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The dimensions of governance on achieving the goals of strategic project management

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Abstract

The aim of this study is to identify the impact of the governance dimensions of transparency, fairness and independence as an independent variable on the strategic project management. The statistical analysis used methods are arithmetic mean, correlation, effect and regression. The results of this research hypothesis show that the moral effect of the governance variable after the appropriate time and place was limited to transparency. As a conclusion, the overall average of the dimensions of governance should be given more attention and the establishment of a concerned unit for the purpose of achieving the objectives of the strategic project management.

Keywords: governance, goals, strategic, project, management.

Las dimensiones de la gobernanza en el logro de los objetivos de la gestión estratégica del proyecto

Resumen

El objetivo de este estudio es identificar el impacto de las dimensiones de gobernabilidad de la transparencia, la imparcialidad y la independencia como una variable independiente en la gestión estratégica del proyecto. Los métodos de análisis estadístico utilizados son media aritmética, correlación, efecto y regresión. Los resultados de esta hipótesis de investigación muestran que el efecto moral de la variable de gobernanza después del tiempo y el lugar apropiados se limitó a la transparencia. Como conclusión, se debe prestar más atención al promedio general de las dimensiones de la gobernanza y al establecimiento de una unidad en cuestión con el fin de alcanzar los objetivos de la gestión estratégica del proyecto.

Palabras clave: gobernabilidad, objetivos, estratégico, proyecto, gestión.

1. INTRODUCTION

Corporate Governance is a collective decision-making approach that concerns the company's highest general or specific interests, with its dimensions of transparency, justice, independence. It is concerned with addressing the threats or opportunities that exist. Within which these companies live, as well as the results of those future decisions about risks, threats, opportunities, returns, positives ... etc. The strategic project management objectives (appropriate specifications and

characteristics, appropriate cost, place and time, appropriate performance and continuous improvement) indicate what these companies can achieve. Therefore, we will try to identify the extent to which governance contributes to the achievement of strategic project management objectives. This research is divided into four sections: The first focuses on the scientific methodology of research, while the second is divided into two paragraphs, the first focused on the concept of governance and some related topics, while the second paragraph focused on the concept of strategic project management objectives and some of their themes. The third section came to diagnose the reality and the importance of the surveyed variables in the light of the answers to members of the sample surveyed, as well as analysis of the correlations and influence between research variables and independent of the form in which it helps to test the research hypotheses. As the last section focused on the most important conclusions and recommendations reached by the research.

1.1. Research Methodology

1.1.1. The problem of research

Governance is one of the important and necessary topics in the management of organizations in all its activities and size. It is of great importance in influencing the performance of the employees

in the organizations and projects that it evaluates. Hence, the research aims to know the extent of the organization's knowledge of governance and the investment of its methods in achieving the objectives of management. The research problem can be summarized by identifying the basic dimensions of the concept of governance and strategic project management objectives, the level of interest of the organization in applying the policies and principles of governance in the management of its strategic projects, Correlation between governance and the goals of the strategic management of the project and what is the impact of the level of governance in the objectives of the strategic project management.

1.1.2. Objective of the research

The search seeks to achieve a set of goals are:

I. Identify the impact of applying governance in achieving the objectives of the strategic project management.

II. To identify and study the correlation and influence relationships between the three dimensions of governance and to further the four strategic project management objectives.

III. Identification of any dimension of governance that has the greatest impact on the dimensions of the objectives of the strategic project management in the organization.

1.1.3. The importance of the research

The research included the dimensions of the governance and the extent of its impact and its relation to the objectives of the strategic project management. The practical importance of the research is to provide a simple contribution to the investigated organization (Public Works Department, one of the Ministry of Housing and Construction formations) through reference to the conclusions and recommendations, as well as to conduct training courses for project personnel to strengthen their knowledge about the importance of governance and its significant impact in raising the performance of project workers for the better and overcome the obstacles that may face them in their performance of Workers.

1.1.4. Hypotheses of research

The research includes a number of hypotheses main and subsidiary are as follows:

I. The first main hypothesis: There is a significant correlation relationship between governance in its dimensions and strategic project management.

II. The second main assumption: There is a significant impact of governance in the management of the project strategy.

2. LITERATURE REVIEW

2.1. Governance

GhaziRasmi (2011) in his study aims to determine the impact of the dimensions of governance in institutional reform processes. The study concluded that the independent variable has an impact on the dimensions of governance in the dependent variable. The study recommended that the dimensions of governance should be given, especially in terms of efficiency, (SWOT) for governance dimensions. The aim of the research of AbdelNasser (2014) is to identify the extent to which governance contributes to addressing the organizational crises faced by business. Governance represents the modern trend in the management of business companies independently. Therefore, it is possible to employ its practices in addressing all the challenges faced by companies, including different crises. The research problem referred to the management's lack of awareness in the company concerned about the importance of governance and its role in dealing with organizational crises. This study produced a number of results, most of which confirmed the validity of the main and sub-hypotheses from which the research began. Therefore, the researcher recommended the need to increase the company's interest in the use of governance practices and its use in dealing with all the organizational crises that it faces.

2.2. Objectives of the Strategic Project

In order to achieve the objectives according to the scientific methodology, the views of 30 senior management and executive management of the project were collected, analyzed and analyzed. By means of a questionnaire designed as a tool for measuring the study model. The results of the study were the following: (a) Positive impact of the strategic factors (strategic analysis, task identification, expectations of planning, implementation and evaluation using the scenarios method) in improving the effectiveness of evaluating the administrative performance (quality management performance, total quality management, competitive position): to deepen the awareness of the role of strategic factors in the performance of project management and the importance of their entry into the performance evaluation criteria for the purpose of improving their effectiveness in showing the reality of performance and achievement. The adoption of the criteria of the introduction of "Total Quality Management" as a strategy, Matt works in the realm of international markets.

Al-Malki (2010) in his study aimed at determining the relationship between the elements of critical success and the success of project management. The sample of the study included the projects implemented in Al-Mansour General Contracting Company. A questionnaire was prepared to obtain opinions of a sample of persons who were selected in a manual manner. A number of statistical methods have been used. One of the most important conclusions of the study is the adoption of successful project management on managerial

skills, including financial and accounting skills, strategic planning, organizational structure, labor relations, human resources department, which represent critical factors that contribute to their identification and diagnosis in improving the level of organizational performance and thus the success of the project.

3. THEORETICAL FRAMEWORK

In this section, we will identify the concept of governance and the concept of project management objectives and the most important topics related to them in light of two paragraphs:

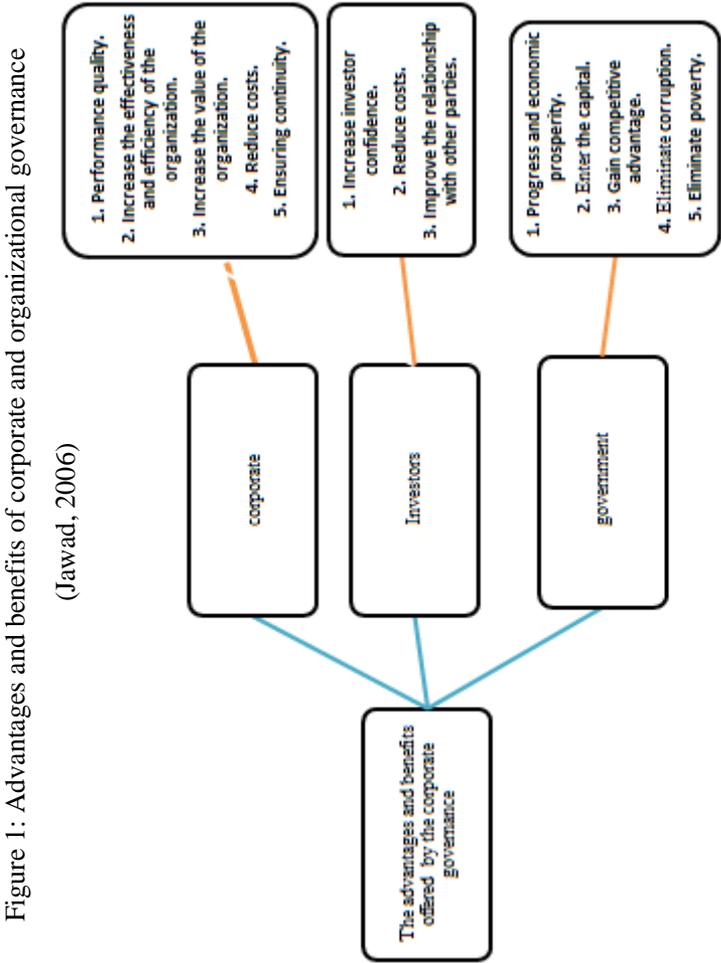
3.1. Governance

3.1.1. The concept and importance of governance

There is a clear discrepancy between the books on the concept of governance. AlGhurairi (2015) define it as the system through which owners guide and rule companies or organizations. Every company or organization -whether governmental, private or nonprofit- has a certain form of governance. The World Bank defined governance as the way in which the economic and social resources of the society are managed to achieve the goal of development and, as Brandsen & Holzer (2006) defined it as a

restructuring of government institutions to ensure citizens' by providing them with the information they need and listening to their views leads to increased confidence in the government and the addition of legitimacy to it and is the basis in the governance of communities. The importance of governance can be identified as follows:

- I. Improving economic efficiency by raising performance levels because good governance mechanisms improve the organization, leading to a stable financial situation that drives progress, the performance of all employees, and the economic prosperity of the countries to which they belong (Alrawashdeh, 2012).
- II. The concept of corporate governance helps to eliminate the conflict and achieve harmony and balance between the interests of different groups interested in economic unity both inside and outside, by limiting the control of the administration and giving wider powers to other groups - especially shareholders - and other stakeholders (Bougara & Ghanem, 2012).
- III. Acts as a fundamental variable of the strategic management variables that affect the definition of the organization's objectives and strategic direction (AlDouri & Saleh, 2009), and the importance of governance can be illustrated by Figure (1).



3.1.2. Determinants of governance

An important task of the organization is to know the determinants of governance to ensure the proper application of governance and then get the funds necessary to develop their projects by attracting investors and not losing investment opportunities which are an important feature of governance as well as other benefits that will get the organization to achieve objectives, competitive advantage and sustainability of the organization. There are two types of governance determinants: internal determinants and external determinants, as follows (Mohammadiyan et al., 2014):

- I. External determinants: these determinants represent the environment in which the organization is located. It includes legislation and laws such as competition law, investment law, antitrust law, anti-corruption law and other laws enacted by governments to ensure good management of organizations and an efficient financial system that guarantees project funding. Institutions to expand and compete internationally (Klapper & Love, 2002).
- II. Internal determinants: refers to the rules and principles that determine the decision-making and the distribution of powers within the organization between the General Assembly, the Board of Directors and the Executive Directors, whose availability and application, on the other hand, reduce the conflict between the interests of these three parties (Ghader, 2012).

3.1.3: Governance dimensions:

Good governance is characterized by a number of dimensions. Many researchers have pointed out the importance of these dimensions because the existence of these dimensions by actual application in public or private organizations is evidence of their commitment to good governance mechanisms to adapt their structures to suit developments and transformations in the external environment and to ensure the quality of performance in their environment. And the most important dimensions of governance (Senoussi, 2016; ALTimemi & Flayyih, 2015; ALTimemi & Flayyih, 2017).

- I. **Transparency:** Transparency means that the organization provides information about its activities to investors and dealers in the market, without any information being concealed, and enables them to understand and follow up operations in the institutions, except for information that may harm the organization and its interest to cover them up.
- II. **Fairness and Accountability:** Respect for the rights of stakeholders in the Organization, the fair distribution of functions and responsibilities among the employees of the Organization and the decision makers in the different sectors to be accountable to citizens or their representatives.
- III. **Independence:** is the absence of effects on work and that the employee is neutral and away from any side effects and enjoys full independence in the exercise of his work in the organization and must include the independence and supervision and control

of the organization by an independent and not under the management of the organization. (2) Dimensions of Governance:

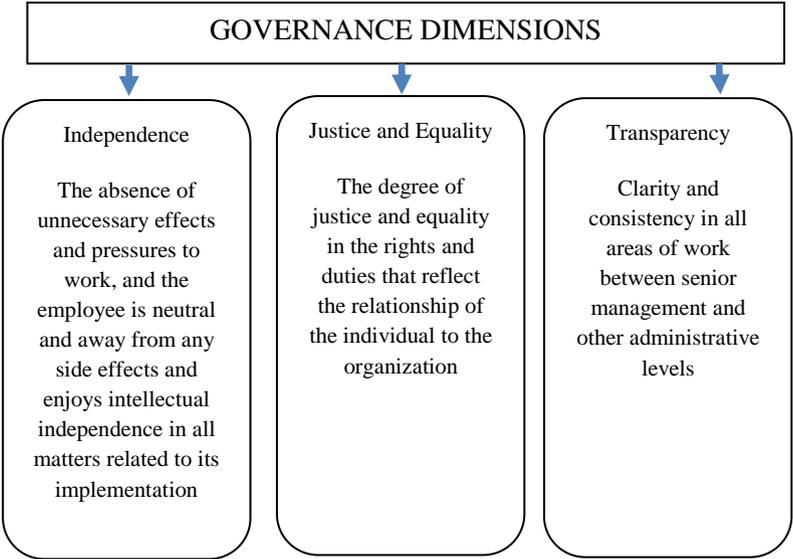


Figure 2: Dimensions of Governance (Senusi, 2002: 42)

3.2. Strategic Project Management Objectives

3.2.1. Project Management Concept

The project is a package of activities that have a beginning and an end and consist of a variety of activities that require a relatively

long period of time to be completed. The project management is defined as:

The set of methods used to manage a team of individuals to accomplish a series of tasks and activities within a specific time schedule and a specific budget, provided that the project is completed according to the expectations of the beneficiary / customer and stakeholders. Participants in the project are affected by it, or is a group of activities and activities that work with each other from planning, organizing and monitoring for the purpose of optimizing the use of the project potentials in order to achieve its objectives efficiently and effectively and within the criteria of time, cost and quality. This administration takes the various environmental factors and variables surrounding the project (Najm, 2013: 70; Dudin, 2012: 26).

3.2.1. Project management strategy

Project management represents an integrated strategic system that includes control and control of the project's operations and its various phases with each other in order to achieve the targeted success of the project. In general, the stages of work in the projects are divided into the starting system and the performance information is collected and formulated in the project. In the form of a report to be used to indicate the levels of progress in the project and the most important expectations associated with it and usually design a work statement of the project is an explanation of the products or services to be provided by the project and by designing the strategic objectives of the project is completed Project Management Strategies and Implementation Steps.

The project management strategies, also include the availability of an integrated information base that includes the information needed to formulate the reports and measure progress in the project work phases. The database also contributes to the availability of expectations for the cost levels and the expected completion schedule of the project. Project Management Strategies Ensure that all processes necessary to achieve project objectives are met and successfully completed and verified as well as the availability of the requirements and competencies required to implement those operations. Project management strategies are divided into a special part of the requirements of the project. Planning and determining the appropriate strategy for work in the project. It also includes optimizing the utilization of project resources in achieving the chosen strategies which should be commensurate with the nature of the work of the project and contribute to achieving its objectives. The implementation of successful strategies contributes to achieving the objectives of the project. It also contributes to the promotion of the employees' success in order to ensure the success of the project and to achieve its objectives in addition to dealing with the various challenges facing the work in the project.

The project management strategy is a functional strategy within the organization's strategy. This strategy has key functions (Najm, 2013):

- I. Dealing with the project as a strategic performance unit and not an operational technical unit and this level of dealing is what

- makes each project a contribution to the establishment or enhancement of the competitive advantage of the organization.
- II. The organic link between the projects and the strategy of the organization, which helps the organization to find the strategic structure of its projects and programs.
 - III. Achieving the leverage in its projects and the synergy relations of its material and human resources in a better manner where the strategy provides strategic direction and project management to achieve flexibility in response and in the use of resources.

3.2.3. Objectives of the project management strategy

The objectives of the project in general are the implementation of the project within the specified time, within the specified cost, desired level of desired performance / technology, and efficient and effective use of resources allocated to the project (Kerzner, 2006). In the implementation of the project according to the following dimensions (Dudin, 2012; Krezner, 2006):

3.2.3.1. Continuous improvement and appropriate performance

Project management seeks to improve the project through a set of efforts by the project workers and their various organizational levels, which aim to improve the performance of their various works to achieve the project to reduce costs to the minimum possible while

maintaining the quality level required and achieving. The wishes of customers and stakeholders, which is necessary to manage them to determine the appropriate performance methods for the performance of the project correctly and to avoid any mistakes in the completion of future work and must provide the necessary tools, equipment and machinery that help the workers to accomplish their work Properly.

3.2.3.2. Appropriate cost

Project costs include planning, estimating, budgeting and cost control processes so that the project can be completed within the approved budget and project management is concerned with the cost of resources required to complete the project.

3.1.3.3. The appropriate specifications and characteristics

The project management aims to match the project to the specifications that were placed in the planning of the project and try to manage the project that the project is in line with the expectations of the customer to the minimum and stakeholders to the maximum as the multi-stakeholder each party has demanded. It also requires upgrading the specifications and characteristics of the project.

3.2.3.4. Time and place appropriate

The project management aims to complete the project on time in advance by identifying the activities that comprise the project and follow up and assessment of the resources of activities and the duration of the implementation of these activities and the development of the schedule and control. As well as selecting the appropriate location for the establishment of the project, as the goal of determining the optimal place for the project gives him a competitive advantage compared to other competitors who may choose their project sites in a random and ill-considered.

It is these objectives that achieve the successful project in terms of effectiveness (the extent of achievement of objectives from the perspective of senior management) and efficiency and the extent of efficient use of the resources allocated to the project and the expertise available to the organization in this area from the perspective of project management. To achieve the objectives of the effectiveness and efficiency of projects should be (Daley, 2011):

- I. Identify and adopt projects that are consistent with the organization's strategy and scope of work.
- II. Identify and adopt projects that the organization is able to implement more efficiently than other competitors.
- III. Avoid projects that do not benefit the organization more than the costs you spend.

IV. Avoid projects that do not match the level of the organization's work in terms of expertise, capabilities and skills.

4. ANALYSIS OF RESULTS AND HYPOTHESIS TESTING

4.1. The results of the statistical description

The three dimensions of governance in this study are represented by transparency, justice, equality and independence. The statistical results of these dimensions will be presented, respectively:

4.1.1. Transparency

The results of the analysis of this dimension, as shown in Table (1), showed that the second paragraph received a mean (3.9) and the lowest standard deviation (.61899) from the rest of this dimension. This was reflected in the low coefficient of variation to (0.158715). Between the members of the sample and a clear consensus reflects the extent to which the project management realized the importance of presenting the performance indicators for the employees according to the standards and transparency criteria so that each worker in the project can know the degree of performance, which enabled this paragraph to achieve the first relative importance and the least difference coefficient. The second with a difference coefficient (0.1697) (4.1667) with a standard deviation of (0.70711) indicates that

the project management has clear working contexts that enable the project workers to perform their work efficiently.

4.1.2. Justice and Equality

Table (1) presents the results of the descriptive statistical analysis of the paragraphs of this dimension by reaching the highest value of the arithmetic mean for the paragraphs of this dimension (3.8778) in the first paragraph, with the standard deviation is the lowest among the rest of the paragraphs of this dimension (0.76184). The project management keen on motivating the employees of the project by means of moral and material reward, which would raise their performance levels in a fair manner. The third paragraph achieved the lowest mean (3.6222) with a standard deviation (1.01204), which is the highest among the rest of the paragraphs and therefore the highest difference coefficient (0.279399) make their relative importance to a minimum.

4.1.3. Independence

Independence was measured as a dimension of governance by three questions. Table (1) details the statistical description, with a mean of (3.7) in the second paragraph, whose standard deviation was (0.77096), which resulted in a low coefficient of difference (0.208368)

Thus, according to the sample, it has a great deal of freedom to express their opinions to improve their working environment. There is also an indicator of the management's interest in the ideas of the workers and the possibility of implementing them in order to obtain higher efficiency and flexibility in choosing the appropriate methods. And the work of the palm (3.5556) in the first paragraph in which the standard deviation increased to a higher limit (0.80882) compared with the rest of the paragraphs of this dimension expressing a higher dispersion in the sample responses. This is confirmed by the difference coefficient (0.277478) So that the relative importance of this paragraph in its third and last rank and high level of answer.

Table (1) presents the results of the descriptive statistical analysis

importance of dimension	Answer's level	Coefficient of variation	standard deviation	mean	Dimensions
2	High	0.169705	0.70711	4.1667	Transparency
1	High	0.158715	0.61899	3.9	
3	High	0.253049	0.93909	3.7111	
2	High	0.152087	0.59708	3.9259	Justice and Equality
1	High	0.196462	0.76184	3.8778	
2	High	0.235032	0.85394	3.6333	
3	High	0.279399	1.01204	3.6222	Independence
3	High	0.175662	0.65190	3.7111	
3	High	0.227478	0.80882	3.5556	
1	High	0.208368	0.77096	3.70	Independence
2	High	0.218483	0.82781	3.7889	
1	High	0.143585	0.52861	3.6815	
-	High	0.129387	0.48815	3.7728	

After describing the independent variable embodied by governance in the three dimensions analyzed at the level of statistical description, the results of the description are now presented at the same dimension level as shown in Table (1), which shows that after independence the dimension obtained the lowest difference coefficient (0.143585) and the lowest standard deviation (0.52861) with an average of (3.6815). A higher agreement was expressed between the sample on the content included in this dimension between the other three dimensions, which made the independence dimension the first of the relative importance and the high level of answer followed by each after transparency and after justice and equality on the ground. To and indicate these results as a whole to the reality of governance in the project research sample embodied primarily independence of transparency that accompanied the course in accordance with the prevailing laws and procedures followed by the required justice, equality, and as Table (2) presents simple linear correlation coefficients between the three dimensions of the governance variable in the context of verifying the validity of these dimensions in the expression of governance as measured by the correlation coefficients between the dimensions of the governance variable. (1%) and their strength in the positive direction expressed by the positive relationship between each.

Table (2) linear correlation coefficients between the dimensions of governance

Dimensions	Transparency	Justice and Equality	Independence
Transparency	1	0.717**	0.383**
Justice and Equality	0.717**	1	0.411**
Independence	0.383**	0.411**	1

4.2. Testing the hypothesis of research

Research hypotheses were tested using multiple regression models based on structural equation modeling using SPSS and AMOS programs, which is to study the direct impact of governance on strategic project management objectives, as illustrated below:

4.2.1. Evaluation of the main hypothesis of the research

The main hypothesis of the research is that the impact of governance on its dimensions (transparency, fairness, equality, independence) has a statistically significant effect on the dimensions of the strategic project management objectives. It included testing the relationship between the dimensions of governance and the dimensions of the strategic project management objectives following:

Sub-hypothesis 1: The results of the test of this hypothesis presented in Table (3) showed the significant effect of the dimensions of justice and equality ($P = .038 = .29$) and independence, which had a stronger effect in terms of beta coefficient ($p = .392$) among the dimensions of the independent variable is governance in the first dimension of the adopted variable, which is reflected in the continuous improvement of the sample of the research within its strategic direction, while the results of the test of this hypothesis did not have a significant effect on the dimension of transparency ($P = .28$) The explanatory power of the model in light of the coefficient of

determination or interpretation ($31 = 2R$), which was complete in its statistical significance ($P = 0.000$).

Table (3) Results of the first hypothesis test of the main hypothesis

Statistical indicators Hypotheses	Regression parameter B	T test	Standard error SE	Critical Ratio CR	Moral parameter Sig.	Explanation factor R2	test F	Moral test mode 1 P
Transparency → continuous improvement	.028	2.521	.132	.213	0.831	0.31	13	.000
Justice and Equality → continuous improvement	.294	2.036	.142	2.071	0.038			
Independence → continuous improvement	.392	.210	.153	2.564	0.010			

Sub-hypothesis 2: The results of the test of this hypothesis in Table (4) show that the effect of the post-equity effect of equity and equity is still significant in the light of the beta regression factor.436, $P = 0.000$ (β) The dimensions of the variable used by the appropriate cost in the project are the sample of the research within the direction of the objectives of its strategic management, and the results of this hypothesis did not prove to have a significant effect on the extent of transparency ($P = .05 = 0.05$) and independence ($P = 0.05, P = 0.05$) In this dimension of the objectives of strategic project management.

Table (4) Results of the second sub-hypothesis test of the main hypothesis

Statistical indicators Hypotheses	Regression parameter B	T test	Standard error SE	Critical Ratio CR	Moral parameter Sig.	Explanation factor R2	test F	Moral test model P
Transparency → Appropriate cost	.178	1.466	.119	1.491	.136	.38	17.23	.000
Justice and Equality → Appropriate cost	.436	3.88	.111	3.947	.000			
Independence → Appropriate cost	-.043	-.409	.103	-.417	.677			

Sub-hypothesis 3: The third sub-hypothesis of the research hypotheses focuses on the test of the relation between the three dimensions of governance and after the specifications and characteristics. Table (5) presents the results of the test. The post-governance aspect has been its influence relationship after the specification and characteristics are significant and the linear trend ($P = .001$) = β ($P = .001$), and ($P < .001$).

Table (5) Results of the third hypothesis test of the main hypothesis

Statistical indicators Hypotheses	Regression parameter B	T test	Standard error SE	Critical Ratio CR	Moral parameter Sig.	Explanation factor R2	test F	Moral test model P
Transparency → Characteristics	.418	3.889	.106	3.956	.001	.46	24.446	.000
Justice and Equality → Characteristics	.051	.510	.098	.518	.604			
Independence → Characteristics	.330	.510	.091	3.616	.001			

Sub-hypothesis 4: The fourth sub-hypothesis was designed to test the relationship between the dimensions of the independent variable governance and, after the time and place, the fourth dimension of the dimensions of the adopted variable, which is the strategic project management objectives, according to the test model detailed in Table (6) to implement the test of the relationship between variables.

It is clear from Table (6) that the results of this research hypothesis show that the moral effect of the governance variable after the appropriate time and place was limited to transparency (P = .001). The results of the test were not statistically significant. (P = 0.05) and independence (P = .04, P = .06) after the appropriate time and place for the project under consideration. These results may reflect the impact of this dimension on governance in strategic project management objectives.

Table (6) Results of test of sub-hypothesis 4 of the main hypothesis

statistical indicators Hypotheses	Regression parameter B	T test	Standard error SE	Critical Ratio CR	Moral parameter Sig.	Explanation factor R2	test F	Moral test model P
Transparency → Appropriate time and place	.424	3.256	.128	3.312	.001	.322	13.635	.000
Justice and Equality → Appropriate time and place	.163	1.348	.119	1.371	.170			
Independence → Appropriate time and place	.024	.217	.111	.220	.826			

5. CONCLUSIONS AND RECOMMENDATIONS

There is a clear awareness of project management that employees' access to information about their business performance is the basis for excellence. Project management has clear working contexts, which enable project personnel to perform their work efficiently. The project management has clear working contexts that enable the employees of the project to perform their work efficiently. Management is keen to motivate the employees of the project through moral and material rewards that will raise their performance levels in a fair manner. Employees have the full opportunity for employees to express their opinions and new ideas on how to accomplish their business. Project management is keen to continuously seek corrective approaches to sustain the process of continuous improvement but with moderate limits. Justice, equity and independence within the post-governance period have a clear impact on continuous improvement to change strategic project management objectives in line with their future aspirations. The second hypothesis has been proven at the level of dimensions adopted in governance, which states that there is a significant impact of governance in achieving the objectives of strategic project management.

The management of the organization shall clarify the laws and regulations in force for all workers in the project. Project management should implement fair systems and regulations in evaluating project personnel. The management of the organization shall grant the independence of its employees in carrying out the tasks entrusted to

them in the manner they deem appropriate. Project management must adopt justice and equity in continuous improvement and appropriate costing. Independence should be dependent on continuous improvement processes and the process of defining specifications and characteristics as dimensions that are adopted in the application of governance. The project management should clarify after independence in the performance of the workers for their work within the definition of the appropriate cost and the time and place appropriate to perform its work. The project management must take the principle of fairness and equality in relation to the management of the strategic project in determining the specifications and characteristics, and the time and place appropriate. The management of the strategic project should strive to achieve its objectives in accordance with the dimensions of governance, taking into account the impact of each dimension of governance because of its importance in achieving these objectives.

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