.										يوجد معايير واضحة للإفصاح عن حالة المشروع وما يتبع ذلك من قضايا ومخاطر للمستويات الإدارية ذات العلاقة وفق الإجراءات المتبعة في المؤسسة.
13.										تعزز المؤسسة ثقافة التحسين والإفصاح الداخلي الصريح عن المعلومات المرتبطة بإدارة المشروعات.
14.										يشارك أصحاب المصلحة بالمشروع (المستفيدين، الداعمين، ...) على مستوى يتناسب مع أهميتهم لدى المؤسسة وبما يعزز الثقة المتبادلة.



#	1- غير موافق بشدة .....7- موافق بشدة	1	7
15	يتم إغلاق المشاريع التي تصبح غير مبررة كجزء من حافظة المشاريع الخاصة لدى المؤسسة.		
<b>المتغير الثاني : Project Success</b>			
إلي أي مدي توافق على العبارات التالية الخاصة بنجاح المشروعات التي تنفذها مؤسستك :			
#	1- غير موافق بشدة .....7- موافق بشدة	1	7
8.	تحقق المشروعات الأهداف المالية ضمن الموازنة بشكل مرضي.		
9.	تحقق المشروعات الأهداف المتفق عليها ضمن الزمن المخطط بشكل مرضي.		
10.	تحقق المشروعات النتائج المطلوبة بشكل مرضي (تحقيق متطلباته).		
11.	تحقق مخرجات المشاريع النتائج المتوقعة.		
12.	يتم معالجة مخرجات المشروعات غير المرغوب فيها وتجنيبها .		
13.	تحقق المشروعات الإستمرارية المتوقعة منها .		
14.	يتم الانتفاع من مخرجات المشروعات من قبل الفئات المستهدفة من أنشطتها.		
15.	تفيد المشروعات بشكل مباشر وإيجابي المستفيدين المقصودين بطرق متعددة.		
16.	تعمل المشروعات على حل المشكلات التي أقيمت من أجلها .		
17.	أشعر بالرضى عن الطرق والاجراءات التي تم تنفيذها لإتمام المشروعات .		
18.	تساعد المشروعات فى زيادة فعالية القرارات التي يتخذها المستفيدين.		

\*\*\*تم بحمد الله\*\*\*

**Appendix(D):  
Judgment Committee**

#	Expert Name	University
1	Prof. Majed ALFarra	Islamic University of Gaza
2	Dr. Hisham Madi	Islamic University of Gaza
3	Dr. Wasim Al Habil	Islamic University of Gaza
4	Dr. Sami Abu Elros	Islamic University of Gaza
5	Dr. Akram Sammour	Islamic University of Gaza
6	Dr. Hatem Al Aydi	Islamic University of Gaza
7	Dr. Khalil Abu Madi	Management & Politics Academy
8	Dr. Mansour El-Ayoubi	Palestine Technical College
9	Dr. Wael Thabet	Al- Azhar University
10	Dr. Nabil Alloh	General Personnel Council
11	Dr. Ramez Bedair	Al- Azhar University
12	Dr. Mahmoud Al Shanti	Management & Politics Academy