Journal of Information Systems Engineering and Management
2025, 10(46s)
e-ISSN: 2468-4376
https://www.jisem-journal.com/

Research Article

The Role of Project Management Office (PMO) in Enhancing Organizational Performance in INGOS

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ARTICLE INFO

Received: 29 Dec 2024

Revised: 12 Feb 2025

Accepted: 27 Feb 2025

ABSTRACT

Objectives: This study aimed to identify the role of the Project Management Office (PMO) in enhancing organizational performance in INGOS.

Methods: This study adopted a quantitative research approach. The study population consisted of project managers, project management office (PMO) managers, team leaders, and consultants working in INGOS, with a focus on PMO employees. A simple random sampling method was used, and the sample size was set at 210 participants to ensure statistical significance and reliability of the results. SPSS was used to process and analyze the collected data and test the results of the hypotheses related to the impact of the PMO dimensions on organizational performance.

Results: The study concluded that governance and control have a significant positive impact on organizational performance. Resource management and risk management also have a significant impact, but monitoring, controlling and evaluation do not appear to have an impact on organizational performance.

Keywords: Project Management Office, Organizational Performance , INGOS, Jordanian Companies.

INTRODUCTION

The business environment is characterized by major challenges, intense competition, and continuous change and development. Therefore, it has become important to find administrative tools and methods that maintain the improvement of organizational performance and achieve strategic goals effectively and efficiently (Farida & Setiawan, 2022) . One of the most important of these methods and tools is the project management office, which enables companies to achieve institutional excellence and project management, through which governance is enhanced, risks are reduced, resources are managed, and the ability to plan strategically is achieved, which may be reflected in enhancing the company's organizational performance. (Ichsan et al., 2023)

This research aims to study the role of the project management office in its dimensions (governance and supervision, resource management, risk management, and monitoring, controlling and evaluation) in enhancing organizational performance. This study aims to understand the importance of the project management office as an administrative method and tool that is able to support companies to achieve their strategic goals and achieve competitive excellence.

Problem statement

There are many difficulties and challenges facing companies that aim to achieve sustainability and reach high organizational performance due to the lack of efficiency in project management, which plays an important and fundamental role in achieving the company's strategic goals, as the success of projects depends on the efficiency and effectiveness of project management within the company, which requires and needs methods and tools that ensure reaching results. Therefore, the project management office is one of the most important tools that enable companies to organize and coordinate projects, but the level of its impact on organizational performance is still limited in studies.

The problem of the study is represented in the following main question:

What is the role of the project management office with its dimensions (governance and supervision, resource management, risk management, monitoring, controlling and evaluation) in enhancing organizational performance?

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Research questions

- What is the role of the project management office in enhancing organizational performance?
- What is the role of governance and supervision in enhancing organizational performance?
- What is the role of resource management in enhancing organizational performance?
- What is the role of risk management in enhancing organizational performance?
- What is the role of monitoring, controlling and evaluation in enhancing organizational performance?

Research Objectives

- Study the role of the project management office in enhancing organizational performance.

- Analyze the impact of governance and supervision in the project management office on improving organizational performance

- Study the role of resource management in the project management office and its impact on organizational performance

- Explore the impact of risk management in the project management office on organizational performance

- Analyze the role of monitoring, controlling and evaluation in the project management office in improving organizational performance

Significance of the Study

- **Theoretical Significance**: The study provides a theoretical framework that enriches the scientific literature related to project management and provides an analysis that examines the relationship between the project management office and organizational performance, in addition to bridging the research gap by studying the dimensions of the project management office with its dimensions (governance and supervision, resource management, risk management, monitoring, controlling and evaluation) on the organizational performance of companies.

- **Practical Significance:** This study helps decision makers and executives provide a comprehensive picture of the best methods and practices in project management and how to apply them optimally within the company. It also provides guidance to companies on how to benefit from the advantages of the project management office in increasing profits and enhancing organizational performance. It also works to improve risk management, resource management, and enhance governance within the company, which is reflected in the company's organizational performance.

Research Hypotheses

- **Ho**: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for the Project Management Office on organizational performance.

- **Ho.1**: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for governance and supervision on organizational performance.

- **Ho.2**: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for resource management on organizational performance.

- **Ho.3**: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for risk management on organizational performance.

- **Ho.4**: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for monitoring, controlling and evaluation on organizational performance.

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Studv Model

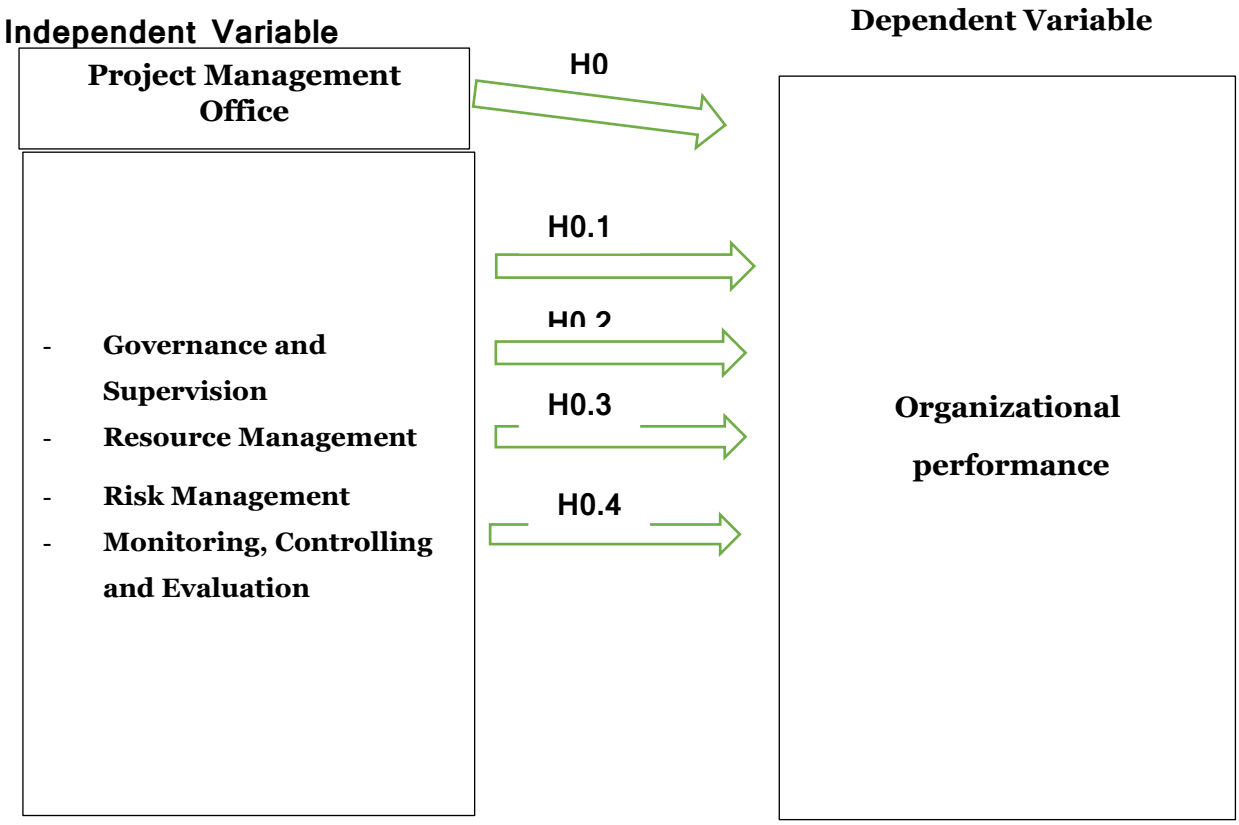

Figure (1): Study Model

Sources: (Fayadh, 2020 ; Mari & Lahbar, 2023; Abdulhadi et al., 2022; Jacinta et al., 2024; Rumanti et al., 2023).

LITERATURE REVIEW

Project Management Office (PMO)

The Project Management Office (PMO) is defined as the department or organizational unit within the company that is concerned with coordinating and unifying project management operations by setting policies, procedures, standards and guidelines that ensure the efficient and effective implementation of projects in order to achieve the company's strategic goals (Sandhu et al., 2024). According to (Fayadh, 2020), PMO is a strategic tool used to enhance governance and transparency and improve project management, as it works to provide an organizational environment that analyzes risks and helps manage resources efficiently and effectively and ensures that companies implement projects based on the plans that have been developed and according to specific timetables.

The importance of the Project Management Office is evident in its ability to improve the level of governance within the company by establishing procedures, policies and workflow plans that ensure accountability and transparency, thus reducing the risk of mismanagement. It also enables improving the efficiency of managing resources of various types, both material and human, which is reflected in improving productivity and contributes to achieving goals efficiently and at the lowest costs, in addition to its ability to enhance monitoring, controlling and evaluation through the presence of a system that helps to monitoring and controlling on any deviations or malfunctions that may occur and take the necessary corrective measures directly. It also helps the Project Management Office to achieve strategic goals and improve organizational performance. (Tumi, 2020)

Dimensions of Project Management Office

- Governance and Supervision: Governance expresses the procedures, policies and rules that are determined with the aim of ensuring that projects are managed effectively, transparently and efficiently and in accordance with

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the company's strategic objectives, and supervision is related to monitoring the extent of compliance with the standards and rules that have been established with the aim of reducing risks and improving the quality of outputs and results. (Fayadh, 2020).

- Resource Management: refers to the effective planning and allocation of financial and human resources with the aim of ensuring the implementation of projects by making maximum use of available resources and at the lowest possible cost in addition to distributing tasks and functions and monitoring performance (Mari & Lahbar, 2023).

- Risk Management: is defined as a number of processes that are based on identifying any potential risks and developing solutions and alternatives to address them in addition to developing strategies to try to avoid them or reduce their impact with the aim of ensuring the progress and continuity of the project without causing any potential losses or risks that threaten the success of the project. (Abdulhadi et al., 2022).

- Monitoring, Controlling and Evaluation: It includes a systematic and objective evaluation process of the project's performance and continuous monitoring of it with the aim of ensuring that the specified and planned objectives are achieved based on the established standards. The monitoring process aims to discover any problem early and take the necessary measures to address it, while the evaluation process focuses on measuring the effectiveness of the results and analyzing them with the aim of ensuring continuous improvement of the company's performance. (Jacinta et al., 2024).

Organizational Performance

The concept of organizational performance refers to the extent to which the company is able to achieve its operational and strategic goals efficiently and effectively by improving the quality of the products and services provided and the extent to which it possesses competitive ability. Organizational performance is measured through customer and stakeholder satisfaction, achieving goals, and operational efficiency and innovation (Rumanti et al., 2023).

Organizational performance is considered one of the important elements that contribute to the success of the company and reflects its ability to achieve its operational and strategic goals efficiently and effectively, as organizational performance helps increase customer and stakeholder satisfaction and improves the company's reputation and competitive position, as well as improves productivity and achieves financial sustainability for the company through the optimal use of available resources and at the lowest possible costs, in addition to its ability to continuously develop and keep pace with any new updates and raise the level of innovation, which ensures the company's continuity in the changing and evolving business environment (Darmawan et al., 2023).

The aim of this study (Ichsan et al., 2023) was to inform and determine the ability of the roles of the project management office in the process of implementing the company's strategic plan. This research was based on quantitative survey-based research. The questionnaire was shared with 450 faculty members working in 19 project-based organizations. 268 valid questionnaires were received. The results showed that project management development methodologies, project performance monitoring and control, organizational learning, project performance monitoring and control, and improving organizational structure and communication are the top five roles of the project management office involved in implementing strategic plans. Twelve metrics were identified to determine the effectiveness of the project management office department.

This research aims to study (Pirotti, 2021) the impact of project management standards on project success, and to investigate the effect of project management office as a mediator between project management standards and project success in construction project-based organizations in Iran. The study population consisted of Iranian organizations that rely on project management, especially in the construction sector. A sample of 300 employees in these organizations was selected, and questionnaires were distributed to collect data. Multiple statistical methods were used to analyze the data extracted from the questionnaires. After confirmatory and exploratory factor analyses, SEM analysis was used to test the hypothesized relationships. The results of the study concluded that the developed conceptual framework was confirmed, and the analysis enhanced the understanding of the current status of the application of project management standards and the awareness of construction industry practitioners of the factors contributing to project success.

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This study (Darmawan et al., 2023) aimed to determine how human capital mediates the impact of knowledge management on organizational performance and to identify another factor that influences knowledge management, which can affect organizational performance. This study was based on a systematic literature review (SLR), which includes 37 articles published from 2016 to 2021. The results of the study concluded that human capital mediates the impact of knowledge management on organizational performance directly and indirectly through innovation. Trust, organizational structure, culture, leadership, human behavior, HR practices, technology, and strategy were identified as factors that influence knowledge management, while HR practices influence human behavior and leadership.

Data Analysis

The study used various statistical methods to ensure the validity and reliability of its findings, Mean and SD were employed to summarize and assess the variability of the dataset Frequencies and percentages were calculated for categorical data to provide a clearer distribution. The Pearson correlation coefficient measured the strength and direction of relationships between variables. Cronbachs Alpha(α) was used to evaluate the internal consistency of the scale while normality testing with skewness and kurtosis ensured the data followed a normal distribution, VIF and Tolerance were applied to detect multicollinearity in regression analysis, Finally multiple linear regression was used to examine the relationships between dependent and independent variables, offering insights into the influence of various predictors on the outcome.

Methodology

This study adopted a quantitative research approach to analyze the impact of the Project Management Office (PMO) on improving organizational performance in international non-governmental organizations (INGOS) It was based on a survey-based research design with a focus on professionals, especially managerial employees with experience in entrepreneurship within this sector in Jordan, Through the use of a structured questionnaire, the study was able to collect data systematically which allowed for statistical analysis to reveal relationships between variables, with the Project Management Office (PMO) being a key factor in the study, Open in Google Translate aimed to assess its potential impact on enhancing organizational performance in INGOS in Jordan, offering deeper insights into the role of structured project management in improving operational efficiency and business outcomes.

Population and Sample

This study targeted a population that included project managers, project management office managers, team leaders, and consultants working in INGOS, with a focus on employees within project management offices (PMOs). To ensure an accurate representation of this population a simple random sampling technique was adopted allowing each individual an equal opportunity to be selected, with the aim of reducing bias and enhancing the generalizability of the results. In accordance with the recommendations of Sekaran and Bougie (2013), the sample size was set at 210 participants to ensure statistical significance and reliability of the results. To expand access and facilitate participation, the questionnaire was distributed electronically, and periodic reminders were sent to encourage response and increase participation rates. After data collection, responses were carefully analyzed to explore the relationship between individual motivation and digital entrepreneurship, with a focus on the role of (PMO) in enhancing organizational performance within INGOS.

Data Collection

Data for this study were collected through a structured questionnaire that was designed in accordance with the research objectives, The questionnaire included several sections, which included demographic data along with the basic themes that highlight the role of the Project Management Office (PMO) in improving organizational performance within INGOS in Jordan The selected participants consisting of professionals working in the INGOS, completed the questionnaire, and their responses were compiled to form the dataset for analysis, SPSS software was utilized to process and analyze the collected data, The software facilitated data entry, organization, and interpretation, ensuring accuracy and consistency in the findings, Through SPSS the study was able to assess the impact of PMO practices on organizational performance, drawing meaningful insights from the participants responses, The structured approach to data collection and analysis ensured that the studys findings accurately reflected the role of PMO in improving efficiency, project outcomes and overall performance in INGOS.

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Study Instrument

This study was based on a comprehensive review of relevant research and literature to develop a structured research approach and build on the findings of previous studies, Data were collected through a field survey using a questionnaire specially prepared for this purpose The questionnaire is an effective tool for systematic data collection as it consists of a set of structured written questions that are directed to participants to complete and return which contributes to achieving accuracy and reliability in the analysis of the results Utilizing questionnaires allows for organized data gathering and enhances the generalizability of findings to a broader population when a representative sample is secured (Rattray & Jones, 2007), The researchers distributed and collected questionnaires from participants through Google Forms encouraging them to provide accurate responses to multiple-choice questions, The questionnaire was designed to address the study's key variables, with the Project Management Office (PMO) as the independent variable measured by 25 items- Governance and Supervision (4 items), Resource Management (9 items), Risk Management (5 items) and Monitoring, Controlling and Evaluation(7 items) . Organizational performance served as the dependent variable, assessed using 7 items. A five-point Likert scale was adopted to assess participants' extent of agreement or disagreement, with response options spanning a range from "strongly disagree" to "strongly agree." On this scale, a score of 1 represents "strongly disagree," while a score of 5 represents "strongly agree," with mean scores reflecting varying levels of agreement. Following the approach of Subedi (2016), the class length was calculated to be 1.3 using the formula (5−1)/3. Based on this calculation, the mean values were interpreted as follows: a low level indicates a mean ranging between 1.00 and 2.33, a medium level indicates a mean between 2.34 and 3.67, while a high level indicates a mean ranging between 3.68 and 5.00.

Reliability Analysis

Reliability analysis is a crucial step in assessing the internal consistency of a measurement instrument ensuring that the scale used in the study produces stable and consistent results, One of the most widely used reliability coefficients is Cronbach's alpha (α) which measures the degree to which items within a scale are interrelated (Tavakol & Dennick, 2011), A Cronbachs alpha value above 0.70 is generally considered acceptable, while values exceeding 0.80 indicate good reliability and values above 0.90 suggest excellent internal consistency (Nunnally & Bernstein, 1994), Table 1 presents the reliability analysis results for the study variables using Cronbachs alpha, The findings indicate that all constructs exhibit satisfactory internal consistency, with Cronbach's alpha values ranging from 0.703 to 0.866. Specifically, Monitoring, Controlling, and Evaluation recorded the lowest reliability (α = 0.703), which is still within the acceptable range. Governance and Supervision (α = 0.78), Resource Management (α = 0.808), Risk Management (α = 0.818), and the Project Management Office (α = 0.795) all demonstrated good reliability. Organizational Performance achieved the highest internal consistency with a Cronbach's alpha of 0.866. The overall reliability for the entire scale, encompassing all 32 items, was 0.824, confirming the robustness of the measurement instrument. These results suggest that the questionnaire is reliable for assessing the role of (PMO) in enhancing organizational performance within INGOS, ensuring the consistency and credibility of the study's findings.

Table 1 : Reliability analysis using Cronbach's alpha

	Cronbach's Alpha	N of Items
Governance and Supervision	0.78	4
Resource Management	0.808	9
Risk Management	0.818	5
Monitoring, Controlling and Evaluation	0.703	7
Project Management Office	0.795	25
Organizational performance	0.866	7
All	0.824	32

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RESULTS

This section presents the results of analyzing the study data using SPSS 28. The first part reviews descriptive statistics related to the demographic characteristics of the participants, while the second part focuses on testing the study hypotheses.

Demographic characteristics of respondents

The following table provides a descriptive analysis of respondents' demographic data, including frequencies and percentages for each category.

Table 2: Descriptive statistics of respondents' demographic data

	Frequency	**Percent**
1. Gender:		
Male	153	72.86
Female	57	27.14
2. Age		
< 30 years	22	10.48
30 to 39 years	74	35.24
40 to 49 years	99	47.14
≥ 50 years	15	7.14
3. Educational Level:		
Bachelor's Degree	178	84.76
Master's Degree	27	12.86
Doctorate	5	2.38
4. Years of Experience in Project Management:		
< 5 years	11	5.24
5 to 10 years	124	59.05
> 10 years	75	35.71
5. Current Job Position:		
Project Manager	22	10.47619
PMO Director	47	22.4
Team Leader	113	53.8
Consultant	28	13.3
Total	210	100

The demographic table provides respondents with a clear view of the characteristics of the study sample. As shown in Table 2, males constituted the majority of participants, numbering 153 or 72.86%. while females constituted 57 (27.14%) of the sample. In terms of age distribution, most participants were between 40 and 49 years old 99 (47.14%), followed by those aged 30 to 39 years 74 (35.24%). A smaller proportion of respondents were under 30 years 22 (10.48%), while only 15 (7.14%) were 50 years or older. Regarding educational background, a significant portion of the respondents held a Bachelor's degree 178 (84.76%), while 27 (12.86%) had a Master's degree, and only 5 (2.38%) had a Doctorate. This indicates that the majority of participants had at least an undergraduate-level education. In terms of experience in project management, the largest group of respondents had between 5 to 10 years of experience 124 (59.05%), followed by those with more than 10 years of experience 75 (35.71%). Only 11 (5.24%) of respondents had less than five years of experience, suggesting that most participants were experienced professionals in the field.

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Finally, with respect to job positions, more than half of the respondents were Team Leaders 113 (53.8%), followed by PMO Directors 47 (22.4%), Consultants 28 (13.3%), and Project Managers 22 (10.48%). This distribution highlights the diverse roles within project management and the prominence of leadership positions among the respondents.

The Descriptive Statistics for the study variables

To accurately display the research results, the mean and standard deviation were calculated for each variable, where the mean reflects the central value of the data, while the standard deviation expresses the extent to which the data varies or is dispersed around the mean. For instance, Table 4.9 expresses the mean, SD and importance of study variables.

Table 3: The mean, Standard Deviation and Importance of

	Mean	**SD**	**Importance**
Governance and Supervision	3.64	0.82	Medium
Resource Management	3.57	0.73	Medium
Risk Management	3.70	0.63	High
Monitoring, Controlling and Evaluation	3.84	0.72	High
Project Management Office	3.69	0.50	High
Organizational performance	3.63	0.74	Medium

Table 3 presents the mean and standard deviation (SD) values for the key study variables, providing insights into their average levels of importance and the variability of responses. The variable Governance and Supervision has a mean score of 3.64 (SD = 0.82), indicating a medium level of importance with a moderate spread in responses. Similarly, Resource Management shows a mean of 3.57 (SD = 0.73), suggesting a medium level of importance and a relatively consistent response pattern. Risk Management, with a mean of 3.70 (SD = 0.63), reflects a high level of importance and relatively low variability among respondents. Monitoring, Controlling and Evaluation received a mean of 3.84 (SD = 0.72), indicating a high level of importance with some variation in responses. The Project Management Office variable, with a mean of 3.69 (SD = 0.50), also highlights its high level of importance and a narrower range of responses. Finally, Organizational Performance has a mean of 3.63 (SD = 0.74), suggesting a medium level of importance with moderate variability in the responses.

Test of Normality

The study should assess the normal distribution of all items measuring the constructs before modeling the structural model and performing structural equation modeling (SEM), Since (SEM) is based on a statistical approach based on parametric assumptions it is necessary to assess the normal distribution of all elements related to the constructs represented , According to Awang et al. (2015) it is sufficient for the study to demonstrate that the skewness values of all items remain within an acceptable range specifically between -2 and 2 indicating that there is no significant deviation from a normal distribution ,The results of the normal distribution evaluation for all items are presented in Table 4.4

Table 4: The test of normality for all components (sub-constructs)

	N	Skewness		Kurtosis	
	Statistic	**Statistic**	**Std. Error**	**Statistic**	**Std. Error**
Governance1	210	-1.3	0.168	1.825	0.334
Governance2	210	-1.463	0.168	2.526	0.334
Governance3	210	-1.575	0.168	3.097	0.334
Governance4	210	-1.407	0.168	2.626	0.334

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Governance and Supervision	210	-1.754	0.168	4.115	0.334
Management1	210	-1.341	0.168	2.064	0.334
Management2	210	-1.475	0.168	2.483	0.334
Management3	210	-1.586	0.168	2.762	0.334
Management4	210	-1.489	0.168	2.835	0.334
Management5	210	-1.483	0.168	2.955	0.334
Management6	210	-1.239	0.168	1.895	0.334
Management7	210	-1.503	0.168	2.866	0.334
Management8	210	-1.244	0.168	1.942	0.334
Management9	210	-1.245	0.168	1.902	0.334
Resource Management	210	-2.097	0.168	5.906	0.334
Risk1	210	-1.417	0.168	2.926	0.334
Risk2	210	-1.416	0.168	3.372	0.334
Risk3	210	-1.408	0.168	2.974	0.334
Risk4	210	-1.326	0.168	2.832	0.334
Risk5	210	-1.359	0.168	2.309	0.334
Risk Management	210	-2.173	0.168	6.556	0.334
Monitoring 1	210	-1.409	0.168	2.547	0.334
Monitoring 2	210	-1.572	0.168	3.663	0.334
Monitoring 3	210	-1.508	0.168	3.161	0.334
Monitoring 4	210	-1.44	0.168	2.798	0.334
Monitoring 5	210	-1.406	0.168	2.683	0.334
Monitoring 6	210	-1.412	0.168	2.638	0.334
Monitoring 7	210	-1.346	0.168	2.306	0.334
Monitoring, Controlling, and Evaluation	210	-2.234	0.168	6.693	0.334
Organizational1	210	-1.346	0.168	2.364	0.334
Organizational2	210	-1.251	0.168	1.687	0.334
Organizational3	210	-1.389	0.168	2.047	0.334
Organizational4	210	-1.244	0.168	1.542	0.334
Organizational5	210	-1.365	0.168	2.347	0.334
Organizational6	210	-1.141	0.168	1.091	0.334
Organizational7	210	-1.359	0.168	2.372	0.334
Organizational performance	210	-1.951	0.168	5.028	0.334

Multicollinearity Test

Multicollinearity occurs when independent variables are highly correlated with one another (Henseler et al., 2014), This condition can lead to distorted estimates of regression coefficients and affect the statistical significance of test results (Hair et al., 2006), As noted by Tabachnick and Fidell (2013) multicollinearity can also increase the standard error of the coefficients, potentially rendering them statistically insignificant, To assess multicollinearity issues the

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study analyzed the correlation matrix followed by evaluating the variance inflation factor (VIF) and tolerance values for the independent variables, Hair et al (2011) indicate that multicollinearity is a concern when the VIF value exceeds 3 and the tolerance value falls below 0.20, Table 4.5 indicates the tolerance and variance inflation factors (VIF) latent constructs.

Table 5 Tolerance and variance inflation factors (VIF) latent constructs

	Tolerance	VIF
Governance and Supervision	0.284	3.527
Resource Management	0.156	6.416
Monitoring, Controlling, and Evaluation	0.193	5.172
Risk Management	0.178	5.619

Hypotheses Testing (Path Coefficient)

This section discussed the findings of the path coefficient used to test research hypotheses. The finding of direct effect hypotheses (H_1, H_2, H_3, H_4), presented in Table 4.6.

Table 6: Hypothesis Testing Results for the Impact of PMO Dimensions on organizational Performance

hypo.		**B**	**Std. Error**	**t**	**Sig.**	**Decision**
	(Constant)	0.163	0.139	1.17	0.245	
H1	Governance and Supervision	0.174	0.052	3.32	0.029	**Supported**
H2	Resource Management	0.234	0.080	2.93	0.000	**Supported**
H3	Risk Management	0.435	0.076	5.74	0.000	**Supported**
H4	Monitoring, Controlling, and Evaluation	0.108	0.072	1.51	0.134	Not Supported

$R = 0.895, R^2 = 0.802, F = 207.085, F(sig.) = 0.00$

Table 6 presents the results of hypothesis testing for the impact of the Project Management Office (PMO) dimensions on organizational performance. The findings show that Governance and Supervision (H1) has a significant positive impact on organizational performance, with a coefficient of 0.174, a t-value of 3.32, and a p-value of 0.029, indicating support for this hypothesis. Resource Management (H2) also has a significant positive effect, with a coefficient of 0.234, a t-value of 2.93, and a p-value of 0.000, leading to the support of this hypothesis. Similarly, Risk Management (H3) demonstrates a significant positive effect, with a coefficient of 0.435, a t-value of 5.74, and a p-value of 0.000, resulting in the support for this hypothesis. However, Monitoring, Controlling and Evaluation (H4) does not show a significant effect, with a coefficient of 0.108, a t-value of 1.51, and a p-value of 0.134, leading to the rejection of this hypothesis. The overall model's R-value of 0.895 and R-squared (R^2) value of 0.802 indicate a strong relationship and a high proportion of variance explained in organizational performance, while the F-statistic of 207.085 and its significance (F(sig.) = 0.00) confirm the robustness of the model.

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