

ORIGINAL

Integrating Interior Design and Project Management: The Mediator's Role in Enhancing Organizational Creativity and Efficiency

Integración del Diseño de Interiores y la Gestión de Proyectos: El Papel del Mediador en la Mejora de la Creatividad y Eficiencia Organizacional

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ABSTRACT

Introduction: the combination of interior design and project management is key to improving organizational creativity and efficiency. As firms compete for differentiation, it becomes necessary to optimize the design and management of workspaces.

Method: this research seeks to verify the hypothesis of the relationships between interior design quality, project management effectiveness, and organizational creativity and efficiency with the mediating effect of integration. A close-ended structured questionnaire was administered among 350 managers of Jordanian project management companies quantitatively to collect data. For the analysis the study conducted structural equation modeling (SEM) using Smart PLS 4.

Results: the results shed light to confirm the existence of significant positive relationships between IDQ and OCE, PME and OCE, IDQ and INT, and PME and INT. Moreover, integration (INT) serves as a partial mediator between IDQ, PME and OCE.

Conclusions: the study suggests that there is a need for a paradigm shift in project management approaches to promote the application of modern interior design techniques for improved organizational innovation and efficiency. Further studies should investigate these findings in other industries and other cultures.

Keywords: Organizational Creativity; Efficiency; Project Management; Interior Design; Integration.

RESUMEN

Introducción: la fusión de diseño interiores a gestión de proyectos es la manera de aumentar la creatividad y hacer los yoes organizacional más eficiente y laborioso. Cuanta más competencia haya en las empresas para diferenciarse, mas indispensable se hace optimizar diseño y gestionado de los espacios de trabajo.

Método: este estudio busca verificar la hipótesis sobre la relación entre la calidad del diseño de interiores y la eficacia del diseño de proyectos y la creatividad y eficiencia Orgánica se efectúa el mediador de la integración. Se realismo a los gerentes de no menos de 350 empresas de especialización en dirección de proyectos de un cuestionario estructurado de opción múltiple, con el fin de recopilar datos cuantitativamente. Para el análisis, los autores la aplicación del modelado de ecuaciones estructurales (SEM) mediante Smart PLS 4.

Resultados: los resultados confirman la asociación positiva significativa entre IDQ y OCE, OCE y PME, IDQ e INT y PME y INT. Además, la integración (INT) se convierte en mediador parcial entre IDQ, PME y OCE.

Conclusiones: el estudio plantea la necesidad de un cambio de paradigma en la forma de acercarse a la gestión de proyectos para avanzar hacia la aplicación de técnicas contemporáneas de diseño de interiores en el ámbito organizacional más innovadora y eficiente. Se deben realizar estudios en pesquisas futuras a fin de investigar esos hechos en otras industrias y culturas.

Palabras clave: Creatividad Organizacional; Eficiencia; Gestión de Proyectos; Diseño de Interiores; Integración.

INTRODUCTION

Contemporary organizations maintain their competitive advantage through the continuous progress of innovative approaches as they preserve operational dominance in fast-evolving business conditions. Workplace design following interior design principles plays a crucial role because it affects employee satisfaction, workplace efficiency, and creative capacity.⁽¹⁾ Project management functions as a critical operating mechanism that helps organizations achieve better planning results, enhances control of task implementation, and helps distribute resources optimally to meet project deadlines, according to.⁽²⁾ The blended influence of these fields on organizational performance deserves additional investigation, although many individual research studies exist.⁽³⁾

The contemporary research field separates operational and aesthetical perspectives without uniting them in study investigations.⁽⁴⁾ Current research in interior design studies how workspaces can be optimized by increasing creativity while making employees happier because project management studies focus primarily on technical methods for achieving project success.⁽⁵⁾ The existing independent research techniques generate little insight into potential advantages that emerge from bringing together these subject areas.⁽⁶⁾ Organizations today do not acknowledge interior design as their strategic design element, nor do they recognize project management as procedural, which leads to missed potential effects.^(7,8)

The necessary integration between interior design and project management creates conditions for establishing these fields as driving forces for complete organizational development through creativity and efficiency.⁽⁹⁾ The combination of visual stimulation design with operational robustness development leads organizations to design workplaces that serve competitive advantage retention purposes.^(10,11)

The study uses the Dynamic Capabilities Theory,⁽¹²⁾ indicating that organizations achieve success by blending their internal resource restructuring and innovative practices for adapting to changing market environments.^(13,14) As per this theory, businesses improve their external adaptation capabilities and capture opportunities when they successfully unite innovative design components with efficient project management structures.⁽¹⁵⁾ Researchers have discovered that Dynamic Capabilities Theory is helpful for strategic management, yet they have explored it minimally for uniting operational systems with aesthetic qualities.⁽¹⁶⁾ The existing theoretical body of knowledge advances by incorporating interior design practices into dynamic capabilities research, therefore expanding the understanding of resource management integration as a success determinant.⁽¹⁷⁾

Different essential factors determine the value of this research. The study addresses a critical research deficit by investigating how project management connects with interior design when organizations combine these fields to deliver results. A practical framework demonstrates to administrative staff and decision-makers the procedure for combining operational abilities with creative activities to develop innovative, efficient workplace environments. The study utilizes Dynamic Capabilities Theory in new application areas to define an advanced understanding of resource combinations that produce enhanced organizational performance outcomes.

These research questions for this study originate from the prior existing considerations:

- RQ1: How do the quality of interior design and the effectiveness of project management individually influence organizational creativity and efficiency?
- RQ2: To what extent does the integration of interior design and project management mediate the relationship between these independent variables and overall organizational performance?

The study systematically evaluates its subject areas to build an integrated model connecting project management strategies to design aesthetic initiatives. The research examines potential techniques used theoretically and practically in organizations to obtain integration benefits between domains that sustain operational performance and continuous market innovation in current active markets.

Literature Review:

Quality of Interior Design and Organizational Creativity

A properly designed workplace interior environment leads to significant behavioral changes, better workplace invention, and increased job satisfaction in workers. According to,⁽¹⁸⁾ the “services cape” illustrates how light and color with furniture arrangement dimensions enhance workplace quality by improving staff engagement and generating innovative thinking. Research establishes that well-designed internal environments lead to better employee innovation processes that foster organizational achievement by creating positive feelings within the staff.

Hypothesis (H1): Quality of interior design has a positive effect on organizational creativity and efficiency.

Effectiveness of Project Management and Operational Efficiency

Meeting organizational targets requires effective project management because organizations must plan carefully and execute tasks properly before conducting continuous monitoring.⁽¹⁹⁾ explain that operational efficiency directly results from detailed scheduling combined with resource allocation risk management and performance tracking systems.⁽²⁰⁾ Strategic implementation of project management approaches results in improved coordination, low delays, and elevated productivity, producing better performance results.

Hypothesis (H2): Effectiveness of project management has a positive effect on organizational creativity and efficiency.

Integration Between Interior Design and Project Management

This research investigates how better interior design quality levels affect organizational efficiency and creativity by examining their relationship with project management performance through integrated project execution processes. According to⁽¹⁹⁾, in his former academic publication, building physical environments receives significant impacts through interior design components. Project management quality leads to operational excellence by deploying strategic planning tools that maximize resource allocation for initiating efficient execution of essential projects.^(21,22,23,24,25)

Independent researchers discover single effects of these sectors on organizational outcomes, but they maintain isolated research domains for each area. Organizations can obtain essential success theories about competitive advantage protection in changing markets through resource management, restructuring, and renewal mechanisms using Dynamic Capabilities Theory.⁽²⁶⁾ The framework connects project management with interior design through this mechanism, which operates as a dynamic operational feature.⁽²⁷⁾ By integrating operational and aesthetic approaches into a unified system, the mediator achieves better organizational creativity and process efficiency by combining single outputs.^(28,29,30,31)

After a proper organizational combination of its elements, projects enable the evolution of creative workplace concepts toward operational results.^(32,33,34,35) Organizations achieve operational excellence through project implementation when their interior design group combines forces with project management units to develop creative environments.⁽³⁶⁾ Mediators lead organizational performance improvement by uniting specific advantages into complete sustainable benefits for a competitive edge.

Hypothesis (H3): The integration between interior design and project management (mediator) has a positive effect on organizational creativity and efficiency.

Hypothesis (H4): In the presence of integration, the quality of interior design positively affects organizational creativity and efficiency.

Hypothesis (H5): In the presence of integration, the effectiveness of project management positively affects organizational creativity and efficiency.

The relationship between Integrating interior design and project management

The strategic route for increasing business operational performance emerges when organizations join project management with interior design practices. The “services cape” theory established by⁽³⁷⁾ reveals that service elements like lighting designs, interior arrangement, and color choices directly determine how employees perform, according to⁽²⁵⁾, as well as their staff satisfaction and innovative capabilities. According to⁽³⁸⁾, projects can execute initiatives through systematic execution methods that integrate thorough planning alongside staff allocation while performing regular performance checks. Project management and interior design expertise create a beneficial framework for creative interior design solutions, which result in better organizational performance.^(39,40,41,42,43)

The two fields of project management and interior design maintain complementary relationships throughout professional work.⁽⁴⁴⁾ Functional workspaces designed by interior missions require project management systems to translate concepts into tangible results.^(26,45) Uncontrolled projects using visionary design concepts create three major problems, which include increased budgets, delayed deliverables, and stakeholder miscommunication. Organizations capitalize on conceptual ideas to produce functional organizational upgrades and enhance efficiency and creativity by administering appropriate project management practices for maintaining budget alignment.⁽⁴⁶⁾

The interlinked domains function as a continuous cycle that promotes permanent improvement of organization performance metrics. Organizations need to understand the Dynamic Capabilities Theory⁽¹²⁾ for their combination of organizational change. This framework demonstrates how companies maintain competitive advantage through core resource restructuring in fast-changing environments.⁽⁴⁷⁾ Through project management methodology deployment, interior design organizations can carry out planned design modifications to sustain continuous innovation in their operational environments.⁽⁴⁸⁾ The repeated process of organization enables positive feedback, which enhances workplace improvements to sustain employee creativity until the company builds a sustainable competitive advantage.⁽⁴⁹⁾

Theoretical Framework

Dynamic Capabilities Theory

Businesses maintain their competitive position in dynamic markets by applying the Dynamic Capabilities Theory explained in ⁽¹²⁾. Businesses need to pass their resource dependency and maintain perpetual transformation by spotting upcoming threats first, seizing valuable chances, and reworking core procedures to guard their strategic relevance. The main predictor of enduring business achievement requires organizations to dynamically deploy their resources by linking them and transforming them for better performance.

This conceptual theory transforms into three connected operations that serve as its foundation.⁽⁵⁰⁾ Business organizations employ assessment procedures that enable them to monitor current environmental developments and changes in client demand and industry threats while tracking new market trends.⁽⁴⁹⁾ The achievement of market leadership requires business organizations to check their market environment through continuous forward scanning operations.⁽⁵⁰⁾ Once opportunities and threats are detected, the organization should perform the necessary “seizing” operations. Implementing resources will help organizations maximize their available opportunities through seizing mechanisms.⁽⁵¹⁾ Organizations must select wise decisions together with technological investments and flexible goal transformation to benefit from developing market trends.⁽⁵²⁾ Strategic resource transformation and capability realignment operate at the selective level in reconfiguring because they react to continuously evolving circumstances. Organizations transform repeatedly to respond swiftly to changing market conditions that protect their competitive position.⁽⁵¹⁾

This paper evaluated the organizational combination of interior design with project management by applying Dynamic Capabilities Theory in “Integrating Interior Design and Project Management: The Mediator’s Role in Enhancing Organizational Creativity and Efficiency.” This study introduces interior design and project management as resourceful company systems that extend past independent treatments in both fields. Organizations achieve potent synergies by uniting these elements so motivational interior design components become connected with systematic project management processes. A performance transformation emerges from dynamic integration that produces superior organizations based on creativity through operational excellence.

The theory was essential to explain how integration functions as an intermediary between interior quality project management outcomes and organizational benefits. Our analysis of integration as a dynamic capability produced evidence supporting that combined effects surpass individual performance values from each component. Planned coordination of creative elements with operational aspects leads organizations to superior market demand through its enhancement of innovation potential and organizational process flexibility. Both favorable results generated by this combination build creative strength and operational strength to establish sustainable business advantages.

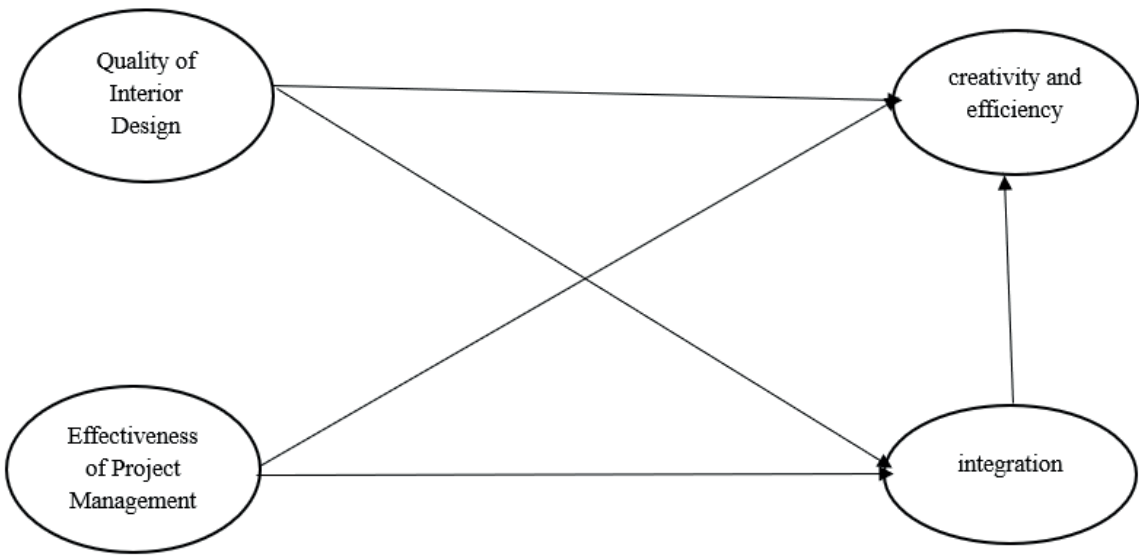


Figure 1. Model of Study

However, This research team succeeded in producing various beneficial results with Dynamic Capabilities Theory at hand. The research enhanced its theoretical validity through application of an already-developed strategic management Framework. Joint project management action combined with interior design process has specific operational steps that yield higher performance outcomes according to this model framework. Our research benefited because the holistic perspective helped us transcend analyzing these operations individually.

The article evaluates how these elements merge to form a regular mechanism for continuous organizational capability development and improvement. This study provides organizations with meaningful, practical benefits because they can master resource alignment through dynamic integration, which produces organizations that excel in unpredictable business settings.

Dynamic Capabilities Theory's theoretical framework acted as an essential conceptual foundation for research design and interpretation practice. This research used this theoretical framework to generate our hypotheses. It proved that the combined practice of interior design and project management creates transformative intermediation, which turns individual resources into synchronized dynamic capabilities that produce innovative operations and sustainable competitive edges.

METHOD

Quantitative research with descriptive methods investigates the relationship between superior interior design quality, effective project management with efficient organization, and their middle connection. The research instrument played a crucial role in collecting data regarding the research model through survey methods.

The study utilized questionnaires to evaluate the primary research constructs that combined interior design quality and project management effectiveness through a middle-role assessment of organizational creativity and efficiency. Previous literature has validated their survey items, which the researchers incorporated to ensure the reliability and validity of their instruments. The respondents chose responses on the Likert-type scale ranging from one (strongly disagree) to five (strongly agree).

The research selected Jordanian project management companies as research subjects because their managers directly design workplace environments while leading projects, leading to their selection as the primary study subjects. The research adopted purposive sampling, which selected 350 managers as part of its goal-oriented sample acquisition process. The selected research method selects participants who demonstrate adequate understanding and practical experience for delivering important findings within the defined research boundaries. The data collection process included online distribution and physical questionnaire delivery, bringing forth numerous valid responses.

The researchers will use descriptive statistics to analyze the collected data, adding reliability correlation and structural equation modeling analysis to check hypotheses and study integration mediator effects. The quantitative methodology used for hypothesis testing enables researchers to establish broad applications of reliable findings.

RESULTS

The investigation evaluated the quality of interior design and project management effectiveness and organizational creativity and efficiency by studying their disciplinary integration. Statistical descriptions alongside testing methods enabled researchers to identify essential relationships between measured variables.

The analytic approach contained various stages to handle data collection. A descriptive statistical approach was used to review the data obtained through mean values analysis, standard deviation measurements, and frequency distribution tables. The statistical analysis revealed important information about point distributions, enabling researchers to understand participants' views about organizational performance outcomes of interior design and project management.

The research team performed correlation analytics to identify strengths and directions among interior design quality, project management effectiveness, and the intermediary relationship between interior design and project management integration and organizational creativity and efficiency as the target variable. The assessment confirmed that enhanced integration would create stronger connections between variables, boosting organizational creativity and efficiency.

Regression analysis evaluated direct and indirect effects between independent variables and the dependent variable. The mediation analysis evaluated how interior design and project management integration influence the connection between independent variables and organizational creativity and efficiency.

The data analysis employed SmartPLS 4 because this tool executes SEM and path analysis, providing a thorough insight into how research variables connect. SmartPLS 4 is highly respected for its efficient processing of latent variable models and complex causal effects, which provides an optimal solution for mediation effect tests. The straightforward nature of the software, along with its precise functions, allowed researchers to produce accurate findings, which strengthened the research conclusions' validity.

A demographic profile, including table 1, was created to explain the study's respondent demographics when conducting the final analysis. The provided table contains vital participant demographic information about age, gender, and educational level, which helps explain how these characteristics could affect their views on interior design, project management, and organizational creativity. The study examined population characteristics to establish whether different participant attributes might affect the investigation's conclusion.

Table 1. Demographic Characteristics			
Demographic Variable	Category	Frequency	Percentage
Gender	Male	200	57 %
	Female	150	43 %
Field of Study	Architecture	120	34 %
	Engineering	110	31 %
	Project Management	120	34 %
Age Group	Under 25 Years	60	17 %
	25-34 Years	130	37 %
	35-44 Years	90	26 %
	45 Years and Above	70	20 %
Years of Experience	Less than 5 Years	80	23 %
	5-10 Years	90	26 %
	More than 10 Years	180	51 %
Industry Type	Construction	100	29 %
	Real Estate	120	34 %
	Consulting	130	37 %
Education Level	Bachelor's Degree	150	43 %
	Graduate Studies	130	37 %
	High School	70	20 %

The breakdown of survey participants in the research study helps establish important details about Jordanian project management professionals. The research shows a slightly higher percentage of men (57 %) representing the project management workforce relative to women (43 %) across all demographic distributions. The same number of participants holds degrees in Architecture (34 %), engineering (31 %), and Project Management (34 %) because the field requires an interdisciplinary approach. Respondents from the 25-34 age groups dominate the sample with a distribution of 37 %, while 26 % belong to the 35-44 age group and 20 % exceed 45 years of age. Based on this data, Early-to-mid-career professionals and experienced leaders comprise most of the workforce. The gathered data maintains high credibility because the respondents with more than ten years of work experience comprise fifty-one percent of the total participants.

The data demonstrates that Construction (29 %), Real Estate (34 %), and Consulting (37 %) reign as the fundamental industrial categories because project management has wide implementation domains. Most participants belong to the highly educated group consisting of Bachelor's degree holders (43 %) and those who completed graduate-level studies (37 %). The sample demographics demonstrate that experienced professionals from different fields ensure the reliability of study results about interior design and project management integration affecting organizational creativity and efficiency.

Table 2. Factor loadings					
Constructs	Items	Factor loadings	Cronbach's Alpha	C.R.	(AVE)
Quality of Interior Design	QID-1	0,676	0,767	0,792	0,537
	QID-2	0,696			
	QID-3	0,682			
	QID-4	0,742			
	QID-5	0,477			
Effectiveness of Project Management	EPM -1	0,734	0,741	0,837	0,563
	EPM -2	0,806			
	EPM -3	0,778			
	EPM-4	0,676			
integration	IN-1	0,768	0,834	0,883	0,602
	IN-2	0,709			
	IN-3	0,825			
	IN-4	0,775			
	IN-5	0,797			
creativity and efficiency	CE-1	0,775	0,828	0,884	0,655
	CE-2	0,701			
	CE-3	0,814			
	CE-4	0,777			

The factor loadings analysis evaluates the validity and reliability aspects of the constructs implemented in this research. A value of 0,6 and above signifies an acceptable measurement quality in survey items based on ⁽⁵⁵⁾. Most research items demonstrate robust loadings that validate their connection to their respective latent constructs.

The QID-5 survey item (0,477) has a slightly weaker effect on the quality of the interior design construct compared to the other items, which are between 0,477 and 0,742. This might indicate that more work is needed to optimize this particular measure. Internal consistency of the construct is established by the Cronbach's Alpha value of 0,767 and Composite Reliability (C.R.) of 0,792, and convergent validity is moderate based on the AVE value of 0,537.

Each item in the Effectiveness of Project Management construct contributes solidly to the complete construct through its factor loadings between 0,676 and 0,806. The construct demonstrates good internal reliability based on Cronbach's Alpha value of 0,741 and C.R. of 0,837, but it also achieves the recommended threshold (Fornell & Larcker, 1981) because the AVE measures 0,563.

The factor loadings in the Integration construct exceed 0,7 at 0,709 and reach 0,825, indicating powerful item representation. The construct demonstrates remarkable internal consistency through a Cronbach's Alpha value of 0,834, a C.R. of 0,883, and a high AVE of 0,602, proving that most construct variance is adequately represented by its indicators.

The research results support the construct validity of Creativity and Efficiency through their high factor loadings (0,701 to 0,814). Internal reliability reaches excellent levels with Cronbach's Alpha of 0,828 and C.R. of 0,884, and convergent validity holds at 0,655, fulfilling the minimum threshold of 0,50,

The statistical reliability and validity of the research constructs are validated through factor loadings, reliability measures, and AVE values. The measurement properties of the integration construct as a mediator demonstrate remarkable strength, reaffirming its importance to this study. The study provides robust groundwork to advance future statistical procedures to evaluate construct-to-construct relationships and validate research hypotheses through structural equation modeling (SEM).

Structural Model

The study explores a research model that connects three variables: interior design quality, project management effectiveness, and organizational creativity and efficiency, with integration between design and project management as the mediator. Using SEM under SmartPLS 4, the researchers achieved a steady analysis of direct and indirect relationships and mediating effects between study variables.

Table 3. HTMT

	Effectiveness of Project Management	Quality of Interior Design	Creativity and efficiency	Integration
Effectiveness of Project Management				
Quality of Interior Design	0,877			
Creativity and efficiency	0,859	0,802		
Integration	0,727	0,723	0,897	

Discriminant validity assessment in SEM uses the HTMT Matrix to validate discriminative and related characteristics between constructs. According to Henseler et al. (2015), an appropriate value for HTMT analysis should be below 0,90, Most measurements checked the acceptable parameters, demonstrating that individual constructs remain separate and distinctive.

Although the HTMT value between the Effectiveness of Project Management and the Quality of Interior Design reaches 0,877, it stays within suitable ranges, demonstrating the strong yet unique connection between these constructs. The link between Effectiveness of Project Management and Creativity and Efficiency (0,859) indicates a close relationship without leading to redundancy. In the relationship between the quality of interior design and creativity and efficiency (0,802) demonstrates discriminant validity.

The Integration construct demonstrates moderate relationships with Project Management effectiveness (0,727) and Quality of Interior Design (0,723), which supports its position as a mediation factor. The strong and theoretically correct link between Integration, creativity, and Efficiency stands at 0,897, just below the 0,90 threshold.

The discrimination validity assessment through HTMT results produced sufficient evidence for hypothesis testing. Construct differences should be approved through Confirmatory Factor Analysis (CFA) or further scale refinement methods. These findings reinforce the model's stability and guarantee its validity for future structural examination processes.

Table 4. Fornell-Larcker

	Effectiveness of Project Management	Quality of Interior Design	Creativity and efficiency	Integration
Effectiveness of Project Management	0,790			
Quality of Interior Design	0,718	0,761		
Creativity and efficiency	0,695	0,708	0,719	
Integration	0,899	0,786	0,783	0,706

The Fornell-Larcker Criterion enables SEM discriminant validity assessment by verifying that construct indicators have more significant relationships with their elements than other constructs. Each diagonal element in the table demonstrates the square root value of AVE and the off-diagonal elements present construct correlation levels.

The assessment results demonstrate that most measurement constructs pass the Fornell-Larcker Criterion, thus proving their independent nature. The values of AVE (0,790 and 0,761) from Effectiveness of Project Management and Quality of Interior Design exceed their respective correlations with other constructs for valid measurement. The study demonstrates that Creativity and Efficiency (0,719) sustain acceptably valid discriminant relationships.

Integration's high correlation value of 0,706 with Effectiveness of Project Management at 0,899 indicates some potential concept and measurement connection between these two variables. Shared conceptual components and measurement duplication exist between these constructs.

Additional assessments, such as HTMT analysis or Confirmatory Factor Analysis (CFA), would help differentiate Integration from Project Management effectiveness based on their discriminant validity levels. Strong overlapping between constructs will require further review of measurement items or modification of the model structure.

R-Squared and Adjusted R-Squared Analysis

This research relies on R-squared (R^2) and Adjusted R-squared to determine the structural model's explanatory power. The R^2 value indicates how much the independent variables explain the dependent variable variations while measuring organizational creativity and efficiency changes.

Table 5. R-Squared

	R-square	R-square adjusted
Creativity and efficiency	0,636	0,632
Integration	0,849	0,848

Creativity and Efficiency shows 63,6 %, variance explanation from all independent variables in the research data. A predictive model achieves its strength when expressed with the Adjusted R^2 (0,632) value since it omits consideration of prediction variables.

The model predictors explain 84,9 % of the variations in the Integration variable according to its R^2 value. A strong explanatory model exists because the Adjusted R^2 value of 0,848 remains very close to its original number.

The model establishes clear relationships between its constructs because of its high R^2 values that confirm the theoretical concepts. The studied research shows how excellent interior design and effective project management strategies work together to boost integration and consequently enhance organizational creativity with better operational efficiency.

Hypotheses Testing

The validation process of the research model and variable relationship assessment depends heavily on hypothesis testing. Structural Equation Modeling through SmartPLS 4 enabled investigators to study direct and indirect relationships together with mediation effects between Quality of Interior Design, Effectiveness of Project Management, Integration, and Organizational Creativity and Efficiency.

This evaluation used the statistical measures of path coefficients (B), t-values combined with p-values to test the hypotheses. A statistical significance emerges with p-values lower than 0,05 thus proving the proposed connection in the examined dataset.

The section examines both direct ties between independent variables to the dependent variable and investigates how integration acts as a mediator to boost creativity and efficiency within organizations. The study proves findings that support the theoretical model while enhancing understanding of the connection between interior design and project management to achieve organizational success.

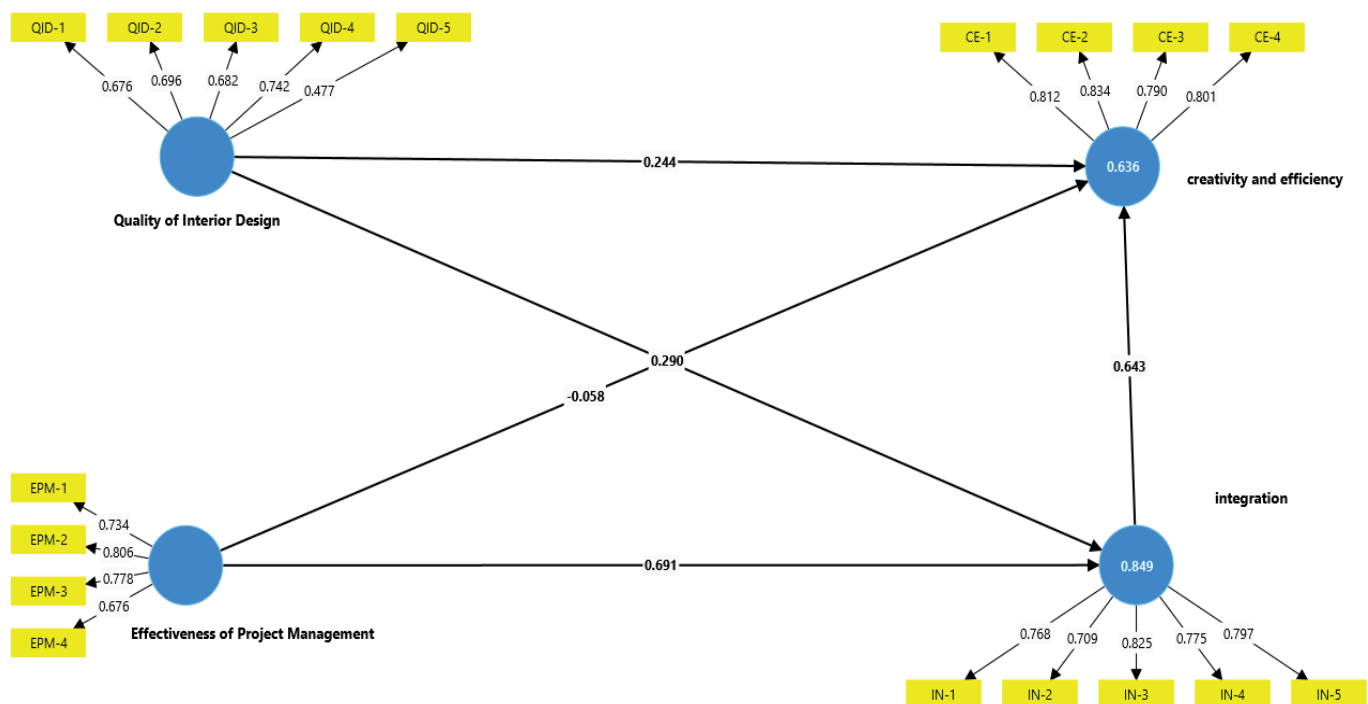


Figure 2. Structural model

Table 6. Hypotheses testing estimates

	St. Beta	Standard deviation	T statistics	P values
Effectiveness of Project Management -> creativity and efficiency	0,386	0,048	8,091	0,000
Effectiveness of Project Management -> integration	0,691	0,032	21,619	0,000
Quality of Interior Design -> creativity and efficiency	0,430	0,046	9,423	0,000
Quality of Interior Design -> integration	0,290	0,034	8,430	0,000
integration -> creativity and efficiency	0,643	0,094	6,852	0,000

The research model gains empirical backing from the hypotheses testing results. The current analysis implemented SEM through SmartPLS version 4 to derive Standardized Beta (β), Standard Deviation, T-Statistics and P-Values as statistical indicators. Every hypothesis in the model demonstrates statistical importance at $p < 0,01$ due to the 0,000 p-value across all relationships. This result proves the proposed model is valid.

Highly structured project management systems lead to better organizational creativity and operational efficiency based on the statistical findings ($\beta = 0,386$, $t = 8,091$, $p = 0,000$). Systematic project execution through Effectiveness of Project Management produces strong integration outcomes according to statistical data ($\beta = 0,691$, $t = 21,619$, $p = 0,000$).

Quality of Interior Design directly drives Creativity and Efficiency levels through a strong relationship ($\beta = 0,430$, $t = 9,423$, $p = 0,000$) which indicates that properly designed workplaces increase organizational performance metrics. Integration remains less influential than project management effectiveness since Quality of Interior Design exhibits a smaller contributing effect ($\beta = 0,290$, $t = 8,430$, $p = 0,000$).

Integration has the most significant influence on Creativity and Efficiency with a β value of 0,643 (t value = 6,852, $p = 0,000$). Integration functions as the main connecting element which strengthens the positive influence of project management effectiveness alongside interior design quality on organizational results.

Research results verify the study's theoretical foundation by showing that when project management effectiveness pairs with interior design excellence they directly boost organizational creativity combined with efficiency levels especially through integration practices. Organizations focusing on design-management integration will find substantial practical value based on the strong statistical significance shown by high t -values and meaningful beta coefficients.

DISCUSSION

Research first assessed connections between the Quality of Interior Design and the Effectiveness of Project Management. Then, the study examined how these elements impacted Organizational Creativity and Efficiency by using Integration between Interior Design and Project Management as a moderating variable. Empirical evidence supports the proposed model since integration is a critical variable that connects separate variables

to creativity and efficiency results.

Based on the results, Project Management effectiveness directly raises Organizational Creativity and Efficiency to 0,386 units ($t = 8,091$, $p = 0,000$). Research evidence confirms that projects managed through structured frameworks yield more efficient operations, improved resource usage, and better teamwork performance.⁽⁵⁶⁾ Project management effectiveness creates an implementation process that develops innovative and creative ideas to boost organizational performance.

The data reveals that the Quality of Interior Design has a positive relationship with Organizational Creativity ($B = 0,430$ and $t = 9,423$) and Organizational Efficiency ($p = 0,000$). The research findings validate projects from⁽⁵⁷⁾ about how design elements impact employee well-being during innovative tasks. The practical implementation of brilliant interior design practices enables organized teams to work with increased productivity and engagement, thus demonstrating how design elements contribute to real-world organizational outcome success.

Research findings demonstrate that project management frameworks connected with interior design innovation generate organizational excellence through performance excellence. Outstanding project management enables resource distribution control and enhances operational capability and team dialogue to produce organizational innovations as specified by basic research in⁽⁵⁸⁾. The research outcomes support⁽⁵⁹⁾ theory about interior design performance effects since they match the author's original study results. Integrating project management procedures with design processes generates work environments that boost operational efficiency and innovation to produce enhanced organizational results.

The study outcomes contrast with⁽⁵⁹⁾ project management methodology research proposition due to organizational processes becoming rigid. Integrated with interior design practices, project management does not limit creative activity because it establishes structured systems that promote fresh solutions.⁽⁶⁰⁾ received conflicting findings from this current research because he believed interior design outcomes negatively impact organizational performance compared to leadership and technology adoption factors. Research findings establish that workspace design elements create productive creativity and operational achievement through project management methods since both demand equilibrium between structural organization and creative design.⁽⁶¹⁾

Integration is a connecting element that unites all research variables in the study. Project management with proper structure enables departments to connect efficiently with work processes, as evidenced in the research results ($B = 0,691$, $t = 21,619$, $p = 0,000$). Quality of Interior Design plays a notable role in measuring Integration according to the reported statistical relationship ($B = 0,290$), even though project management proves effective to a more substantial degree ($t = 8,430$, $p = 0,000$). Designing the interior enhances integration levels, yet project execution proves more crucial to developing operational and creative alignment strategy connections.

Most importantly, the strong positive relationship between Integration and Organizational Creativity and Efficiency ($B = 0,643$, $t = 6,852$, $p = 0,000$) underscores the significance of a well-integrated approach. The findings show that successful organizations emerge through⁽⁶⁰⁾ Dynamic Capabilities Theory by integrating and realigning their organizational resources. The integration process is vital to increase productive outcomes between interior design and project management operations to boost organizational success.⁽⁶²⁾

The research unites interior design with project management knowledge to develop a method that enhances understanding of organizational performance. Past studies have researched these fields independently, but no work has evaluated their synergistic functions to develop an effective dynamic capability that drives creativity and productivity. According to this research, organizations can boost their innovation speed and efficiency through integrated resources by using Dynamic Capabilities Theory.

The research shows that Integration operates as a mediator, proving that organizations must unite project management and interior design methods to enhance creativity and operational success. The study proved that creative organizational synergy with management resources results in business success, so organizations need to concentrate on both component enhancement and interdisciplinary collaboration.

CONCLUSION AND RECOMMENDATIONS

The study examined the connection between integration mechanisms which affect interior design quality through project management and organizational creativity and efficiency. Organizational creativity alongside efficiency increases substantially after interior design and project management teams integrate their operations. The Dynamic Capabilities Theory supports organizational evaluation through functional combination of creative elements and operational mechanics for improved performance outcomes. Companies should implement methods to establish direct collaboration between project management professionals and interior design specialists for maximizing joint advantages.

Strategic planning turns interior design into an essential operational feature through which workplaces become productivity enhancers. Managers should establish system protocols to facilitate efficient interaction between design teams and project management groups. Academic research requires additional expansion across different business sectors together with cultural backgrounds to study integration strategies through qualitative alongside quantitative research methods. Through integrated system methods both business innovation processes and operational effectiveness and competitive superiority strengthen.

Limitations of the Study

Multiple hurdles were found in studying how interior design quality affects project management effectiveness together with organizational integration. This research targeted project management in Jordan solely which creates boundaries for the general applicability of discovered findings beyond this particular sector or area. The research-to-practice connection between project management and interior design gets shaped by organizational elements and cultural economics and demands future comparisons between different business sectors and worldwide companies. The research method based on surveys provided hypothesis evaluation effectiveness but failed to obtain practical insights from industry professionals. Research methods incorporating qualitative components including interviews and case studies and observational studies would supply practical knowledge about integration methods used in practice.

The survey approach that used self-reported data might contain bias measurements because of participant responses. Further studies need to combine performance measurements with large-scale investigations about integration success results. The analysis did not account for essential organizational indicators which include financial performance and employee satisfaction and client satisfaction from an assessment perspective thus restricting the research domain. The model becomes more complete when these variables are incorporated because it allows for deeper assessment of integration advantages. The use of different research tools other than SmartPLS 4 and SEM could improve predictive accuracy that strengthens design-management-performance models. Such limitations need improvement because it will strengthen academic research as well as practical implementation of discovered findings.

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