



The Impact of Project Management Practices on Organizational Performance: A Case Study of NGOs in Jordan

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Abstract: Objective: The Study examines project planning together with resource allocation and stakeholder involvement to determine their relationship with organizational performance within Jordan's non-governmental organizations (NGOs). While existing research has primarily focused on project management in corporate or governmental contexts, limited empirical studies have explored these dynamics within NGOs—particularly in developing countries like Jordan, and even fewer have considered the mediating role of organizational efficiency. **Method:** The analysis utilizes Traditional Project Management Theory (TPMT) to study how organizational efficiency acts as an intermediate factor between the studied relationships. Information was obtained through surveys conducted among 350 executive-level respondents in different sectors of registered NGOs. All project management practices contributed significantly to organizational performance through direct effects as well as effects achieved by enhancing organizational efficiency according to data analysis using Partial Least Squares Structural Equation Modelling (PLS-SEM) processed by SmartPLS 4.0. **Results:** All project management practices had statistically significant effects on performance. Resource allocation exhibited the strongest direct impact on organizational performance ($\beta = 0.319$, $p < 0.001$) and on organizational efficiency ($\beta = 0.385$, $p < 0.001$). Organizational efficiency had a substantial mediating effect on performance ($\beta = 0.828$, $p < 0.001$). Project planning ($\beta = 0.142$, $p = 0.026$) and stakeholder engagement ($\beta = 0.196$, $p = 0.005$) also showed significant direct effects on performance. **Conclusion:** The study results generate operational implications for NGO leaders and donors alongside policymakers while creating groundwork for continuing study in project-based management systems of mission-focused organizations.

Keywords: Project Management Practices, Organisational Performance, Project Planning, Resource Allocation, Stakeholder Engagement, Jordan, NGOs.

تأثير ممارسات إدارة المشاريع على الأداء التنظيمي: دراسة حالة للمنظمات غير الحكومية في الأردن

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المخلص: الهدف: هدفت الدراسة تخطيط المشاريع مع تخصيص الموارد وإشراك أصحاب المصلحة لتحديد علاقتها بالأداء التنظيمي داخل المنظمات غير الحكومية في الأردن. في حين ركزت الأبحاث الحالية في المقام الأول على إدارة المشاريع في السياقات المؤسسية أو الحكومية، فقد استكشفت دراسات تجريبية محدودة هذه الديناميكيات داخل المنظمات غير الحكومية - وخاصة في البلدان النامية مثل الأردن، ونظر عدد أقل في الدور الوسيط للكفاءة التنظيمية. **المنهجية:** يستخدم التحليل نظرية إدارة المشاريع التقليدية (TPMT) لدراسة كيفية عمل الكفاءة التنظيمية كعامل وسيط بين العلاقات المدروسة. تم الحصول على المعلومات من خلال استطلاعات الرأي التي أجريت بين 350 مستجيباً على مستوى الإدارة التنفيذية في قطاعات مختلفة من المنظمات غير الحكومية المسجلة. ساهمت جميع ممارسات إدارة المشاريع بشكل كبير في الأداء التنظيمي من خلال التأثيرات المباشرة وكذلك التأثيرات التي تحققت من خلال تعزيز الكفاءة التنظيمية وفقاً لتحليل البيانات باستخدام نمذجة المعادلات الهيكلية الجزئية للمربعات الصغرى (PLS-SEM) التي تمت معالجتها بواسطة SmartPLS 4.0. **النتائج:** كان لجميع ممارسات إدارة المشاريع تأثيرات ذات دلالة إحصائية على الأداء. أظهر تخصيص الموارد أقوى تأثير مباشر على أداء المنظمة ($\beta = 0.319$, $p < 0.001$) وعلى كفاءتها ($\beta = 0.385$, $p < 0.001$). وكان للكفاءة التنظيمية تأثير وسيط كبير على الأداء ($\beta = 0.828$, $p < 0.001$). كما أظهر تخطيط المشاريع ($\beta = 0.142$, $p = 0.026$) وإشراك أصحاب المصلحة ($\beta = 0.196$, $p = 0.005$) تأثيرات مباشرة كبيرة على الأداء. **الخلاصة:** تُحدث نتائج الدراسة أثراً تشغيلياً على قادة المنظمات غير الحكومية والجهات المانحة إلى جانب صانعي السياسات، كما تمهد الطريق لمواصلة الدراسة في أنظمة الإدارة القائمة على المشاريع للمنظمات التي تُركز على رسالة المنظمة.

الكلمات المفتاحية: ممارسات إدارة المشاريع، الأداء التنظيمي، تخطيط المشاريع، تخصيص الموارد، إشراك أصحاب المصلحة، الأردن، المنظمات غير الحكومية.

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Introduction

Today, effective project management is becoming increasingly essential to success in the current non-profit terrain, particularly for non-governmental organizations (NGOs) functioning in resource deficient and utmost considerable environments. NGOs in Jordan have a major responsibility in humanitarian response, social development, and capacity development programs. With ever-higher expectations of accountability, efficiency and impact, these organisations need to adopt project management methodologies to guarantee the success and sustainability of their interventions. Project and organization goals achievement is set as project and organizational success by widely recognized core project management practices in project planning, resources allocation and stakeholder engagement (Aboramadan, 2018; Roy *et al.*, 2020).

Project planning lays the groundwork for project success by defining project goals, project schedule, project resource needs, and risk management. It provides clarity, alignment and direction for all project stakeholders (Mackenzie *et al.*, 2012). At the same time, stakeholder engagement is critical to project acceptance, legitimacy, and longevity. It involves working directly with beneficiaries, donors, partners, and community actors in project decision-making and implementation, thereby fostering trust, ownership, and cooperation (Reitsma *et al.*, 2023).

Although project-based structures are becoming more common among the NGOs, many NGOs in Jordan remain faced with problems of heightening organizational performance. Many of these challenges come from bad planning frameworks, wasted resources and missed stakes (Wolor *et al.*, 2025). Additionally, even when best practices are in place, NGOs will sometimes still struggle

with low performance outcomes, indicating other internal factors, like organisational efficiency, can i.e. impact the effectiveness of project management practices. Organisational efficiency, as the capacity of an organisation to enhance its internal processes and remove waste while accomplishing its goals, can be the mediating variable that actually converts project practices into performance outcomes (Waqar *et al.*, 2025).

Despite studies that have investigated the relationship between project management and organizational performance, licensed only research, the former set in corporate or governmental context (Abidi *et al.*, 2020; Aboramadan, 2018; Menon, 2024). Limited research has been done in the NGOs of the developing countries in like Jordan, more specially researched that include as mediator the organizational efficiency. This deficiency in the literature reflects a clear imperative for a targeted exploration into as to how specific project management practices impact NGO performance, directly and indirectly, in this particular field.

From a practical point of view, the findings can assist NGO managers, project managers and donors to redefine their project management strategies. Specially, the study can guide training curricula, capacity development initiatives and performance measurement systems within the NGO sector. As NGOs are faced with increasing demands to show accountability and impact, evidence on good practice in management is becoming more important. Moreover, the study adds to broader development objectives by enhancing/boosting the operational capability of NGOs that work towards the completion of the United Nations Sustainable Development Goals (SDGs) in Jordan.

Considering that project-based activities are vital to an NGO's goals, this study is extremely

useful for practice. It provides a framework for monitoring and evaluating project implementation to ultimately improve programmed institutional performance of humanitarian and development actors in Jordan. The remainder of this paper is organized as follows: Section 2 reviews the relevant literature and presents the theoretical framework; Section 3 describes the methodology; Section 4 reports the results; Section 5 discusses the findings and implications; and Section 6 concludes the study and outlines future research directions.

Research Questions

To achieve the above objectives, the study addresses the following research questions:

1. To what extent do project management practices (project planning, resource allocation, stakeholder engagement) influence the organisational performance of NGOs in Jordan?
2. Does organisational efficiency mediate the relationship between project management practices and organisational performance?

Literature Review

Project Management

Project Planning: Project planning is seen as the source of effective projects management and from both theory and practice view as an essential successful projects element in all sectors (Dweikat, 2023; Kerzner, 2025). It is the setting of goals, outlining of jobs, delegation of duties, establishing of organize, estimation of resources and identification of risk at pre-execution level. This process means all project stakeholders agree upon what needs to be done, by whom and with what constraints. In traditional project management science planning is first and is most structured phase of project life cycle as roadmap for subsequent execution and control activities (Menhat *et al.*, 2023; Mohammad *et al.*, 2024).

In addition, in the backdrop of NGOs, participatory planning is specifically useful. Stakeholders, such as local community groups and volunteers, beneficiaries and partner organizations are also crucial in the planning stage to make sure the project is perfectly relevant and culturally appropriate. Reported by (Sengupta, 2024) given that projects in India whose community participation in planning engaged were more accepted better owned and had more sustaining outcomes. This is especially true in NGOs working in Jordan, particularly those working in close relation with the refugee populations where cultural understanding and grassroots engagement are crucial for success.

Though the benefits of it are quite obvious, the importance of project planning is rarely recognized by many NGOs - particularly smaller ones. (Baccarini, 1999) advises that some organizations, told to "spend rapidly" or to meet pressing requirements, may ill-prepare and rush into implementation. This results in basic project blunders like scope creep, re duplication of endeavors, non-productive budgeting and also reputational dangers. In Jordan, where NGOs are very much living from year to grant year, time has to be kept short. But if you do, that is short-term gain and long-term loss and loss of operational efficiency (Ali *et al.*, 2023).

In addition, planning gives accountability which is of great importance in donor funded sectors. With clear deliverables, indicators and milestones, the progress of companies can be measured, and to report factually. This not only works for credibility with funders but also allows for internal performance monitoring and ongoing improvement.

In other words, the literature clearly indicates that project planning is a very important matter in terms of project and organizational performance. It allows for better

resource utilization, coordination of stakeholders, risk management and accountability. For NGOs in Jordan, good planning is the line between something that provides short term relief and something that brings lasting, sustainable change.

Resource Allocation: *Organisations execute resource allocation as a strategic decision-making process that handles restricted organizational assets such as finances, personnel, equipment and information to reach project objectives. The distribution of resources efficiently allows organizations to have necessary assets present exactly when and where they are needed thus reducing delays and enhancing results. According to (Jia & Li, 2024) insufficient distribution of resources stands as a leading reason that projects fail especially in environments with complex logistical barriers.*

The author (Challoumis, 2024) explains that resource transparency creates a foundation of accountability needed to build trust with donors for sustaining operations. Optimal resource use stands as a vital necessity for Jordanian NGOs offering humanitarian assistance in healthcare and education because it enables them to serve broad populations with limited available funds. Risks arise from misallocation because it results in financial waste and negative reputational effects which reduce funding opportunities.

Stakeholder Engagement: Stakeholder engagement represents the continuous practice of discovering stakeholders before examining them to include them within both project choice processes and actual execution efforts. Mohammad *et al.*, 2022, 2023; Oladapo Adeboye Popoola *et al.*, 2024 explain that engaged stakeholder interactions create shared comprehension and manage expectations while raising stakeholder experience. Traditional Project Management Theory lists stakeholder

engagement as a mandatory domain that requires both advance planning and continuous tracking through the project timeline.

The process of engaging stakeholders in Jordan becomes intricate because of delicate socio-political factors along with specific challenges from working with refugee communities. Implementation becomes smoother when leaders from the community build trust with stakeholders while decision-making processes include beneficiaries because it establishes better legitimacy. Engagement failure results in misleading information that produces project rejection with associated reputation damage.

Organizational Efficiency

The organization needs to deliver its goals while minimizing time consumption and resource utilization and effort expenditure. The concept includes two internal components together with decision speed and cost management measures and productivity factors. Projects remain the main area of focus for TPMT but modern scholars have generated organizational level extensions that relate optimized internal frameworks to sustained operational success (Kazi, 2017).

The link between project management practices and performance becomes stronger through efficiency because it transforms planning resources and staff engagement into productive results. The study by (Osei-Kyei & Chan, 2015) shows how public-private partnerships obtain enhanced operational success together with increased stakeholder satisfaction through organizational efficiency (Taqa, 2025). Efficiency practices within NGOs help organizations abide by regulations while diminishing donor reporting duties along with strengthening their capacity to adapt.

Organizational Performance

Organizational activity performance in NGOs communicate a composite of

influences. The evaluation framework consists of five interrelated components Project goal and success, Project resource management and funding security, Beneficiary engagement and philanthropic satisfaction, and social change. Aboramadan, 2018; Hidayati *et al.*, 2024 mentioned high performing NGOs in which they engaged the ones who learn, adapt and innovate their practices according to stimuli from the environment.

The balanced scorecard elaborated by (Kaplan & Haenlein, 2010a) is a performance medias that extends the use of financial information and is directly suitable to help mission-oriented organizations. According to (Al-hemud & Mohammad, 2025; Mohammad, Menhat, *et al.*, 2025; Umar *et al.*, 2017) the high-performing non-governmental organizations that consistently apply project management methodologies perform better in operations and strategy. Along with performance where they maximize programs while creating great donor streams with satisfied recipients, nonprofit success also depends on rapid reporting (Dzwigol *et al.*, 2021).

Theoretical Framework

The key framework of the study stems from Traditional Project Management Theory (TPMT) because it offers stepwise, procedural approaches aimed at efficiently guiding project activities towards defined goals. A systematic and sequential processes of initiation and planning, through execution and monitoring, and culminating in project closure is argued by multiple researchers as addressing the successful outcome of a project (Pinarbasi *et al.*, 2024; Shenhar & Wideman, 1996). Projects within this theory are defined as encompassing efforts which are constructed in terms of target objectives, and, thus, require formalized procedures, extensive documentation, and

detailed control systems to ensure smooth transformation from input to output.

A primary element of TPMT consists in adequately distributing available resources. TPMT demands that organizations dispatch their financial assets as well as human and technical assets by following project requirements alongside resource boundary conditions. The allocation of resources with efficiency allows project managers to prevent blockages that slow down operations and cost control. Non-governmental organizations in Jordan operate within tight budget frameworks as they must answer to multiple funding institutions which requires them to perform resource allocation decisions as a fundamental operational need. (Turner & Müller, 2004) emphasize that resource alignment with project objectives serves as a main factor for obtaining efficiency and timeliness in project delivery. The TPMT framework establishes a solid reason to explore how NGO resource distribution methods influence their total organizational results.

Last but not least, organizational performance is taken here to be the ultimate desired outcome of this study. It covers the capacity of NGOs to fulfill their mission goals, conscientiously give out services and be able to financially keep their doors open for operation (Arora & Mishra, 2019). TPMT suggests that if project management practices are adopted in favorable ways, then they link to better administration outcomes (institutional performance) through sustained coordination, encouraged accountability, and increased client satisfaction. This notion has been supported in past research and suggests that primary project success is usually correlated with organizational benefits, particularly in shortage of resources scenario (Arora & Mishra, 2019; Hussein *et al.*, 2023).

Using theoretical perspective of Traditional Project Management Theory and literature reviewed this research proposes a conceptual framework where, project planning, resource distribution, and stakeholder participation serve as major independent factors affecting organizational performance. Organizational efficiency is presented as a mediating variable which accounts for how these project management practices result in better institutional outcomes. This conceptual

framework fits the structured/problem-oriented nature of TPMT and is specially designed in order to reflect operative dynamics of NGOs in Jordan.

Figure 1 depicts a conceptual model of the study, showing the hypothesized relationships between the constructs and underpinning the formulation of research hypotheses suitable for testing.

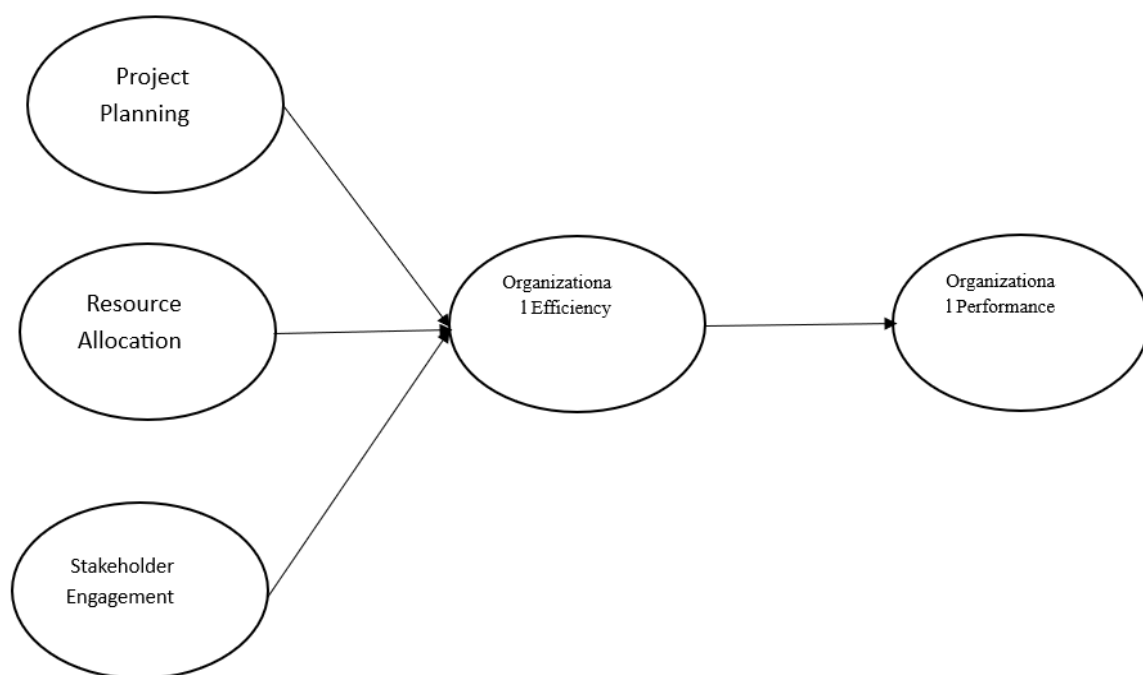


Figure (1): Model of the study.

Hypotheses Development

Using the Traditional Project Management Theory (TPMT) and the existing literature, this paper proposes a series of hypotheses to investigate how to explore the relationships between project management practice, setting organization efficiency and total performance among non-governmental organizations (NGOs) in Jordan.

Project planning serves to boost both performance results and operation efficiency within organizations. Detailed plans help staff members perform their roles effectively and

enhance coordination while reducing uncertainty for better internal operational efficiency (Egwuenu *et al.*, 2016; Farooque & Farooque, 2009).

H1: Project planning has a positive and significant effect on organisational efficiency.

The appropriate distribution of resources enables workflow efficiency while protecting against resource either underutilization or overutilization and helps organizations deliver their services on time. For NGOs that want to obtain maximum impact from reduced administrative costs (Oseremi Onesi-Ozigagun

et al., 2024; Segal & Richardson, 1994) this system proves crucial.

H2: Resource allocation has a positive and significant effect on organisational efficiency.

Improved operational efficiency emerges when organizations effectively engage stakeholders because it creates clear communication along with minimized resistance and enhanced coordination (Oladapo Adeboye Popoola *et al.*, 2024; Smith, 2017).

H3: Stakeholder engagement has a positive and significant effect on organisational efficiency.

Internal system and process management through organizational efficiency acts as a primary connecting factor which enables project success. Among organizational performance standards higher efficiency demonstrates its connection to better timeliness outcomes and cheaper operations and increased stakeholder contentment (Al-Eisawi *et al.*, 2021; Rahiman *et al.*, 2021).

H4: Organisational efficiency has a positive and significant effect on organisational performance.

Organizational efficiency reflects an organization's capacity to optimize internal processes, minimize waste, and deliver outcomes effectively while utilizing limited resources (Al-Eisawi *et al.*, 2021). Within the framework of Traditional Project Management Theory (TPMT), project management practices such as project planning, resource allocation, and stakeholder engagement are structured activities that aim to improve both the process and outcomes of organizational performance (Vrečko *et al.*, 2023). However, the pathway from these practices to performance is not always direct. Internal operational systems must function efficiently for the intended benefits of project management practices to

translate into measurable performance outcomes (Henseler *et al.*, 2015).

H5: Organizational efficiency mediates the relationship between project planning, resource allocation, stakeholder engagement, and organizational performance.

Methodology

The study using a quantitative approach cross-sectional design examine the influences of the practices of project management on the performance of the organization in NGOs practicing in Jordan. This study focuses on how stakeholders' projects plan, resources organize and engage affect performance results directly and indirectly through an organizational efficiency mediator effect. The decision to adopt a quantitative perspective enables for the statistical assessment of proposed relationships using data gathered from a large sample of organizations and facilitates the generalizability of the conclusions.

The target population is of NGOs registered and operating across Jordan, comprising of both local and international NGOs dealing in humanitarian aid, development, education, health, and other sectors. In order to gather insight-driven and strategic approaches, the survey also targets at executive level of respondents; Executive Directors and senior managers as they are accountable for strategic planning, resource allocation and stakeholder engagement in their organizations.

A sample of 350 non- governmental organizations was selected by way of a purposive sampling. This method ensures that the respondents have enough decision-making authority and project oversight experience as legitimate. Sample size is justified in terms of structural equation modelling (SEM) which suggest minimum of 10 observation per estimated path in the model. Given the intricacy of the study's conceptual framework, 350

responses were considered sufficient in enabling adequate statistical power and model reliability. A questionnaire with a structured format was employed for data collection and was made accessible through both electronic and physical copies. As the basis for the questionnaire, previous literature was adapted utilizing a five-point Likert scale ranging from “strongly disagree” (1) to “strongly agree” (5). Before the broader distribution of the instrument, experts from the project management field screened it, along with a focus group consisting of NGO managers for the pilot study to evaluate the tool's clarity, internal consistency, and comprehensibility.

In this particular Study, project planning, resource allocation, and engagement of different participants were treated as independent variables. While organizational effectiveness was seen as a mediating variable. The main dependent variable was organizational performance. Moreover, every measurement item for each construct was sourced from existing empirical research and subsequently adapted for the NGO context. For instance, planning projects as a construct was captured from the works of (Aboramadan *et al.*, 2021; Kerzner, 2025), whereas the indicators on organizational efficiency were based on (Alzubi *et al.*, 2025; Zwikael & Smyrk, 2019). Organizational performance was evaluated through a balanced scorecard framework capturing effectiveness, sustainability, and beneficiary satisfaction as put forth by (Chowdhury *et al.*, 2019; Kaplan & Haenlein, 2010b).

However, to conduct the data analysis and test the proposed hypotheses, the study used SmartPLS 4.0, a software developed for PLS-SEM (Hair *et al.*, 2013). This specific type of software is very competent in analyzing sophisticated models involving a mediating variable without having to assume normal distribution which is an advantage in social

science. Two steps were carried out. The first step consisted of testing the measurement model for internal consistency of the composite reliability (CR) and validity of Average Variance Extracted (AVE) using Fornell-Larcker criterion and the Heterotrait-Monotrait ratio (HTMT).

In the second phase, the structural model was analyzed to assess the hypothesized relationships among the constructs. It included analyzing the path coefficients (β), t-values and p-values to determine statistical significance. Other indicators as for example R^2 values (explained variance), used a bootstrapping procedure with 5,000 resamples to calculate standard error and confidence intervals, especially for assessing the significance in indirect (mediated) effects.

Table (1): Demographic Characteristics of Respondents.

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	215	61
	Female	135	39
Academic Qualification	Doctorate	35	10
	Master's Degree	175	50
	Bachelor's Degree	140	40
Primary Focus Area	Development Projects	70	20
	Health	70	20
	Education	80	22.9
	Humanitarian Relief	130	37.1
Years of Managerial Experience	More than 10 years	105	30.0
	5–10 years	160	45.7
	Less than 5 years	85	24.3
Type of Organization	International NGO	140	40
	Local NGO	210	60

Results

This part introduces the results of the statistical analyses, to evaluate the proposed research model and hypotheses. Data about 350, executive-level respondents in NGOs operating in Jordan was collected and analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM) through the

methodology of SmartPLS 4.0. The use of PLS - SEM is particularly well-suited to the present study, because it allows to handle complex models, to empirically assess third variables (also called mediators) in the research process and to also operate without requiring normal distribution of the data, which is quite common in social sciences research contexts.

The analysis was conducted in two basic phases. First, the measurement model was evaluated to check whether the reliability and validity of constructs were achieved, testing whether the observed indicators correctly measure the latent variables. This includes assessing internal consistency reliability, convergent validity and discriminant validity. Having validated the measurement model the second stage concerned to analyze the structural model to prove the relations hypothesized between the constructs, including direct and mediating effects.

The following subsections include the detailed results of a measurement model assessment.

Measurement Model Assessment

Before test the structural relationship between the study constructs, measurement model should be confirmed to establish the robustness and validity of the latent variables. This step checks whether the observed indicators (survey items) satisfactorily measure the underlying theoretical constructs which are included in the conceptual model.

The measurement model evaluation of this study is based on the method that is suggested by (Hair Jr *et al.*, 2021), and includes four essential criteria:

1. The assessment of indicator reliability focuses on the strength of connection between single items and their measurement constructs. Such loadings reaching 0.70 and higher are considered standard but weaker

values above 0.60 in exploratory research might be maintained if the construct shows sufficient overall reliability.

2. Researcher-administered instruments underwent reliability measurement through Cronbach's Alpha as well as Composite Reliability (CR) to determine their internal consistency. The established threshold for both measures reached or exceeded 0.70. A CR value above 0.70 is generally considered acceptable (Hair *et al.*, 2021). All constructs have Cronbach's Alpha values ranging from 0.835 to 0.898, and Composite Reliability (ρ_c) values from 0.884 to 0.924 (See table 1). These results indicate that each construct has strong internal consistency reliability, confirming that the items within each latent construct are highly correlated and reliable.

3. Approximately, Convergent Validity, calculated with Average Variance Extracted (AVE). AVE must be greater than 0.50, meaning, that the construct explains more than half, the variance in its indicators. AVE assesses convergent validity, which is the extent to which items of a construct converge or share a high proportion of variance. An AVE value of 0.50 or higher indicates adequate convergent validity (Fornell & Larcker, 1981), meaning that the construct explains more than half of the variance of its indicators. AVE values range from 0.603 to 0.710 across all constructs, exceeding the 0.50 threshold (See table 1).

4. Discriminant Validity, confirmed by the Fornell Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio that validates that each construct is enough apart from the other constructs in the model.

The following subsections present the results of these tests in detail, supported by relevant tables.

Table (1): Convergent validity and internal consistency reliability.

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Organizational Efficiency	0.835	0.843	0.884	0.603
Organizational Performance	0.868	0.870	0.904	0.655
Project Planning	0.837	0.843	0.885	0.608
Resource Allocation	0.837	0.850	0.892	0.675
Stakeholder Engagement	0.898	0.900	0.924	0.710

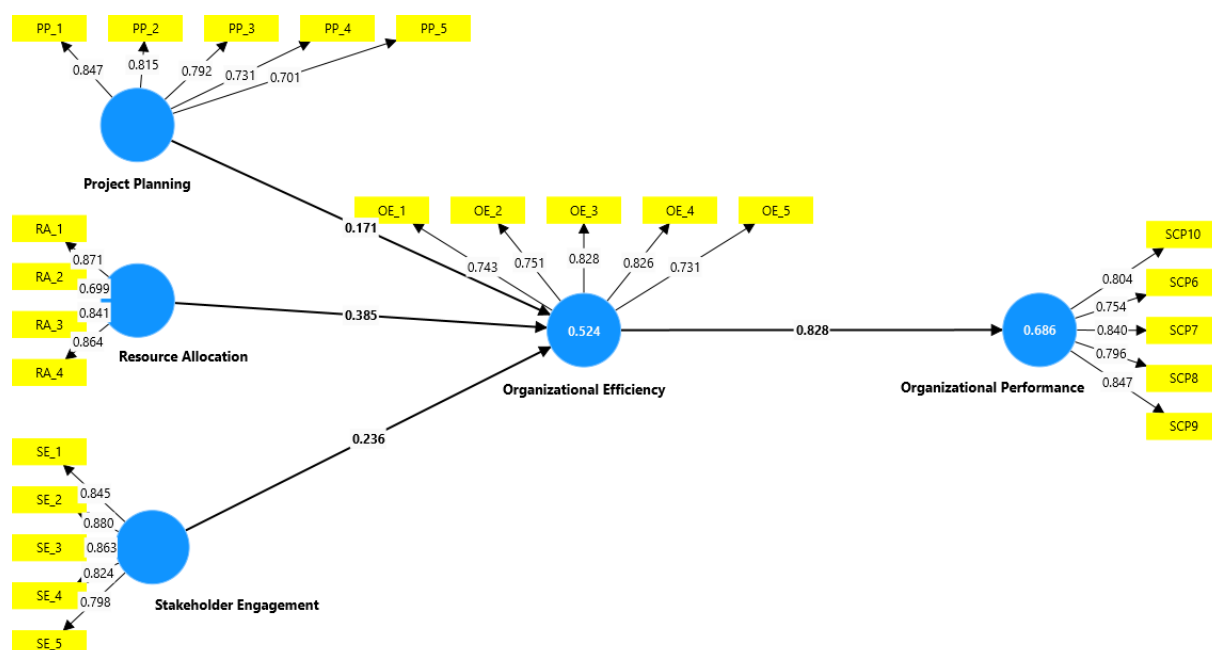


Figure (2): Result of the measurement model.

Figure 1: The estimates from SmartPLS display the structural model and measurement item outer loadings. Most of the indicator

loadings in the constructs exceed the recommended threshold of 0.70 while maintaining acceptable reliability values.

Table3. Heterotrait-Monotrait (HTMT).

	Organizational Efficiency	Organizational Performance	Project Planning	Resource Allocation	Stakeholder Engagement
Organizational Efficiency	0.777				
Organizational Performance	0.728	0.709			
Project Planning	0.628	0.589	0.779		
Resource Allocation	0.686	0.640	0.741	0.822	
Stakeholder Engagement	0.644	0.681	0.725	0.737	0.843

Table 3: Heterotrait-Monotrait (HTMT) ratios of correlations. All of the values are below the suggested rule of thumb level at 0.90,

thus suggesting that the latent constructs are distinct.

Table (4): Fornell and Larcker Correlation.

	Organizational Efficiency	Organizational Performance	Project Planning	Resource Allocation	Stakeholder Engagement
Organizational Efficiency					
Organizational Performance	0.764				
Project Planning	0.746	0.687			
Resource Allocation	0.815	0.750	0.895		
Stakeholder Engagement	0.734	0.767	0.840	0.860	

Table 4: Fornell–Larcker criterion results. The square root of the AVE for each construct is greater than its correlations with all the other constructs, which substantiates the adequate discriminant validity.

Structural Model Assessment

A structural model evaluation determined the hypothesized direct relationships between constructs using PLS-SEM and Smart PLS 4.0 software. The bootstrapping technique generated path coefficients (β) along with **Table (5):** Result of hypotheses testing (path coefficients- β).

Hypothesis	Path Coefficient (β)	Standard deviation	T statistics	P values	Decision
Organizational Efficiency -> Organizational Performance	0.828	0.027	30.721	0.000	Supported
Project Planning -> Organizational Efficiency	0.171	0.076	2.253	0.024	Supported
Resource Allocation -> Organizational Efficiency	0.385	0.091	4.221	0.000	Supported
Stakeholder Engagement -> Organizational Efficiency	0.236	0.084	2.828	0.005	Supported

Table 5: Results of structural model assessment – direct effects. All presumed relations were found to be statistically significant ($p < 0.05$), validate that project management practices and efficiency of organization have a positive effect on NGO, performance.

standard deviations and t-statistics and p-values through 5,000 resamples as part of the analysis. The statistical values assess the intensity together with the degree of significance between various research constructs.

The analysis results in Table 5 show that all direct relationships between model constructs achieve statistical significance at 0.05 thus verifying all seven hypotheses in the conceptual framework.

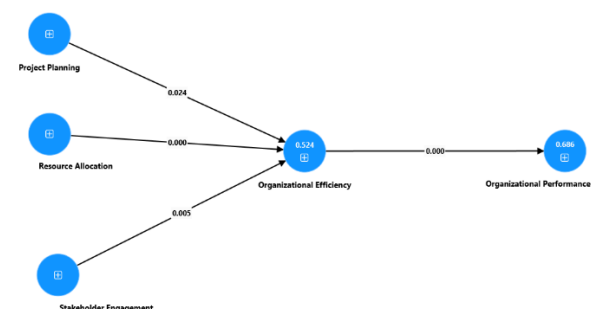
**Figure (3):** Result of Structural Model.

Figure 3: Results of the structural model with mediation paths. The statistical data proves that Organizational Efficiency functions

as a mediator to explain the relationship between project management practices and organizational performance.

Discussion and Conclusions

This study's results supply empirical backing to the proposed conceptual model that examines the pathways with the results of which project management consequences, project preparing, resources allocation, and stakeholder engagement on organizational performance, where organizational productivity covers. The findings corroborate the principles of the traditional project management theory (TPMT) containing as its main features defined planning, controlled resource application and the active involvement in the project and organizational achievement of all stakeholders (Gemünden *et al.*, 2018; Alrifai *et al.*, 2022).

Firstly, the positive and statistically significant impact of project planning on organizational efficiency and performance supports that efficient planning will generate a well-coordinated process of executing project as well reduce uncertainty and good result of implementation (Ngo & Report, 2002). Secondly, resource allocation came out as the best predictor of organizational efficiency, and a good predictor of performance. This is in line with the research of (Fontannaz & Oosthuizen, 2007) , who maintain that efficient resource allocation straight impacts the project's success. In setting of resource poor environments like Jordan, organizations well placed to effectively allocate financial, human and technical resources tend to outperform both in terms of their institutional performance. Also, this supports the validity of TPMT in illustrating the operational framework of successful project delivery via capable resourcing. Thirdly, the importance of stakeholder involvement in making both organizational efficiency and performance

evident is apparent. This supports the notion of (Rababa *et al.*, 2025; Sheaff *et al.*, 2003) that involved stakeholders translates to alignment of expectations, trust building and ownership is accepted.

Confirm, too, the mediation analysis that organizational efficiency plays a significant mediator role on the relationship between all three project management practices with performance. This shows that the real worth of good planning, resourcing and engagement is totally exploited when firms are internally effective. These results align with the larger body of research that treats internal operational excellence as the medium by which strategic practices are connected to tangible outcomes (Florez *et al.*, 2012; Henseler *et al.*, 2015).

The findings underscore the significance of TPMT in the context of NGOs. TPMT, while traditionally utilized in structured, profit-oriented contexts, possesses core principles—systematic planning, resource optimization, and stakeholder coordination—that are also relevant in mission-driven, resource-constrained environments such as NGOs. This is consistent with international studies highlighting the flexibility of project management frameworks across various sectors. Gemünden *et al.* (2018) and Mohammad *et al.* (2024) illustrated the impact of structured project methodologies on performance in public and non-profit sectors. Research in humanitarian and development contexts (Abidi *et al.*, 2020; Mohammad *et al.*, 2025) demonstrates that project-based approaches enhance operational efficiency and accountability in NGOs functioning within complex and uncertain environments. This study contributes to the existing evidence by demonstrating that the implementation of TPMT-based practices in Jordanian NGOs leads to increased organizational efficiency, enhanced stakeholder trust, and the promotion of long-term sustainability.

Limitations of the Study

Although this study yields important information about the associations between project management practices and organizational performance within the NGO setting in Jordan, numerous limitations are acknowledged.

The first is that it employed a concurrent design of research, in which it assesses data at a specific point in time. Therefore, the results also do not define causal relationships, but only associations. Future work could be enhanced by outcomes of a longitudinal approach to trace how these connections evolving over time as NGOs adjust to their surroundings.

Furthermore, the data were surveyed by self-analyzed questionnaires of executive respondents. These individuals have certainly got experience of their business entities, but self-reporting is tainted with social desirability bias and is far from being an accurate reflection of objective business performance. Using multiple data sources (for example performance reports or donor evaluation data) might make future studies stronger.

Third, this research was carried out inside the Jordanian NGO sector, which though pertinent and diverse, restricts the applicability of this study to any other places. NGOs in other cultural, regulatory or funding contexts could be quite different. Comparative research across countries or countries might deliver extra broad generalizations and contextual understanding.

Last, while Smart PLS is an adequate procedure for exploratory structural equation modelling, it requires some assumptions as well as estimation methods that are different from those used in covariance-based SEM. Using alternative statistical methods or qualitative methods and triangulating with results could add to the validity of findings.

Although these flaws, the study provides a good starting point for further empirical and theoretical research on the effective management of projects in non-profit organizations.

Implications and Recommendations

Theoretical Implications

This study contributes to the conceptual understanding of project management in non-profit organisation in contexts by expanding the Traditional Project Management Theory (TPMT) into operational environment NGO in Jordan. Although TPMT has historically been used in formal corporate contexts, the results show it has relevance and relevance in the humanitarian and development domains. Through empirically supporting the effects of project planning, resource allocation and stakeholder engagement on organizational performance, mediated by organizational efficiency, this study confirms the core theory assumption that structured processes result in improved outcomes (Nene & Pillay, 2019; Sethibe & Steyn, 2016).

In addition, the study identifies organizational efficiency as a key mediator by which project management practices are converted in real performance benefits. This result is in line with previous findings (Arora & Mishra, 2019; Maduenyi *et al.*, 2015) and offers a useful point for further theoretical models combining efficiency as a intervening or moderating variable in project-based organizational research.

Practical Implications

From a managerial perspective, the results offer several actionable insights for NGO leaders, project managers, and donor agencies operating in Jordan and similar contexts.

1. The ability to invest into structured project planning, even in fast paced, emergency driven environments will ensure safety of all

involved. The planning phase includes clear objectives, realistic timelines, stakeholder input for increased coordination and implementation success.

2. Effective resource allocation, as well as capacity assessment and workload balancing, should be prioritised on effective resource allocation. Thus, NGOs should optimize resource allocation by designing internal systems to ensure highest use of scarce resources to reach efficiency and higher performance.
3. This means there has to be more than one way communication in engaging stakeholder. In other words, NGOs must develop inclusive engagement strategies that are based on feedback loops, engagement in co-creation with communities, as well as reporting to donors and partners that is transparent.

Future Research Directions

This study envisioned meaningful insights into the influence of project management practices on NGO organisational performance in Jordan, but there are still several future research opportunities that could build upon and further extend the findings here. First of all, longitudinal research design could be applied in future studies to explore the dynamic and evolutionary nature of project management practices and their long-run effect on organisational performance. This would identify causal relationships and better capture how changes in planning, resourcing or engagement practices affect outcomes over time. Second, researchers are invited to deploy this model across diverse national or regional contexts, especially in NGOs functioning in fragile, post-conflict, or high-risk contexts. Comparative studies across countries or other cultural settings would yield interesting knowledge regarding contextual aspects that could be moderating the relationships reported

in this study. Third, expanding the scope of independent variables could enhance model richness. Future research may incorporate other relevant factors such as project leadership style, risk management, digital project tools, or innovation practices, which could offer a more holistic view of performance drivers in the non-profit sector. Lastly, further research may explore the moderating influence of organisational characteristics, including size, age or heterogeneity of funding. This may impact the translation of project management practices into efficiency and performance in different ecosystems of NGOs such as those present in Jordan and the wider MENA landscape. In addition to expanding the model quantitatively, qualitative approaches such as interviews, case studies, or focus groups could offer deeper insights into contextual and behavioral dynamics that are not easily captured through survey methods. For example, in-depth case studies could explore how organizational culture or leadership styles shape the effectiveness of project planning or stakeholder engagement in practice. Such directions can further attune project management theory in the context of non-profit organizations and thus help to guide practitioners who seek to optimize their impact in mission-sensitive environments.

Conclusion

This study examined the effect of key project management practices which include project planning, project resource allocation and project stakeholder engagement on organisational performance in non-government organizations (NGOs) in Jordan. Based on Traditional Project Management Theory (TPMT) as the principle frame work for the research, the mediating position of organisational efficiency were then examined in these relationships.

The setup of the study was to examine the influence of all three project management practices on organisational performance using data acquired through PLS-SEM in SmartPLS 4.0 from 350 executive level respondents, to all three project management practices indeed significantly and positively affect organisational performance. Furthermore, organisational efficiency was also found to have a strong direct effect on performance and it played a key role as a significant mediator in the model.

This underscores the need for structured planning, strategic resourcing and stakeholder engagement for improvements in both internal efficiency and external performance outcomes. Also studied to validate the importance of TPMT in such less profit environment for NGO, the study shows that disciplined project management is not only relevant, but is truly crucial for the NGO's going through the resource constrained and the mission driven environment.

Through a primarily theoretical but also practical perspective on project-based management, this research makes a unique contribution to field literature on NGO project-based management, by providing actionable recommendations to NGO leaders, donors and policymakers to enhance organisational sustainability and impact.

Disclosure Statement

- **Ethical approval and consent to participate:** All ethical guidelines were strictly followed in conducting this research. Ethical approval was obtained where required, and all participants provided informed consent before participating in the study. Confidentiality and anonymity of all participants and businesses involved have been ensured throughout the research process.

- **Availability of data and materials:** All data and materials underpinning the findings of this study are accessible upon request from the corresponding author
- **Author contribution:** This work was solely authored by the researcher.
- **Conflict of Interest:** The author declares that there are no conflicts of interest related to this study. The research was conducted independently, and no external entity influenced the study's design, data collection, analysis, or conclusions.
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