RES MILITARIS
REVUE EUROPEENNE D ETUDES EUROPEAN JOURNAL OF MILITARY STUDIES
Social Science Journal

The Impact of Independent Organizational Governance Factor on Successful Project Performance

By

Ahmed I. Alsenosy*
Graduate School of Management, Post Graduate Centre, Management and Science University, University Drive, Off Persiaran Olahraga, Section 13, 40100, Selangor, Malaysia
*Email: Alsenosy15@gmail.com

Ahmad Albattat1, Zunirah Talib
Graduate School of Management, Post Graduate Centre, Management and Science University, University Drive, Off Persiaran Olahraga, Section 13, 40100, Selangor, Malaysia
ORCHID: 0000-0003-3929-3907

Abstract

To study the impact of independent organizational governance factor on successful project performance Organizational governance is becoming essential for sustaining success and assuring consistent business value and benefits to organizations struggling to achieve the most excellent level of service and accomplish stakeholders' satisfaction. Performing a robust organizational governance framework can empower visibility and control, which is vital to successfully delivering the expected benefits from projects and portfolios. The concept of organizational governance is not applied except for a few organizations in KSA due to the absence of a culture of governance and the lack of governance, and the lack of clarity about the importance of its application. organizational governance is imperative because of its significant impact on the performance of organizations positively. This research examines how the independent factor and successful project performance are based on organizational governance to practice organizational governance. Project governance is the process of creating, documenting, and disseminating dependable, repeatable project practises to ensure the success of a project throughout its lifespan and in accordance with the organization's governance model.

Keywords: organizational governance factor on successful project performance

Introduction

Construction performance is a major consideration throughout project execution. The representation of project performance success is unclear due to diverse stakeholder expectations. (Guthe nduz, almuajebh, 2020) Corporate governance underpins project governance. According to the project management institute (suyunov, D. 2021), project governance is "an oversight function aligned with organisational governance model that encompasses the project lifecycle and provides a consistent method of controlling and ensuring the project's success by defining, documenting, and communicating reliable, repeatable project practises" Suyunov, D. Governance is involved with managing a set of initiatives, such as a programme or portfolio, and has a greater reach. Mihret D.

The board sets the company's strategic goals, provides leadership to implement them, supervises management, and reports to shareholders on their stewardship. Organizational governance is what a company's board of directors (al-ahdal et al ., 2020, al-khonain & al-adeem, 2020).The general objective of this study is to determine the critical success of

organizational governance that influence project performance in KSA . more precisely, the specific objectives of this study are as presented:

- to examine the factors which lead to good organizational governance and affect project performance in KSA.
- to examine the relationship between organizational governance attributes of governance members, governance policies, governance system, governance performance, information and communication, and stakeholder. engagement in KSA.
- to determine the relationship between organizational governance attributes of governance member, governance policies, governance system, governance performance, Information and Communication, and Project Performance in KSA.
- to evaluate the mediating effect of stakeholder engagement between organizational governance attributes of governance members, governance policies, governance system, governance performance, information and communication, and project performance success.

Background of The Study

Important because it provides the norms and procedures by which a corporation operates, organisational governance is often overlooked. A company's members, officials, and management will be protected by a solid organisational governance framework. To show how institutional pressures may either encourage or stifle the development and widespread acceptance of business practises, neo-institutional theory has been applied.

Problem Statement

Corporate governance shortcomings have been linked to the recent global financial crisis. There is a growing recognition that good corporate governance can aid in the prevention of problems and provide numerous benefits. Good corporate governance maximizes a company's profitability and long-term value for its shareholders.

Aim of the study

1. RO-1: To examine the factors which lead to good Organizational Governance and affect Project Performance in KSA.
2. RO-2: To examine the relationship between Organizational Governance attributes of Governance Members, Governance Policies, Governance System, Governance Performance, Information and Communication, and Stakeholder Engagement in KSA.
3. RO-3: To determine the relationship between Organizational Governance attributes of Governance Members, Governance Policies, Governance System, Governance Performance, Information and Communication, and Project Performance in KSA.
4. RO-4: To evaluate the mediating effect of stakeholder engagement between Organizational Governance attributes of Governance Members, Governance Policies, Governance System, Governance Performance, Information and Communication, and Project Performance Success.

Literature Review

Since the early 1950s, when the emphasis switched from simply presenting a technical specification with prices on a budget to establishing a plan for a planned sequence of works, project management has gone a long way. In the late 1950s, the United States military introduced a system called the programme evaluation review technique (PERT) to help them determine the quickest possible way to complete a given project (topics from mathcentre, n. d.)

To wit: (Al-ahdal, W. et al., 2020) Project Evaluation and Review Technique (PERT) was developed in the early 1960s in conjunction with a cost management system that sought to correlate expenditures with actual levels of project completion. Furthermore, the work breakdown structure was established throughout this decade (WBS).

is a fundamental building block of the modern discipline of EVM (Earned Value Management). there was a lot of study done in the 1960s on the topic of project management and productive work practises, which came along in tandem with the rise of new technologies. There were a number of reports published near the decade's end that came to the same conclusion: the bigger and more complicated the project, the bigger the team or organisation needed to complete it (Al-ahdal, W. et al. 2020). Sub-projects might be split off from the main mega-project and be assigned their own dedicated staff and resources. To provide more assurance that the multiple workstreams were working cooperatively towards delivering the project and definitively meeting the business goals, these huge project delivery teams would need a stronger with the rest of the business as - usual organisation.

It wasn't until the 1970s that project managers started thinking about how their initiatives fit into the larger context of their surroundings, opening up new avenues of inquiry into the field of project management. One such project where environmental management had a crucial role in determining the final outcome was the Bay Area Rapid Transit (BART) project in San Francisco, California. The budget overruns, severe delays, and persistent operational difficulties are all symptoms of the inadequate handling of these environmental issues. (Al-ahdal, W. et al. 2020). Project success is a multifaceted concept that encompasses both short-term project management efficiency and the project's long-term achievement of targeted outcomes, i.e., efficacy and impact (mihret D. 2017).

Corporate Governance is one of the most critical aspects impacting company performance. The term "Corporate Governance" refers to the efforts made by the many stakeholders in a company to ensure that its leaders take precautions to safeguard their interests at all times. The separation of ownership and management, whioming an increasingly important element of modern organizations, necessitates such precautions. (mihret D. 2017).

Stakeholders' engagement is vital to project success (Nguyen, & Mohamed, 2021). Stakeholder management is becoming increasingly difficult due to the rising complexity of stakeholder relationships and their different qualities, such as power and interests (mihret D. 2017). Additionally, to date, there is a limited number of investigations on the role of stakeholders' engagement as an intervening factor between project performance and governance results (Andriof & Waddock, 2017). Many projects fail to meet their intended cost, schedule, and stakeholder satisfaction goals, which are well-acknowledged (Nguyen, & Mohamed, 2021).

Methodology

The literature has looked at the connection between good management and a successful project from a variety of angles. It is the responsibility of strong organisational governance to direct the project management function in the appropriate direction and ensure that the project's objectives are consistent with those of the sponsoring organisation (levie et al., 2017) Stakeholders' ability to learn about and affect project decisions is enhanced by the systematic approach to tracking and communicating project progress that is provided by good organisational governance. good project governance establishes the accountability framework that ensures initiatives meet their commercial objectives. It also has an impact on project

success in other ways (Musawir et al., 2017).

The Conceptual Proposed Model

Good governance is defined as a set of institutions and systems that align the interests of all parties involved (Agency theory) and guarantee that stakeholders' voices are heard, and information is dispersed fairly (Stakeholder theory). Its structures and methods are required to bind all parties to collaborate toward a common goal (Stewardship theory) (Good Governance driving Corporate Performance.,2016).

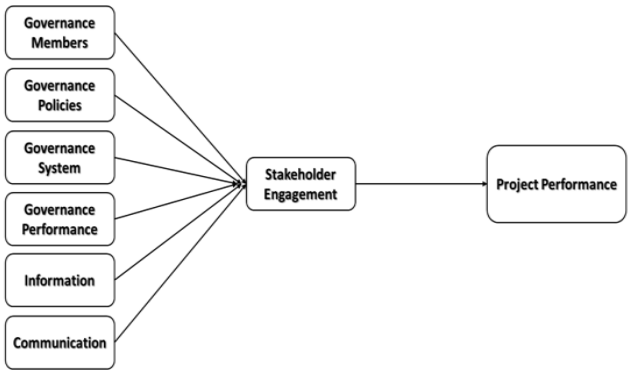

Figure (1). *shows that various good governance practices have a scientifically proven correlation with performance.*

Research Design

Research design, in general, means a plan of action which the research objectives can be questioned by measuring and analyzing the collected data; research design quality is mainly based on the proper selection of the used alternatives, including the particular objectives, study question, and the study constrains. It can be classified into two types, namely, quantitative approach and qualitative approach. The next and last round of data collection is the questionnaire design. In order to obtain the same information from a big number of respondents in the KSA region in the same way and to evaluate it statistically, well-designed questionnaires include a lot of structure.

The Sample

A sample is mostly made up of objective or indiscriminate observations made by researchers based on the population. As a result, the sample size is merely a portion of the overall group, but the sample nonetheless captures the attitudes, beliefs, and ideas of the entire community. As a result, samples are frequently used when the community as a whole is large, and it is neither feasible nor practicable to represent their opinions in a single research report. It might not be possible to change the opinions of the full team of governance professionals in Saudi Arabia when performing a study on the effects of performance on those employed in government. As a result, the researcher selects a representative sample from the entire population as a sample. As a result, the thoughts, perceptions, and attitudes represented by the sample will typically be taken to represent those of the full governance workforce. To achieve this research objective, data should be collected from respondents who are experts in governance and project management in companies and organizations. Targeted respondents should be involved in the decision-making process in organizations from managers and their assistants. This research will be directed to respondents in different organizations and companies in KSA.

Research variables

This research includes one dependent variable, six independent variables, and one

moderator, which measure the relationship between each independent variable and the result. These variables are identified based on the objective of this research to build a project performance model based on good (OG) Organizational Governance. The intended model will result from one variable (dependent) or governance result on project performance due to the influence of the six variables (independents) governance systems, governance performance, governance members, governance policies, information, and communication and one moderator which measure the relationship strength between each one of the independents and the dependent.

Research Hypotheses

The purpose of this research is to build a project performance model based on good OG governance through collecting the independent factors, which may lead to good governance by applying them, and the dependent factors which appear as a result of applying (OG) governance.

Based on the previous literature and the repetitive rounds of factors survey to experts, it leads to the following1 hypotheses:

1. H1 Governance Members have a significant impact on the Project Performance.
2. H2 Governance policies have a significant impact on Project Performance.
3. H3 Governance systems have a significant impact on Project Performance.
4. H4 Governance Performance has a significant impact on Project Performance.
5. H5 Information has a significant impact on Project Performance.
6. H6 Communications have a significant impact on Project Performance.
7. H 7 Stakeholder Engagement has a direct impact on Project Performance.

Research Constraints

Because the allocated time to complete this research questionnaire was limited and the governance targeted executive managers are highly busy conducting direct interviews (Falgi, 2009). Also, due to the expected busy. Work-life of most governance managers and decision – makers, the researcher considered their limited time to answer any survey questionnaire. For this reason, the researcher had to make the survey questionnaire simple and only include items for the eight research variables based on a validated survey questionnaire from prior pieces of research.

Data Analysis Plan

To fulfill the objectives of this research and develop an operating project performance model based on good (OG) Organizational Governance, two types of analysis should be achieved. The first one is on the collected data, which leads to and results from applying good OG governance, and the second is multi-group analysis to examine the moderating effect of the factors. Therefore, Structure Equation Modeling (SEM) will be applied to analyze the data in its quantitative phase.

Descriptive Statistics for Research Variables

Descriptive statistics are used to screen demographic data and the opinions of respondents for the dimension of independent, dependent, and mediator variables. Frequencies (f) and percent frequencies (%) will be displayed as mean and standard deviation.

Result

Demographic Analysis

Respondents were prompted to choose all that applied to their place of employment,

including geographic location, industry, managerial tier, and company size. The features of the respondents are discussed below.

The first thing to do is check that the respondents have provided the necessary information for the survey to proceed. Frequency, cumulative frequency, and mean scores for the dairy industry of de were calculated using descriptive statistics.

Table (1). *Demographic variables. A total of 400 respondents were completed.*

Region	Frequency	Percent
Riyadh	105	26.3
Qassim	17	4.3
Eastern	42	10.5
Medina	60	15.0
Makkah	67	16.8
Asir	15	3.7
Tabuk	14	3.4
Out KSA	80	20.0
Total	400	100.0

20% of participants are working outside of KSA, while 80% are working inside KSA. Participants working in KSA 26.3% are working in Riyadh region, 16.8% are working in Makkah region, 15% are working in Medina, 10.5% are working in Riyadh Eastern, and 11.4% are working in other regions

Table (2). *Frequency and Percent Frequency of Industry (n=400).*

Industry	Frequency	Percent
Business	38	9.5
Oil & Gas	19	4.8
Engineering and Construction	159	9.5
IT	45	11.3
Health	27	6.8
Government	38	9.5
Services	75	18.8
Total	400	100.0

participants are working in different industries, and this is due to the verities in KSA market. 37% of respondents are working in Engineering and Construction, 18.8% are working in services, 11.8% are working in IT, 9.5% are working in Business as same as government, 6.8% are working in Health, and 4.8 % are working in oil & gas industry.

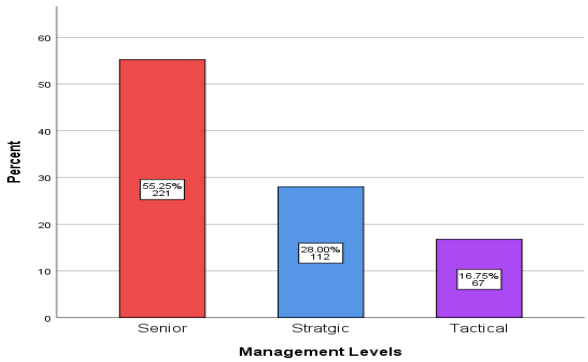

Figure (2). *Distribution of Respondents by Management Level.*

More than half of the respondents are senior (55.25%), as presented in figure(2) , 28% of respondents are at the strategic level, and only 16.75% are at the tactical level.

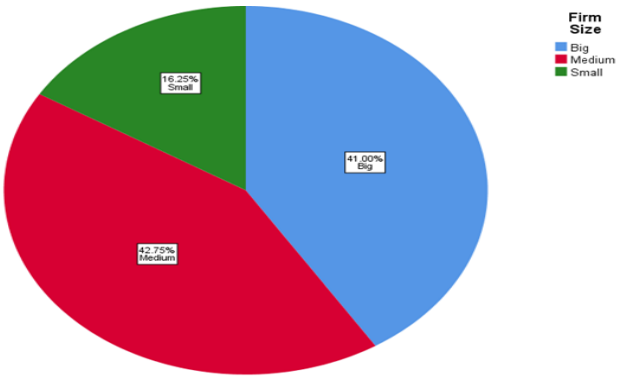

Figure (3). *shows the distribution of respondents by firm size., big size and medium size are approximately the same. 42.75% of firms are medium, 41% are big, and 16.25% of firms are small.*

Descriptive statistics for Organizational Governance (Independent).

Organizational Governance (OG) consists of six dimensions (independents) governance members (5 items), governance policies (5 items), governance systems (4 items), governance performance (5 items), information (5 items), and communication (5 items).

To analyze the questionnaire, items parametric tests were used (one sample T. test) to see the mean scores of the response. Where it is considered to be class 3 neutrality).

Descriptive Statistics for Stakeholder Engagement (The Mediator)

Stakeholder engagement is the mediator that relates organizational governance with project management performance. It consists of six items that were presented in table.

Table (3). *clears that the means of all the items of the dimension of the "Stakeholder engagement" was a positive attitude toward project management.*

Items	Mean	Standard Deviation	The Relative Weight %	T value	P value
The engagement of all stakeholders affects the relation between the independent variables and the project performance	4.21	0.97	84.2	24.95	<0.001
The recording and communicating of all decisions made at authorization points affects the relation between the independents and the project performance	4.15	0.95	83	24.34	<0.001
Supporting Portfolio/Program/Project business cases and charters with relevant/realistic information to foster authorization decisions affect the relationship between the independents and the project performance	4.18	0.93	83.6	25.39	<0.001
The Identification of governance authorization points affects the relation between the independents and the project performance	4.11	0.98	82.2	22.71	<0.001
The Resources needed to implement OG governance framework affects the relation between the independents and the project performance	4.13	0.93	82.6	24.25	<0.001
The Continuously engagement of key stakeholders before, during, and after changes affects the relation between the independents and the project performance	4.18	0.96	83.6	24.80	<0.001
Stakeholder Engagement	4.16	0.80	83.2	29.10	<0.001

Therefore, there were significant differences. All items had an average value of more than average (3). Therefore, there were statistically significant differences. Also, it is clear that the relative weight of the total dimension "Stakeholder engagement" reached 83.2% and a mean was 4.16, and a standard deviation of 0.80. The relative weight for all items was more 80%, where the highest relative weight was 84.2% for item "The engagement of all stakeholders affects the relationship between the independent variables and the project performance," and

the smallest relative weight was 82.2% for the item "The Identification of governance authorization points affects the relation between the independents and the project performance."

Deceptive Statistics for Project Performance (The Dependent)

The dependent variable is project performance, which is based on organization governance and stakeholder engagement based on the proposed model. The project performance dimension consists of 5 items that are described in the following table.

Table (4) .*it is clear that the means of all the items of the dimension of the "project performance" was a positive attitude toward project management.*

Items	Mean	Standard Deviation	The Relative Weight %	T value	P value
The OG Governance can achieve delivery of the expected benefits and strategic objectives?	4.21	0.92	84.2	26.47	<0.001
The reduction of negative Risks & Enhance OG Governance can achieve the project' positive Risks	4.22	0.92	84.4	26.41	<0.001
The enhancing portfolio/program/project performance and successfully managing the OG Governance can achieve project' scope	4.23	.89	84.6	27.81	<0.001
The OG Governance can achieve increasing portfolio/program/project stakeholder's satisfaction	4.23	.89	84.6	27.81	<0.001
The OG Governance can achieve sustainable success and delivery of business value to the organization	4.22	.89	84.4	27.45	<0.001
Project Performance	4.22	.79	84.4	31.06	<0.001

Therefore, there were significant differences. All items had an average value of more than average (3). Therefore, there were statistically significant differences. Also, it is clear that the relative weight of the total dimension "project performance" reached 84.4% and a mean was 4.22, and a standard deviation of 0.79. The relative weight for all items was more 80%, and they are approximately the same relative weight.

Preparing and Examining Data

The next step is to apply PLS-SEM US data. In this section, the process and methods for dealing with missing data and multicollinearity are explained.

Table (5). *Multicollinearity was tested through observation of Tolerance and VIF using the output of smart-PLS 3.6, as shown*

Dimensions (independent)	Governance Members	Governance Policies	Governance System	Governance Performance	Info.	Comm.
Governance Members	1					
Governance Policies	0.808	1				
Governance System	0.78	0.841	1			
Governance Performance	0.792	0.79	0.829	1		
Information	0.868	0.809	0.816	0.844	1	
Communication	0.802	0.856	0.797	0.821	0.835	1

Table (6). *the Tolerance of some constructs is less than 0.2, and VIF is greater than 5*

Dimensions (Independent)	Collinearity Statistics	
	Tolerance	VIF
Governance Members	0.210	4.765
Governance Policies	**0.186**	**5.366**
Governance System	0.211	4.736
Governance Performance	0.210	4.769
Information	**0.162**	**6.182**
Communication	**0.193**	**5.173**

Based on of thumb, the researcher concludes that multicollinearity exists, and it might cause a problem with the validity and hypothesis testing of the proposed model. The researcher will evaluate convergent validity and discriminate validity to check the effect of multi-

collinearity and then decide how to treat it.

Evaluation of PLS-SEM calculation

In this section, we discuss using the PLS-SEM to draw a conclusion from the sample data that have been collected. It is composed of two parts: the measurement model and the structural model.

Evaluating the Measurement Model

The purpose of this part is to analyse the validity and reliability of the measures by evaluating the suggested measurement model shown in the following figure (4). PLS-SEM analysis primarily uses reliability and validity to assess the external model. By assessing the robustness and validity of the model's constructs, the outer model (measurement model) may be evaluated.

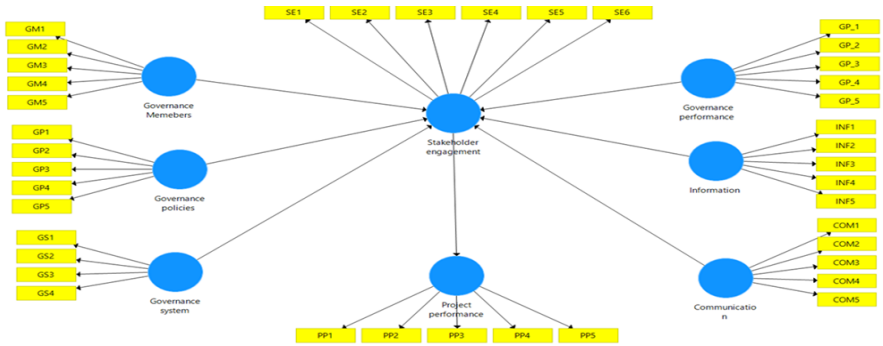

Figure (4). *shows the initial proposed structural equation models tested in this study.*

Table (7). *shows the factor loading, Cronbach's alpha (α), composite reliability (CR), and AVE of each construct of the model.*

Construct	Items	Loadings	α	CR	AVE
Governance Member	GM1	0.83	0.868	0.904	0.655
	GM2	0.82			
	GM3	0.84			
	GM4	0.79			
	GM5	0.77			
Governance Policies	GP1	0.78	0.872	0.907	0.662
	GP2	0.81			
	GP3	0.83			
	GP4	0.83			
	GP5	0.82			
Governance system	GS1	0.86	0.873	0.913	0.725
	GS2	0.88			
	GS3	0.86			
Governance performance	GP_1	0.85	0.875	0.910	0.669
	GP_2	0.84			
	GP_3	0.85			
	GP_4	0.84			
	GP_5	0.71			
Information	INF1	0.84	0.852	0.894	0.629
	INF2	0.82			
	INF3	0.83			
	INF4	0.76			
	INF5	0.72			
Communication	COM1	0.75	0.858	0.898	0.638
	COM2	0.76			
	COM3	0.84			
	COM4	0.84			
	COM5	0.80			
Stakeholder Engagement	SE1	0.81	0.904	0.926	0.675
	SE2	0.83			
	SE3	0.81			
	SE4	0.83			
	SE5	0.85			
	SE6	0.81			
Project Performance	PP1	0.88	0.912	0.934	0.740
	PP2	0.82			
	PP3	0.87			
	PP4	0.87			
	PP5	0.87			

Outer loading values of each construct are greater than 0.70 and also significant at p-value< 0.001 in all the item loadings, which is a good sign for the existence of indicators reliability.

Fornell-Larcker Analysis

Each construct's square root of AVEs should be larger than the sum of the correlation values between that construct and all the other constructs. The smartPLS software's constructed correlations and AVE ratings were utilised in this evaluation. Strong discriminant validity is indicated by the fact that the square root of the AVEs for each construct on the main diagonal of the table is larger than the correlation of the same construct with other constructs.

Table (8). *the values of VIF are obviously less than the benchmark value (benchmark value 5).*

	Gov. Members	Gov. Policies	Gov. System	Gov. Perf.	Info.	Comm.	Stak. Eng.	Project Perf.
Governance Members	0.809							
Governance Policies	0.808	0.813						
Governance System	0.78	0.841	0.851					
Governance Performance	0.792	0.79	0.829	0.818				
Information	0.868	0.809	0.816	0.844	0.793			
Communication	0.802	0.856	0.797	0.821	0.835	**0.799**		
Stakeholder engagement	0.693	0.711	0.727	0.746	0.761	0.75	**0.822**	
Project Performance	0.713	0.728	0.773	0.796	0.782	0.789	0.791	0.86

Evaluating the Structure Model

The evaluation of the structural model (inner model) is conducted to examine the correlation between the exogenous and endogenous latent variables in terms of the total explained variance. Before putting the structural model into action, multicollinearity between the explanatory variables should be checked. VIF readings are clearly below the mean value in table (8). (Benchmark value 5). No multi-collinearity was found between the explanatory variables in the structural model, although more research is needed for the present investigation.

To get a more in-depth understanding of the findings and put theories to the test, the authors of this study performed an analysis of the structural model according to the guidelines stated in the study. The primary emphasis of the original model was on the investigation of direct

Table (9). *Hypothesis results*

	Path	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
H1	Governance Members -> Project performance	-0.013	-0.009	0.059	0.219	0.826
H2	Governance policies -> Project performance	0.005	0.006	0.066	0.073	0.941
H3	Governance system -> Project performance	0.18	0.175	0.061	2.937	0.003**
H4	Governance performance -> Project performance	0.208	0.203	0.075	2.763	0.006**
H5	Information -> Project performance	0.122	0.122	0.063	1.936	0.053*
H6	Communication -> Project performance	0.141	0.141	0.061	2.325	0.020**
H7	Stakeholder engagement -> Project performance	0.319	0.323	0.069	4.641	0.000**

According to *H*1, the result suggested that there is no significant impact of governance members on project performance (β = -0.013; *t* = 0.219; *p* = 0.862); hence, *H*1 is not supported. Also, *H*2, the result indicated that there was no significant impact of governance policies on project performance (β = 0.005; *t* = 0.073; *p*=0.941). Hence, *H*2 is not supported. For H3 is supported as the result showed that significant impact of governance system on project

performance (β = 0.18; t = 2.937; p = 0.003). H4 is also supported as the result showed significant impact of governance performance on project performance (β = 0.208; t = 2.763; p =0.006). H5 has significant impact of information on project performance (β = 0.122; t = 1.936; p = 0.053), thus $H5$ is supported. Similarly, H6 is supported as the result showed significant impact of communication on project performance (β = 0.141; t = 2.325; p =0.020). In addition, the path coefficient between the mediator and the dependent variable is also positive; that is, the result of H7 showed that significant impact of Stakeholder engagement on project performance (β = 0.319; t = 4.461; p < 0.001).

The most common method for assessing any conceptual model is the coefficient of determination (R2) of endogenous latent variables. The reported R2 value reported by the first model is higher. It follows that the R2 value indicates all the significant variables combined together in the model to explain 75.6% variance in the project performance.

Table (10). *Hypothesis Statement*

H	Hypothesis Statement	Hypothesis
H1	Governance Members have a significant impact on the Project Performance.	Rejected
H2	Governance policies have a significant impact on Project Performance.	Rejected
H3	Governance systems have a significant impact on Project Performance.	Accepted
H4	Governance Performance has a significant impact on Project Performance.	Accepted
H5	Information has a significant impact on Project Performance.	Accepted
H6	Communications have a significant impact on Project Performance.	Accepted
H 7	Stakeholder Engagement has a direct impact on Project Performance.	Accepted

Discussion

In this study, the independent variables, governance systems, governance performance, governance members, governance policies, information, and communication, were tested to check their impact on the mediator variable, stakeholder engagement, and the dependent variable, project performance. The results showed that all of them have positive statistical mediating impacts on project performance except governance members, which have no mediating impact on project performance. The coefficient of determination (R2) of endogenous latent variables is the most widely used technique for evaluating any conceptual model. The first model's R2 value is higher than the rest. As a result, the R2 value shows that all of the important factors were included in the model to account for 75.6% of the variance in the project's performance.

Conclusion

The absence or insufficient application of governance within the context of organisational governance was the primary cause of Saudi Arabia's lack of project management, which had a negative impact on the performance and outputs of the projects as indicated. Numerous key success criteria will enable organisational governance and lead to high-performing projects and outputs, which will aid Saudi Arabian firms in achieving their strategic goals and achieving business excellence. This research investigated the influence of governance structures, performance, members, policies, information, and communication on stakeholder involvement and project performance. Except for governance members, all have positive statistical mediating influence on project performance. The impact of governance policies, information, and communication on project performance was the mediating variable for stakeholder involvement, which this study confirmed to be a significant conclusion. The outcome demonstrated that project performance is significantly influenced by governance systems, governance performance, governance policies, information, and communication.

Reference

suyunov, D. (2021). IMPLEMENTATION OF MODERN INTERNATIONAL STANDARDS AND METHODSCORPORATE GOVERNANCE. International Finance and Accounting, 2021(3), 33.

mihret D. G., & Grant, B. (2017). The role of internal auditing in corporate governance: a Foucauldian analysis. Accounting, Auditing \& Accountability Journal.

nguyen, , T. S., Mohamed, S., & Panuwatwanich, K. (2018). Stakeholder Management in Complex Project: Review of Contemporary Literature. Journal of Engineering, Project & Production Management, 8(2

Musawir A. ul, Martins Serra, C. E., Zwikael, O., & Ali, I. (2017) Project governance, benefit management, and project success: Towards a framework for supporting organizational strategy implementation. International Journal of Project Management 35 (2017) 1658–1672

levie F., Burke, C.M., Lannon, J., (2017). Filling the gaps: an investigation of project governance in a non-governmental organisation's response to the Haiti earthquake disaster. Int. J. Proj. Manag. 35 (5), 875–888

Al-ahdal, W. M., Alsamhi, M. H., Tabash, M. I., & Farhan, N. H. S. (2020). The impact of corporate governance on financial performance of Indian and GCC listed firms: An empirical investigation. Research in International Business and Finance, 51(August 2019), 101083. https://doi.org/10.1016/j.ribaf.2019.101083.

Andriof, J., & Waddock, S. (2017). Unfolding stakeholder engagement. In Unfolding stakeholder thinking (pp. 19-42). Routledge.

Good Governance Driving Corporate Performance? A meta-analysis of academic research & invitation to engage in the dialogue (2016)

Klein, P. G., Mahoney, J. T., McGahan, A. M., & Pitelis, C. N. (2019). Organizational governance adaptation: Who is in, who is out, and who gets what. Academy of Management Review, 44(1), 6-27.

Kloppenborg, T. (2017). Contemporary project management. Nelson Education.