



VILNIUS UNIVERSITY
BUSINESS SCHOOL

INTERNATIONAL PROJECT MANAGEMENT PROGRAMME

Martynas Bulota

MASTER'S THESIS

VIDINIŲ SUINTERESUOTŲJŲ ŠALIŲ ĮSITRAUKIMO PROJEKTŲ VALDYME PRAKTIKOS LOGISTIKOS SEKTORIUJE	PROJECT MANAGEMENT PRACTICES OF INTERNAL STAKEHOLDERS' ENGAGEMENT IN LOGISTICS SECTOR
---	--

Student _____

(signature)

Supervisor _____

(signature)

Assoc. Prof. Eglė Daunienė

Name, surname of the supervisor

Vilnius, 2021



SUMMARY

VILNIUS UNIVERSITY

BUSINESS SCHOOL

INTERNATIONAL PROJECT MANAGEMENT PROGRAMME

STUDENT MARTYNAS BULOTA

PROJECT MANAGEMENT PRACTICES OF INTERNAL STAKEHOLDERS' ENGAGEMENT IN LOGISTICS SECTOR

MA thesis supervisor – Assoc. Prof. Eglė Daunienė

MA thesis prepared – 2021 Vilnius

MA thesis scope – 56 pages

Number of tables in MA thesis – 9

Number of figures in MA thesis – 4

Number of references in MA thesis – 59

Short description of MA thesis: Due to the rapidly changing employees' behavior, preferences, and working conditions, there is not enough knowledge about internal stakeholders' engagement. It is necessary to dig deeper into stakeholders' engagement theory and examine what drivers stimulate and foster higher engagement levels of stakeholders and, based on that, build stakeholders' engagement practices.

Aim and objectives of MA thesis: The MA thesis aims to find drivers that motivate internal stakeholders to engage in projects and establish effective internal stakeholders' engagement practices. The objectives are: (1) review the academic literature related to internal stakeholders' theory and provide the overview of what has been already researched so far and build the foundation of the research model; (2) identify attributes for internal stakeholders' engagement, (3) develop theoretical research model based on identified attributes, (4) conduct empirical research, (5) relate empirical research to the theoretical model, (6) provide conclusions and practical recommendations.

Methods used in MA thesis: A qualitative research method was used, conducting semi-structured interviews and applying inductive thematic data analysis.

Research carried out and results obtained: The analysis of scientific literature revealed that stakeholders' theory is still not completely developed; the theory reaches limits at the stakeholders' engagement phase. There are no clear models and practices on how to engage internal stakeholders in projects and gain additional added value. The empirical research revealed four possible groups of practices that cover the need to Provide benefits, Develop project managers' skills and competencies, Develop a transparent organizational culture and Establish project management discipline practices.

Main conclusions: Conducted qualitative research proved assumptions presented in the scientific literature that internal stakeholders' engagement depends on interest, activeness, power, urgency, attitude. It is recommended that the organization establish project management discipline and develop managers' skills and competencies. The organization should review its' values and consider adding a collaborative approach as one of the key business driving forces. To achieve higher engagement in projects, organization and project managers should consider what trade-offs they are able and willing to offer to internal stakeholders to get beneficial and meaningful engagement as a return.

Keywords: internal stakeholders' engagement, engagement practices, internal stakeholders' attributes.

SANTRAUKA
VILNIAUS UNIVERSITETO
VERSLO MOKYKLA
TARPTAUTINĖS PROJEKTŲ VADYBOS PROGRAMA
STUDENTAS MARTYNAS BULOTA
VIDINIŲ SUINTERESUOTŲJŲ ŠALIŲ ĮSITRAUKIMO PROJEKTŲ VALDYME PRAKTIKOS
LOGISTIKOS SEKTORIUJE

Darbo vadovas – Partnerystės docentė Eglė Daunienė

Darbas parengtas – 2021 Vilnius

Darbo apimtis – 56 puslapiai

Lentelių skaičius darbe – 9

Paveikslų skaičius darbe – 4

Literatūros ir šaltinių skaičius darbe – 59

Trumpas darbo apibūdinimas: Dėl sparčiai besikeičiančio darbuotojų elgesio, preferencijų ir darbo sąlygų nėra pakankamai žinių apie vidinių suinteresuotųjų šalių įsitraukimą. Būtina įsigilinti į suinteresuotųjų šalių įtraukimo teoriją ir išnagrinėti, kokie veiksniai skatina aukštesnį suinteresuotųjų šalių įsitraukimo lygį ir, remiantis tuo, suformuoti suinteresuotųjų šalių įtraukimo praktiką.

Magistro baigiamojo darbo tikslas ir uždaviniai: Magistro baigiamojo darbo tikslas – surasti veiksnius, kurie motyvuotų vidines suinteresuotąsias šalis įsitraukti į projektus ir sukurti efektyvias vidinių suinteresuotųjų šalių įtraukimo praktikas. Tikslai: (1) išanalizuoti akademinę literatūrą, susijusią su vidinių suinteresuotųjų šalių teorija, išanalizuoti tai, kas jau buvo ištirta iki šiol, ir sukurti tyrimo modelio pagrindą; (2) nustatyti vidinių suinteresuotųjų šalių įsitraukimo savybes, (3) pagal nustatytas savybes sukurti teorinį tyrimo modelį, (4) atlikti empirinį tyrimą, (5) susieti empirinį tyrimą su teoriniu modeliu, (6) teikti išvadas ir praktines rekomendacijas.

Magistro baigiamajame darbe naudoti metodai: Panaudotas kokybinis tyrimo metodas atliekant pusiau struktūruotus interviu ir pasitelkta indukcinė teminė duomenų analizė.

Atlikti tyrimai ir gauti rezultatai: Mokslinės literatūros analizė atskleidė, kad suinteresuotųjų šalių teorija dar nėra iki galo išvystyta; teorija pasiekia ribas suinteresuotųjų šalių įtraukimo fazėje. Nėra aiškių modelių ir praktikų, kaip įtraukti vidines suinteresuotąsias šalis į projektus ir gauti iš to pridėtinę vertę. Empirinis tyrimas atskleidė keturias galimas praktikų grupes, apimančias poreikį siūlyti privalumus ir naudas, ugdyti projektų vadovų įgūdžius ir kompetencijas, ugdyti skaidrią organizacinę kultūrą ir įsteigti projektų valdymo disciplinos praktikas.

Pagrindinės išvados: Atliktas kokybinis tyrimas patvirtino prielaidas, pateiktas mokslinėje literatūroje, kad vidinių šalių įsitraukimas priklauso nuo jų suinteresuotumo, aktyvumo, galios pozicijos, projekto skubumo bei vidinės suinteresuotosios pusės požiūrio į projektą. Organizacijai rekomenduojama įsteigti projektų valdymo discipliną ir ugdyti vadovų įgūdžius bei kompetenciją šioje srityje. Organizacija turėtų peržiūrėti savo vertybes ir apsvarstyti galimybę įtraukti bendradarbiavimo metodą kaip vieną iš pagrindinių verslo varomųjų jėgų. Siekiant didesnio įsitraukimo į projektus, organizacija ir projektų vadovai turėtų apsvarstyti, kokius kompromisinius susitarimus jie gali ir nori pasiūlyti vidinėms suinteresuotosioms šalims, kad už tai gautų naudingą ir prasmingą įsitraukimą.

Raktiniai žodžiai: vidinių suinteresuotųjų šalių įtraukimas, įtraukimo praktikos, vidinių suinteresuotųjų šalių savybės.

ACKNOWLEDGEMENTS

Hello. First of all, I would like to thank Vilnius University Business School administration for introducing such an incredible International project management study program. Every subject had something special to be remembered for a long time. I enjoyed every single lecture I had.

Secondly, I extend the highest gratitude to my supervisor, Assoc. Prof. Eglė Daunienė, for dedicating so much of her time to consult me, read my paper again, again and again. Eglė adds incredible value to university and students with her experience, wisdom, and deep insights.

I also would like to express my appreciation to my international team, who accepted to be a part of my research. Guys, you were a perfect source of data.

Additionally, I would like to thank my girlfriend. She patiently believed and encouraged me when I started to lose faith that I can.

Lastly, thank you, reader, for searching and opening this thesis. It means that my work is interesting and meaningful to someone else than me.

TABLE OF CONTENT

LIST OF TABLES	9
LIST OF FIGURES	10
INTRODUCTION	11
1 PROJECT MANAGEMENT PRACTICES OF INTERNAL STAKEHOLDERS' ENGAGEMENT IN LOGISTICS SECTOR.....	14
1.1 Stakeholders' management	14
1.2 Stakeholders' identification.....	17
1.3 Stakeholders grouping.....	18
1.4 Stakeholders' assessment matrix.....	20
1.5 Stakeholders' engagement practices development.....	22
1.6 Practice and strategy definitions	26
1.7 Research model	27
2 RESEARCH METHODOLOGY	29
2.1 Empirical research goals and objectives	29
2.2 Research methodology and instrument	29
2.3 Research context	31
2.3.1 General information about the company.....	31
2.3.2 Strategic program.....	31
2.4 Research sample size.....	34
2.5 Data and data collection	34
2.6 Data analysis	35
3 RESEARCH RESULTS	36
3.1 Providing benefits practices	37

3.2	Developing project manager’s skills and competencies practices	39
3.3	Developing transparent organizational culture practices	41
3.4	Establishing project management discipline practices	44
3.5	Summary of findings	46
CONCLUSIONS AND RECOMMENDATIONS		49
LIST OF REFERENCES		52
ANNEXES		57

LIST OF TABLES

Table 1. Comparison of Classical and Modern stakeholders' relationship management	16
Table 2. Stakeholder's theory retrospective	25
Table 3. Statistical information about the program	33
Table 4. Thematic framework matrix	36
Table 5. Offering benefits practices	39
Table 6. Developing project manager's skills and competencies practices	41
Table 7. Developing transparent organizational culture practices	44
Table 8. Establishing project management discipline practices	46
Table 9. Summary of practices and effect on attributes.....	47

LIST OF FIGURES

Figure 1. Stakeholders' salience model..... 19

Figure 2. Power and Interest matrix..... 21

Figure 3. Corporate stakeholders' engagement 24

Figure 4. Research model 28

INTRODUCTION

Relevance of the topic. Stakeholders' management is a part of an organization's long-term strategy, representing established main principles and interfaces between different internal and external business subjects and interested parties (Ackermann, Fran, Eden, Colin, 2011). From a project management perspective, managing and engaging stakeholders during the projects has to emerge and be cascaded from the organization's strategy and values. Stakeholders' engagement for the organization implies an intention to listen, discuss and make decisions based on that. Moreover, the organization has to be ready to give power, autonomy and initiate changes if needed (Jeffery, 2009). Are all organizations prepared for that?

In the high competition sectors, organizations are forced to complete the projects with very limited recourses due to organizations' lower profitability. Additionally, lately, it's been observed that the number of project management activities is also increasing. It is possible to conclude that organizations are highly needed for efficient project management, which could deliver expected results in the shortest possible time with the smallest possible used resources. Firstly, Stakeholders' engagement helps organizations by enabling additional resources during the project and, secondly, ensures proactive communication with the most critical project stakeholders. As already known from the literature review, communication and recourses are essential factors of success in project management (Pinto, Jeffrey K., Mantel, Samuel J., 1990). Scholars and practitioners agree that proper stakeholders' engagement significantly mitigates the risk of project failure. However, due to globalization, digitization, and multiculturalism processes, human behavior, habits, and beliefs constantly change (Welch, 2011). Motivators and leadership techniques managers used 20 years ago to engage stakeholders might not be effective anymore. So, it is necessary to continuously study and track what factors drive employees towards higher engagement in project management to keep collaborative leadership network and organic organizations management.

Jeffery (2009) has conducted a relationship between stakeholders' engagement and corporate responsibility that one cannot function properly without another. It is noticeable that stakeholders' engagement as competence is essential for all level managers. The organization has no longer a choice whether they are willing to engage stakeholders or not. The most an organization can do is decide how and when stakeholders' engagement will occur (Jeffery, 2009). Furthermore, a relationship between stakeholders' engagement and the organization's competitive advantage has been discovered, proving that

stakeholders' engagement is one of the critical elements in an organization's long-term strategic goals (Lockwood, 2007).

According to the researches, only 35% of projects meet the primary scope, time, and budget requirements (Kunert, 2018). One of the critical factors why projects fail is poorly selected stakeholders' engagement strategy or even no strategy, leading to poor management of internal stakeholders. Of course, effective stakeholders' engagement will not change an overall project success rate to 100%. However, scholars have proven that it has a significant impact (Jeffery, 2009) and is worth gaining the maximum benefits.

Problem description. Stakeholders' theory emerged 50 years ago when Freeman defined what the stakeholder is, and up to today, scholars have analyzed, examined, and collected a tremendous base of knowledge of stakeholders' theory. Although scholars and practitioners nowadays can identify, group, map, and assess stakeholders accurately, surprisingly, there is little knowledge about their engagement strategies, methods, or techniques that project managers could use to achieve project results. In addition to that, the concepts of stakeholders' engagement theory are not fully developed to make them useful in practice. Even if there are some generalized lists of actions, they might be already outdated and are not effective anymore (Ackermann, Fran, Eden, Colin, 2011). Moreover, it is not enough to list down stakeholders, group them according to the attributes, and apply standardized stakeholders' management strategies in the project management environment. Each project is unique; thus, stakeholders of each project are unique as well, and they require a customized and tailored approach each time. Scholars and practitioners have already been discussing and looking for solutions to engage stakeholders in the project and gain value effectively; however, literature provides a minimal amount of knowledge, and there are no clear answers yet. It is necessary to dig deeper into stakeholders' engagement and examine what drivers stimulate and foster higher engagement levels of stakeholders and, based on that, build stakeholders' engagement practices.

The problem statement. Due to the rapidly changing employees' behavior, preferences, and working conditions (Ellen Ernst Kossek *et al.*, 2012), there is not enough knowledge about internal stakeholders' engagement and what strategies project managers should use to increase internal stakeholders' engagement to complete projects successfully.

The aim of the research. In recent decades a significant change in working practices and conditions, an increase in project management use; additionally, with the latest millennial generation job market entry, the diversity of engagement motivators in general is proliferating; thus, engagement dynamics is changing

too (Jeffery, 2009). So, there is a need to find drivers which motivate internal stakeholders to engage in projects and establish engagement practices.

The outcome of this research is, firstly, to fill the gap in the internal stakeholders' engagement body of knowledge, and, secondary, to provide practical application for project managers and organizations.

The research question. What are the effective internal stakeholders' engagement practices in company X?

The objectives of the research. To achieve the purpose of the research, have to be accomplished five objectives:

- To review the academic literature related to internal stakeholders' theory and provide the overview of what has been already researched so far and build the foundation of the research model;
- Identify attributes for internal stakeholders' engagement and develop theoretical research model;
- Conduct empirical research;
- Relate empirical research to theoretical model and provide practical recommendations.

The methods of the thesis. The methods and techniques applied to determine the objectives include a literature review and empirical research. Literature review gives an overview of the research topic, what has already been discovered by other scholars in internal stakeholders' engagement in projects, and the limitations of those researches. Empirical research is based on the qualitative research method. The selected instrument is semi-structured interviews with project managers in company X. Applying thematic analysis will identify the drivers that motivate internal stakeholders to engage in projects and, based on findings, build effective internal stakeholders' engagement practices.

Structure of the thesis. This thesis consists of several parts: introduction, literature review, research methodology, research results, conclusions and recommendations, list of references, annexes. The introduction part presents the topic's relevance, problem description, problem statement, research question, objectives of the research, and methods of the thesis used to collect the data and analyze results. A literature review provides the background of knowledge, studied by the number of authors about stakeholders' theory and engagement to complete projects successfully. Research methodology guides how the research will be conducted. The thesis part about research results presents qualitative research findings that discover internal stakeholders' engagement practices. Based on the results, conclusions and recommendations are provided in the last part of the master thesis.

1 PROJECT MANAGEMENT PRACTICES OF INTERNAL STAKEHOLDERS' ENGAGEMENT IN LOGISTICS SECTOR

1.1 Stakeholders' management

Stakeholders' management is a part of an organization's long-term strategy, representing established main principles and interfaces between different internal and external business subjects and interested parties (Ackermann, Fran, Eden, Colin, 2011). Freeman (1984) defined stakeholders' management as a process with separate phases with its own goals and tasks. The concept has been supplemented and concluded six separate phases in the stakeholders' management process, which can be applied for internal and external stakeholders (John D. Blair, Myron D. Fottler, 1990):

- stakeholder identification;
- stakeholder assessment;
- stakeholder diagnosis and classification;
- stakeholder strategy formulation;
- strategy implementation;
- evaluation of stakeholder management effectiveness.

Other researchers have added a description of steps to simplify and understand stakeholders' management process deeper and build the foundation for the theory, which could answer how stakeholders' management works. Comparing and merging both papers defined steps, it is possible to come up to four major elements of stakeholders' management:

- Stakeholders and their requirements identification;
- Stakeholders grouping according to power and interest;
- Stakeholders' assessment matrix development;
- Stakeholders' engagement strategy development.

Ignorance or poor stakeholders' management is one of the key reasons why projects fail (Aaltonen, 2011). Scholars and practitioners have noticed that standardization of stakeholders' management may enable organizations to apply the theory faster and more efficiently, increasing the overall project success

rate (Karlsen, 2015). Scholars express their concern and obligation to manage stakeholders in the right way. However, in reality, organizations tend to ignore or allocate not enough resources, even though the negative effect is known in advance. Theory transformation into practice can be seen in ISO standards. Project management standard, ISO 21500, has only a single paragraph on „*Stakeholders and project organization*“, which presents the guidance of stakeholders identification. However, there are no provided techniques and methods of stakeholders' management.

David Wheeler and Maria Sillanpaa (1997) have developed an approach to how stakeholder theory could be incorporated in business strategy management and everyday activities, which means that stakeholder management theory is applicable in a business context. Surprisingly, Kaur *et al.* (2014) examined the stakeholders' management theory and concluded that stakeholders' engagement should start right at the beginning of the project, during the stakeholders' identification process. Kaur *et al.*'s (2014) findings contradict the classical stakeholders' theory, where stakeholders' engagement is defined as the last, separate chapter at the end of the process that could mislead other practitioners. So, when is the right time to engage project stakeholders? The answer could be right at the beginning when the first initiatives of the potential project show up.

It is possible to describe the benefits of internal stakeholders' engagement among the reviewed literature. It is noticeable that it brings value to both employee and employer:

- Increased successfully finished projects rate;
- Increased organization profitability and growth;
- Increased employees' loyalty, satisfaction, and commitment;
- Engagement drives innovations.

To understand the current internal stakeholders' management situation, we should look at how it changed over time and identify trends. Table 1 compares classical (old) and modern (new) approaches of stakeholders' relationship management. The new approach leans towards collaborative and organic management, built on empathy and long-term mutual goals. Therefore, the techniques and methods of engaging stakeholders in the projects are also different from the classical approach (Svendsen, 1998). Understanding the modern internal stakeholder relationship management approach is necessary to build influential internal stakeholders' engagement practices. Analyzing from a leadership theory perspective, it is possible to support Svendsen's suggested idea, where the evolution of leadership transformed from a directive or dominant into supportive, engaging, and collaborative styles in the last century (Mark Van

Vugt, Robert Hogan, Robert B. Kaiser, 2008). Suggested Svendsen's (1998) stakeholders relationship management comparison will be used as a guide to formulate recommended practices for project managers in the second part of this thesis.

Table 1. Comparison of Classical and Modern stakeholders' relationship management

Classical Approach	Modern Approach
Stakeholder Management	Stakeholder Collaboration
Fragmented	Integrated
Focus on managing relationships	Focus on building relationships
Emphasis on buffering the organization	Emphasis on creating opportunities and mutual benefits
Linked to short-term business goals	Linked to long-term business goals
Idiosyncratic implementation dependent on division interest and personal style of manager	A coherent approach is driven by business goals, mission, values, and corporate strategy

Source: Svendsen, 1998

Analyzed literature provides an overview of stakeholders' management theory that it is a part of organizations long-term strategy which cannot be ignored and helps organizations to achieve their objectives (Freeman, R. E., Harrison, J. S., Wicks, A. C., Palmar, B. L., de Colle, S., 2010). Lastly, stakeholders' management theory is in constant change due to changing human preferences (Jeffery, 2009). Organizations must find a way to balance their internal and external stakeholders' interests.

The theory distinguishes several possible grouping methodologies according to stakeholders' importance and position to the project: external or internal; primary or secondary; normative, functional, diffused, and customers (Matuleviciene, M., Stravinskiene, J., 2015). In this research, I shall focus more on internal stakeholders and processes inside the organizations and between employees. The decision to limit this research to internal stakeholders and exclude external ones is reasoned that internal stakeholders will be using project outcomes and benefits to reach business goals in most cases. Therefore, internal stakeholders have a critical factor in determining whether the project is done successfully or not (IPMA, 2015). Meanwhile, external stakeholders' role is more important in large scope projects, which involves a broader range of stakeholders: society, non-governmental unions, political parties, etc.

1.2 Stakeholders' identification

Stakeholder as a concept has appeared in the 1980s at Freeman's paper works and generalized later on as "those groups and individuals who can affect or be affected by their actions – that is stakeholders" (R. Edward Freeman et al. 2010). Using Freeman's definition, it is possible to split stakeholders into two separate categories, which tend to have different management approaches:

- Groups or individuals who can be affected by the project - most likely, these stakeholders will take a reactive place and respond to our actions during the project life cycle;
- Groups or individuals who can affect the project – these stakeholders may tend to take power positions and manipulate by using it.

Meanwhile, Clarkson (1995) identifies stakeholders as "persons or groups that have, or claim, ownership, rights, or interests in a corporation and its activities, past, present or future". Both authors express themselves that stakeholders can change the outcomes to some extent of activities in the organization.

Many authors have started to analyze stakeholders' management through various approaches. Nevertheless, most papers are about the impact of stakeholders, how to identify, sort out into groups and finally engage in organizational activities.

The previous chapter has defined that stakeholders' management is a part of an organization's long-term strategy. Thus, stakeholders' identification is a tool for top managers to supplement and complete a broader picture from a strategic management perspective and where stakeholders' management becomes more realistic (Ackermann & Eden, 2011). Organizations cannot rely on stakeholders' generic lists to identify their key stakeholders. As mentioned in the first chapter – all stakeholders are unique and require a unique approach. Stakeholder uniqueness depends on the organization's mission, vision, values, context, and environment where the organization is (Ackermann & Eden, 2011).

Proper stakeholder identification and its' management, later on, creates additional value to the organization in short and long-runs through more precisely and accurately established strategic management which meets internal and external requirements (R. Edward Freeman et al., 2010). However, as more scholars have tried to define the process of stakeholders' identification, more different outcomes have been presented which do not contradict each other. It is a matter of what attributes does project manager takes into account of stakeholders he analyzes (Ronald K. Mitchell et al., 1997). Nevertheless, the most important

for a project manager is to identify stakeholders that can affect project outcomes and decisions. Tools and techniques the project managers select to use stay at their disposition. (Aapaoja & Haapasalo, 2014).

Finally, at the stakeholders' identification phase, a project manager is already unconsciously sorting out individuals into groups according to specific attributes or their preferences. It is the right time to distinguish stakeholders into internal and external ones. As already reasoned before, this thesis analyzes only internal stakeholders and how to engage them to complete projects successfully.

1.3 Stakeholders grouping

The importance of internal stakeholders' identification has been widely researched. However, scholars treat internal stakeholders differently among them. It is not surprising that the same internal stakeholders can have different importance to different organizations. Nevertheless, internal stakeholders' groups tend to have similar importance for different organizations. All internal stakeholders can be grouped according to their importance and position in the project.

Other researchers claim that more accurate, explainable, and adaptable way grouping is to look at three attributes which describe the possession of (1) power to influence the organization, (2) legitimacy of the internal stakeholder's relationship with the firm, and (3) the urgency of the internal stakeholder's claim on the firm (Ronald K. Mitchell et al., 1997). Based on defined attributes, the stakeholders' salience (typology) model has been developed to apply to external and internal stakeholders. The typology model reveals which stakeholders are the most important for the project, whether external or internal and suggests possible stakeholders' engagement practices by increasing the effect of the specific attribute. Michel (1997) suggests that the stakeholders' salience model can be used independently from other grouping techniques by revealing which stakeholders are more important, which of them are less. To allocate more accurately stakeholders in the typology model, Jeffery (2009) supplements the model by suggesting to answer a few critical questions:

- How are the internal stakeholders motivated to be a part of the project?
- How much power does the internal stakeholder have in the project decision-making process?
- How is a particular internal stakeholder important to the project?

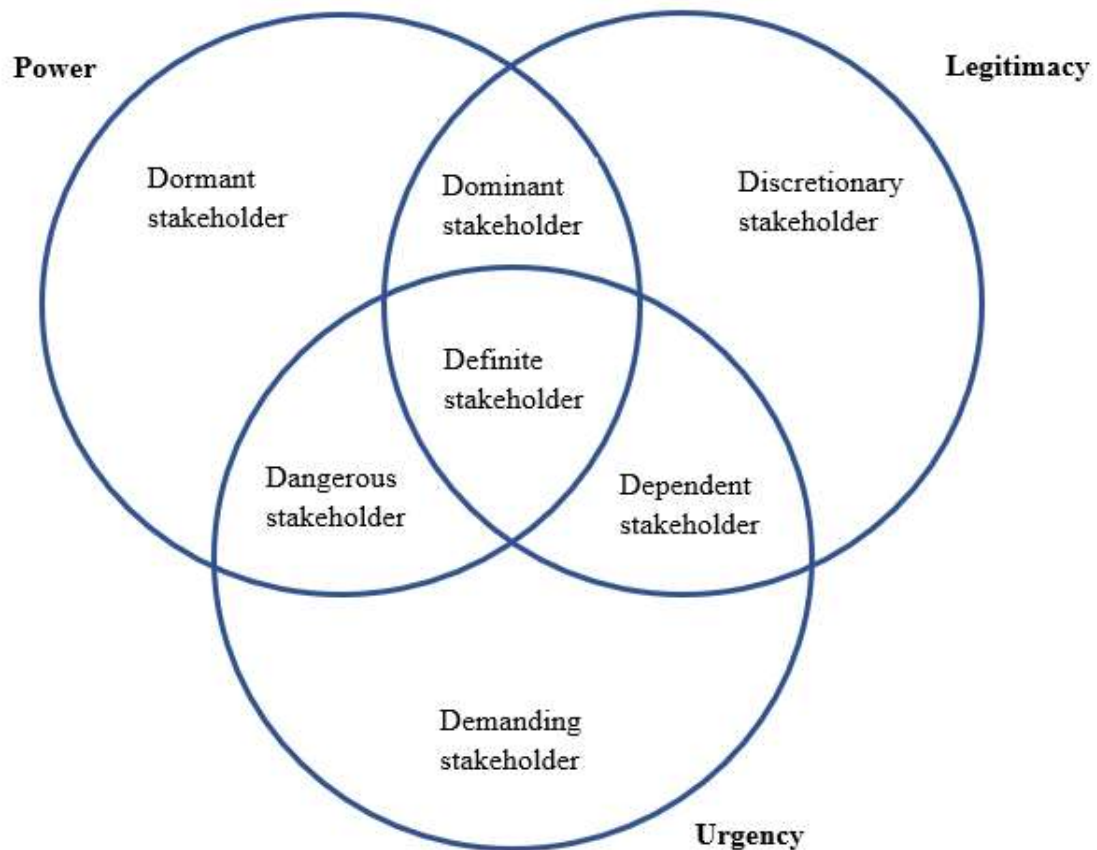


Figure 1. Stakeholders' salience model

Source: Ronald K. Mitchell *et al.*, 1997

The stakeholders have power when it can affect and control organization decisions. Legitimacy is related to the organization's core values and society's beliefs. Lastly, urgency is described as responding to the manager on time-sensitive cases (Jeffery, 2009). The author already suggests possible outcomes on enhancing any of the attributes. The organization grants power and legitimacy; however, urgency is related to an individual attitude where an organization does not influence change. The millennial generation has already begun their professional careers, and project managers must cope with different habits and preferences. Attitude towards work and life is the most important for this generation (Brenda J. Kowske *et al.*, 2010).

The model suggests grouping stakeholders into three classes according to the number of attributes. Dormant (1), demanding (2), and discretionary (3) stakeholders are defined as latents, which project managers mostly ignore. As described before, any ignorance of a stakeholder is not utilized potential resource for the project. Dangerous (4), Dominant (5), and dependent (6) stakeholders are called expectants.

A combination of two attributes leads stakeholders to take the place of an active role in the project versus latents which are more passive observers (Ronald K. Mitchell et al., 1997). Lastly, definite (7) stakeholders have all three attributes and have the highest importance to the project manager. Usually, a very limited number of such stakeholders exists in the organizations, mostly they are top managers. Any expectant can become a definite stakeholder by adding the missing attribute. The most likely and common transformation into a definite stakeholder is from the dominant one, where urgency is missing. Power and legitimacy attributes are already predefined by the organization's structure, hierarchy, and roles. However, urgency differs and depends on every individual's attitude.

Mitchell *et al.* (1997) suggested salience model reveals possible internal stakeholders' groups by combining attributes that might not be named during the identification phase. Additionally, grouping segregates stakeholders according to their attributes, which helps a project manager to prepare different engagement and management practices (Jeffery, 2009). Thus, Mitchell *et al.*, (1997) salience model contribute to this research by suggesting possible attributes to design the research model and find out internal stakeholders' engagement practices.

1.4 Stakeholders' assessment matrix

Analyzing groups of internal stakeholders is a matter of what attributes we take into account. According to the classical, two-dimensional power and influence approach, which was developed by Mendelow (1981), there are four types of stakeholders. As theory explains, project manager and the team have to decide based on their experience where the actual stakeholder is located in the power-interest matrix. Figure 2 suggests communication and management practices; therefore, the project manager can prepare an engagement plan based on that. The theory suggests that type of relationship, communication, and engagement practices with every particular internal stakeholder is defined by the area where they are placed in the matrix.

- Stakeholders with low interest and power will require minimal efforts from the project manager;
- Stakeholders with low interest and high power will require accuracy from the project manager to follow the rules and other regulations. Stakeholder level of interest remains low as long as they are satisfied;
- Stakeholders with high interest and low power require proper, on-time communication from the project manager;

- Stakeholders with high interest and high power require close management from the project manager, including on-time reporting in different forms (Peat, 2002).

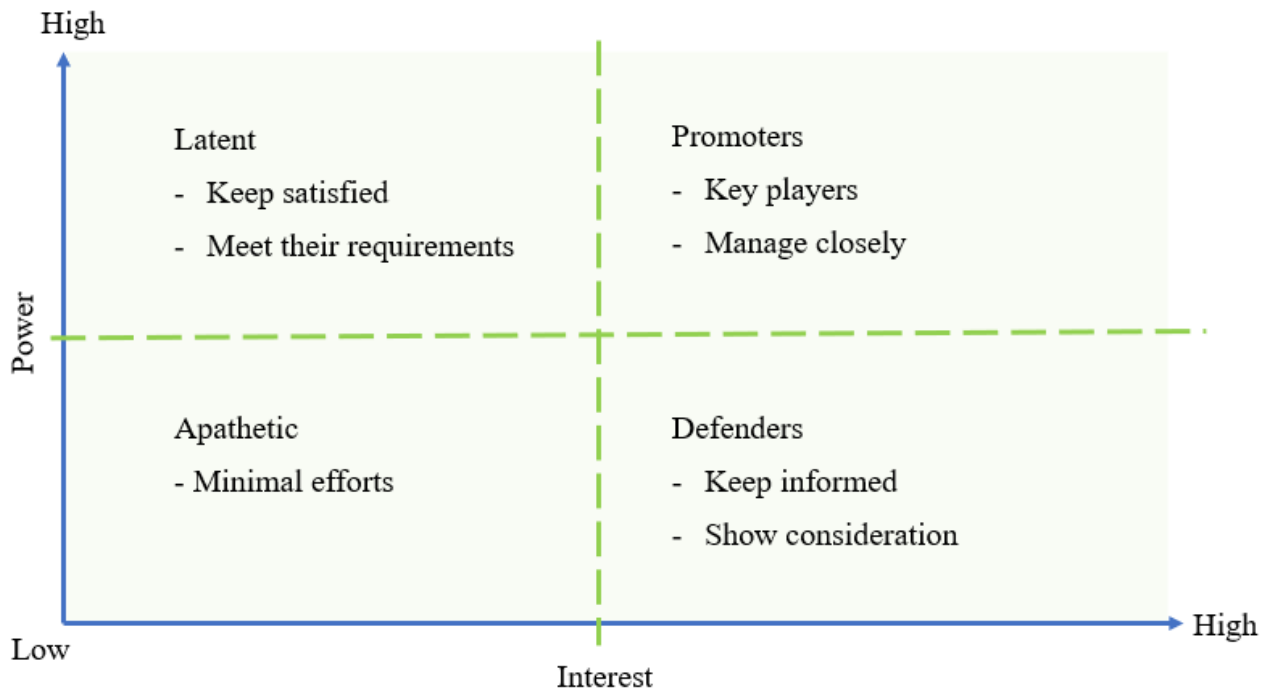


Figure 2. Power and Interest matrix

Source: Mulcany, 2006

However, this approach has limitations. The theory explains that the project manager and the team have to rank stakeholders according to the power and interest attributes. At this stage, a perception discrepancy between the project manager and stakeholders could be discovered, and they both might identify themselves differently according to the same attributes.

It is very likely that the project manager and team see stakeholders with higher power and interest than stakeholders see themselves. It is possible to see contradictions between the current and desired state of stakeholders. To support the contradiction, the research in Finland confirmed that a difference of current and desired stakeholder state in the projects exists (Tuomas Lappi et al., 2015) and may lead inexperienced project managers to confusion between theoretical models and real-life examples.

Project managers have to use engagement techniques to change stakeholders from current into the desired state. The biggest issue appears in the repositioning of Latent into Promoter because it results from the difference of interest, which mostly depends on the stakeholder itself. The project manager is not fully

capable of changing that (Peat, 2002). Apathetic and Defender has to be managed in the right way; otherwise, such stakeholders can create disproportional influence on more powerful stakeholders even without much power. Finally, high-power stakeholders with variable interests play a key role in decision-making, so project managers mostly focus on those groups.

Other scholars argued and expressed their doubts that if it is not fully clear whether stakeholders have a positive or negative attitude, it is not enough to understand the concept and map stakeholders according to power and interest attributes (Murray-Webster & Simon, 2006). The two-dimensional approach is a more generalized high-level map of stakeholders, and it does not reveal the worth of stakeholders to the particular project (Dalcher, 2016). The more accurate way would require looking deeper into the organization. What role does a particular stakeholder take in it, and what was his behavior in the past projects? Such an approach would increase the possibility of sustainable change management and outcomes, benefits realization.

According to the two-dimensional power and interest internal stakeholders grouping concept, it is possible to state that the highest engagement can be found in the promoters' category, which forms the project manager's core support team with expertise, power, and recourses (Kunert, 2018). So, we could conclude that higher power and higher interest results in higher stakeholders' engagement in the projects. The existing gap between the current and desired stakeholder state could be repealed by increasing one of the attributes or both simultaneously. So, the model suggests that project managers need to have internal stakeholders' engagement practices to shift internal stakeholders into the expected state. As we can see, that power and interest concept is viable, which significantly impacts internal stakeholder's engagement; it contributes to the design research model of this thesis.

1.5 Stakeholders' engagement practices development

By analyzing employees' engagement theory, Kahn (1990) has defined personal engagement as "the harnessing of organization members' selves to their work roles; in engagement, people, employ and express themselves physically, cognitively and emotionally during role performances" (p. 694). Anitha J. (2014) specified that employees' engagement is one of the objectives to achieve employees' commitment and performance beyond the duties. Meanwhile, Kelly J. et al. (2004) states that stakeholders' engagement one of the main objectives is "to achieve a transparent decision-making process with greater input from stakeholders and their support of the decisions that are taken". Comparing definitions and understanding

that employees and internal stakeholders represent the same group of individuals who are acting in a similar environment, both concepts aim for similar goals, which are commitment, supporting each other, developing relationships, achieving business goals (Markos & Sridevi, 2010; Anitha J., 2014). Highly engaged employees can create higher value and ultimately bring success to the organization. The same principle works for projects' internal stakeholders. It is possible that project managers could use similar tools and techniques to engage stakeholders to take the needed position towards the project as most managers use for the whole organization employees.

Getting deeper into stakeholders' engagement theory, Murray-Webster and Simon (2006) have developed a model which takes into account three dimensions: (1) power, (2) interest, and (3) attitude. According to the authors, it represents stakeholders' position towards the project more accurately. It could allow the project manager to evaluate the current situation more accurately and employ effective internal stakeholders' engagement practices in projects. Additionally, it supplements the two-dimensional power and interest approach, where we have already found limitations in the earlier chapter.

One of the tools to identify the attitude of stakeholders towards the project is the stakeholders' engagement assessment matrix (Project Management Institute, 2017). It has already been discovered that attitude is crucial to assess stakeholders accurately. There are several options of attitude states:

1. Unaware. Stakeholders who do not clearly understand projects goals or deliverables. Such attitude disables them from contributing to the project's success and, even in some cases, creates stress in the environment. (Roeder, 2013);
2. Resistant. Stakeholder or their group is opposed to the project or project manager and stands against any changes which project deliver (Alqaisi, 2018);
3. Neutral. Stakeholders who are aware of the project and its deliverables, however, neither help nor resist it. At the same time, it is a potential resource for the project manager (Project Management Institute, 2017);
4. Supportive. "Perfect" stakeholder who understands and promotes project goals and deliverables. By engaging supportive stakeholders, the project manager can increase the level of cooperation in the organization (Nguyen & Sherif, 2018);
5. Leading. Are fully aware of the project and deliverables, actively engaged, and support the project to achieve goals (Project Management Institute, 2017).

The stakeholders’ assessment matrix has to be developed for every project separately, even in the same organization. There is a need to pay attention to project uniqueness and not generalize stakeholders as a constant, unchanging object (Roeder, 2013). There are several possible benefits out of solid stakeholders’ assessment matrix. First, the project manager can see how much support he has right at the beginning of the project; secondly, the matrix can reveal where to allocate the project manager’s resources to achieve higher stakeholders’ engagement.

The discrepancies between current and desired stakeholder attitude states may lead to the engagement practices by raising a question: what shifts stakeholders from current into the desired state? Attitude state may determine the internal stakeholders’ perception of the project to some extent. The motives to resist will be completely different from those to lead the project. Different stakeholders’ states are stimulated by different drivers.

Another suggested approach considers corporate stakeholders' influence and level of engagement. The model has been applicable for internal and external corporate stakeholders in a global organization. However, it is still not clear whether higher interest determines higher engagement. If there is no dependency between interest and engagement attributes, we are back to the same question as before, how to engage internal stakeholders?

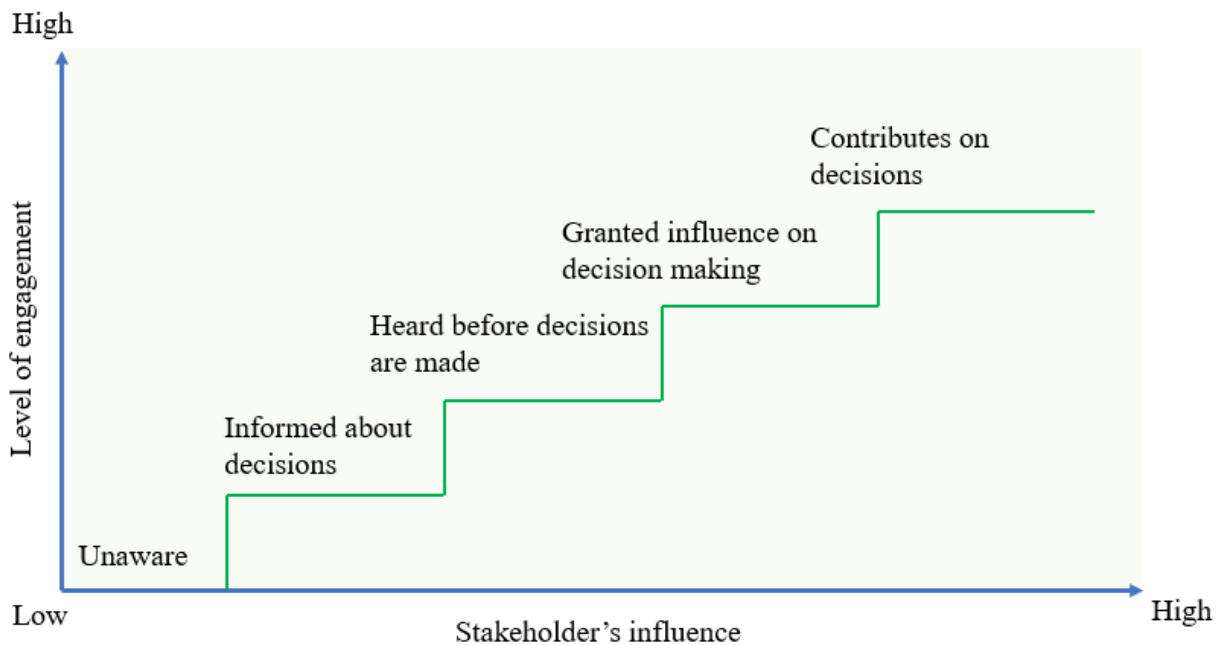


Figure 3. Corporate stakeholders' engagement

Source: Sinclair, 2011

And yet, from the provided figure 3, it is possible to design questions that suggest possible stakeholders' engagement practices to some extent:

- How can stakeholders be informed about decisions?
- How can stakeholders become heard before decisions are made?
- How can stakeholders receive influence on decisions making process?
- How can stakeholders contribute to decisions?

The answers could indicate a particular stakeholder's current level in terms of engagement and influence. Therefore, Sinclair's (2011) suggested model provides milestones for developing internal stakeholder engagement practices.

Summarizing analyzed theory, we could look at it retrospectively and see the trend of its evolution. It is noticeable till the early 1990', stakeholders' theory was at the formation process where fundamental theories were presented and later on generally accepted. From the late 1990' and early 2000' scholars noticed that the classical theoretical approach mismatches with the practice and seeks to discover new factors.

Table 2. Stakeholder's theory retrospective

<i>Author</i>	<i>Contribution</i>
<i>Mendelow, 1981</i>	Generalized stakeholders according to power and dynamics
<i>Freeman, 1984; Clarkson, 1995</i>	Identifies who are stakeholders
<i>Blair & Fottler, 1990</i>	Forms stakeholders' management process
<i>Ronald K. Mitchell et al. 1997</i>	Claims that stakeholders' identification depends on selected attributes
<i>Svendsen, 1998</i>	Claims that modern stakeholders' relationship management requires a modern approach
<i>Murray-Webster & Simon, 2006</i>	Claiming that classical approach is not accurate and introduce new attribute - attitude
<i>Mark Van Vugt et al., 2008</i>	Claims that leadership and management has revolutionized from direct to supporting and engaging
<i>Jeffery, 2009</i>	Claims that stakeholders' theory is in constant change

<i>R. Edward Freeman et al., 2010</i>	States that proper stakeholders' identification creates value
<i>Ackermann & Eden, 2011</i>	Stakeholders are unique and require a unique approach
<i>Sinclair, 2011</i>	Introduces influence and engagement model
<i>Roeder, 2013</i>	Claims that projects and stakeholders are unique and cannot be generalized as constant
<i>Kaur & Sumit 2014</i>	Arguing that stakeholders' engagement has to start at projects beginning
<i>Aapaoja & Haapasalo, 2014</i>	Important are those stakeholders who can affect the project outcomes and decisions
<i>Tuomas Lappi et al., 2015</i>	Claims that there are differences of current and desired attitude states
<i>Dalcher, 2016</i>	Arguing power and interest matrix that it does not reveal stakeholders' worth

Source: composed by the author

In the late 2000' scholars already agreed that stakeholders' behaviors, working conditions, and human preferences are constantly changing, so managers' and leaders' styles must adjust by paying attention to different factors than before. In the last ten years, scientists began to ask more questions, how can stakeholders' generalized lists be applicable if projects and stakeholders are unique and require a unique approach?

The majority of studies up today are about stakeholders' identification, grouping, and assessing; this is noticeable from the provided table 2. Only in the last ten years, scientists started to analyze stakeholders' engagement concepts; however, so far, only minor studies have been conducted to test and generally accepted stakeholders' engagement theoretical and practical frameworks. Therefore, it is necessary to delve into internal stakeholders' engagement topics, conduct empirical researches and provide internal stakeholders' engagement practices that deliver value, firstly, to other scholars, secondly, to organizations.

1.6 Practice and strategy definitions

The theory distinguishes that strategy and practices are two separate elements of the organization's management. Andrews (1987) describes the strategy as: "Corporate strategy is the pattern of decisions in a

company that determines and reveals its objectives, purposes or goals, produces the principal policies and plans for achieving those goals”, 254 p. Meanwhile, practice in Collins English dictionary (n.d.) is defined as “doing something regularly to be able to do it better”. Vaara (2012) has shortened into laconic definition: “Practice is tools, norms, and procedures of strategy work”, 287 p. Comparing to Reckwitz (2002) practice definition, it is ”routinized types of behavior which consist of several elements, interconnected to one another: forms of bodily activities, forms of mental activities, ‘things’ and their use, background knowledge in the form of understanding, know-how, states of emotion and motivational knowledge” (p. 249).

Therefore, looking at both definitions, it is possible to conclude that practices are the instruments of how strategy can be achieved and practices are related to “doing” meanwhile strategy is related to “planning”. Considering from this research perspective, the organization’s internal stakeholders' general engagement could be identified as the organization's long-term strategic goal, where responsibility lies with the organization’s top and medium level managers. Meanwhile, practices are more orientated to shorter-term and could be identified as ways or methods to achieve long-term strategic goals. Internal stakeholders’ engagement practices can always be renewed and adjusted to the current situation. Additionally, the project environment is constrained by time, which is usually shorter than strategies are orientated. The project manager could consider only internal stakeholders’ engagement practices for his particular project at that time. Therefore, this research focuses on practices that project managers employ to engage internal stakeholders in projects effectively.

1.7 Research model

During the literature review, several models of stakeholders’ assessment were presented and defined. However, all of them had limitations due to missing one or another essential attribute; it is possible to collect the most important attributes which contribute the most to higher stakeholders’ engagement, set the dependencies among each other, and form the research model.

The research model's general assumption is that power, interest, and attitude are the key attributes to achieve higher stakeholders’ engagement in projects. Any attribute increase increases stakeholders’ engagement in projects as long as two other attributes are not decreasing. As we see from figure 4, power is described as internal stakeholders’ influence and participation in decision-making processes inside the organization (Ronald K. Mitchell et al., 1997). Secondly, interest is defined as the internal stakeholder’s activeness and urgency in the project environment and job satisfaction, reducing employee turnover and

more committed team (Hogan & Lambert, 2009). Lastly, attitude consists of internal stakeholders' state towards the project, which can be identified as resisting or supportive, loyalty, and urgency as in the previous attribute.

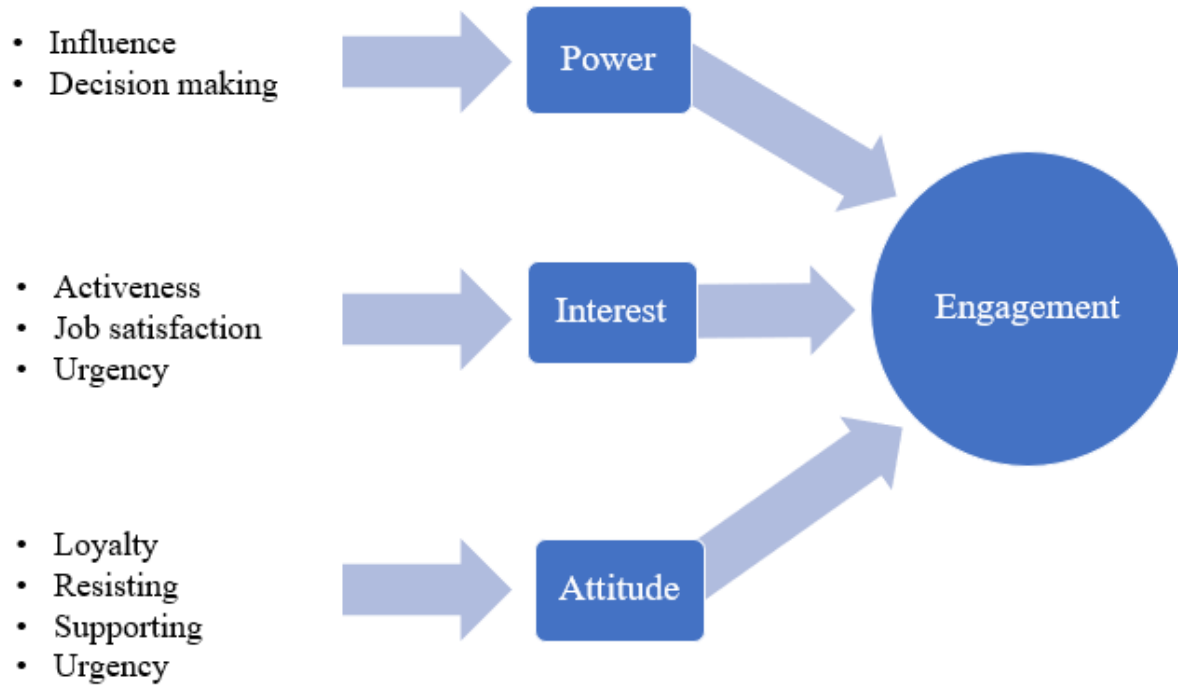


Figure 4. Research model

Source: composed by the author

2 RESEARCH METHODOLOGY

2.1 Empirical research goals and objectives

Empirical research aims to discover the drivers which motivate internal stakeholders to engage in projects and build effective internal stakeholders' engagement practices for project managers in an international logistics company.

Research question:

What are the effective internal stakeholders' engagement practices in company X?

The objectives of empirical research:

1. To conduct 12 semi-structured interviews with selected international forwarding managers from different countries;
2. To discover drivers which motivate internal stakeholders to be a part of projects;
3. To assign preliminary codes for collected data that can describe the content;
4. To look for the patterns, similarities, and trends in coded data that can generate preliminary themes;
5. To assign theme or themes to the group of internal stakeholders' engagement practices;
6. To review discovered internal stakeholders' engagement practices and rearrange coded data;
7. To form graphical tables to visualize the findings;
8. To interpret the results.

The problem to solve in this thesis is to complete the gap in stakeholders' engagement theory by conducting empirical research based on the conceptual model presented in figure 4 and discover internal stakeholders' engagement practices.

2.2 Research methodology and instrument

This research seeks to discover internal stakeholders' engagement practices, using motivating drivers based on the respondents' experience. Quantitative research methods would predetermine possible

drivers by stating them in the survey questions. Additionally, respondents would have no freedom to share which drivers work without their professional experience. So, for this research qualitative research method is more suitable, which allows discovering new findings which are not even mentioned in the literature before. The qualitative research method helps create a framework and hypothesis, which can be tested by quantitative research methods later on.

It is decided to conduct semi-structured interviews to collect data for empirical research and determine which practices engage internal stakeholders to be a part of the projects. This instrument allows for respondents to get acquainted with the material and questions before the interview and, at the same time, provides enough freedom for the researcher to react and change the interview flow based on provided answers.

Twelve international forwarding managers from eight countries were selected for the semi-structured interviews. Selected managers regularly manage company projects, are aware of internal stakeholders, their importance, potential to affect the project outcomes, and resistance to change. Moreover, international forwarding managers regularly participate at group-level meetings European-wide where the board members and owner highly promote the sharing of best practices. One of the regular topics has always been “How to engage employees in organization’s activities?” So, the topic of internal stakeholders’ engagement is already known for the majority of the international forwarding managers.

Additionally, it is important to have respondents from different countries observe any cultural differences. Some of the practices might be important and motivating in the post-soviet countries; however, drivers might be different in the countries which were not under the soviet regime. Even more than 30 years after the Soviet Union collapsed, the heritage is still felt in those countries and cannot be ignored.

Lastly, since most international forwarding managers manage projects regularly, they have to work with colleagues who are not their direct reporters and with colleagues who are even in higher positions hierarchically. So, international forwarding managers must practice coping with different rank employees and their characters.

An interview consists of three logical parts determined in the conceptual model. The first part of the interview asks about Internal stakeholders’ interest, activeness, and urgency. The second part asks respondents about internal stakeholders’ power to influence project outcomes and how the managers understand and promote such phenomena. The last part seeks to discover the methods project managers use

to minimize the resistance and promote the supportive attitude of stakeholders. Nevertheless, the interview is not strictly structured, enabling a possibility to ask random questions during the interview process.

2.3 Research context

2.3.1 General information about the company

Company X is an international logistics service provider located in 14 countries and 160 different locations across Europe. The organization offers a full range of contract logistics, international and domestic distribution, fresh logistics, sea and air forwarding, and lately intermodal solutions for customers. The company has been operating in the European market for 90 years and, through acquisitions, keeps expanding the network year after year. According to the group's CEO, the most valuable resource is people who are already over 10 000 and driving organizations to be better every day.

Since the company has constantly been growing year after year through opening new offices, acquisitions, or offering new services to customers, there are always ongoing projects. As discovered in the theoretical part, it's been observed that recently more and more project management activities have taken place with fewer resources and shorter delivery times.

2.3.2 Strategic program

This thesis will use a strategic CEE Tradeline program environment to analyze internal stakeholders' engagement in projects. Program goals are by 2025 to create 100 direct connections between Central and East European group terminals by using swap body technology. Expected program benefits are:

- Due to the new direct connections, transportation lead times will be shorter;
- Due to the new direct connections, there will be fewer shipment handlings operations which leads to less damaged shipments;
- Due to the lower number of operations, total costs will be lower.

The program is led by the CEE Tradeline program manager and monitored by the steering committee. Structurally, below the program manager, 12 project managers from 9 represented countries are responsible for completing assigned projects according to program requirements. All project managers are taken International Forwarding Manager's position in their represented countries. One of the projects is new connections opening between two or more terminals in the region. An opening new connection has

indications of the project because of created unique service and capabilities which develops organization's network (Project Management Institute, 2017). Every project in the program has:

- The unique transportation setups on each connection;
- The unique combination of interested parties with their targets and goals;
- Clear deliverables, constraints of time, scope, and budget.

As described earlier, International Forwarding Managers participate in the program by managing new connections openings in the countries where they are responsible by gathering requirements from the project sponsor and expectations from internal stakeholders. Whereas the international forwarding manager analyzes the organization's business activities from the helicopter's view, he is one of the initiators of such projects. Lastly, the international forwarding manager plans, executes, controls, monitors, and closes the projects by delivering standard operating procedures to operations and gathering lessons learned documents from the project team. Gained experience is used in the next typical project to deliver results faster with less used organization resources.

As internal stakeholders' definition was described already in theory, it is a group of people that can affect or can be affected by the project outcomes (Freeman, 2010); we can identify those groups. Internal stakeholders who can affect the project, in this case, are the Customer Service and Sales departments, which are going to use the benefits of the accomplished project by providing higher quality service to customers. Project outcomes enable the organization to generate more revenue and optimize costs through economy of scale.

Another group of internal stakeholders is the ones who will be affected by the project, i.e., departure time of new linehaul might affect terminal workers working hours. Shipment dispatchers will gain more responsibilities to prepare loading plans. The finance department will receive more operational tasks due to the increased number of customers and suppliers.

The project sponsor is the branch manager who confirms or denies the project according to the project manager's financial estimates, payback ratio, competitive advantage aspects, and meeting the main program requirements. Consolidated strategic program information can be found in table 3.

Table 3. Statistical information about the program

Countries involved in the CEE Tradeline program	Estonia, Latvia, Lithuania, Poland, Czech Republic, Slovakia, Hungary, Romania, Bulgaria
CEE Tradeline program structure	Twelve International Forwarding managers One program manager One program sponsor The steering committee consists of regional directors (from ten to fifteen)
International Forwarding manager in research case environment has to deal with	One customer service manager From two to four customer service coordinators One sales manager From two to four sales coordinators From two to three regional directors One cross doc manager One domestic forwarding manager From two to four domestic forwarding coordinators From three to five shipment dispatchers From two to four accountants
Depots in the CEE Tradeline program which potentially can be connected	Five in Baltics countries Eight in Poland Six in the Czech Republic Four in Slovakia Three in Hungary Four in Romania Two in Bulgaria
Number of linehauls opened in 2021	35 opened
Number of linehauls are planned to be opened in 2022	30

Source: composed by the author

2.4 Research sample size

The same organizational structure is applied in other group countries; it allows to conduct interviews with those International Forwarding managers who have to deal with the same groups of internal stakeholders in every country.

It is unclear what exact sample size is optimal for qualitative research in theory. Some authors state that between 20 and 30 is enough (Creswell, J. W, Cheryl N. Poth, 2018); others argue that 10-20 is acceptable as well (Sandelowski, 1995). There is also a marginal approach that even one respondent is enough to conduct qualitative research in specific cases; however, the author immediately supports himself that such research results obviously cannot be generalized and applied for the large population (Boddy, 2015). Although there are disagreements between authors about the sample size, the majority of them agrees that qualitative research interviews have to be conducted until the data saturation point occurs, where newly collected data does not lead to any discoveries (Lowe, A., Anthony, A. C., Farris, A. J., Babbage, D. R., 2018). For this reason, it's been decided to conduct between 8 and 12 in-depth semi-structured interviews. All respondents are International Forwarding Managers described in the paragraph before. Nevertheless, the saturation occurred during the tenth interview, and all respondents showed interest in the research; the thesis author wanted to show his gratitude for participants and decided to conduct two final scheduled interviews.

2.5 Data and data collection

In quantitative research, data is understood in numbers and statistical form. Meanwhile, at first, data in qualitative research is perceived as observation or evidence of a particular phenomenon. In most cases, it is not the single word, but more often, interrelated words combined into sentences and sentences are combined into discourses (Polkinghorne, 2005). To understand and interpret the data correctly, it was decided to carry out thematic analysis where different discourses and ideas can still be grouped according to the said message by respondents.

There were scheduled 12 in-depth interviews to collect data by asking to dedicate from 60 to 90 minutes via the Teams platform. This communication channel avoids distance barriers and expands the research by including people from other countries without additional costs. Before every interview,

questions and a simplified project management environment model were sent to the respondents to understand the topic and knowledge area they will be asked about.

2.6 Data analysis

Conducted interviews have been recorded to the computer to avoid handwriting and scripting during the interview process what may lead to missing important information or staying inattentive to the interviewee. Later on, recordings were carefully listened to transcript the interviews into the excel file, in a more organized way where the first patterns or trends might be revealed. An inductive thematic analysis approach was selected to analyze the data what allows the data to determine themes and have a descriptive and exploratory orientation (Guest, Greg, Macqueen, Kathleen M., Namey Emily E., 2019).

3 RESEARCH RESULTS

All qualitative data were analyzed using an inductive thematic approach, separately by assigning codes to each respondent's answers and later on comparatively if assigned codes logically mean the same but coded differently.

During the interviews, respondents were asked to share their knowledge, experience, and observations about five different attributes: Interest, Activeness, Urgency, Power, and Attitude, which split into Resisting and Supporting states. When the inductive thematic analysis had been completed, four different themes were discovered, which allowed a thematic framework matrix to be created, as presented in table 4.

Table 4. Thematic framework matrix

<i>Practices</i>	<i>Interest</i>	<i>Activeness</i>	<i>Urgency</i>	<i>Power</i>	<i>Resisting</i>	<i>Supporting</i>
<i>Providing benefits</i>	31	28	5	14	8	14
<i>Developing PM skills and competencies</i>	8	11	17	28	36	27
<i>Developing a transparent organizational culture</i>	10	17	11	6	0	3
<i>Establishing project management discipline</i>	10	2	5	2	10	3

Source: composed by the author based on empirical research

The values in the matrix represent the number of evidence we could detect for every attribute according to the specific theme. Each theme represents different organization and personal practices which likely deliver various positive outcomes.

All respondents are coded according to the order of the interviews: R1, R2, R3, R4, R5, R6, R7, R8, R9, R10, R11, and R12.

3.1 Providing benefits practices

The theme of Providing benefits practices has been remarked the most compared with other themes. It may not surprise; those internal stakeholders expect to receive something back as a reward after their engagement delivered actual benefits for the organization. Rewards can be tangible as most of all respondents state: “one-time paychecks; perks; gifts; new equipment; or organization celebrations“ and intangibles, more psychologically understood as opportunities: „possibility to earn more; new challenges; self-development; possibility to change work environment; being a part of something big; and the possibility to growth“, (R1; R2; R3; R5; R6; R7; R8; R9; R11; R12, 2021). Listed drivers are addressed more to internal stakeholders; nevertheless, such drivers as: „possibility to develop a new product; to be more involved in corporative life; possibility to optimize processes; have easier work and fewer problems“ (R1; R2; R4; R6; R8; R8; R10; R12, 2021) are directed more to the organization’s better performance and results. So, the possibility of accomplishing business goals is one of the key drivers that motivate internal stakeholders to take place in the projects.

The majority of listed drivers were discovered at the Interest and Activeness attributes. It shows that internal stakeholders are interested and active if they are rewarded when the project is completed successfully. One of the managers’ responsibilities is introducing a clear reward system and making everyone understand it. Not a clear reward system may even negatively affect and shift part of internal stakeholders from supporting in resisting ones.

Internal stakeholders also understand new challenges as an opportunity reward, especially for those who are bored by doing monotonous tasks. For some internal stakeholders, this might be stepping out of their comfort zone and can cause additional stress. Nevertheless, project and organization managers can easier identify top performers who are willing to accept new challenges and develop themselves in the new area. „Self-development; learning new things“ (R1; R2; R3; R5; R6; R7; R8; R9; R11; R12, 2021), which shows that internal stakeholders realize the significance of training. Thus, it is possible to conclude that offering benefits makes internal stakeholders interested and active in the projects. The only question that remains to the management team is how to create and promote such conditions in the organization.

The second most discovered attributes were Power and Supporting attitude state. Power is understood as influencing and directly affecting the organization (Matuleviciene & Stravinskiene, 2015). Analyzing respondents’ answers, a few of them were repeated by most interviewees: “possibility to be heard, recognized and well-known in the organization“ (R2; R3; R5; R6; R7; R9; R10; R11; R12, 2021). Researchers agree that listening and hearing are two different actions that imply different results (Duffy &

Waite, 2013). You can listen to your employee but do not hear him. Respondents seek to express themselves that internal stakeholders value much when they are heard, their ideas are understood, accepted for further consideration, and even implementation. It offers a reward possibility to be recognized and well-known in the international organization.

Other drivers that were said by the number of respondents in terms of power's attribute are „ability to initiate changes and innovate“ (R3; R5; R6; R8; R9; R11; R12, 2021). Initiative as a person's characteristic is the power that drives employees towards problem-solving rather than to promotion-focus approach (Frohman, 1997). In addition to that, respondents added that such personal characteristic of employee is one of the most important for the organization because it brings rational and logical discussions which end with the correct decisions.

Analyzing Providing benefits practices from internal stakeholders' attitude perspective, respondents, first of all, have noticed more supporting rather resisting drivers, proving that: „there are no benefits if you resist“ (R1; R7, 2021). Additionally, interviewees added that if the project manager has a group of supportive internal stakeholders, the most important is „not to mess up everything, better to step back and let the group do the work“ (R1; R3; R7; R9; R10, R12, 2021). And these statements correlate to some extent with the previously said ideas about innovations, letting people on their own decide what is the best and do not try to predetermine their opinions or actions. Many researchers have already analyzed the phenomenon of resistance or resistance to change. One of the conclusions is that internal stakeholders use resistance as a tool against their managers to be heard (Jeffrey D. Ford & Laurie W. Ford, 2009). Surprisingly, that was confirmed by several respondents saying, “there were some cases when internal stakeholders resisted on purpose” (R1; R5, 2021). Understanding the root causes of resistance is one of the respondents' stated management tasks.

The summary of offering benefits practices and relation with attributes can be found in table 5. As noticeable, Offering benefits neither increases nor decrease urgency attribute. It would be too drastic to conclude that offering benefits practices do not influence the urgency attribute in general; deeper research is needed. Nevertheless, in this research stage, evidences were not discovered. As stated in the beginning, most of the evidences were discovered at Interest and Activeness attributes. It is reflected in the table provided information that all suggested practices increase Interest and Activeness attributes.

Table 5. Offering benefits practices

<i>Practices</i>	<i>Interest</i>	<i>Activeness</i>	<i>Urgency</i>	<i>Power</i>	<i>Supporting</i>	<i>Resisting</i>
<i>Rewarding internal stakeholders</i>	Increases	Increases	No evidence	No evidence	No evidence	No evidence
<i>Introducing a clear and fair reward system</i>	Increases	Increases	No evidence	Increases	No evidence	Decreases
<i>Providing new challenges</i>	Increases	Increases	No evidence	No evidence	No evidence	No evidence
<i>Setting self-development guidance</i>	Increases	Increases	No evidence	No evidence	No evidence	No evidence
<i>Creating possibilities to improve the work environment</i>	Increases	Increases	No evidence	Increases	No evidence	No evidence
<i>Showing that Int. St. can become a part of something big</i>	Increases	Increases	No evidence	Increases	No evidence	No evidence
<i>Listening and hearing Int. St. criticism and suggestions</i>	Increases	Increases	No evidence	Increases	Increases	Decreases
<i>Recognizing top performers</i>	Increases	Increases	No evidence	Increases	No evidence	No evidence

Source: composed by the author based on empirical research

3.2 Developing project manager's skills and competencies practices

Unlike in Providing benefits practices, Developing project manager's skills and competencies practices, most drivers were discovered at Supporting and Resisting attributes. Such distribution of evidences suggests that the Project manager's one of the tasks in the project is to manage Resisting and Supporting internal stakeholders; meanwhile, Providing benefits practices remains more at the organization and their managers' disposal.

The respondents have identified several drivers which help the project manager to keep or even increase the number of supporting internal stakeholders: "Leader's approach and his activity towards the project; delegated responsibilities among the team and promote autonomy; provide needed resources timely; do not disturb the team" (R1; R2; R4; R5; R6; R11, 2021). These drivers correlate with power attribute

drivers in Offering Benefits and Project Managers skills and competencies development practices where the same drivers were identified. The organization's leaders' engagement and involvement in the project activities reveal that internal stakeholders are willing to see them as examples and promoters of the project. Additionally, leaders' engagement could mean that project is important to all organization's internal stakeholders. Such a driver should generally increase all stakeholders' Interest, Activeness, Supporting attributes and decrease Resistance by initiating additional discussions and answering all questions. Ultimately, the Project Manager has to trust the team, provide them enough autonomy, responsibilities, and resources. It would result in higher power attribute by promoting decision-making skills and more supporting internal stakeholders during the project because of showed trust. On the other hand, if leaders are not showing proper approach and activity, providing not enough autonomy and resources, the supporting internal stakeholders can become neutral or even resisting ones.

Analyzing the Resisting attribute, respondents have identified the key element: "How project idea is presented and *sold* to internal stakeholders" (R1; R2; R3; R6; R11; R12, 2021). From the resistance to change theory, the main factors which stimulate the resistance are misunderstanding, emotional side effects, lack of trust, fear of failure, personality conflicts, a threat to job security, workgroup breakup (Dent & Goldberg, 1999). Therefore, it is natural that respondents have expressed how important it is to understand the project idea, realize advantages and disadvantages, what benefits and outcomes the project will deliver to internal stakeholders and the organization. If a project idea is poorly *sold*, the project manager and organization's managers should not expect high engagement of internal stakeholders; even worse – they should expect resistance and consequences.

Selling the project idea and engaging and involving the organization's leaders, according to the respondents, are two the most important practices for how can project manager achieve higher internal stakeholders' engagement. It might be that the sequencing of practices should follow, firstly, selling the project idea to everyone, including the organization's leaders; secondly, engaging and involving the organization's leaders in the project. These two practices should encourage and create an attractive or comfortable environment for the rest of the internal stakeholders to step in. The summary of Developing project manager's skills and competencies practices is shown in table 6.

Table 6. Developing project manager's skills and competencies practices

<i>Practices</i>	<i>Interest</i>	<i>Activeness</i>	<i>Urgency</i>	<i>Power</i>	<i>Supporting</i>	<i>Resisting</i>
<i>Engaging and involving organization's leaders</i>	Increases	Increases	No evidence	No evidence	Increases	Decreases
<i>Delegating responsibilities</i>	No evidence	No evidence	No evidence	Increases	Increases	No evidence
<i>Promoting autonomy</i>	No evidence	No evidence	No evidence	Increases	Increases	No evidence
<i>Providing needed resources timely</i>	No evidence	No evidence	No evidence	Increases	Increases	No evidence
<i>Not disturbing the team</i>	No evidence	No evidence	No evidence	No evidence	Increases	No evidence
<i>Selling the project idea</i>	Increases	Increases	Increases	No evidence	Increases	Decreases

Source: composed by the author based on empirical research

3.3 Developing transparent organizational culture practices

Transparency has diverse definitions based on the study domains it is analyzed (Schnackenberg & Tomlinson, 2016). Collins dictionary (n.d.) suggests the definition of transparency as “easy to see through, understand and recognize”. If an organization aims to be transparent, the organization's targets are open and honest communication; clear and reasoned decisions; regularly updated organization's performance; trust in employees; clear standards to all employees (Fred O. Walumbwa *et al.*, 2011), (Vaara, 2012).

This research case revealed two distinct patterns in developing transparent organization culture practices theme. Firstly, respondents mentioned that organizational performance and openness are key to engaging internal stakeholders. Secondly, respondents identified that organization internal stakeholders are seeking a collaborative approach.

Organization performance implies that internal stakeholders are willing to be more interested and active in projects if, according to respondents, „organization is successfully growing; expanding to the new markets; offering customers new products and services“ (R2; R4; R7; R9; R10; R12, 2021). Additionally,

it was supported by another respondents' strong argument, „We have to give them (internal stakeholders) a chance to be successful“ (R2; R5; R9; R10, 2021), which implies a trade-off between internal stakeholders and the company. Therefore, it is very logical that internal stakeholders can only be successful if the organization is successful.

The organization's openness characteristic has been identified through respondents' statements: „being open and honest; clearly understanding reward system mechanism; clearly understanding ground rules; fairly distributed workload among the colleagues“ (R2; R5; R11; R12, 2021). So, among all statements mentioned by the respondents, it is possible to discover a pattern that internal stakeholders expect to work in a fair, successful organizational environment, resulting in higher interest and activity towards the projects. According to the respondents, understanding organization performance and ensuring openness motivates internal stakeholders to be more interested, active and supported in all company activities, including projects. Additionally, it helps to minimize the resistance by answering all questions and not keeping anything secret.

The second discovered pattern in Developing a transparent organizational culture theme is the collaborative internal stakeholder approach. This approach aims to ensure that internal stakeholders keep working together on the project level and daily. Collins Dictionary (n. d.) defines “collaborative” as “piece of work is done by two or more people or groups working together”. Collaboration cannot be achieved if both parties are not interested and do not see a sense of it. Moreover, collaboration develops relationships, boosts internal stakeholders' loyalty and commitment to each other (Anni Kangas *et al.*, 2019). The evidences of existing collaborative internal stakeholder approach in the research case were discovered at the interests, activeness, urgency, and supporting attributes by the respondents' statements that internal stakeholders “together believe in idea; have a mutual trust; have clear roles and functions in the project; understand the whole picture” (R1; R2; R3; R4; R10; 2021). Therefore, project and organization's managers are responsible for ensuring that collaboration is one of the organization's values through developing technically and psychologically an environment that fosters a good atmosphere and promotes open discussions where, according to the respondents, “no stupid questions and all ideas are welcomed” (R1; R5; R8; R9; R10; R12, 2021). Internal stakeholders' collaboration fosters partnership, sharing best practices, promoting autonomy, and encouraging decision-making.

According to the respondents, Telling success stories contributes by boosting the internal organization's morale. Internal stakeholders, especially ambitious ones, should immediately be activated by scanning what is going on in the organization, what incoming projects are, how they can join the team,

contribute, and be recognized. However, project managers have to be careful by telling success stories. The project manager, first of all, has to ensure that there are real possibilities for internal stakeholders to achieve something and be recognized, not only to declare it but deep inside realize that it is only a trick. According to R5 and R10, “Internal stakeholders are smart, and they recognize what truth is and what is a lie” (2021); promising unattainable opportunities can demotivate internal stakeholders and shift them to the resisting attitude state.

Fair workload distribution among internal stakeholders could be achieved in several ways. Firstly, the organization’s managers proactively measure employees' key performance indicators, productivity, and efficiency. It is possible to distribute workload based on collected data, hopefully fairly. However, such an approach is more directed from top to down, decided by the managers. The collaborative approach suggests that internal stakeholders form a community and distribute their workload according to their skills and competencies. A manager’s intervention isn’t needed in such a scenario as long as the community functions well and delivers results.

The driver of ability to innovate was supported by the respondents mentioning: „It’s ok to fail; there are no stupid questions; asking but not telling cultures“ (R5; R6; R9; R10; R11, 2021). All in all, such statements show that if project managers are expecting from internal stakeholders higher engagement in the project, one of the possible ways is to promote their power through Developing a transparent organizational culture where ideas are welcomed and considered as a solution to the particular problem.

To sum up, Transparent organization culture development practices need to note that the concept is already known for years. Since transparency has many definitions, organization, first of all, has to define what they are expecting from being transparent. The collaborative approach is still emerging; there are still no clear conceptual models and research to conclude milestones on reaching it. Nevertheless, scholars and practitioners agree that it is a *new wave* regarding employees' and internal stakeholders’ engagement (Austin, 2000), (Laal & Ghodsi, 2011). The summary of Developing transparent organizational culture practices is presented in table 7.

Table 7. Developing transparent organizational culture practices

<i>Practices</i>	<i>Interest</i>	<i>Activeness</i>	<i>Urgency</i>	<i>Power</i>	<i>Supporting</i>	<i>Resisting</i>
<i>Sharing organization's successful moments</i>	Increases	Increases	No evidence	No evidence	Increases	Decreasing
<i>Telling success stories</i>	Increases	Increases	No evidence	No evidence	Increases	Decreasing
<i>Sharing organization's results regularly</i>	Increases	Increases	No evidence	No evidence	Increases	Decreasing
<i>Distributing workload fairly</i>	Increases	Increases	No evidence	No evidence	Increases	Decreasing
<i>Creating an open environment for discussions, ideas, and innovations</i>	Increases	Increases	Increases	Increases	Increases	Decreasing
<i>Promoting and fostering a decision-making culture</i>	No evidence	No evidence	No evidence	Increases	Increases	No evidence

Source: composed by the author based on empirical research

3.4 Establishing project management discipline practices

The last theme is the maturity of project management discipline in the organization. How such a way of thinking is developed and contributes to the whole organization or personal to each internal stakeholder mostly lies with the general manager who decides that such competence is needed and later project manager or managers who practically implement decisions.

Strong evidences that such practice is needed were identified according to the respondents' statements: „Having clear project scope; having clear project structure; presenting the project at the early stage; defining and explaining possible risks“ (R2; R3; R6; R7; R9; R10; R12, 2021). According to the respondents, the listed evidences are activating and intriguing internal stakeholders. If these actions are done during the early stage of the project, it is possible to gather a critical group of stakeholders who are the most interested and active right at the beginning. Additionally, this correlates with previously stated one of the decisive *selling* the project idea driver; in the current paragraph, it is explained when this must be done.

„Efficient communication“ (R1; R3; R4; R7; R8; R9; R10; R12, 2021) was mentioned by most of the respondents in different contexts, not exclusively in establishing project management discipline practices. Such a driver likely has even more negative potential to affect the project management process if the communication process is managed poorly. It is not accidental that respondents assigned efficient communication as one of the tools to manage all internal stakeholders. Firstly, the project manager tries to convert internal stakeholders from resisting to neutral or supporting ones. Secondly, he tries to hold supportive ones and not convert them to neutral or resisting ones. As noticeable, efficient communication takes one of the critical elements in the whole project management framework and determines project success. As IPMA (2015) states in Individual Competences Baseline, the communication ensures an exchange of accurate information, delivered accurately and regularly to all relevant parties.

Urgency attribute showed the indirect evidences by respondents' strong belief of “established clear project structure and roles; set ground rules” (R2; R4; R5; R7; R8; R11, 2021). Clear structure, roles, and rules clarify the project team and internal stakeholders, resulting in better subordination and more efficient communication. Thus, the project manager's task is to make sure that: project structure and roles are clear; ground rules are set, presented, and explained; what response speed is expected from the project team and internal stakeholders.

Internal stakeholders expect from the project manager information about the upcoming project early to find a niche where internal stakeholders could feel comfortable and contribute the most. Delayed project presentation may result that such *slots* being already occupied by other internal stakeholders; this may decrease the interests and activity in general. As already discussed in the previous paragraph, *Selling* the project idea, having a clear project scope responsibility remains in the project manager's hands, which ultimately determines internal stakeholders' interest and activeness towards the project. Lastly, efficient communication in the project can be achieved through different methods; however, the basics start at Developing project management culture and the mindset in the organization. The summary of Establishing project management discipline practices can be found in table 8.

Table 8. Establishing project management discipline practices

<i>Practices</i>	<i>Interest</i>	<i>Activeness</i>	<i>Urgency</i>	<i>Power</i>	<i>Supporting</i>	<i>Resisting</i>
<i>Implementing project management discipline</i>	Increasing	Increasing	Increasing	No evidence	Increasing	Decreasing
<i>Sharing project details and scope as early as possible</i>	Increasing	Increasing	No evidence	No evidence	Increasing	Decreasing
<i>Presenting project structure as early as possible</i>	Increasing	Increasing	No evidence	No evidence	Increasing	Decreasing
<i>Setting ground rules</i>	Increasing	Increasing	Increasing	No evidence	Increasing	Decreasing
<i>Setting clear roles and functions in the project</i>	Increasing	Increasing	No evidence	No evidence	Increasing	Decreasing
<i>Setting communication rules</i>	No evidence	No evidence	Increasing	No evidence	Increasing	Decreasing
<i>Defining possible risks</i>	Increasing	Increasing	No evidence	No evidence	Increasing	Decreasing

Source: composed by the author

3.5 Summary of findings

To sum up, it is possible to collect themes, practices, and impact on attributes into a single structure to have a *helicopter view* (see table 9). All selected attributes in the research model were discovered by having greater or lesser impacts during the empirical research. Nevertheless, this suggests that internal stakeholders' engagement depends on attributes manipulation by the project manager. According to the stakeholders' theory, the project manager must identify stakeholders correctly (R. Edward Freeman *et al.*, 2010). Secondly, categorize or group them according to selected attributes (Ronald K. Mitchell *et al.*, 1997), develop the engagement plan (Murray-Webster & Simon 2006), engage internal stakeholders, monitor if engagement delivers expected results. And lastly, remember that stakeholders and projects are unique (Roeder, 2013; Jeffery, 2009); therefore, the project manager should use a unique approach every time a new project is initiated.

Table 9. Summary of practices and effect on attributes

<i>Theme</i>	<i>Practices</i>	<i>Interest</i>	<i>Activeness</i>	<i>Urgency</i>	<i>Power</i>	<i>Supporting</i>	<i>Resisting</i>
<i>Providing benefits</i>	Rewarding internal stakeholders	x	x				
	Introducing a clear and fair reward system	x	x		x		x
	Providing new challenges	x	x				
	Setting self-development guidance	x	x				
	Creating possibilities to improve the work environment	x	x		x		
	Showing that Int. St. can become a part of something big	x	x		x		
	Listening and hearing Int. St. criticism and suggestions	x	x		x	x	x
	Recognizing top performers	x	x		x		
	Promoting and fostering a decision-making culture	x			x	x	
<i>Theme</i>	<i>Practices</i>	<i>Interest</i>	<i>Activeness</i>	<i>Urgency</i>	<i>Power</i>	<i>Supporting</i>	<i>Resisting</i>
<i>Developing Project manager's skills and competences</i>	Engaging and involving organization's leaders	x	x			x	x
	Delegating responsibilities				x	x	
	Promoting autonomy				x	x	
	Providing needed resources timely				x	x	
	Not disturbing the team					x	
	Selling the project idea	x	x	x		x	x
<i>Theme</i>	<i>Practices</i>	<i>Interest</i>	<i>Activeness</i>	<i>Urgency</i>	<i>Power</i>	<i>Supporting</i>	<i>Resisting</i>
<i>Developing a transparent organizational culture</i>	Sharing organization's successful moments	x	x			x	x
	Telling success stories	x	x			x	x
	Sharing organization's results regularly	x	x			x	x

	Distributing workload fairly	x	x			x	x
	Creating an open environment for discussions, ideas, and innovations			x	x	x	
<i>Theme</i>	<i>Practices</i>	<i>Interest</i>	<i>Activeness</i>	<i>Urgency</i>	<i>Power</i>	<i>Supporting</i>	<i>Resisting</i>
<i>Establishing project management discipline</i>	Implementing project management culture	x	x	x		x	x
	Sharing project details and scope as early as possible	x	x			x	x
	Presenting project structure as early as possible	x	x			x	x
	Setting ground rules	x	x	x		x	x
	Setting clear roles and functions in the project	x	x			x	x
	Setting communication rules			x		x	x
	Defining possible risks	x	x			x	x

Source: composed by the author based on empirical research

„x“ remarks a positive influence on the attribute.

CONCLUSIONS AND RECOMMENDATIONS

The thesis goal was to discover drivers that motivate internal stakeholders to engage in projects and establish engagement practices for projects and organizations' managers through empirical research. According to the objectives raised to complete the aim of the research, the following conclusions can be listed down:

1. The analysis of scientific literature revealed that stakeholders' theory is still not completely developed. Although scholars can identify, group, and assess stakeholders according to specific attributes quite accurately, the theory reaches limits at the stakeholders' engagement phase. Scholars agree that stakeholders' engagement is one of the key elements to complete projects successfully; however, there is little knowledge of how to conduct that.
2. Based on the scientific literature, several engagement models and attributes were selected that affect internal stakeholders' engagement and developed the research model.
3. The empirical research revealed four possible groups of practices that cover the need to provide benefits, develop project managers' skills and competencies, develop transparent organizational culture and establish project management discipline practices. Listed practices have different effects on particular attributes; nevertheless, implemented should increase internal stakeholder engagement.
4. Discovered Providing Benefits practices revealed that internal stakeholders realize benefits as rewards for the successfully completed project and as diverse opportunities, first of all, for themselves in terms of career, self-development, higher wage, improved work environment and, secondly, for the organization development, markets expansion, higher quality of services and the like. This group of practices increases internal stakeholders' interest, activeness, and power attributes.
5. Identified Developing projects' manager's skills and competencies practices disclosed that it is one of the key elements how to manage and engage supporting internal stakeholders even more and at the same time minimize the negative effect of resisting ones. Various evidence suggests how to increase supporting and power attributes of internal stakeholders and, to some extent, decrease the resistance.

6. Discovered Developing transparent organizational culture practices expose two interlinked patterns that seem important to internal stakeholders. Organizational performance and openness grants honesty, loyalty, and desire to be a part of a successful organization. Meanwhile, a collaborative internal stakeholder approach boosts partnership, encourages decision-making, and fosters an innovative mindset. All together, this group of practices increase interest, activeness, and supporting attributes; meanwhile, the resistance tends to decrease if the project and organization's managers exploit such resource wisely.
7. Establishing project management discipline practices revealed the gaps of organizations' managers' knowledge in this area and at the same time expressed the expectations and suggestions of internal stakeholders on how they would improve project management discipline in the analyzed organization. Empirical research results suggest that established project management discipline increases internal stakeholders' interest, activity, and urgency to some extent. Additionally, established discipline should increase the number of supporting internal and decrease the resisting ones by settling clear roles, functions, ground rules, and communication – simplifying the whole project management process.

First of all, it is recommended that the organization establish project management discipline and develop managers' skills and competencies to use it starting from smaller-scale projects and gradually increasing it. Secondly, the organization should review its' values and consider adding a collaborative approach as one of the key business driving forces. Nevertheless, it is not enough declaratively to add it; organization's managers should consider how to make it universally understood and accepted by internal stakeholders daily. Lastly, to achieve higher engagement in projects, organization and project managers should consider what trade-offs they are able and willing to offer to internal stakeholders to get beneficial and meaningful engagement as a return.

Limitations and future research possibilities

At first, qualitative research discovered drivers who impact internal stakeholders' engagement. However, it did not reveal which drivers have a greater impact than others. For future research, it would be wise to continue this study using quantitative research methodology and rank drivers and practices that are more effective than others. Additionally, quantitative research would enrich the study by including more variables.

Collected data about internal stakeholders was from project managers. It would be worth including internal stakeholders to explore the perception of motivating drivers and engagement practices, increasing the sample size and the variety of respondents.

Few of the selected attributes were not clearly identified during the empirical research. Either they are not playing an important role for internal stakeholders, or questions were not accurately formulated during the in-depth interview.

The research was conducted in an organization that operates in the logistics sector internationally. It might be a business sector limitation; therefore, it would be worth conducting the same study in another sector, i.e., financial, IT, public services, and the like, to explore new possible drivers, update the list of internal stakeholders' engagement practices and fill the gap in the body of knowledge.

Finally, this research has barely touched on other management and engagement concepts that could be similar to internal stakeholders' engagement theory. Merging such concepts could lead to unexplored hypotheses and findings.

LIST OF REFERENCES

- Aaltonen, K. (2011). Project stakeholder analysis as an environmental interpretation process. *International journal of project management*, 165-183.
- Aapaoja, A., Haapasalo, H. (2014). A Framework for Stakeholder Identification and Classification in Construction Projects. *Open Journal of Business and Management*, 43-55.
- Ackermann, Fran, Eden, Colin. (2011). Strategic Management of Stakeholders: Theory and Practice. *Long Range Planning*, 180.
- Alqaisi, I. F. (2018). The effects of stakeholder's engagement and communication management on projects success. *MATEC Web of Conferences*.
- Andrews, K. R. (1987). *The Concept of Corporate Strategy*. Homewood, Ill. : Irwin.
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, Vol. 63 Issue: 3, 308-323.
- Atkinson, Roger, Crawford, Lynn; Ward, Stephen. (2007). Project Fundamental uncertainties in projects and the scope of project management. *International Journal of Project Management* 24, 687-698.
- Austin, J. E. (2000). Principles for Partnership. *Journal of Leader to Leader*, 44-50.
- Blair, J., D., Fottler, M., D. (1990). *Challenges in Health Care Management: Strategic Perspectives for Managing Key Stakeholders*. Jossey-Bass.
- Boddy, C. R. (2015). Sample size for Qualitative Interviews. *Qualitative Market Research: An International Journal*, 426-432.
- Bridger, E. (2015). *Employee Engagement*. London: Koran Page.
- Clarkson, M. B. (1995). A Stakeholder Framework for Analysing and Evaluating Corporate Social Performance. *Academy of Management Review*, 92-117.
- Collins. (2021, 12 1). *Collins English online dictionary*. Retrieved from <https://www.collinsdictionary.com/>

- Creswell, J. W, Cheryl N. Poth. (2018). *Qualitative inquiry and research design: Choosing among five traditions*. London: SAGE Publications.
- Dalcher, D. (2016). *Further Advances in Project Management. Guided Exploration in Unfamiliar Landscapes*. New York: Routledge.
- Davis, K. (2017). An empirical investigation into different stakeholder groups perception of project success. *International Journal of Project Management*, 604-617.
- Fran Ackermann, Colin Eden. (2011). Strategic Management of Stakeholders: Theory and Practice. *Long Range Planning*, 191.
- Freeman, E. E. (1984). *Strategic management: A Stakeholder Approach*. Cambridge: Cambridge University Press.
- Freeman, R. E., Harrison, J. S., Wicks, A. C., Palmar, B. L., de Colle, S. (2010). *Stakeholder Theory. State of the art*. Cambridge.
- Frohman, A. L. (1997). Igniting organizational change from below: The power of personal initiative. *Organizational Dynamics*, 39-53.
- Guest, Greg, Macqueen, Kathleen M., Namey Emily E. (2019). Introduction to Applied Thematic Analysis In : Applied Thematic Analysis. *SAGE Research Methods*, 3-20.
- Hogan, Nancy, Lambert, Eric. (2009). The Importance of Job Satisfaction and Organizational Commitment in Shaping Turnover Intent: A Test of a Causal Model. *Criminal Justice Review*, 96-118.
- IPMA. (2015). *IPMA Individual Competence Baseline (ICB), Version 4.0*. Zurich: International Project Management Association.
- Jeffery, N. (2009). Stakeholder Engagement : A Road Map to Meaningful Engagement. *Doughty Centre, Cranfield School of Management*, 19-48.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement to work. *Academy of Management Journal*, 692-724.
- Karlsen, J. T. (2015). Project Stakeholder Management. *Engineering Management Journal*, 19-24.

- Kaur, A., Sumit, K. Lodhia. (2014). The state of disclosures on stakeholder engagement in sustainability reporting in Australian local councils. *Pacific Accounting Review*, 54-74.
- Kelly, J., Jones, P., Barta, F., Hossinger, R., Witte, A., Christian, A. (2004). *Successful transport decision-making: A project management and. Guide maps consortium*. Aachen.
- Kossek, E., E., Kalliath, T., Kalliath, P. (2012). Achieving employee wellbeing in a changing work environment: An expert commentary on current scholarship. *International Journal of Manpower*, 738-753.
- Kowske, B. J., Rasch, R., Wiley, J. (2010). Millennials' (lack of) attitude problem: An empirical examination of generational effects on work attitudes. *Journal of Business and Psychology*, 265-279.
- Kumar, V., Pansari, A. (2015). Measuring the Benefits of Employee Engagement. *MIT Sloan Management Review; Cambridge*, 67-72.
- Kunert, S. (2018). *Management for Professionals Strategies in Failure Management*. Berlin: Springer International Publishing AG.
- Laal, M., Ghodsi, S., M. (2011). Benefits of collaborative learning. *Procedia - Social and Behavioral Sciences* 31, 486 – 490.
- Lappi, T., Haapasalo, H., Aaltonen, K. (2015). Business Ecosystem Definition in Built Environment Using a Stakeholder Assessment Process. *Management*, 110-129.
- Lockwood, N. R. (2007). *Leveraging Employee Engagement for Competitive Advantage: HR's Strategic Role*. Alexandria: Society for Human Resource Management.
- Lowe, A., Anthony, A. C., Farris, A. J., Babbage, D. R. (2018). Quantifying Thematic Saturation in Qualitative Data Analysis. *Field Methods*, 191-207.
- Markos, Solomon, Sridevi, M. Sandhya. (2010). Employee Engagement: The Key to Improving Performance Solomon. *International Journal of Business and Management*, 89-96.
- Matuleviciene, M., Stravinskiene, J. (2015). The Importance of Stakeholders for Corporate Reputation. *Engineering Economics*, 75-83.

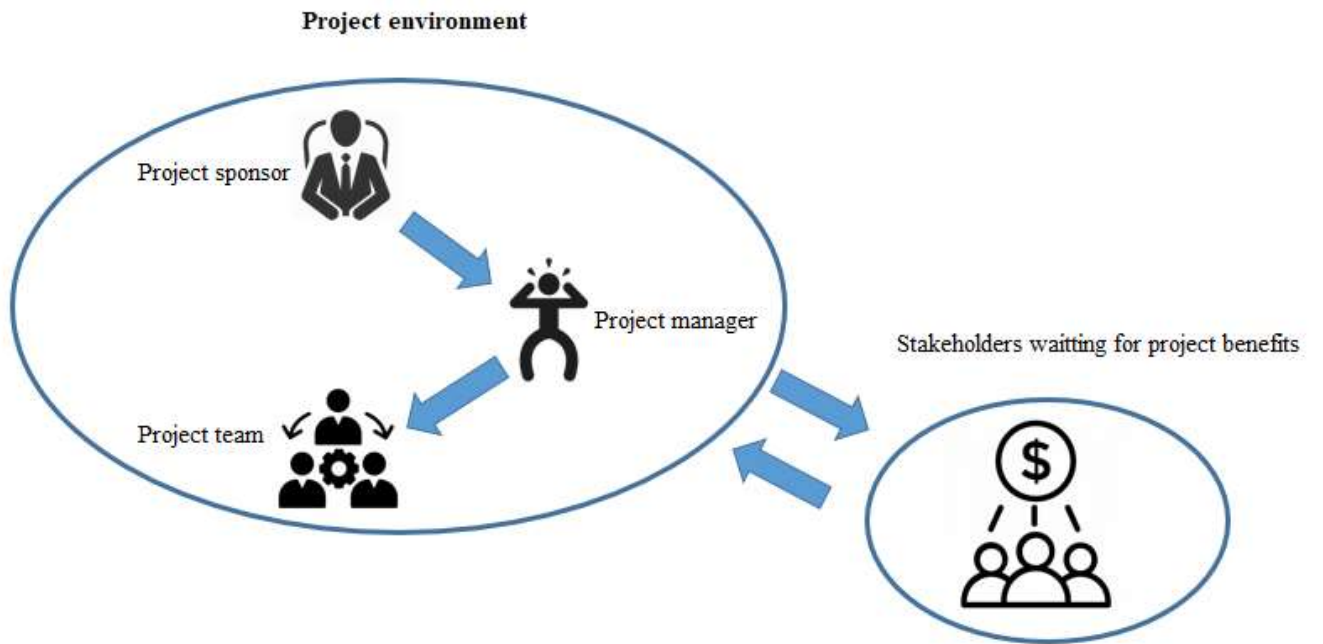
- Mendelow, A. L. (1981). Environmental Scanning - The Impact of the Stakeholder Concept. *ICIS*, 407-417.
- Mitchell, R. K., Agle, B. R., Wood, D. J. (1997). Toward a Theory of Stakeholder Identification and Saliency: Defining the Principle of Who and What Really Counts. *Academy of Management*, 3.
- Mulcany, R. (2006). *PM Crash course*. RMC publications, Inc.
- Murray-Webster, R., Simon, P. (2006). Making Sense of Stakeholder Mapping. *PM World today*, (pp. Vol. VIII, Issue 11).
- Nguyen, Tuan Son, Mohamed, Sherif. (2018). Investigation into Stakeholder Management in Complex Projects. *The 7th World Construction Symposium*. Sri Lanka.
- Peat, D. (2002). Falstaff gets the sack. *Shakespeare Quarterly*, 379-385.
- Pinto, Jeffrey K., Mantel, Samuel J. (1990). The Causes of Project Failure. *IEEE Transactions on Engineering Management*, 269-276.
- Polkinghorne, D. E. (2005). Language and meaning: Data collection in qualitative research. *Journal of Counseling Psychology*, 137-145.
- Project Management Institute. (2017). *A guide to the project management body of knowledge (PMBOK guide)*. Pennsylvania: Project Management Institute.
- Reckwitz, A. (2002). Toward a Theory of Social Practices. A Development in Culturalist Theorizing. *European Journal of Social Theory*, 243-263.
- Roeder, T. (2013). *Managing Project Stakeholders. Building a foundation to achieve project goals*. New Jersey: John Wiley & Sons, Inc.
- Sandelowski, M. (1995). Sample size in qualitative research. *Research in nursing & health*, 179-183.
- Sinclair, M.-L. (2011). Developing a Model for Effective Stakeholder Engagement Management . *Asia Pacific Public Relations Journal*.
- Svendsen, A. (1998). *The Stakeholder Theory: Profiting from Collaborative Business Relationship*. San Francisco: Berrett-Koehler Publishers Inc.
- Svendsen, A., C., Boutilier, R., G., Abbott, R., M., Wheeler, D. . (2011). Business Value of Stakeholders relationships. Part one. *American journal on intellectual and developmental disabilities*, 438-456.

- Vaara, E. (2012). Strategy-as-Practice: Taking Social Practices Seriously EERO. *The Academy of Management Annals*, 285–336.
- Vugt, Mark Van, Hogan, Robert, Kaiser, Robert B. (2008). Leadership, Followership, and Evolution. Some Lessons From the Past. *American Psychologist*, 182–196.
- Walumbwa, F., O., Luthans, F., Avey, J., Adegoke Oke, B., A. (2011). Authentically leading groups: The mediating role of collective psychological capital and trust. *Journal of Organizational Behavior*, 4-24.
- Warries, E. (1982). Relative Measurement and Selective Philosophy in Education. *Evaluation in Education*, 191-202.
- Welch, M. (2011). The evolution of the employee engagement concept: Communication implications. *Corporate Communications*, 328-346.
- Wheeler, David, Sillanpaa, Maria. (1997). *The Stakeholder Corporation*. London.

ANNEXES

Annex 1

Graphical explanation of project management environment.



Annex 2

Questionnaire for the International forwarding managers of the organization's strategic CEE tradeline program.

Research question: What are the most effective internal stakeholders' engagement practices

Attribute	Description of attribute	Questions, topics to discuss
Interest	Participant is interested Active/passive participant	What motivates Int. St. to be interested in the project?
		How do you motivate Int. St. to engage in projects?
		What makes Int. St. to be active or passive?
		What drives Int. St. to react to your request immediately?
Power	Ability to influence, decision making	How do you promote Int. St. to participate in the decision-making process?
Attitude	Unaware Resist Neutral Support Lead	How do you minimize the resistance of Int. St.?
		How do you promote the support and lead of Int. St.?

Int. St. – Internal Stakeholder