VILNIUS UNIVERSITY BUSINESS SCHOOL

INTERNATIONAL PROJECT MANAGEMENT PROGRAMME

Zhala Mirzayeva

THE FINAL MASTER'S THESIS

"Projektų vadovo perspektyvinių kompetencijų įtaka organizacijos projektų valdymo sėkmei"	**"The Impact of Perspective Competences of Project Manager on Organizational Project Management Success"**

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SUMMARY

VILNIUS UNIVERSITY BUSINESS SCHOOL

INTERNATIONAL PROJECT MANAGEMENT STUDY PROGRAMME

ZHALA MIRZAYEVA

"THE IMPACT OF PERSPECTIVE COMPETENCES OF PROJECT MANAGER ON
ORGANIZATIONAL PROJECT MANAGEMENT SUCCESS"

Supervisor - Partnership Assoc. Prof., Vytautas Pugachevskis

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Competent leadership is essential in all fields, and project managers must demonstrate specific competences for each organization and project type. In construction companies, project managers act as a point of contact between architects, designers, and engineers, planning, organizing, and controlling the budget-scope-time triangle. Each project requires coordination from all team members to deliver the best product or service possible.

The International Project Management Association (IPMA) has established a baseline of competence. Individual Competency Baseline (ICB) specified 29 competency elements divided into three categories: perspective, people, and practice. This thesis examines the role of project managers in the success of organizational project management, concentrating on their perspective competences: Strategy; Governance, structures, and processes; laws and legislation; culture and values; power and interest.

Real-world examples will be used in the research to demonstrate the good and negative effects of these competences on projects. Qualitative, descriptive analysis and quantitative analysis

have been chosen and interviews were held to gather data from project managers. Because it will focus on discussing real examples and asking open-ended questions to interviewees, the technique will assist support the study question and aims. The creation of a logical link between a study's objectives and research questions is the development of the reliability of the establishing technique for qualitative research.

The study identifies the impact of perspective competence factors on project management success, as well as their level of effect and practical implementation. Organizations will benefit from the findings in a variety of ways, including risk management, stakeholder management, personal development, and strategic planning. It offers a hierarchy of competence aspects to guide practitioners in successfully navigating, prioritizing risks, and ensuring mitigation activities via competency increase, eventually leading to successful project delivery.

SANTRAUKA

VILNIAUS UNIVERSITETAS
VERSLO MOKYKLA

TARPTAUTINĖS PROJEKTŲ VADYBOS PROGRAMA

ZHALA MIRZAYEVA

"PROJEKTŲ VADOVO PERSPEKTYVINIŲ KOMPETENCIJŲ ĮTAKA
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Kompetentingas vadovavimas yra būtinas visose srityse, ir projektų vadovai turi demonstruoti specifines kompetencijas kiekvienai organizacijai ir projektų tipui. Statybų įmonėse projektų vadovai veikia kaip jungtis tarp architektų, dizainerių ir inžinierių, planuojant, organizuojant ir kontroliuojant biudžetą, apimtį ir laiką. Kiekvienas projektas reikalauja visų komandos narių koordinavimo, siekiant pristatyti geriausią įmanomą produktą ar paslaugą.

Tarptautinė Projekto Valdymo Asociacija (IPMA) nustatė kompetencijų pagrindą. Individualių Kompetencijų Pagrindas (ICB) nurodo 29 kompetencijų elementus, suskirstytus į tris kategorijas: perspektyva, žmonės ir praktika. Ši disertacija nagrinėja projektų vadovų vaidmenį organizacinio projektų valdymo sėkmėje, koncentruodamasi į jų perspektyvines kompetencijas: strategiją; valdymą, struktūras ir procesus; įstatymus ir teisės aktus; kultūrą ir vertybes; galią ir interesus.

Tyrimui bus naudojami realaus pasaulio pavyzdžiai, kurie iliustruos šių kompetencijų teigiamus ir neigiamus poveikius projektams. Kvantinė analizė ir kiekybinė analizė buvo pasirinktos, ir buvo atliktos interviu, siekiant surinkti duomenis iš projektų vadovų. Kadangi bus sutelkiamasi ties diskusija apie realius pavyzdžius ir klausimus atvirais atsakymais interviu dalyviams, ši technika padės paremti tyrimo klausimą ir tikslus. Logiško ryšio tarp tyrimo tikslų ir tyrimo klausimų kūrimas yra patikimumo įtvirtinimo kokybės kūrimo metodas kokybiniam tyrimui.

Tyrimas identifikuoja perspektyvinių kompetencijų veiksnių įtaką projektų valdymo sėkmei, taip pat jų poveikio lygį ir praktinį įgyvendinimą. Organizacijos gaus naudos iš šių rezultatų įvairiais būdais, įskaitant rizikos valdymą, suinteresuotų šalių valdymą, asmeninį vystymąsi ir strateginį planavimą. Tai siūlo hierarchiją kompetencijos aspektų, kurie padės praktikams sėkmingai įveikti rizikas ir užtikrinti rizikos mažinimo veiklas per kompetencijos didinimą, galiausiai vedantį sėkmingam projektų įgyvendinimui.

Raktiniai žodžiai: Projektų valdymas; Organizacinių projektų valdymo sėkmė; Perspektyvinės kompetencijos; Strategija; Valdymas, struktūros ir procesai; Laikymasis; Galia ir susidomėjimas; Kultūra ir vertybės.

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LIST OF ABBREVIATIONS

PM - Project Manager

CE - Competence Element

IPMA ICB® - International Project Management Association Individual Competence Baseline

CSM - Command/Service Module

PMI - Project Management Institute

OGC - Office of Government Commerce

AIPM - Australian Institute of Project Management

PMP® - Project Management Professional

PgMP® - Program Management Professional

OPM3® - Organizational Project Management Maturity Model

PRINCE2® - Project in Controlled Environments

PMCD - Project Management Competence Development

CSR - Corporate Social Responsibility

HSSE - Health, Security, Safety, and Environmental legislation

PMO - Project Management Office

SMC - Scrum Master Certified

R&D - Research and Development

PO - Product Owner

BA - Business Analyst

ISO - International Organization for Standardization

PCI DSS - The Payment Card Industry Data Security Standard

GDPR - The General Data Protection Regulation

KPI - Key Performance Indicator

APMBoK - Association for Project Management Body of Knowledge

INTRODUCTION

From ancient civilizations to the contemporary era, there has always been a need for competent leadership in all fields. Although the concept varies by industry, project managers (PMs) collaborate to orchestrate diverse projects to a successful outcome. As projects differ based on the organizational environment, the project manager's profile needs to be specific to each organization and kind of project; to do so, they must demonstrate particular competences (Müller & Turner, 2007). In a construction company, for example, a project manager (PM) acts as a point of contact between the architect, designer, and engineer to push the project toward a successful and desired completion by planning, organizing, and controlling the budget-scope-time triangle. In information technology, the PM is also an important figure who directs the development process and is a professional at allocating resources to the tasks most relevant to the company's requirements. Examining these examples as different forms of projects, it is evident that each project needs the coordination of every team member to offer the finest, most original product or service possible.

In our contemporary, technologically driven, and fast-expanding civilization, the demands on competent project managers vary considerably between industries. Suppose we describe competence in a single term. In that case, we may refer to the IPMA ICB® (International Project Management Association Individual Competence Baseline), which defines competence as applying knowledge, skills, and abilities to achieve a desired result. However, a critical question arises: What are the impacts of having an incompetent project manager in control?

John McManus and Trevor Wood-Harper (2008) researched the causes of failures in 214 software projects completed in the United Kingdom, 70% of which used the Waterfall technique, while the remaining used a mixture of software development methodologies. As a result of their study, they discovered that 23.8% of the 214 projects were canceled due to failures outside the manager's control. However, 53% of failure reasons were associated with managerial factors such as resource and knowledge management, communication and relationship challenges, and risk management.

Consequently, to get the highest degree of potential project success, the most vital element is selecting a superior project manager (Olney J., 1999). The question then becomes,

how can businesses decide to hire a project manager with the abilities most suited to a particular project? Indeed, it is reasonably apparent that project managers should not be subject matter experts in a given sector or have more outstanding expertise than team members with a great deal of experience in a specific domain. Project managers are classified as stars, creative experts, decision-makers, and insensitive pragmatists (Hauschildt et al., 2000, cited by Marija Šiško Kuliš, 2020). This categorization emphasizes the varied nature of project management positions and the vast skill set required.

Moreover, the competency profile for effectively finished projects can vary notably across different projects. Organizations must meticulously plan the needed skill list depending on the particular demands and objectives of each project while also ensuring alignment with the business strategies. With this regard, the thesis aims to discuss the perspective competences of project managers and their influence on projects' successes on an organizational scale. For reference, perspective competences of the IPMA Individual Competence Baseline will be used.

In summary, human endeavors, throughout time, can be classified as "projects." In the contemporary landscape, "project" is a broad spectrum of activities in diverse fields worldwide. Furthermore, when evoking the term "project", people can understand a series of orchestrated actions executed by team members to get to a predefined and unique product or service. However, it is noteworthy that more professionals are oriented on a field rather than paying attention to the individual project managers, their skill sets, and methods for their ongoing development. To stay in a project manager role or move forward, continuous development is a must. Indeed, more is needed to have an opportunity to lead a project; it is also needed to be at a specific competency level to achieve both personal and organizational success. In this thesis, project managers' perspective competences (described by ICB4) and their essential link with organizational project management success will be discussed.

The thesis aims to investigate the many aspects determining organizational project management success. Its goal is to get a thorough knowledge of how project managers perceive and contribute to project management success, putting light on the complex aspects that determine their roles and duties within the corporate environment. The main focus is aligning projects with organizational strategy, governance, procedures, and structures, particularly emphasizing the influence of bureaucracy and processes on project management success. It will help better understand the difficulties connected with grasping and executing

organizational structures and decision-making processes. It will also explore how organizational structures influence employee growth and, as a result, project success.

Additionally, stakeholder evaluation, motivating tactics based on interests and power dynamics, and an awareness of power and interest are studied, along with stakeholder involvement and influence. The thesis examines project managers' understanding of these principles, their assessment of stakeholder interests, and their ability to align team members with project goals while keeping stakeholders satisfied.

The thesis concludes by emphasizing how capable project managers are at handling cultural diversity and guaranteeing adherence to the organization's principles. The study's findings will help evaluate the organization's and project manager's strategy for dealing with cultural diversity and determining its influence on project success.

The **objectives** of the thesis are as follows:

1. To analyze the previous researches relevant to perspective competences and organizational project management success

2. To investigate the project managers' knowledge on the competences

3. To examine the role and implementation of competences to reach project success

4. To identify the definition of project success for project managers

5. To identify how perspective competences affect organizational project management success

The following **research questions** will be addressed:

1. How do the perspective competences influence the organizational project management success?

2. How do the project managers assess their efforts on each of perspective competences?

3. What measures should be taken by companies to improve project success?

3. Which legal and regulatory aspects are being addressed in the organizations, and how is the monitoring led?

4. How do the project managers evaluate stakeholders by their interests, and which methods are being used to motivate them?

Practical Benefits of Research:

The research will contribute to the organizations in various ways. It may include risk management, stakeholder management, personal development of personnel, and strategic planning. When upper management detects the precise skills required for various projects, it will help define the training plan and recruiting decisions. Contributing to employees' individual development will improve the project's success rate. The thesis will reach the perspectives of project managers and team members to reach an understanding. Analyzing project managers' roles and insights about particular strategies are essential to deciding on effective ways of project management in organizations. With this knowledge, companies may devise strategies to increase project success rates by anticipating and resolving potential issues with governance, bureaucracy, stakeholder management, and cultural diversity.

Regarding risk mitigation, the study will be beneficial with its help in influencing project failures. The key factors and real cases leading to failures will be detected during the interviews. This can significantly increase the quality of risk management practices by contributing to resource and knowledge management, communication, and relationship challenges.

Strategic decision-making is another crucial aspect to be touched on. It is a known fact that companies pay more attention to culture and value creation and implementation of strategies to meet the goals. Projects are a way of this path, and project management ensures that they align harmoniously with the broader organizational vision. The most crucial point is their methods in orienting stakeholder interests and power dynamics to increase client satisfaction. Cultural competence fosters a collaborative environment and ownership among team members, resulting in a broader comprehension of success.

Numerous studies show that the influence of perspective competencies on organizational project success exists. This hypothesis assumes that project managers' awareness of the competence elements will contribute to the project's success. It is proposed that the proficiency of project leaders, including strategic alignment, stakeholder management, knowledge in compliance, and awareness of organizational culture and governance, lead to desired and successful products or services.

1. **THEORETICAL REVIEW**

From a historical event, we can recall the Apollo 13 mission (1970). In the annals of space exploration, although the Apollo 13 mission was unsuccessful in reaching the Moon, they managed to help the crew land on Earth safely and soundly, thanks to the team's extraordinary demonstration of adaptability and the management's perspective competence. The event was remarkable because the astronauts had to adapt to the life-threatening situation quickly while NASA controlled the whole process after the oxygen tank explosion. During the Apollo 13 mission, NASA displayed exceptional perspective competences, focused on strategy, sustainability, compliance, legal legislation, organizational structure, power and interest, and culture and values. The original mission goal was to land on the Moon, but after an oxygen tank exploded, NASA changed its focus to the crew's safe return. Sustainability became a significant emphasis, with the mission prolonging its sustainability until reentry by managing limited resources on board the damaged Command/Service Module (CSM), making sustainable decisions concerning power, oxygen, and food rations, and extending the mission's sustainability until reentry. Compliance and legal laws were paramount, especially regarding international agreements and legal duties tied to the rescue mission and reentry procedures. NASA's successful use of organizational structure competency enabled them to coordinate work across several teams. Managing political and stakeholder relationships and attracting support and funding for the rescue attempt required a thorough understanding of power and interest dynamics. Finally, NASA's culture and values competency were critical in maintaining the agency's culture of safety and quality during the crisis.

When it comes to the impacts on the project's success from the organizational side, the "successfully" failed mission not only got public attention by returning all members of the spacecraft crew home safely but also became a contribution to safety measures and "lessons learned" for the company. Nevertheless, NASA had to abandon its mission of landing on the Moon and focus on landing on Earth; the decision demonstrated the competence of managers, adaptability, and crisis management skills. Also, the organization's openness became another positive reflection of the community's long-term reputation as a learning organization.

The concept of competences is not new, but it is useful when investigating how different project managers' talents align with the strategy of industry initiatives, as stated by

Andre Ribeiro et al. (2020). As shown above, the project manager's perspective competence significantly impacts the organizational project's success. According to Müller et al. (2018), whereas management talents are occasionally necessary, these competences are always important for project success. Thus, this thesis aims to explore the perspective competences of project managers with real-world practices and their impact from the organizational side. With this aim, the literature review will reveal the perspective competences' role and the results when implemented effectively.

In order to have a comprehensive sight of the thesis statement, the literature review has been structured around crucial elements of the subject matter. In the first part, the figure of the project manager, the perspective competences, and their overall definitions will be analyzed. Throughout the passage, we will identify the perspective competences and investigate how project managers perceive and implement them with real-world examples. Meanwhile, in the second part, we will delve deeper into the influence of the mentioned competences on the success of organizational projects. A definition of project success will be given to get a detailed overview, and its link with the perspective competences of project managers will be examined. We will discuss how and in what context the competences are influential, directly or indirectly.

1.1. Perspective Competences of Project Managers

1.1.1. What is the Project Manager`s role in today`s society or organization?

Team management, assuring a shared vision, maximizing resources, and creating value for clients are all part of effective project management. The entire success of a company is impacted by success, which goes beyond short-term profits. Project failures can lower employee morale, hinder new efforts, and restrict corporate progress, whereas project managers play a critical role in navigating a ship through unstable conditions. Effective planning, continuous communication, effective resource allocation, and improved quality and productivity depend on project managers. They create requirements, budgets, timetables, and goals to maintain quality standards, develop communication channels, and use techniques such as Scrum and Kanban.

Jose Magano et al. (2021) describe projects as instrumental to the sustainable development of organizations and society. The IPMA Individual Competence Baseline version 4 specifically mentions sustainability, requiring project managers to evaluate the project's

environmental and societal effects. This recognizes the connection between project management and a sustainable society (Jose Magano et al., 2021). This interconnectedness between project managers and a sustainable society shows the importance of project managers in achieving societal goals. Primarily through the last decades, needs and expectations in the project management field have become more significant due to a more dynamic and technological environment.

Drawing from the above, it is evident that the industry needs innovative project managers. Nevertheless, before diving deeper into this matter, it is essential to identify the responsibilities of project managers. According to PMI (Project Management Institute), the project management process involves identifying project goals, planning, monitoring, documenting tasks, ensuring timely delivery, managing resources, fostering effective communication with stakeholders, identifying and eliminating potential risks, and documenting each step using various tools to ensure top-quality results and project success. Maja-Marija Nahod (2011) researched the project manager's role structure and used the functions to determine the most critical role (see Figure 1). As a result, "managing" was the most crucial factor for a successful team leader. Managing is the ability to persuade team members to contribute to the objectives of an organization. It is an essential component of project management, incorporating followers driven by persons who give solutions to meet their requirements and ideals. Several management techniques, styles, motivational theories, and tactics are implemented to lead effectively and guide teams in project management situations.

Aside from the facts stated above, project managers should concentrate on their personal development and enhance their certification abilities to demonstrate their authenticity, as Ali Farashah et al. (2018) emphasized. Certification is integral to recruiting since it is a formal prerequisite for job applications. It serves as a filter, allowing skilled candidates to be identified faster and making the recruiting process more efficient. Furthermore, certification can occasionally substitute the necessity for substantial experience or an academic degree, offering up more job-qualifying alternatives. The validity of project managers is recognized by certification, implying that certified managers may perform better than non-certified ones.

Figure 1.

PM's roles
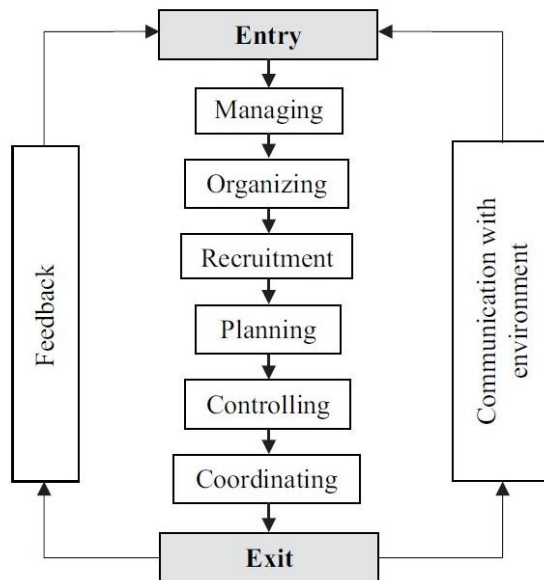
As stated by Farrokh J. and Azhar K. Mansur (2013), certifications enabling both individuals and organizations to analyze and improve their methods for managing projects have been developed by the Project Management Institute (PMI), the Office of Government Commerce (OGC), and the Australian Institute of Project Management (AIPM). Project Management Professional (PMP®), Program Management Professional (PgMP®), Organizational Project Management Maturity Model (OPM3®), and Project in Controlled Environments (PRINCE2®) are the most well-known qualifications.

In a nutshell, leaders must be agile in managing project teams with temporary members, requiring mastery of identity positioning through identifying, connecting, supporting, and rationalizing behaviors, which can be complex depending on project size, scope, and duration (Elfindah P. and Ahmad S. (2021). Project managers define project objectives, budgets, timetables, and quality standards while encouraging good communication channels and consider aligning the project goals with the organization's strategy. Project managers have an important role not only in achieving organizational objectives but also in contributing to long-term development and innovation. Their commitment to professional development and certification strengthens their important position in contemporary project management.

1.1.2. Perspective competences

Dr. Affaf K. Hassan (2018) classified project managers' skills into two categories. **Core competences** are the talents that let a business differentiate itself strategically. They entail all necessary abilities to provide an internal edge. **Professional competences** are a mix of information and skills gained through experience and applied knowledge. They are intended to promote professional development and help people overcome challenges.

Gaddis' (1959) Harvard Business Review essay and Lawrence and Lorsch's (1967) paper on the 'New management job: the integrator' increased interest in project management. Since then, several books, journals, and journal articles have examined the characteristics of a competent project manager, culminating in Frame's (1999) study on Project Management Competence. In the contemporary world, competences are the linchpin to success. According to Andre Ribeiro, Antonio Amaral, and Teresa Barros (2020), several standards, like the Individual Competence Baseline of the IPMA Standards and the PMI Competence Development Framework, have been established throughout the decades. The international scope of these standards reflects the growing knowledge and acceptance of the need for formal project management methodologies. Lynn Crawford's (1997) definition of competence is "Competence is a term with different meanings for different people," which also has been included in the PMI competence development framework, the PMCD (Project Management Competence Development). However, it is generally accepted as "knowledge, skills, attitudes, and behaviors directly related to superior job performance". According to Udo, N. and Koppensteiner, S. (2004), when it comes to project management, competences may be classified into knowledge, performance, and personal traits.

According to Rocio Poveda-Bautista et al. (2022), within the domains they belong to, competence-based standards such as APMBoK and ICB define the human traits of successful project managers. The majority of standards emphasize necessary information more than personal qualities, which are more challenging to evaluate because of their innate subjectivity. Because of this, most project manager selection processes rely on the subjective evaluations of applicants.

The International Project Management Association (IPMA) has built a competence baseline. The Individual Competence Baseline (ICB) framework defined 29 competence elements (CE) separated by the complexity levels. As mentioned above, ICB defines

competences as the application of knowledge and skills to reach a desired result; the same perception is divided into three areas: perspective, people, and practice. Each of the areas has its competence elements.

Figure 2.

IPMA Eye of Competence
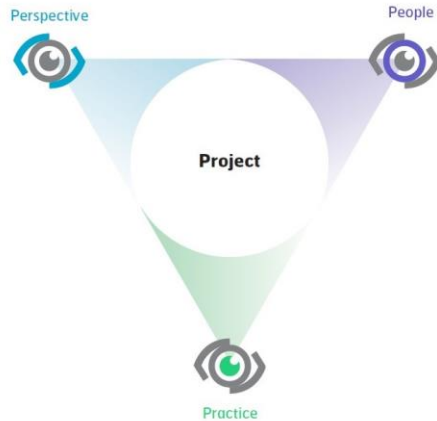
Source: ICB4

The "People" domain refers to the social and behavioral skills that improve communication between the manager and team members. The "Practice" area identifies the specific tools and techniques used. The "Perspective" domain is the strategic methods and techniques to adapt to external factors and organizational interests. All three competence groups have their specific competence elements for ICB. Considering the Perspective Competence Baseline, the perspective competences have 5 CEs:

1. Strategy;
2. Governance, structures, and processes;
3. Laws and legislation;
4. Power and interest;
5. Culture and values.

Strategy. According to John Hermarij (2016), strategy is a high-level plan for achieving one or more goals in a context of uncertainty. The objectives are visions, which are the future images a company utilizes tactics to achieve. Before making a choice, the strategy

competence element emphasizes the significance of assessing and monitoring every project that the organization implements in the context of its strategy. Every initiative is seen as an individual's passion or belief rather than a rational opinion, which might cause them to lose focus and forget the company's initial goals. To prevent such a situation, it is advisable to precisely set out assigned duties and build an agile methodology that can rapidly adjust to changes while keeping everything under control from a project management standpoint.

Governance, structures, and processes. According to John Hermarij (2016), this competence element is about alignment with the company's existing structures and processes. Companies need a structure to get control on the highest level when starting many projects to reach the vision. However, to realize it, more than the strategy is required. Since projects and programs have a mutual characteristic that they are finite, portfolios are the central integral part of an organization that builds a connection. Therefore, project managers need to understand the company's structure to be more productive in decision-making and reach a successful result. This competence element strongly emphasizes the connection between the project, program, or portfolio and the organization's governance.

Some argue that in order for projects to be sustainable, management and stakeholders must promote sustainability and that organizational governance should improve sustainability principles. In context with this, it is necessary for organization management to adopt clear principles and ethics to avoid contradiction between different organization levels and projects, adopt clear measures and activity feedback, and have clear policies so that project teams know what to do regarding sustainability and make decisions accordingly. The continuous need to provide excellent work within budget and on schedule is incompatible with a "sustainable" mindset, mainly when there is a lack of clarity inside the organization or when the client demands it Jose Magano et al. (2021).

To "adopt clear sustainable strategies and project managers become convinced of the benefits of sustainability towards project success," the organization must, nonetheless, be concerned about the beneficial impacts of sustainability in projects.

Laws and legislation. For John Hermarij (2016), compliance is an important competence element emphasizing the importance of laws, regulations, and standards. In every stage of life, as traffic in doing business, people need some standards and regulations to avoid chaos; in projects, the same rules should be implemented. This CE is about implementing

certain rules for practical situations as they are being taken from real-world challenges. Agreements and contracts are inevitable in projects, which might lead to conflicts and legal concerns. These concerns can potentially affect project planning and may lead to prosecution. Examining legal issues as the project progresses and closes is critical, as well as sharing lessons gained with relevant authorities. In criminal law, everyone has liability who assists in creating or maintaining a forbidden situation, including project managers who intentionally enable crime to occur. As stated in "Project Management by ICB 4" (2023), project managers oversee the legal elements of projects, guaranteeing explicit agreements, legal compliance, and risk minimization to avoid this situation. They additionally have to implement the law within the project, but project sponsors are ultimately responsible for legal choices.

Power and interest. John Hermarij (2016) emphasizes the implementation and positive influence of project managers' political approach when defining this competence element. He mentions that project managers must motivate people to contribute. To motivate people, keeping them satisfied is a factor for a project manager. Thinking of interest as a reflection of instinct, when someone is interested in a concept, he will do his best to protect it. Interests are advantageous to an individual, group, or organization, and protecting these interests is critical for establishing a future-proof company. Moreover, power is the potential solution to impact people's behavior. For Hermarij, people exercise power to safeguard their interests. According to "Project Management by ICB4" (2023), stakeholder analysis is a contributory factor in this phase.

Project planning must consider various essential elements, including the supporting organization's corporate social responsibility (CSR), sustainability efforts, and the stakeholders involved. Stakeholder assessments are crucial in the project overview, definition, design, and management plan since projects are carried out in their environment. Internal and external partners must be included at the delivery stage to prevent adverse effects from environmental influences and optimize project advantages. Also, it is worth mentioning that power is not static and changes depending on the circumstances and engagement of new people.

Hersey and Blanchard defined different types of power, such as power to reward, coercive, connection, expertise, information, and reference power. Reference power is making decisions, which is critical for project sponsors and board members. It is related to the individual's, group's, or organization's status. Power to reward entails the ability to grant

someone a raise or promotion, whereas coercive power entails the ability to punish someone. One's influential connections influence one's connection power, which may be utilized for assistance in tough times. Expertise power is based on demonstrated expertise, unlike information power, which is based on more information. Someone's attitude, charm, and honesty inspire a propensity to follow and bring authority from being considered a role model. Using these models considering the right time and place will increase the likelihood of attracting stakeholders, leading to project success.

As suggested by Chundu et al. (2022), Dzhengiz & Niesten (2019), cited by Dr. Afaf Hassan (2023), it is critical to organize project team members' goals for sustainable development, providing clear directions and expectations to encourage understanding of new technologies associated with sustainable development. Support from upper management had the most influence on the project's success. Top management in this situation was very supportive of using and applying the Project Implementation Profile (PIP). PIP makes project assessment efficient and valuable. It also directs changes in the event that the evaluation identifies project weaknesses.

The findings of Maged Mustafa Al-Dubai (2018) show how important it is for businesses to understand and align with the correct critical success elements, as doing so will increase the likelihood that a project will succeed. Having consistent support, involvement, and commitment to project activities from an organization's senior management is known as top management support. Top management is crucial in determining a project's scope and choosing the project team.

Culture and values. According to John Hermarij (2016), people who share the same atmosphere for a period of time will educate each other in a way that an outsider cannot understand. This socialization process will make it more straightforward for everyone to adapt to an effective team. All project parties must observe the organization's culture to ensure a successful start, focusing on the underlying values, beliefs, and assumptions that guide people's work. A respectful attitude to other people's values and observation from the judgment is crucial to understanding the culture. This competence element contributes considerably to the manager's cultural sensitivity.

According to Project Management by ICB (2023), people's behavior is heavily impacted by culture, which is influenced by their more profound beliefs. Culture refers to a

mutual set of behaviors, beliefs, and norms perceived in a company that solves problems of external adaptation and internal integration. A successful project release demands alignment with the current culture and an assessment of society's and the company's values. Changing deeply rooted behaviors may be challenging, especially when people feel unmotivated because they frequently return to their initial routines. Values are core principles and ethical standards that impact business-level decisions and are grasped as worth pursuing by people.

Crispin George (2020) mentioned that an organization's culture defines its employees' values and beliefs. Project managers must consider the local culture when working on cross-cultural initiatives. Understanding culture, which is seen as an external environment, is essential for a project's seamless execution. If handled appropriately, culture and environment can have a beneficial effect on project management.

In conclusion, this research section draws attention to the importance of strategic thinking, alignment with organizational governance, compliance with regulations and law, practical usage of the power of team members to inspire on taking initiatives, and the role of culture and values in diversity and collaboration. These competences are vital for project managers to achieve objectives efficiently and effectively. As this field continues to evolve, these competences will help organizations lead their teams to strategic goals.

1.1.3. Development and Implementation of Perspective competences

This research section will explain project managers' and organizations' development and practical application of perspective competences. It is pivotal as an academic foundation for understanding the implementation of CEs in real-world industries. John Hermarij's work is the center of attention, emphasizing actionable steps that should be taken to acquire and execute the competence elements. The details based on each CE will be described in further depth below.

Program management is a process that ensures initiatives contribute to an organization's **strategic objectives**. The bigger the organization is, the more formal and strict structure is needed. In this case, portfolio management optimizes the objectives to align with the company's strategies. To turn this into action, the managers must first understand the organization's mission and vision, then align the goals and benefits of their project, guarantee alignment throughout execution, build measurement tools, and ensure benefits are achieved.

Through this process, the project managers should not follow the strategic choices mindlessly. This means being active and feeling free to share all the beneficial ideas from the team members, which should be perceived as a key role responsibility by project managers as being a part of the solution. Starting an initiative requires senior management to make assumptions about benefits such as larger market share, lower costs, and better customer service. Studying the strategic goals of the initiative translates into actual deliveries more naturally, ensuring a better connection between project objectives and organizational goals. Regularly validating the justification during execution is crucial, as it helps ensure the initiative contributes to the organization's desired direction.

Defining critical success factors in the first place is important to make an initiative a success. For the successful implementation of the "Strategy" competence element, the classical approach, which focuses on time, budget, and specifications, has been unsatisfactory. Instead, focusing on the organization's requirements, including informal aspects like the support of a manager, is more effective. The project manager should involve each team member in challenging the organization's strategies, using the critical success factors to manage stakeholders, and keeping the initiative aligned with the strategy.

The competence element of **governance, structure, and processes** aims to enable individuals to effectively participate and manage the impact of governance, structures, and processes on programs, as stated by ICB4. As John Hermarij explains, project managers and companies should comprehend project concepts and management by projects, distinguish between functional, matrix, and project-oriented organizational settings, and align performance with the current setting. Applying project, program, and portfolio management principles and guidelines is important to identify the reason (input) for the initiatives, benefits, and overall impact of the intended result. The program manager is more responsible for benefits and delivery, while the project manager focuses on the delivery. Programs ensure that benefits are achieved with a more flexible definition. Portfolio management aligns projects and programs with the organization's priorities, structuring decision-making. As organizations grow, formal procedures increase bureaucracy and complexity for project and program managers.

Organizations strive to deliver quality through special units and guidelines; those working on projects should know these guidelines. Project managers may initiate conflicts with line

managers, which can be destructive. While not having a formal role in performance reviews, working closely with team members allows for competence assessment. In this manner, every organization must invest in its employees to succeed.

The main focus is developing **compliance** competence inside companies to ensure professional project management. Thus, taking standards and rules is important to regulate social traffic. This includes understanding the spirit of the law and acting accordingly, as well as adhering to health, security, safety, and environmental legislation (HSSE), which team members should understand to ensure their safety and psychological well-being. Regulations apply to people living now and in the future, ensuring working conditions that prevent illness and ensure the safety of work tools.

Professional codes of conduct are also crucial in project management. These codes guide how business is conducted with other parties, such as allowing backhanders or bribes. Although less enforceable than formal legislation, they are powerful control instruments that motivate team members' professionalism. As project management involves multiple disciplines, ensuring team members comply with these codes is essential, as failure to do so may infringe on their professional honor.

The profession is constantly developing, with new insights added over the years. Project and program management have become increasingly differentiated, and the Agile philosophy has introduced new project roles. The PMO (Project Management Office) is also becoming a powerful player in project management. To apply new insights and standards to the needs of the project or program, it is necessary to study them in-depth and choose the best approach based on the available range of standards and tools. Professionals who can bundle their knowledge and experience can achieve a high probability of professional project execution. Many standards, tools, and templates should be provided by parent organizations, some of which can be obtained from professional associations and project management literature. By adhering to these guidelines, project managers can ensure the success of their projects and contribute to the growth and development of the industry.

In order to attract a person to action, **interest** plays a key role, as mentioned by John Hermarij. Project management involves understanding the motivations and interests of individuals and organizations. It is crucial to recognize that employees have personal ambitions and interests that determine their behavior, which can extend beyond just the project or

program. To show sincere interest in the people involved with the project or program, as well as to assess the informal influence of these interests, is essential.

In this manner, **power** and influence are characteristics of a relationship between two actors, groups, or individuals. Power is often an illusion; project managers should not grant others power. Before granting personal power, project managers must consider whether the people they have to manage will follow them, as this depends on past results and the manager's image. When assessing the power of others in a project or program, project managers must consider the extent to which they can do something or if it only exists in their imagination. If the power extends so far that it can influence execution, project managers should consider if this is a problem and whether they need to take action. Communication is the most effective tool to develop psychological insight to understand why people do what they do. By understanding the motivations and interests of individuals and organizations, project managers can better navigate the complex dynamics of project management and ensure that their efforts align with the needs and goals of the project or program.

The dominant **culture** within an organization is a significant factor that influences the team's behavior and values. This culture is often complex to change quickly; managers must understand and adapt to it. As a manager, it is crucial to align the culture required in all parts of the initiative. The bigger the initiative, the more important this becomes, as culture is a powerful mechanism for influencing behavior. Organizations also have a social responsibility, which they impose standards on themselves that surpass those required by law. They must deliver a positive contribution to society, going beyond just the customers.

In this section, it became apparent that the development and implementation of perspective competences for project managers and organizations are essential in aligning with the organization's mission and vision. Ultimately, the passage contains valuable insights for personal success and societal well-being in a professional world.

1.2. Organizational Project Management Success

1.2.1. Project success and success factors

To understand the influence of the perspective competences on the success of project management, we will dive deeper to establish an understanding of project success. As

mentioned above, a project is a temporary endeavor that aims to achieve specific objectives within a defined time, budget, and scope and deliver a unique product or service. Having this nature, project success does not have particular characteristics. In a nutshell, we will comprehend what makes a project achieve its goals with this section.

According to Bannerman, Paul L (2008), project success has been extensively discussed as a separate discipline, but no consensus has been achieved on its nature or description. Various definitions of project success are frequently used in empirical research, making comparison challenging. Müller, R., & Jugdev, K. (2012) state that seeing a project from different dimensions in customers' and shareholders' views of success makes it hard to define. Completion on time, within budget, specification, product success, or meeting corporate objectives are all examples of these concepts. The results of these measurements are frequently questioned, making it difficult to evaluate whether or not a problem exists (Sauer et al., 2007).

Leadership abilities and project success were positively correlated with project complexity having a reduced impact on governance's influence on internal success. The study verified two different (internal and external) project success factors (M. et al. Som, 2023). According to the findings (Munir et al., R. (2022), project complexity is substantially connected with planned progress but not to cost increase. This study contributes to a better knowledge of the effects of resource allocation on project complexity, allowing project managers and engineers to manage complex projects more effectively. According to Whitty and Maylor (2009), cited by Stefan Morcov (2021), combining interpersonal and project management abilities can help project managers handle challenging tasks. They discovered that people who effectively handle conflict and encourage cooperation might overcome difficulties, resulting in project success characterized by trust and ethical behavior.

According to Munir, S., Majeed, M. I., & Mahmood, R. (2022), project complexity was a significant factor in project failure. The researchers examined how project management capability and complexity affect project management success. The study results on whether project complexity predicts project success are inconclusive because project management competences enable project managers to benefit from the creativity and inventiveness of complicated projects.

Project outcomes are a significant concern in project management literature, with 60% of projects failing to meet expectations. A manager or organization's critical success factors are the specific elements that must be put right for the company to succeed. As such, they represent the managerial or enterprise areas requiring additional attention and consideration to achieve both future success and high performance in ongoing operations. Thus, a project may succeed even under poor management and may fail even under appropriate management, according to Hamed T., Abolfazl K. (2015), and Dorcas A. O. (2023). Nevertheless, various scholars believe that project management is essential to its success. Project failures are reported worldwide more than successful ones, as Dorcas A. O. (2023) mentioned. A transformational leader's motivational impact on project outcomes is crucial, as it inspires team members and contributes to achieving outcomes. Conversely, a transactional leader limits engagement, affecting project outcomes. Therefore, a transformational leader is more effective in project settings than a transactional leader. Despite having specialized expertise, project managers sometimes miss the chance to acquire the conceptual, interpersonal, and decision-making abilities needed to lead teams and interact with non-technical staff and senior and executive managers.

Studies (Yang et al., 2011; Gundersen et al., 2012; Aga et al., 2016; Magdalena G., 2019) suggest a correlation between transformational and transactional leadership styles in project success. Transformational leadership fosters teamwork, source management, and communication with subordinates and clients. Transactional leadership, on the other hand, is linked to project failure. Increased leadership competences increase project success chances. However, there is no universally suitable leadership style for all projects due to the uniqueness of each project and its specific environment. The study of Magdalena G. (2019) reveals that project success is influenced by individualized consideration and contingent reward, with or without inspirational motivation. However, it also highlights the need for idealized influence and inspirational motivation, which could enhance future research.

The first dimension is the influence on stakeholders, including the project team, clients, users, suppliers, and other relevant parties (Paola O. P., 2023). Although satisfaction metrics are frequently used to determine stakeholder effect, other researchers consider other factors, including the product's acceptance, the advantages that are thought to exist, or the satisfaction of stakeholder expectations.

Saeed Muhammad and Imran I. A. (2022) explored Yong and Mustaffa's research (2012), which stresses the significance of success criteria and success factors for a project to be effective. Early establishment of these attributes guarantees the project's success. Nonetheless, opinions differ over what constitutes a successful project. Regular management and monitoring are essential to prevent possible failure. Consequently, for a project to be successful, these aspects must be understood and managed.
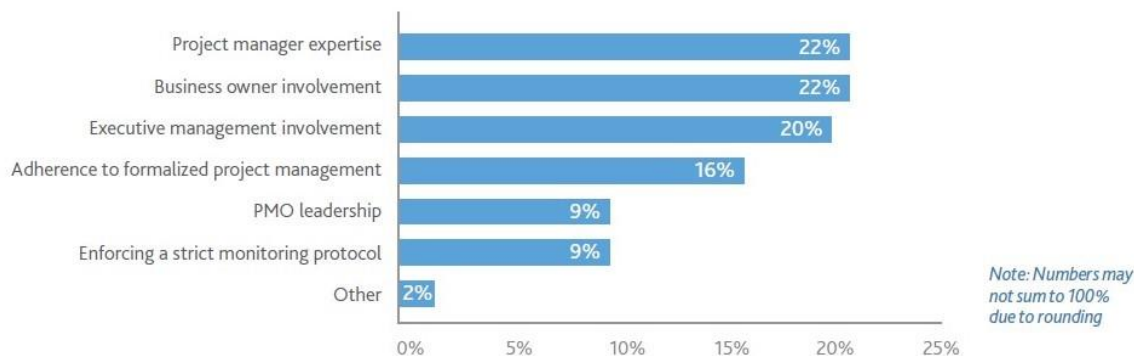
PMI's Pulse of the Profession research focused on project managers' function and their impacts during the project execution (2016). Few people argue that project managers are in the most excellent position to monitor whether a project is on track to produce the anticipated benefits. They have a first-hand chance to monitor metrics, identify and handle new risks, and provide the kind of data that senior management wants throughout a project. According to the research, opinions about the engagement of business owners (22%), project managers (22%), and top management (20%) were nearly evenly divided (see Figure 3).

The success of benefit realization is also influenced by cultural variables, which can affect project teams' confidence to address necessary changes as they arise. These might include an absence of governance, unrealistic corporate motives, unclear or changeable benefits, and a lack of genuine responsibility for benefits administration.

Figure 3.

Factors ensuring a project/program's realization.

Q: During project execution, what do you consider to be the most effective factor ensuring that the benefits described in the business case of a project or program are actually realized?

Factor	Percentage
Project manager expertise	22%
Business owner involvement	22%
Executive management involvement	20%
Adherence to formalized project management	16%
PMO leadership	9%
Enforcing a strict monitoring protocol	9%
Other	2%

Note: Numbers may not sum to 100% due to rounding

Source: Focus on benefits during project execution (2016)

Jeffrey K. Pinto et al. (2022) emphasize that, throughout the years, the idea of project management success has developed from a basic, reductionist, unidimensional model to a more multidimensional, holistic, and dynamic one. This evolution has resulted in regularly reviewing how initiatives are regarded as successful, considering different perspectives and unforeseen circumstances. Success can be measured by the advantages gained, commercial success, stakeholder satisfaction, sustainability, and resource efficiency. The most typical definition is fulfilling requirements, budget, and time, satisfying user needs, reaching the project's goal, and, as a result, achieving customer satisfaction. Although other writers agree that project performance goes beyond these aspects, such as customer happiness, company success, and meeting strategic objectives, time, cost, and scope are still considered necessary for quantifying project success (T. et al. J. Carneiro, 2023). The adaptive performance of project personnel is a crucial characteristic of project firms, and the social cognitive theory is that human psychosocial functioning is influenced by personal factors and environmental events (Umair Akram, 2023). Furthermore, Pollack et al. claim that although it was initially created with three factors, quality should also be added to the Iron Triangle (2018).

Shantanu K. et al. (2022) agree that project managers' competence is the indicator of the successful execution of projects, and project managers must be competent in areas that have the most significant influence on project success. Organizations assign them to oversee the execution and completion of their plans. Their duties include executing and monitoring efforts across technical and functional divisions and managing stakeholder communications (T. et al. J. Carneiro, 2023). To enable this integration, the project manager must have strong communication and interpersonal skills, as well as negotiating skills mixed with knowledge of the company's culture, experience with the operations of each organization sector, and knowledge of the technology employed. (Kerzner, 2017).

Volden and Welde (2022) suggest that success in public projects should be assessed by six factors: operational efficiency, tactical effectiveness, strategic relevance, impacts, cost-effectiveness, and sustainability. It has been used to illustrate how a project might succeed in certain areas but fail in others. Such models can guarantee that critical factors linked to the accomplishment of public projects are considered (see Table 1).

Table1.

Definitions of the six evaluation criteria.

Level of success	Evaluation Criterion	Definition
Operational	Efficiency	Project implementation and performance in terms of cost, time, and quality (the iron triangle)
Tactical	Effectiveness	Whether the agreed goals (typically related to user needs) have been obtained and to what extent the project has contributed to this outcome.
Strategic	Other impacts	This includes all consequences beyond the agreed outcome that can be attributed as the result of the project, positive and negative, short-term and long-term, for different stakeholders.
	Relevance	A project is relevant if there is a need for what the project delivers. Project relevance is assessed in relation to national political priorities, as well as stakeholders' preferences.
	Sustainability	A project is sustainable if its benefits are likely to persist throughout its lifetime. The total impacts (financial, environmental, and social) ought to be acceptable in the long run.
	Benefit-cost efficiency	Total willingness to pay for what the project delivers in relation to cost, as measured by the Cost-Benefit Analysis.

Source: Volden and Welde, 2022

The passage above discussed project success and the factors that impact it from different perspectives. It also highlighted the challenges in defining project success due to the various definitions given in each empirical research. Although the specific success

characteristics have been mentioned, such as budget, time, scope, user demands, satisfying specifications, and quality, there is still a considerable contradiction in project management research about the link between success factors and project success, which is primarily misunderstood. This makes a case for switching from success factors to success conditions, as Lavagnon A. I. et al. (2023) stressed. The passage offers project success evaluation criteria for public projects. Effective leadership abilities such as problem-solving, collaboration, open-mindedness, and ethical behavior are essential for managing challenging tasks.

### 1.2.2. Organizational Contributions to Project Management Success

Preliminary information regarding the organizations' role in project success has been provided above. However, in this section, more detailed information will be explored. Projects are being executed to contribute to the organization's strategy by achieving objectives that align well with the company's mission, vision, core values, and strategies. As mentioned in "Project Management by ICB4" (2023), the compatibility with the objectives and values of the organization should be checked and documented at the project's closure. These values can be derived from business or functional objectives. Key performance indicators and targets can be determined based on these values. Monitoring the deployment of success factors and achievement of performance targets is crucial during project delivery. Nevertheless, the organization needs to contribute to the project processes.

Izabela Andressa Machado dos Santos et al. (2019) draw upon Shenhar and Dvir's Diamond Model, which has four key dimensions: Novelty, Technology, Complexity, and Pace (see Figure 4). They developed 5 hypotheses by investigating the critical organizational factors for project success: top management support, effective communication, change management, business culture, and training. Top management support is necessary for project success because it establishes compensation and promotion rules, provides resources, and maintains trust in the project management process. It also improves operational performance by enhancing connections with customers and suppliers. Effective communication is critical for project management success since it fosters cooperation and collaboration. Change management contributes to project success and entails goal articulation, negotiation, and resource allocation. A strong business culture based on shared values has been shown to improve overall performance considerably. Training is essential for corporate and individual

success since it improves knowledge, performance, and overall organizational effectiveness. These elements work together to ensure project success.

Organizations should focus on resource development, teamwork, flexible values, and good communication to enhance and maintain close interaction between human resources and project management. As Machado dos Santos and Izabela Andressa et al. mentioned, project management determines the factors contributing to project success or failure. Client/user points of view and corporate rules impact project performance on several levels. Teamwork, transformative leadership, and solid relationships all help a project succeed.

Figure 4. The Diamond Model (*Source: Shenhar & Dvir, 2007*)
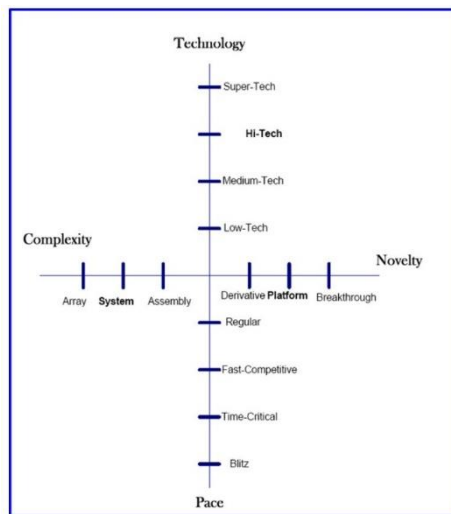
Fernando S. (2023) researched the critical success factors for project success. The study revealed that the size of a company/organization substantially influences project team communication, with larger businesses having more critical success factors (CSFs). Environmental elements such as the kind of organization, subcontractor, and customer are crucial. From the organizational point of view, the three main organizational-related aspects, including top management support, defined roles and duties, and project organization structure, were the subjects of this study. Top management assistance, which includes resources, strategic choices, and the elimination of roadblocks, leads to improved project outcomes. Within the project team, well-defined roles and duties boost coordination and efficiency. The organization structure influences communication, decision-making, and overall project success, which

should align with the project's goals and needs. These elements all contribute to successful project planning, implementation, and completion.

On the other hand, Roel Wessels (2019) sees the organizational influence on project success from the perspective of control and management behavior. He highlights the significance of efficiency in personal behavior and solutions (see Figure 5). Organizations frequently implement regulations classified as written, logical, or implicit rules. Written rules are officially written, logical rules are drawn from the structure of the business, and implicit rules are rooted in employee behavior and corporate culture. The game of football is an example of this, where team collaboration is a logical norm that develops from the game's structure. However, individual players' actions depend on inventiveness and awareness of the game's dynamics. According to this viewpoint, companies can benefit from balancing clear restrictions and promoting behaviors and tactics corresponding to organizational goals and culture.

Figure 5. *Implicit rules and written rules*
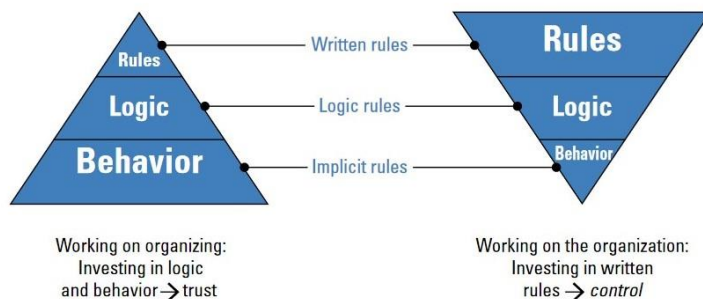
Source: Roel Wessels, *2019*

Project success is a complicated process driven by various factors within an organization. Top management support, excellent communication, change management, a solid corporate culture, and training are all essential. Project size, managerial talents, and environmental elements all influence success. In evaluating project performance, the Diamond Model highlights the relevance of innovation, technology, complexity, and pace. It exceeds standard time, cost, and quality restrictions, emphasizing customer happiness and user viewpoints. Organizations should encourage innovative, change-oriented cultures, promote effective communication and cooperation, and connect their structures with project goals and missions to improve project success. In the fast-paced world of project management, balancing explicit standards with promoting behaviors that correspond with company goals is critical.

Organizational project management is a challenging process that includes strategic alignment, effective communication, change management, company culture, and training. Human resource management, namely developing a creative and adaptable company culture, is critical to project success. However, further research is required to comprehend the interaction between organizational culture, change management, and training and the effect of project size on the relevance and effectiveness of critical success factors. As companies confront more complex and dynamic issues, continual research in these areas is critical for organizations to fulfill their strategic goals and produce effective results.

2. RESEARCH METHODOLOGY

The research will examine the perspective competences of project managers in critical areas and their impact on organizational project management success. It will focus on the approaches of project managers in different cases related to the alignment with organizational strategy, dealing with bureaucracy, implementing organizational structures, and decision-making processes. The study will use real-world cases to illustrate these competences' positive and negative impacts on projects. The ultimate goal is to understand the factors contributing to organizational project success from the perspectives of project managers and the organization, including their criteria for success, the role of top management support, and customer satisfaction within the project triangle.

A well-executed literature review is an essential component of a research proposal since it allows to rely on existing knowledge and perceive the current status of research on their chosen topic. It also helps to clarify the study's objectives and questions, as well as to develop thoroughly informed study hypotheses and designs. The literature review proved that the high rate of project failures is related to incompetent project managers. The research will focus on detecting the core relation with organizational success. The perspective competences will be examined: Strategy; Governance, structures and processes; Compliance; Power and interest; Culture and Values, identified by the International Project Management Association (IPMA) baseline. During the interviews, it will be clear how project managers' competences in the aforementioned areas lead to organizational project management success.

Considering Munir, Majeed, and Mahmood's (2022) study that found project complexity as a significant contributor to project failure, there is a substantial need for a detailed analysis of perspective competencies. The study's inconclusiveness highlights the need for more research to provide further clarity and find additional factors impacting results. The conclusions on whether competences predict success are mixed. A thorough examination of perspective competences is essential, particularly in project complexity. Improving the success rates of complicated projects involves a more thorough examination of the competences and skills required for their management.

Figure 6.

Conceptual Framework
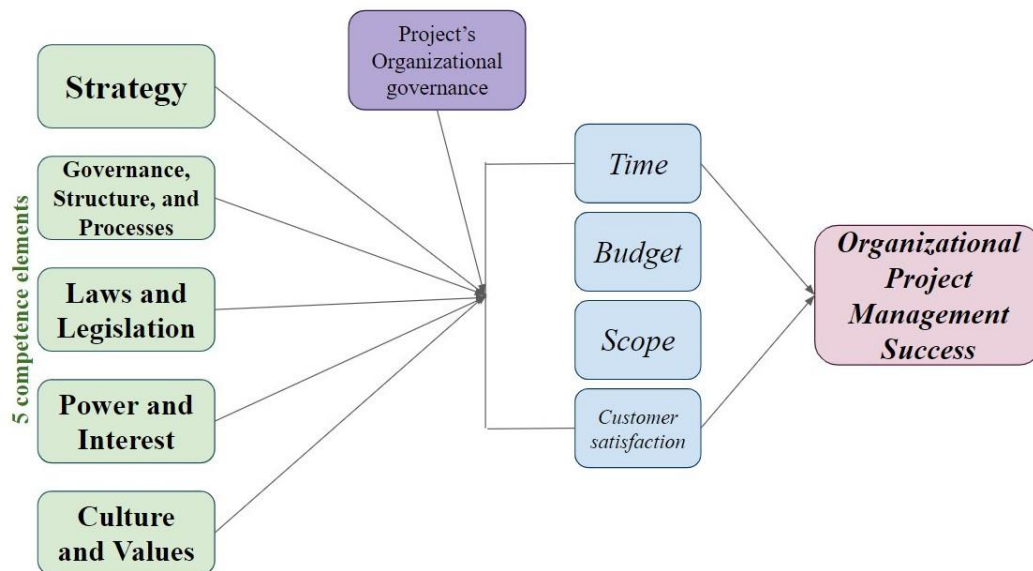
Source: Compiled by author

Upon analyzing the qualitative and quantitative research methods and objectives of the survey, qualitative, descriptive analysis, and quantitative analysis were selected in the form of an interview and a short survey. The method will help justify the research question and objectives since it will focus on describing real cases with open-ended questions to interviewees. The reliability of the establishment method for qualitative research is the construction of a logical relationship between the objectives of a study and the research questions (Kumar, 2019). The study aims to enhance the comprehension and improvement of project managers in the context of achieving organizational project success. Overall, 8 project managers were chosen using the convenience sampling technique. Thus, selection bias will be avoided by choosing interviewees from different companies and departments. A structured question list will contribute to smooth data collection related to each perspective competences and their understanding of organizational project success. We will use a voice recorder or speech-to-text tools with the interview project managers' formal permission to avoid recall bias and the human factor. Before the interview date, the participants will be informed about the research topic, its objectives, and their confidentiality. The data will be gathered with respect to participant anonymity.

All meeting findings will be gathered interdependently on the connection with their support to initial hypotheses and shared transparently. The data will be exported to a Microsoft Word file from a voice recorder or speech-to-text tools. This approach will help to prevent reporting bias. By these methods, we aim to prevent all biases, increasing the credibility of our research as the findings will reflect the fundamental perspectives of project managers.

According to the selection of interviewees, a minimal criteria list will be followed:

1. 5+ years experience as a project manager
2. Actively working as a project manager during the interview
3. Effective communication skills
4. Possessing a relative certification will be an additional qualification)

The research seeks individuals with at least 5 years of experience as project managers who can contribute real-world knowledge and viewpoints. They should have encountered various circumstances, obstacles, and project complexities, which will assist in furthering the research. Effective communication skills are especially important in project management because interviewers with excellent communication skills can articulate their experiences more clearly. Thus, this qualification will allow us to understand their team dynamics better. Certifications proving competence and dedication to professional growth are considered a plus. Certification validates competence and demonstrates a commitment to professional development, offering valuable perspectives for research, in line with Ali Farashah et al.'s (2018) emphasis on certification abilities to demonstrate project managers' authenticity.

Further to the above, to ensure the validity of the gathered information during the thematic analysis of interviews, the below requirements will be met:

1. **Criteria for interviewees:** A minimum requirement criteria list has been designed to identify the individuals with relative experience who can share meaningful responses that will contribute to the research.

2. **The information sheet:** The information sheet will be sent to interviewees with brief data about the research objectives and aim of the interview process and a description of related concepts. As a result, the participants will be well-prepared for the questions in advance and only address their relative experiences.

3. **Verification of participants:** Feedback and verification from the respondents will be gathered to check the validity of their interpretations and conclusions. It will help to ensure all findings as a result of the interviews have been gathered correctly and will be reflected transparently in the project outcome.

4. **Semi-structured interview:** The pre-test is key in determining interview questions' practicality, clarity, and effectiveness as they convey their intended purpose. This test's feedback will assist in guaranteeing results in the thorough alterations of questions for increased clarity and comprehensibility.

The study faces limitations related to overreliance on interviewees' perspectives, resource and time constraints, interviewer bias, and limited quantitative data, which collectively impact the precision of our findings. Since the study's validity is mainly reliant on the respondents' experiences and ideas, it's another limitation to focus on the verification of the sufficient knowledge or experience of project managers in the desired cases. Due to resource and time restrictions, the depth and breadth of data gathering and analysis were constrained. This affected the overall accuracy of the study's conclusions. Interviewer bias was inevitable in the qualitative analysis as it influenced how questions were phrased or replies were interpreted. Since the study focuses mostly on qualitative data, the depth of statistical analysis and quantification of findings is limited, so it limits the capacity to give exact and measurable conclusions.

Figure 7.

Structure of research
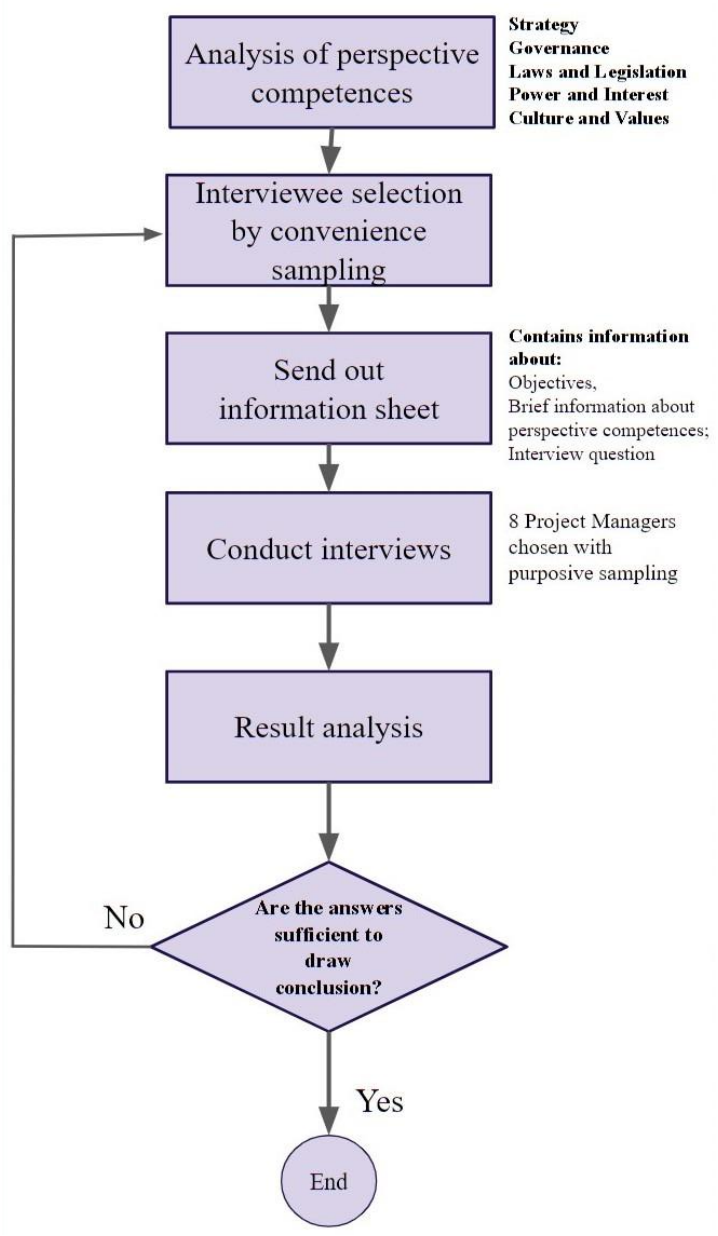
Source: Compiled by author

The interview questions have been structured under the below 6 sections: Strategy; Governance, structures, and processes; Laws and Legislation / Compliance; Power and interest; Culture and Values; and Project success and success factors.

Each of the first 6 sections has 5-7 questions related to perspective competences, while the final questionnaire is linked with the project managers' direct approach to them to asses the organization's and the project manager's perspectives on their importance for project success. Project success and success factors have been explored by previously completed research over the years. However, our survey is novel because it is in the context of analyzing the perspective competences.

The questions can be reviewed below.

Organizational Project Success

Project success and success factors

1. The cost, scope, and time triangle is the basis for project success evaluation. What other factors do you assess for project success?
2. How does your company contribute to its employees' personal development, and how does it affect the organization's project success?
3. How does your organization promote innovation among employees?
4. How could you describe support from top management and its results? How does your organization implement it, and what can be improved from your point of view as a project manager?

These questions are about understanding the factors that contribute to organizational project management success and how project managers perceive and contribute to it. The research objectives are to understand the project manager's perspective on success and its criteria, the significance of top management support, and the role of customer satisfaction in the project triangle.

Perspective competences:
Strategy.

1. Do you participate in the idea generation of a project? (e.g. R&D)
2. Who is responsible for determining if a project aligns with the organization's strategy, and what is the process for making this decision?

3. How do you ensure that projects align with the company's initial goals throughout their execution?

4. How do you encourage your project team members to actively challenge the organization's goals and contribute ideas and solutions aligning with them? Could you share a specific example where this approach was beneficial?

5. Please share cases about the positive and negative impacts of competence (strategy) on the organizational project management success.

The questions aim to explore the role of project managers in aligning projects with an organization's strategy. It will contribute to grasping the breakdown of the responsibilities and participation of team members in the company's strategy, assessment, monitoring, tracking benefits, and understanding the impact of strategy competence on project success. We will assess how project managers' competence influences project alignment with organizational goals and, ultimately, project success.

Governance, processes, structures.

1. How does the company decide on the prioritization of projects? A portfolio/program management?

2. Has there been any essential change in the structure of the organization?

3. If yes, who made this decision and why? Compare the new structure with the old one. If not, what makes the current structure beneficial?

4. Do you have an example to share where you faced difficulties due to bureaucracy? And what can be the solutions to avoid these challenges?

5. Please share cases about the positive and negative impacts of competence on the organizational project management success.

The questions aim to examine the competence of project managers in governance, structures, and processes, focusing on the impact of bureaucracy and processes on project management success. It will contribute to the exploration of challenges in understanding and implementing organizational structures and decision-making processes. It also investigates challenges stemming from bureaucracy as organizations grow. We will be able to analyze the organization's impact on employee development and project success.

Laws and Legislation / Compliance

1. What key laws, regulations, or standards are implemented in your organization in project management?

2. Have you ever encountered a legal concern during a project or after the delivery? If yes, how did you approach and solve the issue? If not, what strategy do you use to avoid potential prosecution?

3. How do you decide on the responsibilities of project managers when it comes to making legal decisions and ensuring compliance with laws and regulations?

4. Please share cases about the positive and negative impacts of competence on the organizational project management success.

The questions aim to examine the competence of project managers in implementing legal and regulatory aspects. Key legal aspects and effective implementation of legal requirements are examined. Gathering lessons learned with authorities and stakeholders will be helpful to come up with an original solution for continuous improvement and knowledge dissemination. The responsibilities of project managers and sponsors will reveal the organizational structure's influence on compliance and its impact on project management success.

Power and interest.

1. How do you motivate individuals according to their interest level to contribute effectively and keep them satisfied?

2. Reward power and coercive power are related to influencing behavior through rewards and punishments. Expertise power and information power are related to the knowledge of individuals based on their experience or information. How do you use these powers in stakeholder management? And how do these power types affect project success?

3. Please share cases about the positive and negative impacts of competence on the organizational project management success.

These questions focus on understanding the competence of project managers in managing stakeholder engagement and influence to achieve project success. The questions cover understanding power and interest, stakeholder evaluation, and motivating based on interests and power. We will be able to investigate the project manager's awareness of these concepts, their

evaluation of stakeholder interests, and their ability to align team members with project goals and maintain satisfaction.

Culture and Values.

1. What is your organization's practice in addressing cultural diversity?

2. How do the organization's values align with your project, and how do you ensure the team members' awareness?

3. Do you have a specific strategy you follow to create a collaborative team environment?

4. Please share cases about the positive and negative impacts of competence on the organizational project management success.

   These questions focus on the competence of project managers in addressing cultural diversity and ensuring alignment with the organization's values. The result will contribute to assessing the organization's and project manager's approach to handling cultural diversity and its impact on project success.

   <u>*The cases will provide real-world examples of these competences' positive and negative impacts on organizational projects.*</u>

   The purpose of the research is to investigate the role of project managers in organizational performance, with a particular emphasis on their perspective competences and their influence on project success. It will investigate how they relate to organizational strategy, bureaucracy, organizational structures, decision-making processes, legal requirements, compliance, continuous improvement, and stakeholder management. With limitations such as restricted data collection and analysis, interviewer bias, and inadequate statistical analysis, the study addresses the five critical perspective competences stated by the International Project Management Association (IPMA) baseline. To solve these concerns, rigorous procedures such as tight selection criteria, certifications, and pre-testing were employed.

3. RESEARCH RESULTS

The study included 45-minute to one-hour interviews. Before each interview, participants were sent an information sheet that included a detailed description of perspective competences and the interview questions. At the beginning of each session, an initial review of the research and its important issues were discussed.

Recognizing the dynamic environment of current communication channels, the inclusion of both face-to-face and remote interviews were planned in advance. This approach allows for the capture of the complexity of interpersonal communication in a face-to-face situation while simultaneously acknowledging the practicality and accessibility offered by distant connections.

The study findings will dig into varied views acquired directly from project managers' life experiences and perspectives. Using both original interview data and synthesized insights from existing literature, this comprehensive investigation planned to add a nuanced perspective to the greater conversation around organizational project management success. This integrative approach will provide a more comprehensive picture of project managers' important position in this complex environment, making substantial contributions to project management theory and practice.

3.1. Profiles of interviewees and organizational project success factors

Overall, 8 interviews from Azerbaijan (6) and Lithuania (2) were held with project managers via Zoom calls or face-to-face communication lasting 45 minutes to 1 hour. Before the interview, the information sheet that contained brief information about the prospective competences and questions was provided to interviewees. Besides that, at the beginning of the communication, an introduction to the interview topics was given to ensure the participants understood the research and questions. The profiles of the participants are given below:

1. Interviewee 01: Leading Project Manager with 6 years of experience. The current sector of work - IT/banking sector. Previous sectors of work - IT.

Certifications: PMP/ACP

2. Interviewee 02: Project Manager with 7 years of experience. The current sector of work - IT/banking sector. Previous sectors of work - IT/startup.

3. Interviewee 03: Project Manager with 10+ years of experience. The current sector of work - IT/banking sector. Previous sectors of work - International consultancy projects.

4. Interviewee 04: Project Manager with 8 years of experience. The current sector of work - IT/factoring. Previous sectors of work - IT/startup.

Certifications: Professional Scrum Master I, Professional Scrum Product Owner I

5. Interviewee 05: Project Manager with 8 years of experience. The current sector of work - International consultancy projects. Previous sectors of work - IT.

6. Interviewee 06: Project Manager with 10+ years of experience. The current sector of work - IT/banking. Previous sectors of work - IT, Public sector.

7. Interviewee 07: Project Manager with 6 years of experience. The current sector of work - IT/banking. Previous sectors of work - IT, Public sector.

Certifications: SMC (Scrum Master Certified), PMP

8. Interviewee 08: Project Manager with 10+ years of experience. The current sector of work - IT/Consultancy. Previous sectors of work - IT.

Certifications: PMP

Table 2. *Information about the interviewees*

Interviewee	Industry	Certification	Country
01	Banking	PMP/ACP	Azerbaijan
02	Banking	N/A	Azerbaijan
03	Banking	N/A	Lithuania
04	Factoring	Professional Scrum Master I, Professional Scrum Product Owner I	Azerbaijan
05	Banking	N/A	Azerbaijan
06	Banking	N/A	Azerbaijan
07	Banking	SMC, PMP	Azerbaijan
08	Consultancy	PMP	Lithuania

Source: Compiled by author

The interviews began with the topic of organizational project success factors and influencers for them. Each interviewee emphasized the vitality of time, scope, and cost. Most were

based on the banking sector, so their main criterion was time. Interviewee 01 discussed how the release date of the products influences the sale rates. The team and management need to be fast to get use cases before starting other projects and getting the customer value at the correct time. Meanwhile, Interviewee 02 and Interviewee 03 mentioned that understanding the scope is fundamental to the team's point. Every team member should know why any project is undertaken and what the points for the scope are. Once the project has been delivered, it will be much easier to assess whether the goal is met if the requirements are apparent in the first step.

Besides the iron triangle, team building, sponsors' commitment, quality, and customer satisfaction were mentioned as factors to evaluate the project result. Regarding team building, interviewee 03 stressed clear communication between the team members and management to make clear goals by building an effective working environment. In this case, team members feel a safe environment and are more productive at contributing to the project's success. According to interviewee 06, the company focuses on building temporary teams, communicating most effectively, splitting responsibilities, and quickly adapting.

Stakeholder management plays a role in customer satisfaction. Keeping them motivated and involved will help identify the requirements, prioritize tasks, and focus on aligning the project development with the expectations. Interviewee 07 specifically discussed the value of project managers as bridging the gap between projects and business needs. Although managing the internal stakeholders was mentioned as challenging, the participants prioritized customer satisfaction by measuring it through different kinds of metrics, including product/platform use, feedback from clients, and overall happiness with the final result.

The interviewees were asked about employee development organized by their companies and its impact on project success. According to their answers, the companies are mainly open to investing in employees' personal development by understanding its direct effect on projects. They gain ideas for this through team-building events and open communication with employees, encouraging them to take steps to become more skilled in their careers. Interviewee 02's organization focuses on boot camps and goal-setting for personal development, while Interviewee 03 focuses on transformative leadership and consensus-building for effective teamwork. It helps to understand what is the most effective way to lead other teams because it is essential to reach a joint agreement among multiple parties, even with conflicting interests. Interviewee 04 emphasized the importance of learning by doing since it gives individuals the responsibility to

reach the project's end goal. Nearly all companies provide free access to learning sources and structured training for personal development. As Interviewee 05 underscored, their company gives their employees a chance to get recognized when they get a badge by completing a set of courses, and they celebrate this success at the company level. It not only fosters their motivation to get involved in personal development but also contributes to communication in the organization by sharing their experiences and teaching what they have learned.

The employees are more willing to contribute innovatively to organizational project success when they know the bigger purpose and feel connected with the organization's success, as interviewees 03 and 04 mentioned. The project managers need to understand how to get feedback, empower the individuals, and show the bigger picture to their teams. So that the team members do not approach the tasks as a daily workload but as their contribution to the bigger purpose. Some companies found another way to encourage their employees by creating a portal where they may have potential salary bonuses by submitting successful innovative ideas for projects. In this case, the support from top management is notable because it demonstrates their interest in employees' ideas. They emphasize the link between the company's growth and employees' thoughts. When the employees feel valued, they are more engaged in their work.

3.2. The Impact of Perspective competences in Organizational Project Success

3.2.1. Strategy

This section will analyze the impact of being skilled in the perspective competence "Strategy"" According to the interviewees' answers, project managers' responsibility in monitoring the project's alignment with the organizations' strategic goals has a positive influence. The multi-faceted decision-making process challenges managers to become skilled at analyzing the approaches and finding the most suitable paths to meet the end goal. This part is analyzed by investigating the projects' idea generation and project managers' role in this process, monitoring the alignment of projects' execution with the organizations' strategy, team members' contribution, and the methods the PMs use to engage the team members to challenge the potential solutions.

In consultancy projects and startups, the idea is generated by the clients or the project team, who knows the problem and seek the solution. However, for the majority of companies in the banking sector, the business and strategy units are involved in this process and are responsible for

new ideas. Marketing and R&D (Research and Development) teams are also active by identifying gaps and addressing general market problems or offering to re-implement a solution that has been applied by one of their competitors. In this stage, they investigate the key reasons the company follows a particular path to identify the value. According to interviewee 03, the company has a specific exercise where they build a high-level idea and validate it for a few days. After presenting a successful short-term result, they plan to implement the validated idea early. Clarifying the possible financial outputs and starting discussions with a third-party provider is helpful. Acknowledging the diverse origins of project initiation, whether from visionary teams of the marketing team, the managerial skills of top management, or the inventive team of Research and Development, project managers are experts in challenging the idea and monitoring its feasibility during the execution phase.

In succession, the interviewees provided insights about the responsibility to ensure the projects align with the organizations' strategy during the execution phase. They are authorized to identify the in or out-scope tasks coming from stakeholders. This enables them to assess the change requests and amend time and budget requirements, which may also engage resource management. For Agile teams, product owners (PO) and business analysts (BA) have vital roles in tracking the path to desired goals and warning the development team to stick to the initial goals. Interviewee 07 mentioned specific training programs designed for program and portfolio managers based on aligning the company's strategy. In an Agile environment, monitoring the process with sprint weeks is less complex, enabling the managers to have control over short-term plans. In the evolving landscape of project management, there is an obvious need for continuous adaptation to emerging methodologies. The collaborative environment is encouraged to foster communication in cross-functional teams.

Moreover, Interviewee 03 provided detailed insights about idea generation and the levels the ideas passed till reaching the project team. Every year, high-level financial targets are identified in the banking field. Understanding the needs from the financial frames initiates grounds for prioritizing projects throughout the organization. In this case, the sales team, the so-called segment representatives, are exploring the outside market, potential risks, and new trends. In cooperation, chief product owners investigate product development and technology. Thus, it engages the contribution from both sides to have comprehensive data to enable prioritizing ideas for further implementation. At every milestone for the company, high-level goals are established to determine

what kind of projects will be run. These decisions are also influenced by the business KPI (Key Performance Indicator) to understand how the activities made an effort in the previous period.

Consequently, regular evaluation and communication are emphasized as parameters that contribute to keeping projects under control and ensuring the organization's plan is aligned. Idea generation is frequently a collaborative process involving several teams from several areas. As respondent 08 mentioned, monitoring benefits might be difficult due to activities that may have indirect effects. Thus, maintaining active collaboration with key stakeholders and creating reasonable expectations for assessing project management success is critical. Long-term project management success requires continuous progress in flexibility to a changing environment.

Later, it was asked to provide insights about the project managers' and organizations' interests in encouraging team members to challenge the goals of projects. An interesting case is that while some mentioned they were highly interested in employees' ideas, others stressed that they saw no reason to involve all team members. Interviewees 02 and 04 mentioned that the companies involve senior team members in meeting with C-level executives at the beginning of the year. During the meeting, the goals for the year are discussed, and everybody has a chance to share ideas related to their field. It is also an essential opportunity for engineers who recognize a discrepancy and have innovative ideas to solve it. According to Interviewee 07, there are particular training and resources for their employees to develop their critical thinking and problem-solving skills.

On the other hand, in other companies where the projects are getting eliminated at different levels, the project team members are not involved in challenging the goal. "On the negative side, every person will have sound and many ideas, and it can cause some resistance among themselves. It can create chaos at the organizational level because only some understand what the strategy is and what the company is trying to achieve. Nevertheless, on the positive side, it enables a much more comprehensive outlook. The strategic goals have been developed at the executive level and analyzed by several parties with every detail according to the strategy and business planning. Thus, they mainly discuss the solution to contribute to the same goal. However, discussion with the senior level can be held in case the project team has concerns or doubts.

Among other answers, 6 project managers mentioned that challenging established strategies could lead to adverse outcomes. From the perspective of teams, the short-term benefit cannot be realized compared to long-term contribution. Interviewee 03 highlighted innovative

products since it is only possible to propose the exact result in the market after the delivery. For this reason, yearly evolution methods have been mentioned to evaluate organizational goals. The PMs are assessing the yearly performance to contribute to strategy refinement.

Synopsis:

The project managers are less motivated to challenge the organizational strategy and participate in idea generation. Nevertheless, during the project development phases, they discuss the prospective product/service with team members. All the participants have mentioned successful cases where they offered solutions and change requests that influenced the company's strategy. Interviewee 01 indicated his team's idea about adding function to a prospective product. However, it took an additional 10 months to build, and resources and the new functionalities resulted in gaining more than 1.5 million new customers in just 2 years. From this point of view, being knowledgeable in a specific area and feeling safe to make suggestions may lead to impactful innovations and substantial business growth.

Overall, all project managers agreed that having this competence serves to actively take part in critically discussing the project strategies. However, it is not possible to gain this skill by book. Thus, it is challenging for less experienced individuals. The experienced project managers obtained it by understanding the stakeholders, decision-makers, and risk assessments by handling large-scale projects. The right attitude and solid and soft skills in an environment with open communication might develop and improve it. This competence fosters a collaborative atmosphere within the cross-functional teams, a critical approach, and a safe environment where all team members feel recognized.

3.2.2. Governance, Processes, and Structures

This section will analyze perspective governance, structures, and processes, including data about project managers' experience of the organization's governance. Furthermore, companies' structures and approaches to management were investigated to dive deeper into their impact on organizational project management success.

The participants have been asked about the project selection and prioritization process. It is worth mentioning that the organizations of the two interviewees do not have portfolio management for this matter; nevertheless, they have program management. According to them, in

theory, they have portfolios and programs. However, they do not have a specific position as "Portfolio Manager" or a structure called "Portfolio Management" to work on project selection. Thus, the projects in these banks are parts of sub-programs instead of programs. The subprograms are included in a more significant structure called programs.

The project managers shared their experiences about the prioritization of projects. Interviewee 03 mentioned that they do not prioritize projects but deliveries. Because as she highlighted, the projects are only one way of delivering. "It comes as an annual exercise gathering the needs, and then calibrating through several layers, trying to understand what kind of capacity we have and where we have shortages and having a couple of rounds with the top management and tons of calibration." According to her answer, the ideas are validated and compared with the company's capacity after gathering ideas about new products and services. Since it is inevitable to avoid changes and ignore the new trends in the market, prioritization is made every quarter as they need to consider the annual plan as stable.

It should be noted that, in some organizations, this process involves two factors. The first factor is governmental regulation. Mainly, the banks in Azerbaijan closely follow the regulations and deadlines set by the Central Bank. Secondly, the project prioritization is made according to earning profit in a shorter period and considering the possible risks. Interviewee 01 indicated a center of excellence comprising 15 members with 25+ years of experience in the business and IT fields. The team decides on the new projects, technology, and tools for the solutions and assigns project teams. The projects are executed by more than one squad.

The interviewees were asked about a recent structural change in project management in their companies. It seemed that 6 of the companies had shifted the Agile teams to the Spotify model. The Spotify model has taken its name from the principles and practices the company "Spotify" used to organize its teams. Although the mentioned company itself does not use this model, it became the inspiration for others. It is a framework of cross-functional teams called a "tribe." Tribes are divided into squads, which work on specific tasks. The main benefit was having effective communication between teams and faster processes. Interviewee 04 highlighted the positive aspects of merging teams into tribes, such as enhancing focus and alignment. This new approach created a collaborative environment, allowing project managers to contribute to multiple projects simultaneously.

During this discussion, it also became clear that the project managers feel safe about the decisions coming from executives. The decision-making processes in the organizations involved input from the project managers, indicating transparency and a collaborative approach. The PMs were aware of the organizational challenges, the reasons behind the changes, and the benefits of the new structure. However, in some companies, the process resulted in losing some employees, which indicates the hardships of adapting to the new structure. This change also affected department directors since the large rooms were a shared space for collaborative teams instead of individual directors. In essence, it showed its effects on the design of the office by making it more flexible to have a more productive work environment. The directors who decided to stay through this challenge are more interested in having more communication with project teams.

On the other hand, the negative aspects of implementing a new model have also been mentioned. Firstly, the process took roughly 3-5 years to complete the transformation and evaluate its benefits. Interviewee 01 indicated that the majority of employees were of the young generation. Thus, the formulation and execution processes of training to teach the new system to the team members were less formidable than initially anticipated. Secondly, the structure change created a need for new IT employees, increasing demand for effective resource management.

Then, bureaucratic factors and solutions to avoid its challenges were discussed. The participants face it when documentation is needed, especially in the banking financial sector. They prepare guidelines in order to indicate while giving individuals space. This process is a must-have for project managers because, working in heavily regulated institutions, keeping records effectively reaches a common understanding. However, Interviewee 05 proposed joint meetings and direct communication with clients to reduce bureaucratic hurdles in project approval processes. Furthermore, bureaucratic delay was also indicated when discussing obtaining approvals through a ticketing system. These delays create scope creep and impact the overall timeline. In this case, project managers address their skills to navigate the challenges. To avoid extra time, the employees contact designated personnel directly to get granted access.

Synopsis:

Project managers must negotiate bureaucratic hurdles such as external stakeholder management, adaptive compliance, and effective communication to achieve project management success in regulated settings. Bureaucratic ticketing systems might delay resource accessibility,

demanding direct contact routes for speedier resolution. The PMs will balance compliance and efficiency by understanding and executing organizational structures and accounting for external relationships.

Adapting to bureaucratic processes and developing a learning culture influences employees' personal growth. Effective communication is essential for managing external dependencies and speeding up bureaucratic procedures. Building connections with external partners, having realistic expectations, lobbying for faster approval procedures, promoting continuous learning, and prioritizing good communication are all recommendations for project managers.

An interviewee highlighted the importance of perspective competence: "So for project managers, this is essential to understand how governance works inside of the bank. Because we are talking about the biggest changes, we need to understand where the decisions are made and where they need to be documented apart from aligning with the stakeholders. What processes must we go through to make it full of compliance? From that point of view, this is an essential skill."

Competence in governance, structures, and procedures is critical for organizational project management success. It necessitates a thorough grasp of the organization's governance procedures, including decision-making processes, documentation requirements, and compliance standards. This skill assists project managers in aligning their initiatives with the organization's strategic goals, quickly navigating decision-making processes, and ensuring compliance with industry rules and internal standards. It also helps with risk management, detecting and managing project hazards, and improving stakeholder communication.

3.2.3. Laws and Legislation

In order to understand organizational project management, the interviewees were asked about the regulations and standards the organizations implement. The companies conduct collaborative changes but must comply with directive laws and other regulations. The project managers highlighted the importance of these standards and tools from the companies' perspective.

It was mentioned that ISO (International Organization for Standardization), PCI DSS (The Payment Card Industry Data Security Standard), and GDPR (The General Data Protection Regulation) are the primary standards that have a huge effect on financial institutions. One of the project managers from the banking field said, "There is no specific project management related to

those regulations. So we need to comply with everything applied for the bank, which is quite an extensive list of regulations. So we do not apply specifically for project management, nothing apart from whatever applies to the bank for overall technology." This statement is the same as other interviewees since the aforementioned regulations focus on data protection, cybersecurity, and data integrity.

According to the gathered answers, the project managers must know relevant project standards. Nevertheless, all the companies have a dedicated team or department responsible for the legal part of the projects. The PMs consult and rely on the specialized teams for compliance matters. This proactive approach supports team collaboration besides addressing legal challenges and effective compliance implementation.

In this part of the interview, the project managers' experiences were addressed to analyze the legal concerns during the project execution or after the delivery of a product/service. All managers mentioned that they have never faced a legal concern after delivery. This result comes from their strategy to prevent risky factors. Especially in the financial sector, all steps are implemented by ensuring compliance checks with directive laws. Interviewee 05 indicated that they have an electronic system that checks compliance and regulatory risks before the initiation phase of projects. It is an AI-generated assessment with human input by the legal team. It contains data about client information and details from the agreement. When a request is received, AI detects risks on the regulatory side and compliance issues. Interviewee 08 also mentioned a legal counsel engagement. They do not only collaborate closely with the legal department but also conduct periodic reviews to address any potential compliance gaps.

Interviewee 03 talked about the approval system in project management, emphasizing its role in legal compliance. The new product approval process involves multiple checks and processes to ensure compliance. The product owners in this company propose the content of the product. Later, the project managers ensure that the projects undergo assessments related to regulatory standards. The designated committee holds a joint meeting with the stakeholders to discuss ten factors that need to be validated. Also in the service industry, after receiving the project's concept from the sales or R&D department, the project manager enters it into a breach system (before mentioned AI evaluation for potential risks). The project managers are independent, running the project independently. They have different seniorities, with unions

having higher expectations for understanding governance. Coworkers shadow them to ensure they understand the governance.

The impact of the organizational structure on compliance is also discussed. Overall, the project managers emphasized the importance of this competence for organizational project management success. It is obvious that all companies are aware of the early identification of potential risks and their effects and implement an effective navigation for legislative risk assessment. Understanding organizational procedures, actively participating in compliance, cooperating with legal teams, prioritizing documentation methods, and establishing a continual learning and calibration culture are all recommendations for project managers. These findings emphasize the need to incorporate legal issues into project management procedures, encourage communication between project managers and legal teams, and ensure compliance via organized approval processes.

Synopsis:

The impact of laws and compliance standards, such as ISO, PCI DSS, and GDPR, is crucial in organizational project management. Financial institutions, in particular, face data protection, cybersecurity, and integrity concerns. Project managers must adopt a proactive approach towards compliance, recognizing the role of dedicated legal teams within organizations.

The company values high communication and collaboration among project managers to ensure smooth execution. Open communication with stakeholders and legal teams, understanding organizational procedures, and prioritizing documentation are contributive components.

Collaboration between project managers and these specialized teams is essential for effective compliance implementation. A notable result is the absence of legal concerns post-project delivery, which led to a preventive strategy rooted in compliance checks.

Technological interventions, such as AI-generated assessments and electronic systems, further strengthen this approach. Project approval processes become a focal point in legal compliance, with project managers playing a pivotal role in ensuring projects undergo assessments aligned with regulatory standards.

3.3.4. Power and Interest

Throughout the interviews, the project managers showed their motivation to work with their team and deliver a successful product that satisfies both the client and the stakeholders. This section will analyze the organization's practice of managing teams. Understanding stakeholder relations, engaging various groups, retaining motivation via clear communication, and leveraging reward power and expertise wisely are all part of it.

The project managers have been asked about their experiences keeping related individuals motivated and satisfied. Expertise, information, reward, and coercive powers were examined to get deeper into the organizational culture. These strategies enable project managers to handle hurdles, foster teamwork, and ensure the project's overall success. Establishing efficient communication channels and cultivating a sense of shared purpose and value are critical for aligning everyone behind common project objectives. Reward power, which includes monetary incentives and public recognition, is an effective tool for encouraging team members and building a happy work atmosphere.

Once a PM identifies the necessary individuals to be engaged in the process, there is a constant strategy and attention on these people. Focusing on the potential negative impact on project success, project managers address their concerns and requirements. This step is challenging and underscores the importance of a clear communication plan to reach the value of work. It was also highlighted that being a supportive listener creates a positive team environment. Interviewee 03 highlighted the importance of open communication: "I have never met people doing or not doing it intentionally. It is only because they do not understand the value. If you show the value and we are doing code what we value, maybe we have just misunderstood it, or maybe it has not been communicated how it relates to the technological and overall bank strategies."

It is also essential to foster an effective team structure and allow individuals to take responsibility for their areas of responsibility. It emphasizes the need to understand that not all individuals can perform the job perfectly, and it is crucial to manage expectations and ensure that everyone can achieve their goals. The project managers agree with not imposing strict boundaries on individuals, as this is not their job. Instead, they should focus on understanding who can do the job best and covering any gaps that may arise.

According to the research, there is no concept of coercive power implementation, as it can be depressive and demotivating. Instead, the focus should be on learning from mistakes and

addressing the problem best. However, the respondents contradict each other when it comes to reward power. For most of them, the companies apply bonuses for employees who develop innovative ideas and suggest creative solutions during the execution phase. While some organizations implement a yearly bonus system for each successful idea, others allow taking vacation after project delivery till the next project starts. Nonetheless, the other interviewees indicated that financial awards are not a priority, as employees are paid for their work and should be compensated according to their function. The bank's remuneration policy ensures that everyone is compensated fairly for their work and should be rewarded for their contributions to the organization. Thus, allowing individuals to take responsibility for their areas of responsibility should be the only path to follow. By fostering a supportive and collaborative environment, the bank can ensure that all employees are well-received and motivated to contribute to the organization's success.

Figure 8.

Distribution of implementation of Power types
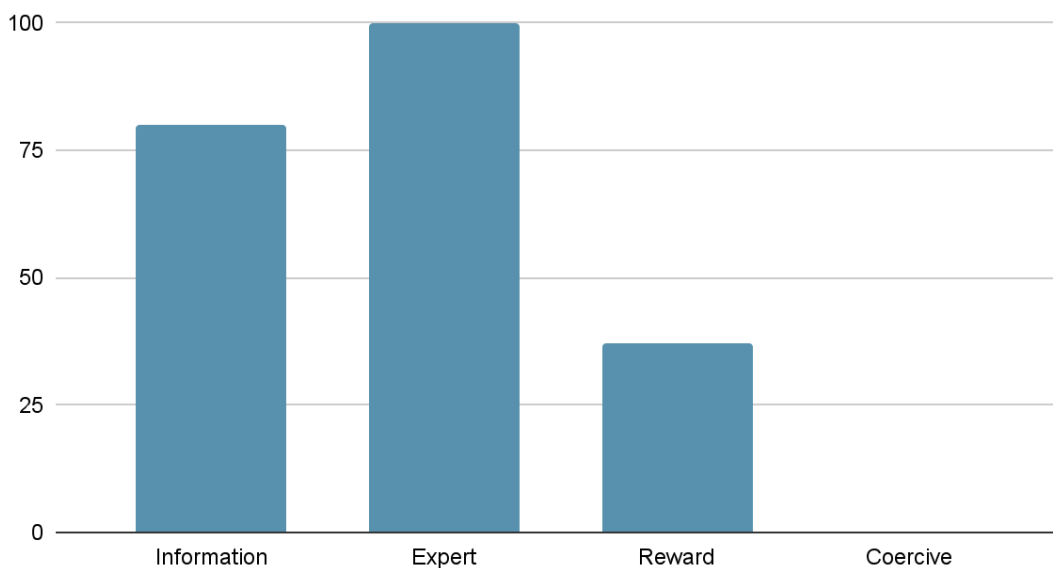
Source: Compiled by author

Regarding the information and expertise powers, Interviewee 01 said, "The company is selecting individuals with expertise in their field, such as Apple Pay, to form requirements and user stories. These individuals are essential for the product's success, as they can provide valuable

information and help form requirements." Then, they use the knowledge of experts in this field and form the requirements accordingly. Later, these requirements turn into user stories by Product Owners. In this way, the company draws attention to the culture of open collaboration and encourages ownership. Thus, every team member is motivated to share their knowledge and skills, believing each contribution is valued. When the stakeholders feel empowered and diverse perspectives are supported, they contribute to the project's success.

Synopsis:

Motivating the team requires reward power, including concrete and intangible incentives such as monetary awards and public recognition. Different team members may value monetary incentives or the ability to take breaks between jobs. Coercive power, or a strong attitude, is avoided purposefully, emphasizing learning from mistakes and approaching problems constructively.

Building a collaborative ecosystem involves gathering individual skills to produce requirements and user stories and building a climate where various contributions are appreciated and celebrated. This method is analogous to building a varied team of superheroes, each with unique abilities contributing to the mission's success. Competent team management is the key to project success, comparable to directing a well-orchestrated symphony in which each team member plays an important part in establishing a harmonic and successful project.

3.3.5. Culture and Values

During this part of the interview, all the respondents were enthusiastic about cultural diversity and the implementation of companies' values. A strong organizational commitment to diversity and inclusion, continuous improvement, and implementing strategies to build collaborative environments are positive indicators of project management success. The interviewees emphasize open and transparent communication, diversity and inclusion, and flexible and enjoyable work environments as the central values of the companies.

The banks in Azerbaijan created an insightful environment for their colorful personnel, which shows the organization's culture of customer value. There are "hot spaces" where employees can work without sitting in front of a desk for 8 continuous hours. This change from traditional offices has been significant, as it allows for more flexible work arrangements and better

communication between scrum masters and managers. The positive aspects of this work environment include spending time together, playing games, and even watching football together. While some employees may lie about their location and struggle to contact and manage projects remotely, they are now inspired to work from the office with their friends. Thus, they become more productive, although they spend more time in the office.

Project managers in agile environments often discuss ideas with agile coaches, who listen to their suggestions and help implement changes. They also meet daily with the development team to discuss business flow and technical issues. This approach motivates the team and helps them stay motivated. The participants believe that learning from their mistakes and setting accountability goals create a collaborative environment. If people enjoy their work, they will over-achieve their metrics. Many experiences underscore the departments that encourage team-building activities within the company. This encourages the development of a collaborative team and helps project managers gain experience and connections.

Interviewee 03 highlighted the importance of understanding and respecting different opinions and perspectives, as it connects people of similar values and may not be the best fit for some employees. "We are not talking titles, we are talking names. This is where you understand that if you have a problem, you can go and sort it out. From that perspective, our organization is quite flat." Communication is essential for achieving business goals and addressing various organizational issues. Nevertheless, maintaining transparency is challenging because a mass of information needs to be cascaded from different areas.

It is notable for sharing the statement: "We have recently discussed our survey results from our team that even in terms of collaboration, which is a struggle in a large organization, you should be a role model." Being a role model as a PM means listening to different stakeholders and presenting the bank's business needs.

Synopsis:

It is a fact that PMs are experienced in passing the organization's ideology to the team members. To reach a common understanding, they should use simple language. In meetings, simplicity is key, as complex language can lead to confusion and potential misunderstanding.

In Azerbaijani banks, the employees are provided with a colorful and insightful environment through "hot spaces" that replace traditional offices. Despite challenges in remote work, employees are inspired to work from the office through shared activities.

Project managers collaborate with agile coaches and hold daily meetings with development teams, promoting motivation and learning from mistakes. Team-building activities contribute to a collaborative environment. Understanding and respecting diverse opinions is crucial for creating a flat organizational structure.

Project managers need informal leadership skills to work effectively with teams rather than directly reporting to them. They play a crucial role in conveying organizational values to the team, using simple language in meetings. Overall, project managers are adept at aligning with organizational culture and values.

3.3.4. CONCLUSION OF INTERVIEW

At the end of each interview section, the project managers shared the actual cases. These cases were insightful and provided broad information about the impact of the perspective competences on the organizations' project management success. According to the answers, not all competence elements influence the result equally. While upper management puts effort into strategy with the influence of cultural value and compliance, the project managers are focused more on the rest of the competencies to reach project success.

Interviewee 01 shared that project team members in the bank are motivated to share their ideas and challenge the company's strategies. However, they faced a case where expert knowledge and risk calculation negatively impacted them. A disaster recovery system was implemented to ensure data security and processes in the main office. The system included backup services and databases located on physical devices. However, implementing these systems was insufficient to mitigate risks such as earthquakes or other potential disasters. A manager decided to set the backup servers and databases closer, but instead, they should be at least 90 kilometers away. After the construction, an electricity outage occurred in Azerbaijan, and 80 percent of the country had an electricity shortage. The primary services and databases were down, and the back of funds were also affected. The changing quest was unsuccessful, as no one calculated debt risks correctly, and the person offering the solution did not have enough knowledge.

Project managers remarked on the importance of following rules and standards in business activities, especially in areas like data security. They feel these restrictions keep things in control and boost initiatives forward, allowing for financial advantage. PMs also emphasize the need to collaborate closely with legal departments and have a strategy in place in the event of an issue. Trust is essential for establishing smooth operations and developing a pleasant environment inside the firm. Despite the difficulties, project managers consider these requirements a silver lining since they assist in avoiding legal obstacles and contribute to client satisfaction.

In addition, the managers explored the significance of governance, structures, and processes in project management. It has been discovered that six out of eight businesses recently chose to restructure their project team arrangements. The change can be difficult. However, many employees saw the reasons for the adjustments and adapted swiftly. Trust between management and staff is essential for effective operations and a pleasant organizational climate.

The project managers shared their ideas about the influence of Power and Interest competence. At the end of the section, they argued the negative side of implementing the expert power method. In project management, an assumption list is used to gather ideas from different people. It is not about challenging experts but refining assumptions. The list is created by gathering opinions from various team members and putting them in the assumption list. The goal is not to challenge experts but to use these diverse perspectives to ask better questions and improve decisions. A face-to-face meeting with non-experts is needed to gather their opinions and better understand the situation. This approach ensures a more balanced and effective teamwork.

As Table 3 (attached in the annex, p.80) and Figure 9 show, project managers are more interested in working with stakeholders and using their skills to pass the culture and values of organizations to the team members. Since they are not mainly involved in strategic decision-making at the upper level, they are not keen to gain knowledge on this side. Same as with Laws and legislation, since the companies take counter-measures to any potential legal concern and risks, the project managers trust the legal experts. For them, having knowledge in the field is less necessary than team leading.

Figure 9.

Distribution of effort by Project Manager
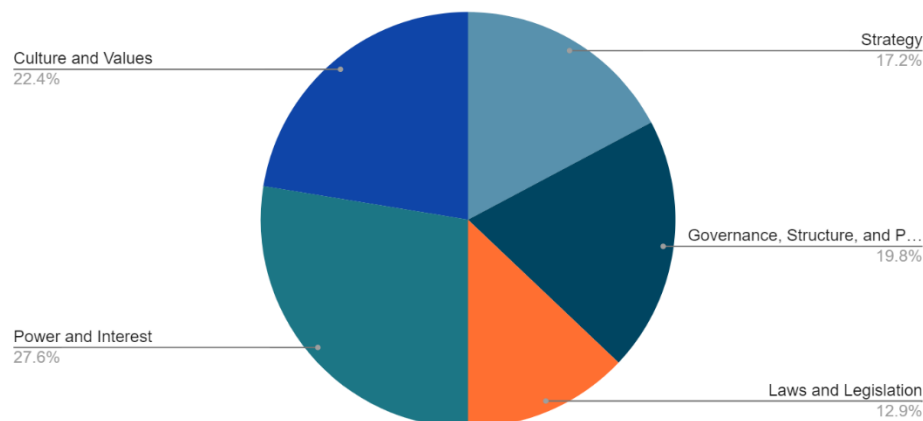
Source: Compiled by author

As mentioned earlier, the organizations created colorful environments emphasizing the value of gathering employees in the offices and encouraging a collaborative environment. As a role model, PMs listen to stakeholders without favoring any part of the organization and focus on representing the overall business needs of the entire bank, especially in strategic projects. Consensus-building is crucial; our goal is to make the project the best. Maintaining a calm demeanor is vital as a project manager, supporting teams and avoiding unnecessary stress. We adjust our approach to ensure a stable and transparent working environment, recognizing when to address issues or allow teams to focus on tasks without disruptions. Competence helps increase employee satisfaction. Thus, the respondents value this competence as high as Power and Interest.

CONCLUSIONS AND RECOMMENDATIONS

Project management is the application of knowledge, skills, and competences to initiate, plan, execute, and monitor a set of actions to reach a unique result. In a global context, project managers must be skilled in various fields, such as construction, IT, and healthcare. As mentioned before, the project managers are named stars, creative experts, decision-makers, and insensitive pragmatists by the IPMA ICB4.

From the theoretical review, it was revealed that incompetence in this field dramatically impacts project success. Incompetent project managers were the main reason behind the 53% of project failures in software projects in the UK. Therefore, organizations put effort into using their resources and knowledge to prevent potential risks.

The research also confirmed the previous studies on this matter and kept its novelty by studying project management success with analysis of companies' real-world practices. According to the gathered answers, factors influence the result from the internal/external environment. Thus, the perspective competences were examined through the prism of the contextual environment.

Organizational project management success significantly relies on the perspective competencies of project managers. The interviews began with the examination of project success factors. Through theoretical review, it became evident that time, scope, and cost triangles are the primary influencers for the project's success. Among these criteria, the project managers agreed that time is the main focus in the banking sector. The delay in the release date negatively influences the sales rates.

Beyond the traditional project management triangle, customer satisfaction, quality, and team building influence project success. A safe environment enhances the contribution of team members to the desired result. In order to encourage team members to feel comfortable sharing their innovative ideas, the companies made related changes in their team management structures. The recent structure changes also demonstrated the organization's effort to build effective communication and adaptability and improve the leadership skills of project managers. Interviewee 07 indicated that project managers play a bridge role in linking the gaps between projects and business needs. They understand the potential challenges with internal stakeholders and fill the requirements to meet customer satisfaction.

Companies invest in employee development, being aware of its impact on project management success. Accessible learning sources, boot camps, workshops, and training empower them to ownership sense and create a comprehensive approach to organizational strategies. Thus, the personnel contribute innovatively when they see the bigger picture.

The project managers use the skills above, as well as time management, communication, and stakeholder engagement, which foster the concept of project management success. Below is the conclusion of interviews for each research objective, which have been included as insights for recommendations. The empirical research will result in a positive increase in the quality of organizational project management.

Regarding the objectives of the study, the following conclusions and recommendations were made:

1. Project managers have identified the impact of the competence "Strategy" as a *medium*. The thesis revealed that in consultancy projects and startups, the project offer comes directly from the client, while in contrast, in the banking sector, the R&D, sales, business, and strategy departments are involved in this process. The PMs' engagement is also different for each company. They are interested in challenging the solutions and monitoring the feasibility of the ideas. During the execution phase, stakeholders' in and out-of-scope tasks and change requests are assessed, and the requirements for time and budget are considered. Although this practice is challenging. In an Agile environment, POs and BAs track if the project aligns with the initial goal.

On the one hand, team members are motivated to get involved in challenging goals since the companies encourage them with different rewards. On the other hand, it sometimes creates a chaotic environment for project managers. However, everyone supports the involvement of senior team members with C-level executives in goal-setting meetings.

Recommendations:

- The companies are recommended to work on planning training and workshops for project managers and other team members who desire to be involved in strategic decision-making. Critical thinking is a skill that needs to be improved by those who have an interest. Also, the yearly bonus system for successful ideas may encourage unnecessary suggestions and create an unsafe competitive atmosphere.

2. Project managers have identified the impact of the competence of "Governance, Structures, and Processes" as *high*. The study explored the recent changes in governance

structures and the impact of it in the long term. The research has provided an understanding of how bureaucratic systems influence critical aspects of the project lifecycle and lengthen the process. The results showed that the Spotify model was chosen during the organizational structure changes, and Agile methodologies were adopted. The leading cause is to enhance project teams' communication, collaboration, and adaptability despite the need for additional time and human resources, particularly in IT.

The points mentioned earlier are internal factors, directly and indirectly, impacting project management success. The companies seek to optimize project management success by acknowledging the nature of bureaucracy and governance.

Recommendations:

- Training and meetings regarding new change ideas should be made before the change to decrease the number of employees leaving.

- Also, recurring controls should be made with employees to define the bureaucratic processes that take additional time and create delays in the delivery of tasks during execution.

- The employees should not rely on their managers to communicate with related parties within the company but focus on learning the internal structure. This will ensure a decrease in waiting time.

3. Project managers have identified the impact of the competence "Compliance " as *high*. Nevertheless, in terms of their level of expertise, it has been regarded as *very low*. Investigation of the regulations and standards focused on the significance of legal compliance. The study explored that ISO, PCI DSS, and GDPR are the widely used standards in the banking field. Project managers are aware of the requirements and emphasize the vitality of data security in financial institutions. However, PMs are unwilling to grasp detailed information on legal concerns since they rely on the legal departments and use their expertise.

The interviewees mentioned their role in aligning projects with checking the related regulatory standards. The breach system and approval process with several steps are methods to avoid legal issues during or after the delivery. Hence, open communication with stakeholders and teams will create a deep understanding of organizational procedures to reach effective compliance implementation.

Recommendations:

- It is recommended that organizations encourage project managers to explore tools for compliance checks and deepen their knowledge of the law to detect potential risks early.

4. Project managers have identified the impact of the competence "Power and Interest" as *very high*. It has been revealed that project managers are inspired to foster communication with their teams and deliver successful products that satisfy the customers. They use expert, information, and reward powers and avoid coercive power that demotivates personnel, focusing on individual motivators. Financial rewards reflect organizational thinking methods while emphasizing information and expert power. The individuals with specific expertise are chosen to form user stories that empower the ownership feeling for the project.

Recommendations:

- The reward system should be considered to ensure it will contribute to a positive work atmosphere rather than harmful employee competition.
- A culture of continuous learning should be cultivated by keeping the teams aware of evolving strategies and tools. It will drive a dynamic and responsive approach to project management.

5. Project managers have identified the impact of the competence "Culture and Values" as *high*. Strong organizations with high maturity levels establish collaborative environments to reach continuous improvement with cultural diversity. Despite challenges in remote work, the prepared, colorful office atmosphere and "hot spaces" inspire workers to be more productive at the office. The project managers are also experienced in passing the organizational culture and values to the team members.

Recommendations:

-Companies should apply flexible working hours or task-based structures to avoid difficulties in evaluating employees' remote work productivity.
-Reinforcing the role model ideology among project managers will develop collaboration since the team members will see them as guidance. This example of leadership will lead to a positive work environment and motivate each individual to share their knowledge and expertise.

Project management is a flamboyant mixture of skills, knowledge, and core competences. It acts as the impelling cause behind the realization of project objectives, whether functional or

non-functional requirements. According to the IPMA ICB, project managers and business analysts are the critical points of organizational success, as they are positioned to be the critical point their role assumes them as creative thinkers, pragmatic visionaries, and decision-makers. Project managers are pivotal figures in projects, and their skills play a decisive role in navigating the global landscape of projects.

Organizations channel their knowledge and resource bases to mitigate the risks of inadequate project management. This paper, however, digs deeper than theoretical exploration; it peers into real-world practices, unraveling the contextual nuances that project management has on organizational success. The organizational success of project management is intricately connected to the perspective competences. In addition, it expands other influences such as customer satisfaction, quality, and team building as factors of modern project management.

The findings that this paper reached echo the industry's commitment to strengthening the competences of project managers. Investment in employee development, such as learning resources and workshops, serves as the foundation of the organizational recognition of the intense impact of competent project management on organizational success. The evolving project management is also visible in organizations' structural changes to improve communication efficiency, leadership skills, and adaptability among project managers. The message is open and transparent: Organizational project management success depends on the skills of those entrusted with steering the organization's wheel through the problematic economic realm.

Conclusion

In the pursuit of comprehensiveness, this paper dissects specific competences – Strategy, Governance, Structure, Processes, Compliance, Power, and Interest, Culture, and Values. Each competence opens a unique side of the complex project management reality. For example, with medium impact competency, strategy reveals its various involvements across industries, from startups to corporates. On the other hand, governance, Structure, and Processes, having high impact competency, illuminate the influence of internal factors on organizational success. The adoption of the Spotify model indicates the industry's commitment to improving communication, collaboration, and adaptability, even if it requires time and human resources—recommendations center on increasing training resources and encouraging employees to understand the internal structure of organizations. The Compliance competency, having a high impact but low expertise,

emphasizes the significance of legal compliance in project management, especially in corporate environments. The paper recommends that organizations empower project managers with tools for compliance checks, deepening their legal knowledge. Power and Interest, having a very high impact, reveal the motivation and influence dynamics of the project. The recommendation is to have a delicate balance of reward systems and cultivate a culture of continuous learning. Lastly, having high-impact competency, culture, and values empowers a vivid image of organizational maturity, where cultural diversity and leadership examples foster a positive work environment. The recommendation is flexible work structures, role model reinforcement, and continuous organizational improvement.

In the final analysis, this study acts as a compass for the project management realm. The given recommendations are not step-by-step guides but roadmaps for organizational success. The organization aims to urge them to invest in competences and improve the skills of their project managers through the recommendations.

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ANNEXES

Annex 1

<u>Information Sheet for Interview Participants</u>

Date: 11/11/2023

Project Name: "The Impact of Perspective Competences of Project Manager on Organizational Project Management Success"

Contact Person: Student 2230724

Phone: +370 68075070

Email: zhalamirza@gmail.com

Project Description:

In today's rapidly evolving world, the role of project managers is crucial for achieving desired results. The International Project Management Association's Individual Competence Baseline defines competence as applying knowledge, skills, and abilities to achieve a desired outcome. However, the impact of an incompetent project manager is significant. A study by McManus and Wood-Harper (2018) found that 23.8% of 214 software projects were canceled due to factors outside the manager's control, such as resource and knowledge management, communication challenges, and risk management. To maximize project success, businesses must hire a project manager with the skills most suited to the project. Project managers are classified as stars, creative experts, decision-makers, and insensitive pragmatists, emphasizing the diverse nature of project management positions and the vast skill set required. The research explores project managers' role in organizational performance, focusing on their perspective competences and impact on project success. It addresses the five critical perspective competences set by the International Project Management Association.

Procedure:

For the research, we would like to conduct a semi-structured interview with you and request your permission to record it. The confidentiality of this research is crucial, and the data provided will stay anonymous. Please be noted that there will be no question about your personal information, however you can decide to stop the interview or not answer any question. The recording will be used in creating a transcript, which will only be available to the researcher, academic supervisor, and examiners. All findings will be independently assessed and provided in the research in a transparent manner. The goal is to reduce any biases and improve the research's credibility. Your name will not be associated with the research materials, and you will not be identified or identifiable in the resulting reports from the research. Your participation will help to provide real opinions on organizational project success from project managers. You are welcome to give as much or as little information as you feel like sharing during the interview, so please don't hesitate to ask any questions or share any concerns. Your contribution is much appreciated.

Brief information about perspective competences:

The Individual Competence Baseline (ICB) framework by the International Project Management Association (IPMA) outlines 29 competence elements (CE) that are divided into three areas: perspective, people, and practice. Each area has its own skill set and knowledge areas. Considering the Perspective Competence Baseline, the perspective competences have 5 CEs:

1. Strategy;
2. Governance, structures, and processes;
3. Laws and legislation;
4. Power and interest;
5. Culture and values.

Strategy is a high-level plan for achieving one or more goals in an uncertain context. It emphasizes the importance of assessing and monitoring every project implemented within the context of the organization's strategy. Setting out assigned duties and building an agile methodology is advisable to prevent losing focus and forgetting the company's initial goals.

Governance, structures, and processes is about alignment with the company's existing structures and processes. Project managers need to understand the company's structure to be more productive in decision-making and reach a successful result. Companies need a structure to get control on the highest level when starting many projects to reach the vision. However, to realize it, more than the strategy is required.

Compliance is another competence element, emphasizing the importance of laws, regulations, and standards. This competence is about implementing these rules for practical situations, such as agreements and contracts, which may lead to conflicts and legal concerns. These concerns can potentially affect project planning and may lead to prosecution.

Power and interest are crucial competence elements, emphasizing the implementation and positive influence of project managers' political approach. They must motivate people to contribute well from the involved person, keeping them satisfied and protecting their interests. Power is the potential solution to impact people's behavior, and stakeholders must be included at the delivery stage to prevent negative effects from environmental influences and optimize project advantages.

Culture and values are also important competence elements, as they heavily impact people's behavior and are influenced by their profound beliefs. A successful project release requires alignment with current culture and an assessment of society and company values. Culture refers to a mutual set of behaviors, beliefs, and norms perceived in a company that solves problems of external adaptation and internal integration. Values are core principles and ethical standards that impact business-level decisions and are grasped as worth pursuing by people. All project parties must observe the organization's culture to ensure a successful start, focusing on the underlying values, beliefs, and assumptions that guide people's work. A respectful attitude to other people's values and observation from the judgment is crucial to understanding the culture. Interview questions:

Organizational Project Success

Project success and success factors

1. The cost, scope, and time triangle is the basis for project success evaluation. What other factors do you assess for project success?
1. How does your company contribute to its employees' personal development, and how does it affect the organization's project success?
2. How does your organization promote innovation among employees?

Perspective competences:

Strategy.

1. Do you participate in the idea generation of a project? (e.g. R&D)
2. Who is responsible for determining if a project aligns with the organization's strategy, and what is the process for making this decision?
3. How do you ensure that projects align with the company's initial goals throughout their execution?
4. How do you encourage your project team members to actively challenge the organization's goals and contribute ideas and solutions aligning with them? Could you share a specific example where this approach was beneficial?
5. Please share cases about the positive and negative impacts of competence (strategy) on the organizational project's success.

Governance, processes, structures.

1. How does the company decide on the prioritization of projects? A portfolio/program management?
1. Has there been any essential change in the structure of the organization?
2. If yes, who made this decision and why? Compare the new structure with the old one. If not, what makes the current structure beneficial?
3. Do you have an example to share where you faced difficulties due to bureaucracy? And what can be the solutions to avoid these challenges?
4. Please share cases about the positive and negative impacts of competence on the organizational project's success.

Laws and Legislation / Compliance

1. What key laws, regulations, or standards are implemented in your organization in project management?

1. Have you ever encountered a legal concern during a project or after the delivery? If yes, how did you approach and solve the issue? If not, what strategy do you use to avoid potential prosecution?

2. How do you decide on the responsibilities of project managers when it comes to making legal decisions and ensuring compliance with laws and regulations?

3. Please share cases about the positive and negative impacts of competence on the organizational project's success.

Power and interest.

1. How do you motivate individuals according to their interest level to contribute effectively and keep them satisfied?

1. Reward power and coercive power are related to influencing behavior through rewards and punishments. Expertise power and information power are related to the knowledge of individuals based on their experience or information. How do you use these powers in stakeholder management? And how do these power types affect project success?

2. Please share cases about the positive and negative impacts of competence on the organizational project's success.

Culture and Values.

1. What is your organization's practice in addressing cultural diversity?

1. How do the organization's values align with your project, and how do you ensure the team members' awareness?

2. Do you have a specific strategy you follow to create a collaborative team environment?

3. Please share cases about the positive and negative impacts of competence on the organizational project's success.

Annex 2

Table 3.

Result of Quantitive analysis

Interviewees	Strategy	Governance Processes Structures	Laws and Legislation	Power and Interest	Culture and Value
01	2	3	1	5	4
02	3	2	1	5	4
03	2	3	1	5	4
04	4	3	2	5	1
05	1	3	2	4	5
06	5	4	1	3	2
07	2	1	4	3	1
08	1	4	3	2	5
Total	20	23	15	32	26

Source: Compiled by author