VILNIUS UNIVERSITY
BUSINESS SCHOOL

INTERNATIONAL PROJECT MANAGEMENT PROGRAMME

MASTER'S THESIS

Įgalinanti lyderystė ir jos reikšmė įgyvendinat projektus Lietuvos viešajame sektoriuje	*Empowering Leadership and its Significance in implementing Projects in the Lithuanian public Sector*

Student _____

(signature)

Supervisor _____

(signature)

Assoc. prof. dr Dalia Bagdžiūnienė

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SUMMARY

VILNIUS UNIVERSITY BUSINESS SCHOOL

INTERNATIONAL PROJECT MANAGEMENT PROGRAMS

EMPOWERING LEADERSHIP AND ITS SIGNIFICANCE IN THE IMPLEMENTATION OF PROJECTS IN THE LITHUANIAN PUBLIC SECTOR

Supervisor / Assoc. prof., Dr. Dalia Bagdžiūnienė

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Short description of the work. In today's world of technology and constant change, the need for change management has emerged. One of the most common and proven tools for change management is project management, which changes and evolves project management itself, taking on new forms and management models. As more and more organizations move to a matrix and partial matrix governance structures, the search for and application of new leadership models is also emerging. In this way, as organizations change structures, horizontal governance and one of its forms of leadership enable it. After successful application in organizational management models, empowerment is extended to projects that often have matrix management. Accordingly, it becomes essential to determine when under what circumstances to use empowerment and what value it creates during the project.

The problem, goal and tasks of the work. This work aims to evaluate the significance of project team empowerment when enabled by the project manager for project success. The work addresses the sequence of actions and consequences, from the perception of empowerment, the circumstances of empowerment to occur, the implementation of empowerment and its consequences for the project's success, from theoretical analysis to the successfully chosen empirical method of analysis. Based on the results of empirical research to determine the conditions and factors for the successful use of the supply chain.

The research methods and obtained results are applied in the work. To achieve the goals of the work, a qualitative method was chosen - a semi-structured interview. During the research, interviews were conducted with eight respondents who have considerable experience in project management and work as project managers in public sector organizations. Empowerment was assessed from the perspective of project managers. An analysis of respondents 'responses found that respondents see the potential for empowerment in project management but do not rule out vertical power/management and use organizational and communication tools rather than empowerment, with project owners and functional managers to assist as centres of power.

Conclusions of the work. The above information shows that project managers do not fully understand empowerment and use it more to force circumstances than deliberately choosing a leadership and management strategy. At the end of the study, the conclusions, limitations, and practical recommendations related to the use of empowerment are presented.

SUMMARY

VILNIUS UNIVERSITY BUSINESS SCHOOL

INTERNATIONAL PROJECT MANAGEMENT PROGRAMME

AUDRIUS ARDZIJAUSKAS

ĮGALINANTI LYDERYSTĖ IR JOS REIKŠMĖ ĮGYVENDINAT PROJEKTUS LIETUVOS VIEŠAJAME SEKTORIUJE

Darbo vadovas/ė – Assoc. prof., Dr. Dalia Bagdžiūnienė

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Darbo apimtis – 67 puslapiai.

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Trumpas darbo apibūdinimas. Dabartiniame technologijų ir nuolatinės kaitos pasaulyje, atsirado pokyčių valdymo poreikis. Viena labiausiai paplitusi ir pasiteisinusi pokyčių valdymo priemonių yra projektinis valdymas, kuriam atliepiant į skirtingų pokyčių valdymą, keičiasi ir vystosi pats projektų valdymas, įgaudamas vis naujas formas ir valdymo modelius. Vis daugiau organizacijų pereinant prie matricinių ir dalinių matricinių valdymo struktūrų atsiranda ir naujo vadovavimo modelių paieška ir pritaikymas. Taip organizacijos keičiantis struktūroms atsiranda horizontalus valdymas bei viena jo formų tai įgalinanti lyderystė. Sėkmingai pritaikius organizacijų valdymo modeliuose įgalinimas imamas naudoti ir projektuose, kuriuose dažnu atveju yra matricinis valdymas. Atitinkamai tampa svarbu išsiaiškinti kada, kokioms aplinkybėms esant naudoti įgalinimą ir kokia jo sukuriama vertė projekto metu.

Darbo problema, tikslas ir uždaviniai. Šio darbo tikslas įvertinti projekto komandos įgalinimo, kai įgalina projekto vadovas, reikšmę projekto sėkmei. Darbe sprendžiami uždaviniai, kaip nustatyti veiksmų ir pasekmių seką, nuo įgalinimo suvokimo, aplinkybių įgalinimui įvykti, įgalinimo įgyvendinimo ir jo pasekmių projekto sėkmei, nuo teorinės analizės iki sėkmingai pasirinkto empirinio analizės metodo. Vadovaujantis empirinio tyrimo rezultatus nustatyti sąlygas ir veiksnius sėkmingos įgalinimo naudojimo grandinės.

Darbe taikyti tyrimo metodai ir gauti rezultatai. Darbo tikslams pasiekti buvo pasirinktas kokybinis metodas – pusiau struktūruotas interviu. Tyrimo metu buvo įvykdyti pokalbiai su 8 respondentas, kurie turi nemažą patirtį projektų valdyme bei yra dirba arba dirba projektų vadovais viešojo sektoriaus organizacijose. Įgalinimas buvo vertinamas iš projektų vadovų perspektyvos. Atlikus respondentų atsakymų analizę buvo nustatyta, kad respondentai mato įgalinimo naudojimo potencialą projektų valdyme, tačiau neatmeta ir vertikalios galios/ valdymo ir labiau naudoja organizacines ir komunikacines priemones nei įgalinimą, pasitelkdami projektų savininkus ir funkcinius vadovus į pagalbą kaip galios centrus.

Darbo išvados. Visa aukščiau pateikta informacija rodo, kad projekto vadovai iki galo nesuvokia įgalinimo ir juo naudojasi daugiau priversti aplinkybių, o ne pasirinkdami sąmoningai kaip vadovavimo ir valdymo strategiją. Tyrimo pabaigoje pateiktos išvados, tyrimo apribojimai bei praktinės rekomendacijos susijusios su įgalinimo naudojimu.

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INTRODUCTION

Relevance of the topic. No matter what role or industry you work in, you have probably noticed a change in how we work. This is influenced by technological change and the high pace of life, which necessitates the corresponding changes: the emergence of new services, products and infrastructure, which also requires internal transformations from organizations. Internal transformations have already become permanent and must be coordinated with routine activities. One of the most convenient management forms to implement such changes is projects. "*Project activities focus on developing unique products or services over a limited period*" (Project Management Institute, 2013). "Organizations *are turning to project management to deliver results consistently, reduce costs, increase efficiency, and improve customer and stakeholder satisfaction. A strong commitment from the entire organization to project management provides long-term business value and competitive advantage*" (Project Management Institute, 2013). The British government carried out project activities in 1989. they developed the Prince2 project activity methodology (Prince2 Foundation Booklet, 2017), demonstrating the importance of project activities in the public sector, where projects are funded mainly by public money. It is significant for the public to whom and how their money is spent. The project activities allow us to answer these questions and what is extremely important, allows us to control the process and identify the responsible people.

It is logical that when there is a need for project activities in the market, there is a great need for qualified specialists who can organize the relevant activities professionally. According to the consulting company Bain & Company, by 2027. most of the work will be of the project type. The Institute of Project Management reports that the demand for project managers grew faster than the demand for skilled workers in other professions. The importance and need of project managers and other project participants in the market allow us to talk about the need for good project management in both the private and public sectors. Modern project management involves more than just tasks, deadlines, scope, and budgets. It is a change in work principles, attitudes towards the employee, and the manager-employee relationship that is just beginning to emerge and can lead to significant social changes. "Companies *are beginning to realize that good project management is important for better results and happier employees*" (Project Management Institute, 2013). The constant growth and dissemination of project work in organizations determine the need for theoretical and practical knowledge, considering the possible variety of project activities: in different areas of activity, scope, terms, etc. Accordingly, this shapes the need for more in-depth research on how to put specific theoretical models into practice and under which circumstances certain theoretical models are appropriate or less appropriate.

"*One of the models is how to apply leadership in project management and how it affects* the project's success, the achievement of the intended results and benefits. *One of the most important roles*

in a project is the role of project manager, which is essential for the project's existence" (Prince2 Foundation Booklet, 2017), and one of the functions and responsibilities of which *is "leadership in project activities"* (Prince2 Foundation Booklet, 2017). It is also essential to discover how leadership is transforming into a vertical and horizontal type of project management. "In *larger complex projects, the project manager enjoys the assistance of the project team"* (Prince2 Foundation Booklet, 2017), as it requires exceptional specific knowledge in certain areas and expert qualifications for the implementation of specific activities. In many cases, the project management structure is based on the matrix management principle. The specialists involved in the project are not directly subordinate to the project manager, and the project manager cannot fully apply the vertical management type. In this case, the horizontal type of management is more adaptive. It allows for greater exposure to the creativity and innovation required to create a "unique *time-limited product or service"* (PMBOK® Guide 2021).

"One of the forms/manifestations of horizontal governance is empowering leadership" (R. Muller, 2018). Some research shows significant benefits in the use of empowerment leadership management in enterprise management and, consequently, in project implementation, which translates into employee motivation, creativity, and engagement, which increases productivity, higher quality, and faster work results. However, some research has shown that "empowering *leadership also yields negative outcomes when some employees have excess responsibility and self-reliance transforms into inactivity"* (Cheong et al., 2019).

Research gaps. "*Leadership - has been the subject of research for decades, and various studies have provided insights into project managers (as vertical leaders) and project teams (as horizontal leaders)"* (Muller et al. 2017), but according to Cheong. with colleagues (2019), *there are different data on empowerment leadership outcomes".* There is sufficient methodological literature on the roles of project participants (Prince2, PMBOK, etc.), which also defines the success of the project. "However, *there is little literature on horizontal leaders and their empowerment in projects and how they affect project outcomes"* (Miao Yu et al., 2018). Also, "the *relationship between individual team members, team-enabled behaviour, and project outcomes (quality, scope, timeliness, and cost) is almost unexplored"* (Malika et al., (2021)) because project execution environments are very different: project types and content (construction infrastructural, events, development of information systems (Waterfall / Agile, etc.), a culture of countries and organizations where projects are carried out, level of project implementation, composition and complexity of project teams, etc.

Research problem (question). Does the use of empowering leadership by the project manager in empowering project team members affect the success of the project?

Aim. The study aims to analyse the significance of project team empowerment when enabled by the project manager for project success.

Objectives:

1. To examine the peculiarities and significance of empowering leadership in implementing projects and research.

2. To examine the forms of empowering leadership used to implement public sector projects.

3. To examine the project, organization, and other environmental features relevant to the manager's empowerment of the team.

4. To identify the features of project team leadership that are important in empowering the team.

5. To reveal the importance of project team empowerment for project success.

6. Based on the results of qualitative empirical research, to develop practical recommendations for the application of empowering leadership in project management in the Lithuanian public sector.

1. ANALYSIS OF LITERATURE

1.1 The concept and peculiarities of empowering leadership

"The concept of empowerment in governance was introduced in the 1980s" (Stein Amundsen et al., 2013). "Empowerment *seems to stem from the need for organizations to motivate employees to achieve greater productivity"* (Bratunac & Spritzer, 2006). The rapid breakthrough of technology and, the processes of robotisation, fierce competition in industry and business have led even the world's largest value organizations and technology giants Google, Microsoft, Apple, Samsung, Facebook, and Tesla to become among the organizations focused on creating more excellent added value for employees. Under constant pressure from citizens and businesses, relevant transformations in the public sector are increasingly customer-oriented, requiring flexibility, continuous adaptation and restructuring, decentralization and increased quality and efficiency, and apparent innovation with creativity. All these processes cannot be carried out without highly qualified specialists, who have become a necessary precondition for implementing these transformations. In this situation, *empowering leadership has emerged as a unique form of leadership that stands out from other forms of leadership, such as directive, transactional, and transformational* (Pearce et al., 2003). "Amundsen and Martinsen (2014) argue that the *essence of empowerment is that empowering the employee strengthens individual motivation at work by delegating responsibility to the lowest organizational level at which a competent decision can be made (Conger & Kanungo, 1988; Tom & Felthous, 1990). Empowering leadership is generally described as "behaviour that shares power with subordinates"* (Vecchio, Justin, & Pearce, 2010).

Contemporary leadership styles in projects: vertical and horizontal

"Throughout history, people have tried to say whom a good leader is, the most frequently cited historical authors being Plato, Machiavelli, Hobbes, Locke, Confucius" (R. Muller, 2018). XXI a. The view is reflected in Bill Gates' famous quote, "When we look to the future into the next century, leaders will be those who empower others" (quoted in 2006, quoted by Kruse, 2013). This quote seems to embody future leadership changes. "Miao Yu and others. (2018) states in the introduction to its study that:

First, the form of vertical management that manifested itself in the temporary empowerment of a project manager, vertical leadership as a formally assigned form of leadership, and their personalities (e.g., Turner and Müller, 2003) were examined; arising from human interactions in processes and practices (Cervine et al., 2010). Recently, the two strands have merged into one to understand project leadership as seen by the project manager (as a vertical manager) and project teams (as horizontal

managers), and project monitoring shows a dynamic change in the form of governance over the project lifecycle (Hsu et al.., 2017; Müller et al., 2017). (1 p.)

According to her research, "Pilkienė et al. (2018):

Cyclical events unfold as follows (R. Müller et al., 2018):

1. Appointment of project team members. If given the right, the vertical manager evaluates and appoints the required competencies of the project team members to complete the project tasks successfully. Experience in working together is essential (Sankaran et al., 2018).

2. Identification of potential horizontal leaders. It is essential to identify the appropriate task and the competencies required to perform it here. A vertical leader intends to become a horizontal leader by taking on a role in empowerment (Müller et al., 2018c).

3. Selection of horizontal leaders. The vertical leader selects one or more temporary horizontal leaders by empowering them (Yu et al., 2018).

4. Horizontal leadership and its management. A team member leads this stage. The vertical leader (project manager) uses trust or control or both management methods to manage the horizontal leader.

5. When the task result is obtained, leadership from the horizontal type returns to the vertical for the project manager. This is where horizontal leadership ends. (914 p.)"

During the project, these cycles are usually repeated as needed. It is as if a smooth transition from a vertical form of management through empowerment to a new form of leadership is emerging through empowering leadership. "This *is evident when a vertical leader, usually a project manager, enables one or more project team members to become a temporary leader within the boundaries of the project while simultaneously leading or managing the project on a vertical basis"* (Pretorius et al., 2017 quoted by Pilkienė et al.., 2018).

Types of empowerments

In modern scientific literature, we can find empowerment divided into psychological and structural types. "Miao Yu and others (2018), state that:

As the focus in organizations is usually on working conditions, relationships, and the structure within the organization that is supposed to facilitate power-sharing, decision-making, and resource management, this is often referred to as structural empowerment. These conditions can be indicators of empowerment (Canter, 1977; Kirkman & Rosen, 1999; Spreitzer, 2007). Another form of empowerment involves empowering a subordinate to take responsibility. Empowerment manifests itself in motivation through increased personal effectiveness (Eel & Kanungo, 1988), which is a form of psychological empowerment. (3 p.)"

Psychological empowerment of employees is defined as "the *internal state of the employee, which includes the experience of mastery and motivational energy - is associated with positive attitudes of employees, work behaviour and work results"* (Tvarijonavičius et al., 2016). *Structural and psychological empowerment are highly interrelated forms. The first form is seen as a necessary but insufficient condition for psychological empowerment* (Taylor, 2006; Seibert et al., 2011, cited in Tvarijonavičius et al., 2016).

Structural empowerment

More attention will be paid to structural empowerment in this work, and I will review it in more detail accordingly. Empowerment is a prerequisite for the authority to hand over to the team members in the event of an investigation. It is also essential under what conditions such empowerment is possible. "*... under what conditions, e.g., work planning, procedures and strategies, internal organizational arrangements, the delegation process takes place"* (R. Muller 2018). Miao Yu et al. (2018) state that:

The feature of work as autonomy has been recognized as particularly important in empowering workers to take responsibility for their performance as a work condition (Hackman and Oldham, 1980). Autonomy in work performance means a great deal of freedom and independence in determining the procedures that must also be carried out in the planning of work. High job autonomy makes tasks more meaningful to those who perform them because they feel a more personal responsibility for their actions at work (Hackman & Oldham, 1980). One of the main ways to introduce autonomy is delegation (Sharma & Kirkman, 2015). Delegation is a complex process that requires assigning new tasks to subordinates, giving them credit for responsibility for making decisions for which the manager is formally responsible, and increasing subordinate authority in the organization (Juklas, 1989; Juklas & Fu, 1999). Management can also enable structural empowerment using methods that encourage delegation, such as subordinate management and goal-setting subordinates (Congeris and Kanungo, 1988). Delegation does not preclude consultation, which means seeking advice before making ideas and subordinate decisions about ideas (Leana, 1986; Chen et al., 2011). For the latter, the head remains the decision-making body. Although consultation is not so much empowerment as a delegation, this empowerment mechanism often manifests itself as a form of joint problem-solving and negotiation involving both managers and subordinates (Yukl & Fu, 1999). (4 p.)".

Because project managers typically perform organizational, coordination, and communication work, and individual tasks require specific qualifications, delegation transforms into empowerment because the project manager simply does not have the competencies to make sure specific and unique qualifications. "On *the organizational structural side, empowerment encompasses four manifestations of leadership behaviour: highlighting the importance of employee work, allowing the employee to*

participate in decision-making, emphasizing employee strengths, and eliminating bureaucratic constraints" (Ahearne et al., 2005). In this study, structural empowerment occurs when delegated decision-making power and responsibility.

1.2 The importance of empowering leadership in project management

The central axis of the project is the project owner and the project manager. According to the Prince2 project management methodology, the project owner needs a result generated during the project that generates some benefits. He is responsible for decision-making during the project and delegates some decision-making to the project manager, thus revealing the vertical management already mentioned. As the project activities are most diverse, the project team comprises specialists in the required fields. The project manager is usually responsible for organising the project team's work, communication, and delegation of tasks and control. Project team members are often not directly subordinate to the project manager. They are temporarily assigned to the project team to perform specific tasks. This is where the project manager faces a situation between vertical management on the part of the project owner and horizontal management on the part of the project team. This complex situation requires the project manager to have the appropriate qualities to function successfully in different management dementias.

The influence of the project manager on the success of the project

However, the first question to be answered is whether the activities of the project manager, as one of the critical roles of the project, have an impact on the success of the project," as Mudassar Ali et al., 2019 argue, based on his colleagues:

Among the many factors contributing to the success of a project, the role of the project manager is crucial (Prabhakar, 2005). Several researchers argue that the leadership role of project managers is vital to the success of a project (Kasapoglu, 2013; Muller & Turner, 2007, 2010; Nixon et al., 2012; O'Donnell, 2010; Yang et al., 2011) (3 p.). "

Projects come in different types and operate in different environments, and the roles and functions of project managers vary accordingly, but the impact on project success does not disappear. The following are some examples where the role of the project manager is at different poles in projects based on the Agile methodology. The function of the project manager is sometimes not even mentioned, and in construction infrastructure projects, it is central, whose functions and responsibilities are defined in national legislation (e.g., Lithuanian Construction Law).

As research on projects that have been carried out using the Agile method shows *("Agile" is simply an umbrella term describing project management methods that comply with the statements and principles of the Agile Manifesto "* (Source: Association Agile Lithuania. (2022). Https://agile.lt/agile-projektu-valdymas/), Gandomani et al., (2017) state that:

There is no self-study called project manager in Agile methodologies. However, there is a need for that. Moreover, in the absence of and a need for this role in Agile methodologies, this role appears to be structurally different from a project manager's traditional role and responsibilities. Finally, the results show that roles predefined in Agile methodologies are often responsible for project manager roles in software teams that do not have a project manager. Because in Agile-based projects, each team member impacts the success of the project (p. 11)", it can be concluded that the role of the project manager influences the success of the project.

"Research in the construction infrastructure industry has moved to the next level, i.e., no one doubts the influence of project managers on projects. The aim is to investigate the impact of role functions on the burnout and performance of Chinese construction project managers" (Role S. al, 2019).

Research conducted by Ralf Muller and Rodney Turner (2007) showed that "the *importance of project success criteria and project success rates vary depending on the industry, the complexity of the project, and the age and nationality of the project manager"*.

Project manager features

Before answering about the consequences of empowerment, it is crucial to find out the circumstances that make empowerment work, or in other words, the circumstances under which empowerment works best. One of the roles in the field of research is the project manager. Accordingly, a project manager must have the qualities for empowerment to work successfully. "Alvarenga and colleagues (2019) *identified seven groups of competencies: leadership, self-management, interpersonal, communication, technical, productivity, and managerial"* that project managers should distinguish together. Also, in a changing project environment, "research by Alvarenga et. al. (2019) *confirms the growing trend of horizontal skills and reinforces the need to update project management education to fill the gap between theory and practice"*. Some research already done has shown links between certain project-led features and the results of their application to project success. "Research by Ali and colleagues (2019) *has shown that horizontal leadership is positively related to project success. In addition, psychological empowerment and innovative behaviour at work partly determine the relationship between horizontal leadership and project success.*" The study's authors also offer the practical application in developing these qualities for project managers. "This *study has shown that a*

humble leader has a big impact on the success of a project. Project-oriented organizations need to help project managers develop their humility skills" (Rego et al., 2017)

Horizontal management benefits are also felt by project team members, Mudassar Ali and colleagues (2019) state:

A successful project manager is characterized by humility, as humility determines the success of a project for their subordinates (p. 13). Research has shown that *humble leaders are influential leaders because their followers earn self-esteem, skills and abilities, and motivation. Moreover, as the authors of this study argue, there are two key characteristics of employees: psychological empowerment and innovative behaviours that significantly impact the success of a project, and these two characteristics thrive under humble leadership (p. 13).*

The project manager (Prince2) monitoring and control are essential in project activities, which is more typical for vertical management. Malika el. al, (2021) state, quoting that:

In routine project teamwork, the project manager decides what needs to be done and what, limiting opportunities for collaboration to a pre-determined relationship. This governance mechanism is effective in controlling project costs and schedules but hurts creativity and innovation (Paluch, Anton, & Brettel, 2020) (p. 12)."

1.3 Preconditions for Compassionate Leadership and Significance for Project Implementation

The environment in which empowerment operates

It is essential to pay attention to the environment and conditions under which empowerment takes place and whether this affects the impact of empowerment on the project's success. One of the circumstances could be whether the empowerment depends on the stage of the project. Under the Project Management Institute (PMI), the project consists of 5 phases: initiation, planning, execution, control, and closure. Each of these stages has its objectives and results, as the stages in achieving its results are different, and the use of empowerment is different.

The use of empowerment may also depend on the object of the project, as the message objects of the project may range from the creation of the advertisement to the creation of the information system.

"Besner C. measured and compared the practices of different types of projects. He found models based on project types:

Type 1 projects: business and financial services. These projects tend to be smaller, in-house, less international, and often run-in smaller organizations.

Type 2 projects: engineering and construction (E&C). These projects tend to be larger, better defined, significantly more complex, and often outsourced. Although they are also less innovative, they have many disciplines.

Type 3 projects: IT and telecommunications. These projects are usually carried out in larger organizations.

Type 4 projects: software development. These projects are usually smaller but have a much more significant international component, while the number of disciplines involved in the project is small.'' (Project types and management method. 2022. https://en.itpedia.nl/2020/11/21/project- types-and-management-approach /).

It should also be borne in mind that organizational structures are more favourable to project activities than others. Project Management Expert in his training material, Saulius Šimkonis offers the following correlation between project management and organizational structure (Table 1).

Table 1. Organizational structure.

Organization	Powers of the PV	The role of PV	Time is allocated to PV
Functional	Weak or none	Coordinator	Part-time
Weak matrix	Weak	Coordinator	Part-time
Balanced matrix	Medium	Coordinator	Part-time
Strong matrix	Medium-large	Project manager	Full load
Design	Big	Project manager	Full load

Source: Adapted from Šimkonis, (2020)

As we can see from Table no. 1, The role of the project manager is the smallest in the organisation's functional structure—the most significant project structure in the organization.

"The Ministry of Internal Affairs of the Republic of Lithuania states in its study on the structures of public sector organizations that:

Functional organizational structure is a type of organizational structure where persons engaged in the same functional activity (marketing, finance) belong to the same organizational unit (Stoner, Freeman, Gilbert),
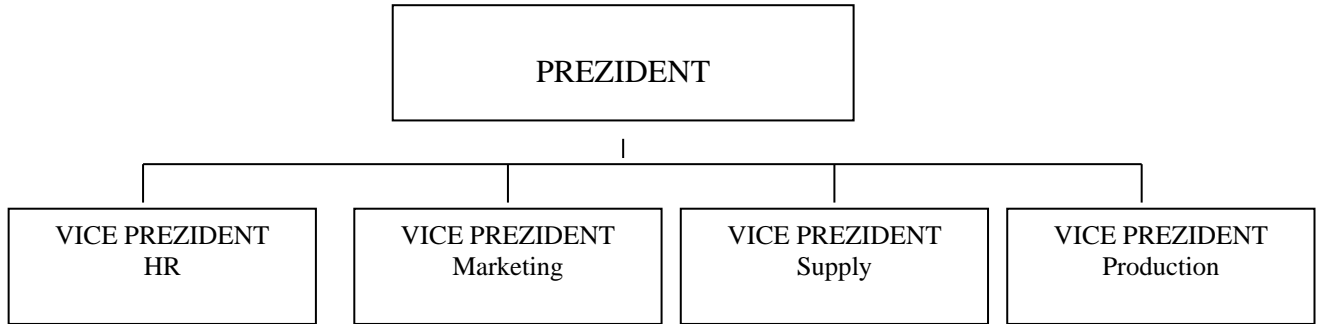
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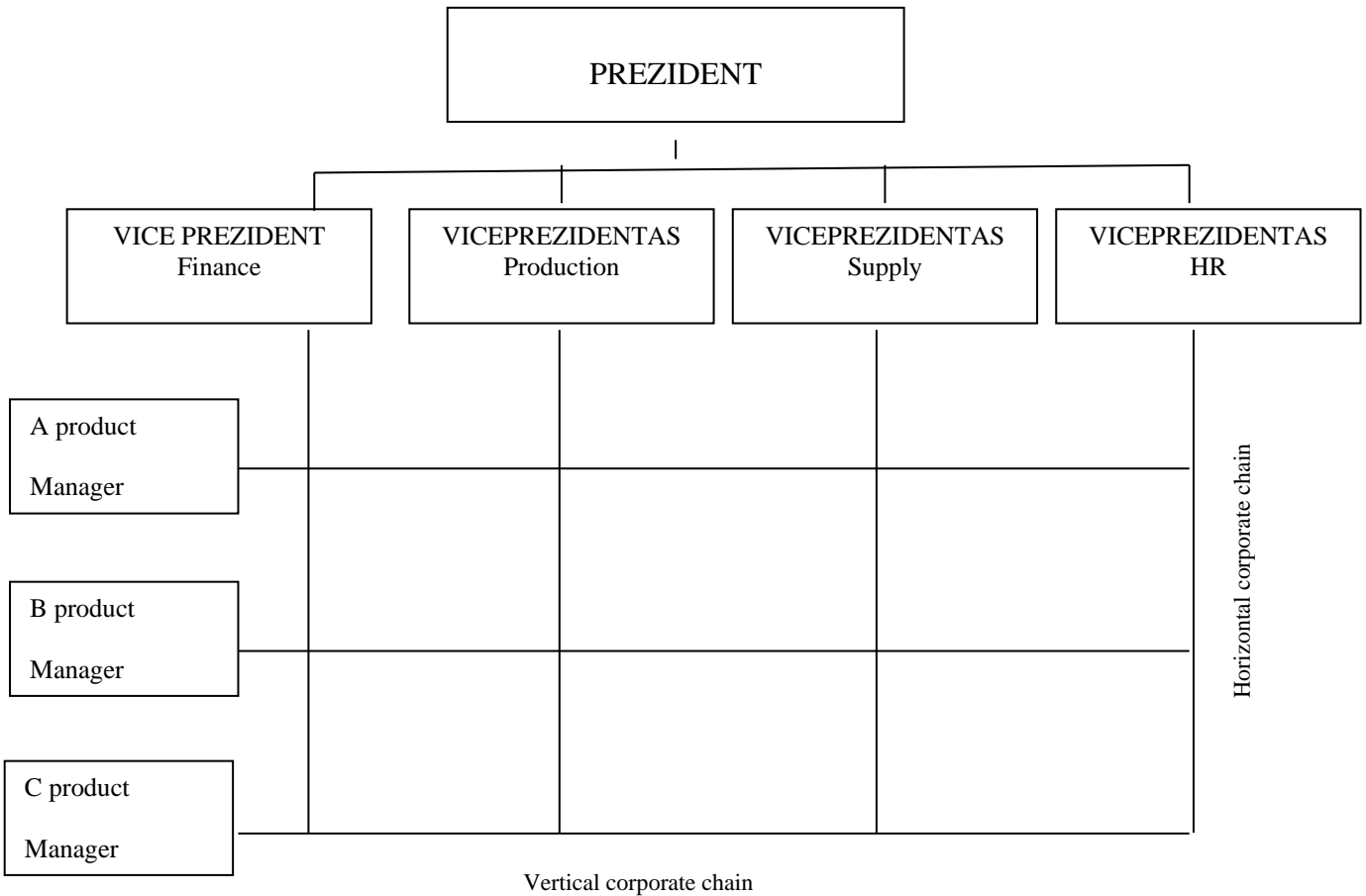
Source: Adapted from Study of the Ministry of the Interior of the Republic of Lithuania (2010) compiled according to Stoner et al. 1999, p. 324

Figure 1. The functional management structure of the organization

<...> A matrix structure is sometimes referred to as a "multi-team system" - a hybrid that seeks to reconcile multiple types of structures (J. Stoner). The matrix approach involves the simultaneous use of a functional and divisional chain in an appropriate part of an organization. Those working in a matrix structure have two direct supervisors who work simultaneously in two teams.

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A product Manager

B product Manager

C product Manager

Horizontal corporate chain

Vertical corporate chain

Source: Adapted from Study of the Ministry of the Interior of the Republic of Lithuania (2010) compiled according to Daft, 2000, p. 325

Figure 2. Matrix management structure of an organization

2.

Currently, personnel management specialists emphasize the importance of organizational culture in the organization's activities, *"The role of organizational culture has grown in recent decades along with changes in the labour market"* (O. Pavlova, 2020). Specific project management methodologies like Agile change or may only work in a specific type of organizational culture, so a critical factor in how empowerment can be influenced by an organizational culture that is understood is:

"Organizational culture is a phenomenon that is difficult to take for granted. It has been a complex, purposefully developed phenomenon for a long time, in which employees must feel and acquire a sense of identity rather than learn to apply (Staniulienė, 2010; Alvesson, 2013). The authors also emphasize the importance of not confusing organizational culture with organizational culture. The main difference is that organizational culture is a self-created phenomenon, and the process of forming an organizational culture is a continuous phenomenon, purposefully formed by the participants of the organization. (P. 3) (O. Pavlova, 2020).

A review of the scientific literature has identified three main areas of research related to project management: construction infrastructure, information systems development by Waterfall, and information systems development by Agile, but no significant correlation has been found between the scope and scope of empowerment. "Tuuli (2018) argues that *project team integration, project complexity, project life cycle, and public sector projects (compared to private projects) have no significant relationship with the empowerment of individuals and teams.* "

The correlation of project forms (size, constraints (in terms, budget, and scope) with the success of project managers is more pronounced. "R. Muller el al. (2007) argue that *project managers should not be classified as projects below their manageability.* It is also emphasized that a change in project managers hurts project success. " R. Muller el al. (2007) emphasize that those *project managers responsible for the broader project life cycle, not just planning, execution and closure, tend to be more successful. Therefore, project managers should be appointed at the earliest stages and lead the project until the start-up phase (p. 307)." Moreover, the project* manager and the team belonging to the same cultural space also presuppose tremendous success (Rodney Turner, 2007).

However, there is a visible correlation between the project manager's experience and the use of empowerment. "Ralf Muller and Rodney Turner (2007) state that *more experienced project managers emphasize the importance of the most influential criterion for success, team satisfaction.* "

Projects do not occur in space; they occur in a specific environment shaped by different situations and stakeholders. More internal environments, i.e., require a high degree of integrity, high communication, and rapid response to achieve project results, i.e., dynamic, where "Martin Morgan Tuuli (2018) finds that *high project team integration and high interdependence of project tasks and technological uncertainty lead to high individual psychological empowerment* ". However, external factors such as stakeholder pressure and interests "lead *to low individual psychological empowerment*" (Martin Morgan Tuuli, 2018). However, project team integration, project complexity, project lifecycle, and near-public client projects (compared to private client projects) have no significant relationship with the empowerment of individuals and teams.

Project success

It is also essential to answer what is the success of the project. The most common evaluation of the success of a project corresponds to the boundaries set by the project: time, scope, and budget (Prince2 methodology). Some articles expand on the quality ratio: "successful *implementation of projects in various areas* such *as planning, time and cost control, quality assurance*" (Azadeh Rezvani et al. 2018). Other studies conducted by Muhammad Zeeshan Fareed et al. (2021) further define:

Jiang et al. (2016) included a potential collaboration opportunity and stakeholder satisfaction in the Golden Triangle to assess project success. Luo et al. (2017) included health and safety, participant satisfaction, environmental performance, commercial value, and consumer satisfaction as criteria for the project's success. Some researchers have suggested that there are primary and secondary indicators of project success; the primary indicators are cost, time, quality and customer satisfaction, and the secondary indicators are rigorous (Kim & Reinschmidt, 2011) " (pp. 29, 2).

One of the broadest criteria for evaluating project success was evaluated and presented in the table "Ralf Muller and Rodney Turner (2007) *Overall Success, User Requirements, Project Goal Compliance, Benefits Received, Customer Satisfaction, End User Satisfaction, Team Satisfaction, Stakeholder Satisfaction, supplier satisfaction, and independent criteria*. "

How empowerment manifests itself, and its impact on project success

It is crucial to name how to recognize empowerment, manifest itself, and identify it. One manifestation of empowerment is autonomy, which "*helps team members plan their work independently, identify effective work methods, and develop innovative solutions. In addition, they help managers recruit team members with relevant, diverse skills, knowledge, and experience in the field* "(Martin Morgan Tuuli, 2018).

Another feature of empowerment is the sharing of decision-making power. Mudassar Ali et al. (2019) argue that *managerial power-sharing behaviour is significantly related to project participant inspiration and performance (Liu and Fang, 2006) because it essentially motivates them to pursue a collective goal (Neal et al., 2013) and ultimately improves project performance (Chua et al., 2012) ”*.

Feedback and evaluation are also critical in empowerment. Mudassar Ali et al. (2019) formulate that *subordinates who feel their work is valued are encouraged to work well (Liden et al., 2000), specifically in the context of a project (Aga et al., 2016; Tabassi et al.., 2016 (p. 1)”.* Horizontal leadership can psychologically empower employees by fostering employee strength and input and recognizing their suggestions for project success. It is as if empowerment occurs through a specific process: it gives autonomy, the power of certain decisions, and evaluation at the end of the process. As mentioned above, this encourages motivation, creativity, and productivity. "Malika et al. (2021) argued that *the ability of organizational leaders to motivate and empower employees contributed significantly to project outcomes*." Accordingly, according to Mudassar Ali et al. (2019), it can be concluded *that empowerment should play a mediating role between horizontal leadership and project success.* One can make assumptions from Mohsin Malika (2021) *that humble leadership is positively related to the success of a project. In addition, psychological empowerment and innovative behaviour at work partly determine the relationship between humble leadership and project success.*”

1.4 Empowerment research in the Lithuanian public sector

This section will discuss the field of ongoing projects - the public sector. As mentioned earlier, the public sector has been chosen because of the size and specificity of the projects. Often the objectives and benefits of the projects are to improve public services, and the projects are publicly funded. So, what is the public sector? *"The public sector is an instrument financed by the citizens of the state (taxpayers) for the realization of the public interest - to create public goods for the benefit of the whole society and ensure the well-being of people living in a particular country* ", the Ministry of the Interior of Lithuania SECTOR REPORT 2016-2019, however, this interpretation of the concept is extensive, as all state-run institutions and organizations are affected. Accordingly, the work is limited to organizations under this definition: “The public sector *in Lithuania includes public sector organizations of the following legal forms: public institutions in which* the *state or municipalities participate as owner or shareholder;* Ministry of Foreign Affairs Report, 2020). The work mentions the projects and the project managers who led and developed the projects:

- AB Lietuvos paštas (*AB Lietuvos paštas is the country's largest company providing postal services. The shareholder is the Ministry of Transport and Communications of the Republic of Lithuania.* (Management. 2022. www. Post.lt).

- The *Constitution of the Republic of Lithuania stipulates that the State of Lithuania owns the Bank of Lithuania. Its founder is the Seimas of the Republic of Lithuania. The Bank of Lithuania is accountable to it for its activities.*

- Vilnius University (*the owner of the University is the State of Lithuania. Founded in 1579, VU is the country's leader in most fields of science and studies* (Vilnius University Statute, 2014).

- SE Vilnius University Hospital in Santara Clinics (*the institution's stakeholders are the Ministry of Health of the Republic of Lithuania and Vilnius University. The institution's primary goal is to improve the health of the Lithuanian population, reduce morbidity, and provide quality health care services*).

Selected institutions specialize in logistics, finance, banking, education, and medicine. Accordingly, they must implement public service functions and are leaders in their field and, in a sense, unique institutions that use the project work organization principle in their activities. Project maturity level in the 5-point system ranges from 1 to 3 points (provided by project managers). Organizations use project activities and projects to implement specific internal structural changes and improve public services and internal infrastructure delivery. Projects are usually financed from their internal resources, European Union funds, and other investment banks or funds.
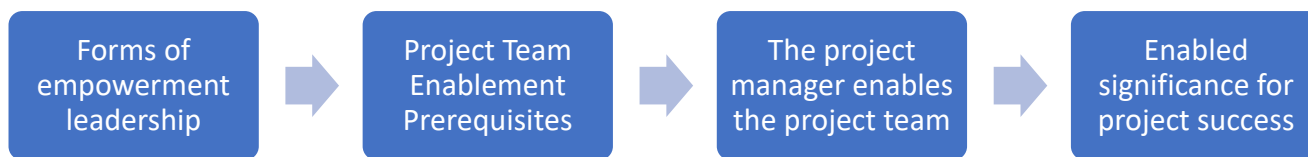
Summary

An analysis of the scientific literature suggests that the issue of empowerment has been in orbit for some time. It was first considered one of the forms of leadership in organizations. With project activities becoming more and more prevalent as a form of change management, certain management forms have been applied in project management as a temporary organization (Prince2 methodology). Accordingly, the research environment has expanded, and empowerment has begun to be explored in a design environment that is not homogeneous and operates in different environments. Some research is already suggesting that empowerment has a positive effect on the success of a project and suggests that training for project management professionals be launched accordingly to broaden their understanding and enable the broadest possible use of empowerment. Based on the information in the scientific literature, I tried to assess the situation in Lithuania, more specifically in the Lithuanian public sector, choosing interviews with specialists and experts in this field who have been working in project management for many years.

3. RESEARCH METHODOLOGY

In this chapter, the research objectives and research process will be introduced. The research model will be presented, the reasons for choosing the research method will be explained, and the principles of research organization and the course of the research process will be presented and discussed.

2.1 Research process

This study aims to find out under what circumstances and the circumstances can be different: project manager characteristics, project stage, project object, project work organization model/method, etc., the project manager chooses to enable leadership and enables project team members to create the final product. Since there are so many variables and different possible interrelationships with different circumstances, it is not clear whether such a model exists (perhaps certain elements occur) or whether it is only theoretical reasoning. A qualitative research model was chosen (detailed selection arguments are provided below in Figure 4).

Forms of empowerment leadership	→	Project Team Enablement Prerequisites	→	The project manager enables the project team	→	Enabled significance for project success

Source: Compiled by the author

Figure 3. Research model.

The chosen model first identifies it as understandable and perceptible empowerment and further allows you to identify the causes and environments in which empowerment can be born and realized. The steps of the project manager follow how this empowerment manifests itself, what forms it takes, how the empowerment can be recognized, and how it is recognized by the project manager and the members of the project team. Moreover, finally, the question of whether empowerment is increasingly meaningful is whether it affects the success of the project in some way or is precisely detrimental to the project activity. The proposed research model helps to answer the project goals and objectives below.

Objectives of the empirical study:

1. To examine the forms of empowering leadership used to implement public sector projects.
2. To examine the project, organization, and other environmental features relevant to the manager's empowerment of the team.
3. To identify the features of project team leadership that are important in empowering the team.
4. To reveal the importance of project team empowerment for project success.

2.2 Research sample

In this work, it is essential to reveal the circumstances and conditions influencing empowering leadership and its consequences, critical reasoning and "why" and "how" questions. Therefore, the selected qualitative study using a semi-structured interview was based on the interview plan. Which sets out specific questions and a preconceived notion of their presentation but also provides the possibility to ask additional questions not included in the plan and provides an additional and relevant empirical information. Respondents were informed in advance of the interview. However, the interview topic was disclosed only in general terms to avoid prejudice and to avoid circumstances where respondents may not be sufficiently open, which may adversely affect the quality of the study. Respondents were also provided with information about their anonymity, confidentiality of personal information that could identify them, they also were informed who will see the data collected, how long the data will be stored, and where and in what formats. Interviews were conducted directly online using Teams communication programs (only one interview was conducted live face-to-face). Interviews were recorded with the prior consent of the respondents.

After evaluating the planned sample and covering the broadest possible range of types of public sector organizations, their activities, and their governance structure, AB Lietuvos paštas represented the utility sector (according to the structuring of organizations in the Law on Public Procurement) and the type of management corresponded to the type of management of public limited companies. The Bank of Lithuania represents three areas of activity: the monetary policy, the development of the financial sector and, most importantly, the supervisory and governance structure of the financial sector is unique and unique to the national central banks. Vilnius University implements two main functions: education (studies) and science, and has exceptional autonomous management with a separate structure specific to

universities. Public Institution VU Santara Clinics represents public medical services, trying to combine medical services and medical studies, which also requires specific management structures.

Interviews with project managers (8 people), as mentioned above, from different public sector organizations (4 different institutions), selected sampling and dissemination allow for managing the amount of data and examining the problem from a broader perspective, i.e., project managers work in different organizations with different levels of project management, the governance and structure of organizations differ. The objects of projects also differ in construction infrastructure, development of information systems, project implementation strategies, and sources of financing (internal funds, budget funds, European Union funds). The minimum experience of a project manager is about three years, as the standard project duration is about two years. The aim of the project objects is the development of IT systems, infrastructure construction projects, etc., which will allow us to assess whether the project object impacts the use of sustainable management.

Information about project managers' (study participants') experience, organization and project object, and funding source (funders require certain specific controls) is provided in the Table 2. Project managers will be referred to as PV with the appropriate number to comply with data protection requirements.

Table 2. Characteristics of interviewees.

No.	Experience (approximately years)	Organization	Project objects	Source of funding
PV1	10	AB Lietuvos paštas	IS development works	Internal funds
PV2	10	AB Lietuvos paštas	IS development works	Internal funds
PV3	4	AB Lietuvos paštas	IS development works	Internal funds
PV4	10	Public Institution VU Santara Clinic	Construction infrastructure works	European Union funds
PV5	5	Lithuanian bank	IS development works	Internal funds
PV6	3	Lithuanian bank	IS development works	Internal funds

PV7	3	Lithuanian bank	IS development works	Internal funds
PV8	10	Vilnius University	Construction infrastructure works	European Union funds

Source: Compiled by the author

2.3 Method

When assessing the best research method to meet the research goal and solve the intended goals, the primary choice is between the quantitative and qualitative research methods. Quantitative research essentially requires a large sample of respondents and confirms a specific statement. Allows more respondents to be covered and guarantees more excellent reliability of the results. A qualitative approach allows us to grasp the purpose of research from a broader field of information and problem. " *It is also important to mention the possibility of qualitative research not only to gather factual information on ' what, how much ', but also to find out ' why, how ' and motivation, assumptions, argumentation templates and the links between all these explanatory elements* " (Dresing, Pehl & Schmieder, 2013).

"Quantitative data collection methods are commonly referred to as data collection strategies that can be used to quantify the information collected. They usually aim to measure a social phenomenon or object of interest (its prevalence, the attitudes of different groups towards the main characteristics of the object under study, the reliability of relationships, etc.) while systematically controlling the variables that affect related phenomena.

In recent years, qualitative data collection in the social sciences has been significantly strengthening—strategy positions in which preliminary information is usually expressed in word form and captured without formalization or generalization. In qualitative research, data is collected to obtain detailed information about a particular phenomenon related to human behaviour or thinking, and so on. In the case of applying a qualitative strategy, the course and nature of the research may change during the research, as qualitative research aims to construct a theory or expand the boundaries of an existing theory rather than to test an existing theory. (E. GRAY, 2009, citation by www.mokslomedis.lt .2022.)

Therefore, qualitative research is often criticized for not being complete, dynamic, and flexible. However, their advantages are that they aim to delve into the perception problem to reveal a more diverse and subtle relationship between the target groups and the phenomenon in question. Therefore, these studies allow for a greater variety of data and a more accessible interpretation, the possibility to illustrate the obtained data with a specific sample or individual answers. " *Qualitative research is useful in order to find out the current quality of a phenomenon (attitude, behaviour) and to determine it not externally*

(as it seems), but as if from within - through the prism of a person's relationship with that phenomenon" (Pruskus, 2003). Accordingly, the role of the researcher is not depersonalized. The researcher influences the process and could steer it in the right direction in one form or another.

Pranulis and Dikčius state that "qualitative research sometimes gives better results than quantitative ones simply because there are seemingly minor problems that remain unnoticed when using quantitative research ", and states that more and more managers and recognize and uses the results of qualitative research in the practice of specialists " (Pranulis & Dikčius, 2012 citation by Šimkonis, 2016). Considering the above arguments and evaluating the research aim and the set tasks, the qualitative research method was chosen.

The interview questions presented in Table 3 were chosen to fit the form of the qualitative method interview guide according to the research objectives.

Table 3. Questionnaire (interview guide).

Part I. Introductory questions
1. What is the age (30-40 years, 40-50 years, 50-60 years)?
2. What is the education (level and type)?
3. What kind of work experience (general work experience)?
4. Specific work experience in project management?
Part II. Empowering forms of leadership in public sector projects
5. How do you understand what this is about empowering a project team?
Part III. Project, organization, and other factors that matter when a manager empowers a team
6. At what stage of the project do you use empowerment?
7. In what situation do you use empowerment?
8. Does the use of empowerment depend on the object of the project?
9. Does the use of empowerment depend on the type of organization?
10. Does the use of empowerment depend on the organizational culture?
11. What are other environmental characteristics necessary for the manager to enable the team?
12. What features and characteristics of the project team are essential for the manager to enable members?
Part IV. Peculiarities of project team leadership that are important in empowering the team
13. What qualities does a project manager need to have to enable a team?
14. What are the elements of leadership, and what does the leader's behaviour mean that he empowers the team?

Part V. The importance of project team empowerment for project success
15. How do you understand the success of the project?
16. Does team empowerment matter to the project, and what impact can it have?

Source: Compiled by the author

2.4 Data analysis

Data analysis was performed using the answers of 8 respondents to the interview questions provided to them. The study is based on the respondents' professional experience. The structure of the interviews was divided into five different parts. Part I sought to elucidate and gain an idea of the respondents' experience in specific project management activities and general work experience. The questions in Parts II to V, listed in Table 3, helped gather the information that provided the answers to the relevant research questions. This has made it possible to put together a chain of actions and consequences, factors influencing each other, to find out in what environment empowerment can work and the significance of empowerment.

Due to the large amount of data collected in a qualitative study, it is essential to "filter" the data to single out the essential elements and leave out the less significant ones. An interview protocol was prepared (transcribed) from a video record that did not capture verbal and other overly detailed and insignificant information. The answers to every question were categorized, codes were assigned to each category according to the content of the response. Later the information obtained during the interviews was, analysed, evaluated and compared with the theoretical information reviewed in the literature analysis part.

4. RESEARCH RESULTS

This section will provide information from 8 interviews conducted and transcribed, the results of the analysis of these data, based on which the conclusions were drowned.

The description of the results is structured according to the research objectives: the forms of empowering leadership used to implement public sector projects are examined. in the section 3.1; the project, organization, and other environmental features relevant to the manager's empowerment of the team are described in the section 3.2.; the features of project team leadership that are important in empowering the team are identified in the section 3.3.; and the importance of project team empowerment for project success is revealed in the section 3.4.

The introductory questions allow to describe study sample: most respondents belong to the 30-40 age and 40-50 age groups, had considerable work experience near projects and had more than three years of experience in projects. Virtually all respondents had tertiary education (except for one), attended various project management pieces of training, and had relevant qualification certificates proving their qualifications in project management. In summary, it can be said that these are professionals who have accumulated work experience mainly in the various public sector and less often in the private sector organizations.

Three project managers of the respondents who worked at AB Lietuvos paštas were project managers in change projects during which information systems were being developed. The project management level of AB Lietuvos paštas was level 2, and project management was regulated. The project managers worked in one department, staffed by PMO colleagues (project management organizations) and PPM (project portfolio management). The department was part of the Strategy Management Department, which shows that the organization was also prepared to implement changes through project activities in a structured manner. Three respondents from the Bank of Lithuania were also interviewed, the difference from AB Lietuvos paštas being that the project managers did not work in one general department. They worked either in the Information Technology Department or in the department of the activity being implemented. The functions of the PMO and PPM were performed by separate specialists working in the strategic management department, and the facts mentioned above show weaker centralized project management in the Bank of Lithuania. 1 respondent was from Vilnius University and VU Santara clinics. Project management at Vilnius University and VU Santara Clinics was organized similarly. Separate project management departments/divisions were established, which took care of implementing projects, which European Union funds mainly financed. Their essential difference from AB Lietuvos paštas and Lietuvos Bankas is that each project was established in a

separate order with the functions of specific positions/roles and was strictly regulated. On average, project managers work on two projects at the same time. After evaluating the comprehensive set of information, project management is more regulated and documented, more functionally described and more in line with the methodologies of European Union-funded projects - at Vilnius University and VU Santara Clinics. The project management of AB Lietuvos paštas and the Bank of Lithuania is based more on project management based on PMBOK and Pince2 methodologies. The above information gives an idea of the field in which the project managers (respondents) work/work.

As previously illustrated in Figure 1, the research model includes 4 phases/parts, each with its questions, which help understand the subject more clearly and convey more clearly to the respondents what information they expect. Below will be four sections with your questions and respondents 'answers.

3.1. Forms of empowering leadership in public sector projects

Q1: How do you understand what project empowerment is?

The scientific explanation or formulation of empowerment was unknown to all respondents. All respondents treated empowerment by perceiving the word itself, i.e., through empowerment. However, each respondent perceived power or how power is realized differently. The main two things that unite the answers were that empowerment is a free operation within certain limits and comes with a task.

PV5 perceived empowerment as freedom of action that is not limited to freedom of action. Freedom is understood much more broadly.

PV5: *"Empowerment, I understand that through freedom to act, a person is empowered, given the opportunity to make decisions and do things. "Through personal experience, the reasons for doing so are another matter, but what I mean is that I understand it through the freedom to act, to empower people to act, both technically and psychologically and physically."*

PV6 and PV 3 were limited/framed by scope and control as freedom of action. PV6: "It is *a kind of use I use today," self-management, <....> " <...> " if people do not want to get involved, they do not burn, and they do not have any ambitions, they will not get the result from them, and the result they will bring to you if you and they press it, will just be of poor quality " <....> "In teams, I try not to engage in micro-management, I give a task. Of course, I check with each other, see if it is done, if everything was done, if it meets the quality, what I hoped for, maybe we missed something, but as much as possible, I try to give people freedom. "*

PV3: "I think about the project manager, experience shows that you need more control than ever with those you empowered, and they worked, as usual, have much more control over how and when everything will come on time, it depends on that. At least I try to do that because I have been so upset a few times. It seems like people have a plan, know the deadlines, know what to do, and everything will happen, but a week comes up, and they start putting ten different reasons for what is wrong with it. He will not be able to do it like that, even though he communicated normally and everything went well. Even with those you authorize, there have been cases that it is better to take much more control over their work before serious milestones or waiters are waiting."

He partially endorsed PV1's control by replacing the aid: "*I do not think it's controlled, I'm going to help him, I'm going to explain what he's missing, why can't what be needed to make it happen. I don't know if there is control here. I'd rather say help with the task.*" *<...>* "*It has to be controlled one way or another.*"

Project managers have enabled the PV4 and PV8 empowerment through a degree, not through freedom of action, but even through an obligation to act.

PV 8: *"Empowerment, this is probably the consent of the delegates not only, not formally, but also informally."*

"In the absence of a general order, in the general order the whole team, as far as everything can be discussed, but the team is formed, and the functions, resources, payment are even written down in sufficient detail " ... *it allows those parts managers to make decisions and deliver results, here and there."*

PV4 *"Empowerment is the granting of independence."*

PV7 also added responsibility to freedom of action, i.e., with empowerment comes the burden of responsibility. PV7*: "that every member of the team can take responsibility and propose some changes, make them not only suggested, and that is if you, only thread, and no one accept them, then over time, no one will and will not offer to whom. I understand empowerment, delegating some responsibility with a clear four-eye check or the like, and delegating to the lowest level team. "*

"There must be evident support from the manager to be trusted and allowed."
"To listen to people, accept their views, and stimulate those debates."

PV2, PV3 and PV1 interpreted empowerment as a form of delegation with weak decision autonomy:

PV 1: "*Now for decision making, somehow it always seems like the project manager is putting together a team, he is like the first step to make some critical decisions in a project, and even a project manager can't always make all the decisions, there's always someone standing above him for some issues, after all, we had a supervisory committee, an even higher decision-making committee, but when*

the loyalists begin to understand how the team works, they don't come to you every day, with every task they need to make decisions. There is now a feeling that it is a bit natural when you delegate specific tasks to them. They are equally responsible for their implementation while making decisions that come to you. It is probably as a project manager, with whom they may not be. arrange where an additional organization is needed to make a decision or solve the problem. "

PV2: *"Okay, as I imagined before, I have a strange word for it, I rarely use it, but how I realized it doesn't enable it, just delegates the decision, I understood more like the IT side, I was in a conference and there empowering giving a person the means to do some work, giving the means, giving the environment it also enables him, because let's say I should do something but not give him the means and how then that person will do, will not do it. This empowerment I understand perhaps a little more broadly not only through the delegation of decision making but also through the creation of motivation where a person thinks he or she can do the job. For me, the most important thing is for people on my team to think they can do the job, and if they think they can't tell me about it and then we'll think about what to do"<...> this is not empowering here. You delegate to tell him you trust me. He may try or fail. "*

PV3: *"As far as I know, I first heard from you in general, the empowerment of the project team. There is a scourge of project work, there is a responsibility, and there is delegation for that work, in that sense, the full scope and timing of the responsibility for carrying out that work. That's how I understand empowerment. "*

Summarizing the above information, it can be stated that respondents perceived empowerment most as freedom, but it was limited by the requirements of control and functional commitment.

3.2. Project, organization, and other factors that matter when a manager empowers a team

Q2: At what stage of the project is empowerment used?

The project phase was not unanimously assessed as influencing the impact of empowerment, i.e., there is no exclusive project phase where it is most appropriate to use empowerment.

PV5: *"No, it doesn't affect. I do all sorts of projects not fully affected. I would say the difference in time if it is a normally organized project with the whole project continuation. When there is time and the team to get through all the stages of team development and project stages, then there is no difference, does not affect, but if there is, we jump, suddenly it maybe there is no time in this place because you cannot know what the level of the whole team is, then just directive, come, do, close and move on, there's*

no time here, everything burns because you don't know what kind of people you don't have time to train them, then you will replace them. After all, there is no time in the bank to change them, this is one of my projects, and it is minimal in time and scope. Then basically, there are no fundamental changes ever made "

PV8*: "No, I do not think he has to have that ability to see ahead, to plan, in other words, because it will be different, just to put out fires."*

PV4: "Theoretically, the object and stage of a project do not affect project management style. I noticed that construction/infrastructure/projects where many processes and their owners are more complex and require more PV effort and team involvement. The most important people in the project team are the most important people."

PV6 noted that empowerment is more related to the team, which may be different in the project phases, and saw an indirect correlation. PV6: *"I agree with him anyway. Some people are more suitable, one team may be more suitable for the planning stage, and others can be said to be executives. When everything is detailed, and the planning is clear, the plan is given, give them, and they will do it for me, the most important thing is to give me a clear plan, and others need some vision at the planning stage where maybe some vision is needed."*

PV1: "It happens in every way. The situation is not the same because the tasks are different, you could plan in the same way during the project, and then the changes and those tasks are new. It seems I always do the same."

PV2 points out that the execution phase has distinctions but emphasizes the level of the task:

"Everything happens in execution, but it also seems that the level of the task depends on it and how much it is a task that influences people. If it is obvious that one person will never come to you, he will do it right away. It involves more than one person, especially if there is a lack of communication between them, a problem arises, someone has not done something, or it has become a task that is no longer solvable. Then the question comes to you. "<...> I would say the general rule what level of your tasks if you call it a big job, it probably won't even come, won't do it right away. There may be more problems, more communication, organization, and decision making. However, suppose it's a small task. In that case, it seems normal to me that the project manager would expect the project team to be able to complete them without your further intervention because if the project manager has to add a hand to each small task, it is it would probably be challenging to implement that project. "

Respondents did not unanimously assess the project phase as influencing the impact of empowerment, i.e., there is no exclusive project phase where it is most appropriate to use empowerment.

Q3: In what situations do you use empowerment?

Respondents often mention the situational use of empowerment in PV2 and PV1 in their interviews:

PV2: "I say it seems a bit dependent on the situation, on the task, on who is doing it, how many people are working on that task. If it is one person's relatively simple task, I would expect him to be delegated, and he can do it, but always the information to the team was such that if something doesn't work for you, let the project manager know. It's usually the rule you delegate until that team member comes back to you saying that maybe something alone can't do, or the task fails, there is a problem. "

PV1: "It is necessary to do this because the project manager may not have to make decisions. We often do it because we are smart, but maybe not necessarily, but in some cases, you cannot make that decision because you are not competent in that area. Those decisions can be made at that level, you don't need any big approvals and approvals. You inform that person that it's your job to decide here. "<…>" It's people's enthusiasm, people's approach to how they generally work. There are people who, although difficult to beat eggs out of themselves, will make you, and there are people where elementary enough, but it is unclear to him. There is really a type of perpetrator of such people, everything has to be chewed and done, and then when he is chewed, done and a small task is difficult, but you see those people and then chew in more detail."

Situations are specified in PV5 to make the use of long-term and less specific task empowerment more appropriate than in a situation that requires quick and concrete solutions without discussion:

"It simply came to our notice then. I do all sorts of projects not fully affected. I would say the difference in time, if it is a normally organized project with the whole project continuation, then when there is time and the team to get through all the stages of team development and project stages, then there is no difference, does not affect, but if there is, we jump, suddenly it maybe there is no time in this place, because you can't know what the level of the whole team is, then just directive, come, do, close and move on, there's no time here, everything burns because you don't know what kind of people you don't have time to train them, than you will replace them. After all, there is no time in the bank to change them, it is one of my designers and it is minimal in time and scope, then basically there are no fundamental changes ever made".

Respondents often mention situational use of empowerment in their interviews. Situations are specified in PV5 because the empowerment of long-term and less specific task cases is more appropriate than in a situation that requires quick and concrete solutions without discussion.

Q4: Does using authorization depend on the project object?

Regarding the object of the project, virtually all colleagues said that it did not affect the use of empowerment:

PV2: "I don't think so. I think this is a universal rule because for any project, there will be a project team, for any project, the project team will have tasks for themselves, everyone will have their contribution, and you will have to communicate with everyone to get the result.

PV5: *"No, it doesn't affect. I do not have a full impact on all kinds of projects ... '*

PV4: *"Theoretically, the project object and stage do not affect the project management style. It has only been observed in construction/infrastructure/projects where many processes and their owners are more complex and require more PV effort and team member involvement. The most important people in the project team are the most important people."*

PV7: "I think if you always find yourself looking creatively, because still, if there is a team, it is automatically possible to share responsibilities, to make decisions, then I would say that it is always possible."

PV8: "The project manager must be able to work with people no matter what the project is infrastructure or soft or hard."

However, PV3 had a different opinion: *"It depends. I had a project like VLC Relocation, which looked like a very specific, clear, and short project. IT was a tiny part, more economical, organizational, quick purchases, adjustments, communication with the outside, and many departments had to be specific enough. In very concise terms, the works were evident. There were not long months of analysis, months to finally shell out what a scope here. It was various there. There were many non-IT people, some of whom took responsibility in an orderly way, they were instructed, told. They did it where they communicated with uncertainty, agreed and there were even those who tried to throw that decision down according to their competence and position. You're about to be the project manager here, and there have been cases, and maybe the saying that it doesn't depend on the project or the IT project or the business, two years or three months here. "*

Q5: Does using authorization depend on the type of organization?

From the quotes below, the project managers did not provide a direct answer to this question. Only by providing some examples can we understand that it is more challenging to apply empowerment in a functional organization like Vilnius University and VU Santara Clinics because decisions are made at the top of the government vertical. Empowerment must be expressed in a documented will.

PV 5: *"Yes, you are not working now, and the fact that you are still communicating with colleagues, and how much you talk in the office, how much you spend there, coffee, walking from the office to the office. For example, in the bank, you weren't in the era when the bank needed meetings, you didn't have to organize a meeting, and you can't just have a meeting because the halls are busy, you combine them for weeks, you set up, and now you sit down and connect everything. The best example of empowerment is when people are entrusted to work without a stick, just depending on how you organize that work."*

PV6: *"they may or may not have, depending on how much they are involved in the project, two, three managers on their own, one has a project, the other has and has routine activities all over the head, and that kind of pushing those resources affects have to."*

PV7: *"that there is no DVS to be built there and that everyone can use it, while the Swedes are still there, it is necessary to convince everyone there, to sell those things like a vacuum cleaner, the head of the board cannot come and say"*

PV8: *"I don't know, you see the projects we work with there, it's hard to define the standard, the situation goes there, because everyone is different, but probably the projects where the finance and administration department has, maybe they are more standardized. "*

"For him, the next challenge in that hierarchical functional structure is that the wheels spin big and slow, and you must wait your turn to insert your packet, which is a massive waste of time before you get there. If you wait patiently, you will not be able to meet any deadlines. You are forced to break those walls, and it isn't enjoyable, but project management improves the organization. "

PV2: *"It seems to me that the sponsor does not have to be and does not have to be horizontal. He has to be hierarchically watched and is higher. He does not have to go to the same level as the project manager or team. He has to be higher. The issue is no longer at the project manager level to decide where you need extra senior managers or the like. Here and there is the importance of the sponsor being a little closer to those people and having more power. It seems to me that its verticality is the goal. It is not for nothing that the hierarchy is in the decision-making process to ensure that lower-level day-to-day problems are addressed at one level and some more complex issues at another. Each level has the right amount of information and knowledge, not too little, as long as that project must move and solutions, problems, etc. <...> I would not say here, it seems to me that the personality came out very again here, let's say some manager came there. Even though he kept it upright enough, the manager had more power and empowerment than the non-service manager or project manager, and he could help you make decisions. However, he can also be very human, come to you or ask a specific member of the project team how the question is going for you. I always feel that hierarchy and how much he can communicate different things at those levels. That hierarchy is important to ensure that the project has*

a sufficient level of power when you need the help of a sponsor, but that he can come to you at any time and just talk without any extra tone, that he can only deal with extra-terrestrial issues, it's already here. It depends more on the personality itself, the person who holds that position".

PV 3 did not notice the impact of *the* organizational structure on project management: *I can't say in the projects. I haven't noticed in the post office now. "*

Q6: Does the use of empowerment depend on the organizational culture?

Respondents do not indicate the organizational culture factor. However, from the PV2 answer, it can be assumed that it is essential to know the people of the organization and understand what causes open communication in the organization:

"If you know the organization well and you don't know people for the first time, sometimes you see some people involved in almost all projects, you probably already know those people as well, and you always knew what to expect and how to work with them and how to access every issue. You and the accountant will probably never send and ask for a decision, you will immediately talk to the manager or go straight to the manager, and if you give something to another person where he has more leadership, you may sometimes forget the manager if no additional problems or issues arise. Just go to him to ask a question and solve it, it seems to me sometimes those people when you know in advance how to work with each person, how to find access to each and how you delegate the same tasks, how to get a result from their performance sometimes if new ones come people try several options then you see how to work with that person and how to delegate the task and how much it can be enabled. <...> This conversation is just as important, and here again, the same communication provides timely information on how problems are solved, what is the result of what is happening, timely identification, where to get a solution, where to get a sponsor to a higher level to solve that problem if it arises. It is crucial here, of course, but it seems that communication and communication are still the same. You see how important it is in time and place because when everyone knows everything and it is clear to everyone. , it's even the fact that there are problems in the project, everyone understands that they are inevitable. However, if you communicate them to both higher and lower levels in time and try to solve them, it seems to me that they will be satisfied. Worst of all, when someone is going somewhere, no one knows what, where, how, somewhere in the middle of a project manager and everything is not communicated, it is unclear then it seems to me at both lower and higher levels, there will be huge problems. ".

PV7: "Maybe I'm wrong, but I think if you constantly find yourself looking creatively because if there is a team, there is an automatic division of responsibilities, decision-making, then I would say that

it is always possible and there are probably more cultural organizations or the problem of the project itself if it fails to do so. "

"And here is probably more of a problem for the cultural organization itself or the project itself if it fails. I can't imagine when that shouldn't be done, but maybe I just can't think about it, but in my opinion, I'd say it's really always possible. "

PV1: Introduces a particular element of discipline and habit in moving to a different doing principle: "You need discipline in the beginning, you set up that framework, our plan is, let's do it now. I was in the post office every two weeks, every week, every month, and then you set up and ride that train. People adjust. I would say that the team adapts even better than the leaders because there was someone to go to with the leaders, so everything is normal."

PV8: mentions that project management adapts to the organizational culture: "Here, probably every organization makes its own in the university. All decisions are highly concentrated, and there is no illusion in projects that it could be different."

PV3: "Yes, I had all sorts of them, too. Those where, say, middle or lower-level executives do not lose their responsibilities, the higher ones are more likely to come to talk, spread all kinds of spells, and why, to whom, and how they will be here. What we're doing isn't there when you press like a thread. You think and decide here. However, I've also seen top executives as responsible enough when you must decide how specifically or one way or another to stop or go alternatives. We do it right here, and everything tells the team we do it. There are, but your know-how."

Q7: What other environmental characteristics are essential for a manager to enable a team?

This research question was designed to identify additional factors that would encourage or otherwise influence the use of empowerment that the researcher may not have been able to articulate, with some project managers emphasizing more general human qualities such as professional engagement and support.

PV5: *"Yes, which one? Who has something here? Sure, I'm saying that there is a time and when a team gets involved through that involvement when you give in, but honestly, not because theory says so, but when you sincerely care about people, people first, then business, that seems to me to be the result."*

PV2*: "It seems to me that instead of a little bit of personality listening starts, because some people perform tasks very easily and can make those decisions on their own, others feel the need to immediately ask, see if they get approval or not, it seems to me here is also a matter of personality, but the general rule was that where there are already tasks at a level where the project team has to do it, they can make those decisions every day unless there is a problem with the task requiring other team*

members to start and not talking or missing some extra tools to moderate, organize extra people to make decisions, but if it is a straightforward individual task of one person, it is clear you expect him to do it without your intervention and such rules at this level, the project level was no longer defined and naturally arose during the project the task you see is how everyone works and such a natural bit of adaptation personality ".

PV2 and PV3 also saw a parallel with the project manager's knowledge of a particular field. If the project manager is not a specialist in that field, he still must apply empowerment because there is not much choice in such a situation.

PV2: "Here I am very often associated with the issue, very often asking if the project manager needs to be a specialist in a particular field, how much it can be versatile for each different project, so I always say that I can enable the project team and they do it. Tasks and you don't do them and you don't need that particular knowledge, but how much you focus on those issues and how many of them you have helps you to control, the situation is more precise, clearer, quieter, safer, less of a surprise, as much as you have specific knowledge, it will help you to solve those issues, but if you don't have it, you will delegate and you will probably have to delegate more, because you are less able to control in this place, but maybe different control how is it clear or is it clear to other team members whether the result is coming or will you need to work harder on the fact that you see how those tasks are performed, but you may not always be able to help them with such precision, then a little other control methods could be used, but otherwise specific knowledge will always help if you have them in the project, although otherwise we always talk about the fact that the project manager as such can be versatile enough can implement if he manages the projects well, has experience in the methodology, can go from IT to operations to construction to anything, but in reality it is absolutely not. Specific knowledge is likely to make a significant contribution to the project's success. "

PV3: "this is a team where each member has their competencies, and there is a certain level of knowledge in common with everyone where everyone can gather and say, well you suggest it here, we look different, we consult and generally accept, but there are enough specific areas let us say you have a deep knowledge of specific processes where one person or several people in the organization know, on the IT side also those things where one or more people in the organization know, you can't run a project, you have to trust them to make decisions, they do not go out otherwise. You can play that classic module that you need to decide something about IT architecture, construct it differently, say no, no, you don't decide, the project supervisor decides. What comes from it, there may be a specific specialist in the supervision of that project. a head of a unit with some common competencies in the field, but not everyone else is so deep, you try to make the decision formally following the project management procedures and practices, but it is not always successful. "You can't pull every specific question to that

level because then you slip in time, there's much discussion, sometimes it works, but often that person has to make a decision."

Other project managers emphasised the manager's role in influencing engagement through support or direct instruction and emphasized circumstances that prevent teams from being empowered. *PV6: "For some technical people, it's harder. Tell them exactly what I will do. It depends on those stages and what kind of team you get. Some will perform better in one stage, and others will perform better in the next stage."*

PV7: "with one go, you make everything yourself, and that person goes next to you, but you talk everything yourself, and with another, you go everything the same, you make a presentation, but you stand by, and he shows you the presentation."

"It is essential that everyone is happy to be working on the project and that the atmosphere allows you to believe every day that you are essential, that you are doing what you need and that you will do it. That creativity, I think, is essential, well, when it works out, but when a person doesn't believe you're going to do it, that's what kills it. I'm already saying a little bit about myself here. It had happened to me that I had done a job I didn't believe in already, but it ended well for me that time, because when I stopped believing, it lasted for two months, and then it happened because I did not believe it and then it was a big holiday. "

PV8: "No, only at the university, when the project is such a project management in general, there is a bit of chaos in the organization." <....> " as your main job".

In summary, respondents emphasise the fact that certain personal qualities of team members do not allow for the use of empowerment. Project managers have identified situations where they must rely on team members for expertise because there are no other options.

Q8: What are the characteristics of the project team that are important for the manager to enable members?

Examining the question is somewhat similar and correlates with the above, but more through the prism of respondents 'responses that a crucial aspect is what you are trying or want to enable.

PV5: *"Only desire must be, I think the only obligatory quality is the desire to act, because if there is no desire, then there will be a decision-maker, an executor. If you have looked more narrowly at empowerment, if you have been given a task and there are enough resources to accomplish the task, then you are empowered. You did not get the job of managing the president's agenda, and you got the status where you have enough, not even competence, to do it. I want to believe that if only a person wants if the builder wants, everything is fine, but if he doesn't want to, and all the best, he won't do*

anything. There you can't do it. You don't want to be motivated, then we just do the work for the rubble and the estate, because the result has to be "

PV6: *"You try to motivate a person a little, but you sometimes see that there will be nothing. You can motivate without motivating, empowering you to give everything, but you will not get the quality of the result. You will get the result, but I will say no quality."*

PV7: *"You have named the word good, creator. That person must be inclined to be some creator because there are many people for whom I have such a friend." <...> feels calmer and safer because he was stressed, panicked, and said I want to come back, so it doesn't need empowerment. " For me, creativity is the most important thing. Creativity is not an artist, but where you have a vision of something from which ideas come naturally before you are empowered."*

PV8: *"Probably you ideally hire people who have the necessary competence to do certain jobs, the first thing that is necessary here, the equally important is the ability to communicate and collaborate, not in the broad banal sense, but to see a small and general image that is not, I only look at my nose, but I see where that work fits into the overall context, how important it is, if I have the competence and this vision, I think it helps to achieve the goal."*

PV1: *"People depend on it very much, and sometimes there are people who do not say that they cannot but do not want to make that decision, they are not decision-makers, then in such cases, you try to collegiate, because he cannot make that decision. He says that so and so and so is possible and, in every way, possible, then you communicate with his manager, with other specialists in the field and then a decision is made collegially. "<...>" Types of people and you must adapt to it, you can't to pose to break because then you will not like you, then you will not want to work with you, then you will be instructed specifically, then you will look bad at nothing else. Empowerment, I think in emergencies, maybe angry, but then that person wouldn't do it, and freedom needs to be left when it's routine. I would say empowerment, too, is that a person can ride a little."*

PV3: *"If you have something to choose from, which is usually not in practice, if you have something to choose from and there are three Petriukai, all of whom are competent, but one is a leader, then you can choose and can say that it will be well agreed in my project and then delegate not to him, not only in terms of competence, but also in terms of his ways and qualities, but if there is one who knows the field and he is not a leader, but decisions can be made perhaps somewhat under control, but can, well, delegate to him, and he tries to do it. As far as it works, the good thing here is clear. Ideally, it would be good for him to have the qualities to make such a decision-maker and not be afraid to take responsibility, but there are times when he only has the competencies."*

In their response, PV2 and PV3 refer more to the situation when it is not possible to enable and specifically raise the characteristics of everyone's way of doing things:

PV2: "Here it seems the very question of personality begins again because the one who is more inclined to lead in general may be happy that you have delegated to him and he can handle it himself, and the less inclined one is, say, a project where the accountant is, and you would say something to do, we had an example of that without a guide they can do nothing and are completely unwilling to take on even the slightest responsibility, no decision even at the minimum task level. It was already a matter of pure personalities here, where the accountant was accustomed to working on some tasks where she never made many decisions, no one is inclined to lead, and where you take some thoughts, there are a few and many things in one. However, it seems that, in a sense, personal issues start very much at this point."

PV3: "There are some, some who make decisions quickly and communicate to you, explain convincingly, but competence is not enough for them, it is a stick with two ends another risk that everything seems to be all right, he makes decisions, communicates when the time comes delivering sees then that it is unreasonable, wrong, illogical and that the result itself is then questionable. As far as I know, here, it is difficult to derive one formula and say some common rule, to say that if that, that, that then yes. I had all sorts of cases working with IT, I had such cases as a colleague, I had such cases as I say where I report very energetically, explain and PPKA broadcasts that everything is moving well, driving, working, giving, we have already done so much and when the time comes, Well, that is where the result is, it's limited for another year or so, and it doesn't work anymore, because, because there are cases where a person is more likely to have competencies, maybe he was never a decision-maker and a leader, but the circumstances are such that I say look decide, well and decide if he doesn't know he comes to consult with everyone, but he makes decisions, and then the work moves well enough, then here is such a empowering scenario."

Looking at the answers above, you can see that the team members you plan to empower have a significant impact on empowering the project manager. Accordingly, the project manager must use psychological skills to assess whether the relevant team members are prepared to be empowered or better instructed but run the risk of taking responsibility for the outcome of specific tasks, even if they are not specialists in the field.

3.3. Peculiarities of project team leadership that are important in empowering the team

Q9. What qualities does a project manager need to have to enable a team?

Can each project manager enable the team? Empowerment cannot exist without the person performing the empowerment. Accordingly, the project manager must have specific professional / qualifications and certain general human qualities. PV2 mentions that leadership is one of the elements that a project manager must have and be able to use their essential tool for communication:

"I think so because, just like we're talking about, when you delegate a task, and everyone is different, and you see that it will require a different approach, it seems just as much, and the project managers are all different, with different qualities and even those personal qualities are very evident, the more motivating in general, the team-building may be prone to leadership, which is perhaps less, but I would say not always the result depends on how much the project manager turns out to be without, but really works with the team and how he delegates those tasks, how to solve problems and I think one of the most important things is excellent communication, the ability to notice, ask, ask in time, remind, get an answer, say if something goes wrong to tell me, organize and so on. It seems to me that many things start with communication and forgetting those team members, constantly communicating with them about the issues being addressed, about the results you expect and helping them solve the problems that arise. This seems to me to be one of the most important things for a project manager to be able to communicate well with a team ."<...> that a lot and proper communication with the team always get feedback, do not leave, do not forget, remind, say that you can come, start organizing problem solving in time, it seems to me the project manager here alone, because he himself cannot and does not do all the tasks, but to make sure they do, it's his job to oversee and communicate with the project team in a timely manner. "

PV1 distinguishes empathy and horizontality from the qualities required of a project manager.

PV1: "<...> project managers can be very different. There can be strategies for very different project management. I think it's most successful when you're friends with people when you create an atmosphere in your team that likes not to want to entrust you. Sometimes we can't do it without it, but once I was told and I survived a lot because of it, a colleague told me in the mail that people are afraid of you, and then I asked people if they were afraid of me, people said no, they respect you. Maybe sometimes I am affected by an infinite inability to say something sharper, but usually, I am honest. I hope I ask people what they can, and if I can't help it, we agree on what needs to be done and if it doesn't, I would make that person feel not something. "<...>, " I think empathy and communication skills are probably the most important because sometimes people don't want to say they won't do it or that it's unclear to them because it doesn't tell them you don't know something. Sometimes it is necessary

to notice this from the small details and to be able to communicate that it is not a problem that we will solve together quickly. ".

PV3 names many qualities like diplomacy, psychology, etc.: *"A good diplomat is needed here. As a diplomat, or a psychologist, you still see how those team members involved in the project react to it and can easily and nicely agree with one, and the other sometimes needs to be pressed. Various options, some disagree with the formal view, then must go to his manager, some easily assume and carry, some easily assume and do not follow, then need more control. The nail here helps, the nose pops up, and you said, look, a week ago you committed everything to me, today you come, and you did not do anything, you give it through the beak, the man grabs a little and does it."*

Respondents mention several qualities that project managers need to have, namely empathy and good psychological skills that would allow for the purposeful use of empowerment. The importance of communication and organizational skills is also lost. To deliver and present and receive the result, you need to communicate correctly.

Q10: What are the elements of leadership, and what does the leader's behaviour mean to enable the team?

We recognize empowerment, how participants in this process recognize empowerment, and how they understand that one is empowered and the other is empowered. PV5 does not seem to answer this question directly, but it also reviews the whole process of the cartel, as if answering the questions examined above. The review highlights that empowerment occurs through assigning a particular task and the importance of communication. PV6 holds the same position.

PV5: *"Yeah, you see, not even control then comes. You must be able to give opportunities to act so that people understand that they must do it. That is one thing here respect and faith in people. There must still be some directive because there is no complete anarchy here, not that everyone is doing what they want. We are still moving towards a common goal. You must be able to communicate well and feel people, and clearly, the project needs to be managed, so instead, we need to point the direction, not lose the goal, focus, and remind the team that she is independent. The project manager is not a mom, a babysitter, a caretaker, or standing with a whip, although at the bank, I said if I were to stand with everyone with a whip, I would not want to. Then when there is a conscious team enough, the style of the project manager develops accordingly because you must believe, you must give, but for example if you don't do it and don't do it yourself, then you become directives because you still must demand the result. People are good, but cleaning them up is a problem. They get lost in priorities, making them angry and reluctant to do so. Otherwise, you must show that you care about his opinion by involving people. You*

must show that his opinion determines the outcome. You are such a real moderator, not for a directive, but able to manoeuvre so that people are responsible for themselves. The moderator becomes the project manager in this place without losing focus so as not to deviate."

PV6: "I have those so-called weekly jobs in my department. I can call them sprint-long weeks. Let us write down what we will do, what result we should do in that week, and we are moving towards that. When a person brings that result, I leave him that freedom in whatever way he seeks it."

PV2: "You see, we still had a project plan where you assign people to each task, then confirm the organizational resources, the line managers are informed about what work to do, and then you work directly with them. Maybe you don't have any special rules, but introduce you to the overall plan, the result, and what tasks are assigned to a particular person or group of people. You start working, start sending, ask how we will do it, how much he can do it himself, when he can do it, where he needs help, where other people need to be connected, where some sort of meeting needs to be organized, where the manager needs to be turned on. It seems that you are planning, allocating resources, introducing, and then doing the work, then already watching how everyone manages to manage. However, in a general sense, the tasks are probably when you introduce the plan, validate the resources, and see what you are responsible for. They will know those tasks and be responsible for their outcome. "

PV1: "Let's say you have to solve a task, make a plan, create a result and you don't know where to start. It should help you understand what you are missing, what you need, bring together the responsible people, write down the minutes of what you agree on, and then such empowerment goes through the fact that you help him communicate with other team members, discover those necessary people that he would not find, did not understand that they were the same. It helps him understand how to do that task and maybe helps him with some performance." <...> "There is a project plan. Some tasks have to be done. My project plan is moving accordingly."

PV3: "People behave differently, say some motivate them, others don't have enough, they get the right to make decisions and do more freely and work independently, only in coordination with the supervisor, but one needs enough, others need feedback. I don't know I noticed the younger generation; the parts are very self-confident maybe because they don't know everything, the part is as they know it, knows let them delegate they are waiting for regular feedback, about here well, drive well. If the fairy here comes a little shit, it comes tomorrow. She must somehow morally encourage and say that everything is going well. There are tools like this, there are others, you know, if you assemble a team from time to time to have an informal lunch or discuss how we drive, how we work, what's wrong with the project, just talk to most young people, because they hear some manager feedback, look at those things we did well, you went there, you died, you want it, it's somehow elevated, and others hear what you need to fix, it's good too. Bonuses, a painful topic in projects, bonuses help if the organization

applies, if the project is budgeted for some important results and there on the rented time projects team knows that you need to drive, do and there is no other deadline, only that will be there, only croissants, coffee and beer, and there will be bonuses, it also helps. Different methods, as you know, if the whole palette can be used then and the effect is, if there is no money, only moral leverage, it works in some projects, if the projects are short-lived, then people's interests subside, other jobs come, then it gets more challenging. ".

PV7 with PV8 and PV4 are located at different enable poles. PV7 emphasizes that empowerment through task resolution is not accurate. Empowerment can only occur through process implementation and task-specific decision-making.

PV7: "I am empowered, for example, that I am responsible for that and that, not that I get the task, but that I am responsible for some systems, the process. When I oversee a process, I am automatically in charge. I make decisions about how it should work. Of course, you are saying something, but the responsibility still reads me, so I want to make that process better so that it is easier for me to work."

The answers of PV8 and PV4 make it clear if empowering that it is directive and binding and at the same time formalized.

PV8: "Probably from the way that the order is executed, or he can make the decisions that are within his competence or still need to be coordinated with others, with superiors who issue the order but still do not give some hearings, it is probably whether or not you have that responsibility.".

PV4: "The institution shall approve an order regarding the project management group (formation of the project team), which shall specify the functions and responsibilities of each member."

"Because the organization is strictly functional. The team shall be composed of members acting in an institution for which they have direct responsibility. It is like no alternatives are being explored. A team member has to do his job."

The responses to this hearing highlight the importance of formulating the specific content and format of the Project Manager's engagement for a member of the project team, as it determines whether empowerment can occur here. PV2 mentions this element several times in his interview:

"I would say the general rule is still clear when looking at the level of your tasks, if you call a task some big work, it probably won't even come, it won't happen right away, and there may be more problems, more communication, organization, decision making, but if it is quite small tasks, it seems normal to me that the project manager would expect the project team to be able to complete them without your further intervention, because if the project manager had to add a hand to each small task, then it would probably be complicated to implement that project. "

A review of the respondents 'responses reveals that empowerment occurs through assigning a particular task. However, how the assignment is assigned correlates from a formal order to a verbal delegation, possibly through digital project management systems.

3.4. The importance of project team empowerment for project success

Q11: How do you understand the success of the project?

In answering this question, all project managers mentioned the classic definition of project management methodologies as PMBOK or Prince2 project frameworks: budget, scope, and time. PV5: *"Timely and satisfying need, goal achieved on time plus-minus expected costs"* However, colleagues also expressed other vital aspects. PV6 and PV8 mention the achievement of benefits because of the use of the result. PV7 goes on to name the team satisfaction factor.

PV6: "I read that there will be a success if the change I bring comes to fruition, and it takes a while for the things I have changed to take root. The point is that people will have to learn to work in some new way because that is the case. when you make a change, and it is rejected after half a year, look, a year goes by, and everyone rejects getting that project wasted time, money, resources and so on."

PV7: "Probably the one who does everything on time, on budget and meets all the requirements is successful."

"Because you have to look more broadly if you want to keep those resources long-term, for all people."

PV8: "I would say success is a goal that has been achieved nonetheless, but here is the implication, that goal must be formulated typically. We implement many projects with formal goals, which must meet the conditions of funding, but the goal must always meet the needs of the target group, so if the result pleases those for whom it is intended, then I think it is the success of the project. "

Project managers mainly mentioned the classic definition of project management methodologies like PMBOK or Prince2 project framework: budget, scope, time. He also mentioned other essential aspects, such as the use of the result - the achievement of benefits and the factor of team satisfaction.

Q12: Does team empowerment impact project implementation? What impact can it have?

After evaluating the answers of the respondents, they seem to assume two groups:

- Empowerment influences and brings benefits, but it may not exist. Directive management can also cope with project objectives.

PV 5: *"I then thought it wouldn't sound like it was the only way to get a good result. I would say the significance of the project is. However, for a more continuous, longer period for the whole team's psychological state, the happier people seem to me through empowerment, through the fact that they understand that they can and that they made the decisions themselves, and that not someone decides. It is such a healthier atmosphere here for the team and the project itself. In that sense, the result and the directive can achieve a good result."*

PV4: *"Influence is simply the performance of functions."*

PV2: *"Anyway, I probably feel more secure when I'm partly less empowered, more in control, more discussing in advance and what to do than leaving such a surprise if it could be said that when you don't know how he can do that task if it's discussed enough in advance, so maybe I'd be more inclined to have that little bit of extra control at this point, in terms of security, to have as few surprises as possible afterwards, but on the other hand the project manager creates extra work, and at a certain level you can't go up so much detail that you start doing for your project team, because that's not a welcome thing either, it should be empowering somewhere depending on how much you already know that member of the project team, how much you know you can delegate to him, more freely, how much more control. With course and practice, I return to the fact that it seems like the better you know that member of the project team, the clearer how those freedoms can be delegated to him, but that extra control is important if you do. You don't know that person yet, and you give him a vague task, I think you can expect different things. However, if you already know how he works, maybe doing similar for the first time, you can delegate me more boldly, discussing more and less every detail, less maybe going back to that question, asking each day how he was going and what he was doing had done. It seems to me a little bit you still have to balance depending on what and how many people you know, but this should not be too much and not too little you should keep that balance because too little control means it can go at the risk of you having many surprises which you don't expect, if you control too much it means working for a project team it's not welcome either. He has to delegate a little, oversee the control, but not do the work for the project team."*

- Empowerment must be about the principle of work organization and the need for different experts, and when creativity is needed.

    PV6: *"I agree, it sometimes happens that too much trust, you enable a person to give him the freedom to act, but the point is that some kind of quality control must be done regularly, that you trust the person, but you check."*

PV7: " That a person is more motivated when he is empowered because he then believes in what he is doing, and otherwise you are doing what someone tells you to be, you are a sabotage."

PV1: "I don't break up now, but the mail is breaking up. In my mail, a mobile mailer, I usually interacted with the group leader. That is, the group leader communicated with his people. For example, an employee2 would come from the staff, but not she himself would do the work, and other people would either come from the employee1, not the person himself, but other people, you did it. There are already people in the team who should make those decisions and not some group or department leaders but professionals, so you tell him that you need to decide this. "<...> I can't even imagine the negative aspect of empowerment; I can't come up with. It seems that it can only be positive, and I can't think of how negative it can be."

Respondents state that empowerment influences and bring benefits, but it may not exist. Directive management can also cope with project objectives.

3.5. Comparison of research results with literature analysis

Table 4. Data comparison

SUMMARIZED INFORMATION FROM THE LITERATURE REVIEW	INFORMATION PROVIDED BY RESPONDENTS
Part II. Empowering forms of leadership that apply to the implementation of a public sector project	
How do you understand what this is about empowering a project team?	
The term 'freedom' is not used in scientific articles, but rather the word 'autonomy' is used, which presupposes certain freedom of action within certain limits. The responsibility factor, which the respondents less frequently formulate, also goes hand in hand.	Respondents perceived empowerment primarily as freedom, but it was limited by control and functional commitment requirements.
It can be argued that the interpretation of empowerment between respondents and the scientific literature is identical or nearly identical.	
Part III. Project, organization, and other factors that matter when a manager empowers a team	
At what stage of the project do you use empowerment?	

The literature review concludes that project team integration, project complexity, project life cycle, and near-public client projects (compared to private client projects) have no significant relationship with the empowerment of individuals and teams.	Respondents did not unanimously assess the project phase as influencing the impact of empowerment, i.e., there is no exclusive project phase where it is most appropriate to use empowerment.
It can be argued that there is an identical or nearly identical relationship between respondents and the scientific literature on the impact of the project phase on empowerment.	
In what situation do you use empowerment?	
The literature analysis concludes that the high integration of the project team and the high interdependence of the project tasks and technological uncertainty lead to a high level of individual psychological empowerment, i.e., when there is a large volume and uncertainty of the empowerment offered.	Respondents often mention situational use of empowerment in their interviews. Situations are specified in PV5 to make long-term and less specific task empowerment more appropriate than in a situation that requires quick and concrete solutions without discussion.
It can be argued that there is an identical or nearly identical relationship between respondents and the scientific literature regarding the assessment of situations where empowerment is used. The difference is that the situation leads to empowerment in the literature, and the project manager states which situation is more appropriate to use or not to use empowerment.	
Does the use of empowerment depend on the object of the project?	
It can be stated that there is an identical or almost identical relationship between the respondents and the scientific literature due to the lack of influence of the project object on empowerment.	
Does the use of empowerment depend on the type of organization?	
It can be argued that there is an identical or nearly identical relationship between respondents and the scientific literature due to the lack of influence on the type of organization.	
Does the use of empowerment depend on the organizational culture?	
It is more emphasized in the literature that project managers and team members should belong to one cultural space.	Some respondents mentioned that empowerment is formalized by strongly functional requirements.
It can be argued that there is a different perspective between respondents and the scientific literature on the impact of organizational culture on empowerment. Perhaps there is no single denominator for a perceived organizational culture that can manifest itself differently, so different aspects are mentioned.	

What are other environmental characteristics necessary for the manager to enable the team?	
They were negatively affected by stakeholders pursuing their interests. However, project managers with more experience are more aware of the usability and benefits of empowerment.	Respondents were more stressed that certain personal qualities of team members prevent the use of empowerment. Project managers have identified situations where they must rely on team members for expertise because there are no other options.
As the question is broad and forces the search for answers, they do not coincide but do not contradict each other. They complemented each other.	
What features and characteristics of the project team are essential for the manager to enable members?	
The scientific literature perhaps points out that empowerment sometimes has the opposite effect. After assessing the situation and what personalities you plan to enable, it should be used accordingly.	Looking at the respondents 'responses, you can see that the team members you plan to empower have a significant impact on empowering the project manager's decision. Accordingly, the project manager must use psychological skills to assess whether the relevant team members are prepared to be empowered or better instructed but run the risk of taking responsibility for the outcome of specific tasks, even though they are not specialists in the field.
It can be argued that there is an identical or nearly identical gap between respondents and the scientific literature on team empowerment, as situational and personal management is emphasized everywhere.	
Part IV. Peculiarities of project team leadership that are important in empowering the team	
What qualities does a project manager need to have to enable a team?	
First, perhaps the question to be answered is whether the project manager influences the project's success. The rationale for this factor is given in the scientific literature I cite. It is also pointed out that non-directive project managers who are creative use empowerment and have a significant positive impact on project success. As I mentioned above, project managers with excellent project management practices are	Respondents mention several qualities that project managers need to have, namely empathy and good psychological skills that would allow for the purposeful use of empowerment. The importance of communication and organizational skills is also lost. To deliver and present and receive the result, you need to communicate correctly.

more aware of and use the benefits of empowerment.	
The information provided by the respondents does not contradict the scientific literature. It successfully complements and expands the information.	
What are the elements of leadership, and what does the leader's behaviour mean that he empowers the team?	
Research has looked more closely at the form of empowerment, for example, through assistance in carrying out certain activities, the right to evaluate/accept decision-making, and the promotion and adoption of new forms of work, even if it seems that feedback can be seen as a valid form of empowerment.	A review of the respondents 'responses reveals that empowerment occurs through assigning a particular task. However, how the assignment is assigned correlates from a formal order to a verbal delegation, possibly through digital project management systems.
Respondents' answers to scientific literature differed on this issue, although they do not seem to contradict each other. Respondents' responses name the functional action more but do not emphasize the behaviour that the researchers focus more on.	
Part V. The importance of project team empowerment for project success	
How do you understand the success of the project?	
The research attempts to define project success within the same classical triangle (time, scope, budget). Some researchers add one factor or another, extending the satisfaction of all project participants and users of the project outcome.	Project managers mainly mentioned the classic definition of project management methodologies like PMBOK or Prince2 project framework: budget, scope, time. He also mentioned other vital aspects, such as the use of the result - the achievement of benefits and the factor of team satisfaction.
It can be said that there is an identical or almost identical understanding between the respondents and the scientific literature on the success of the project.	
Does team empowerment matter to the project, and what impact can it have?	
Research identifies the correlation between empowerment, which results in increased motivation, creativity, and teamwork, leading to higher quality and productivity at work, corresponding to the project's success.	Respondents state that empowerment influences and bring benefits, but it may not exist. Directive management can also cope with project objectives

Research authors and respondents see the potential for empowerment in project management. However, it is more difficult to see such optimism in project managers' responses, which relates to project managers having less experience and vertical leadership and more organizational and communication tools through project owners and stakeholders—functional manuals to assist as centres of power.

Source: Compiled by the author

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study and its findings are addressed to project team members to any project owner or manager. Leading project teams. The study is relevant to any functional, matrix or project organization implementing projects. Although organizations that are strictly functional and unfamiliar with their project activities can certainly make the best use of the principles of empowerment in their activities. XXI a. the activities of organizations technological and other factors require constant transformation and change management. Even the Catholic Church and monasteries can draw some knowledge from this study and use it to renovate churches and monasteries, which the European Union funds fund. While it is clear that the findings of this study are useful for public sector organizations with a more matrix governance structure. Project activities in themselves change the structural management of an organization towards a matrix, as project teams are made up of experts in their fields selected from different functional units.

Respondents' responses suggest that empowerment is perceived as granting certain freedom, but only within certain form limits. Although we seem to be aware that every expert makes decisions within certain limits, project managers are reluctant to talk about freedom of decision. In many places, however, freedom has acquired a function of delegation, assigning a task with explicit time limits and pursuing an outcome. Accordingly, it follows that the performance of the task must be subject to specific control measures. Both the scientific literature and the respondents, in fact, unanimously mention that the use of empowerment is not affected by the stage of the project, the object of the project, as the performance of the actions themselves and the working principles are not affected. However, due to the organizational culture and structure, it can be implicitly concluded that the functional structure of an organization with a solid vertical decision-making project activity and empowerment is difficult to coexist. Empowerment transforms into the clearly defined performance of certain functions and tasks.

Because empowerment is an action between two objects of human origin, all project managers mentioned that empowering is not the most crucial feature of a project manager. However, there may be implications that it is difficult to look at oneself from the side or top critically. However, the project manager must have some psychological skills because he must identify and form a psychological picture of the team members. The characteristics of the team members are a critical factor in the application of empowerment, as project managers have highlighted through positive and perhaps more negative examples. Interestingly, the project managers then applied situational management techniques to achieve the outcome of the task. If a team member fails to perform certain functions after empowering, a transformation is often not sought to determine the cause of the empowering failure. However, the

project manager uses the power factor to turn to functional managers for help. In summary, project managers understand empowerment cannot be used to work with all people because it brings the opposite result. Project managers also clarify that empowerment is more challenging to use in situations where quick and concrete solutions and actions are needed.

The process of empowerment, i.e., how it is provided and arises, already correlates with the organizational culture and structure. In organizations at the Bank of Lithuania and AB Lietuvos paštas, where the matrix management is more pronounced, and there is a more informal communication culture (e.g., "you" usually apply), the empowerment process is less formal and has more uncertain forms and is understood from recording certain agreements in various project management tools. At Vilnius University and the Public Institution VU Hospital, orders officially formalised the empowerment. There is already the question of whether there is empowerment or obligation to perform certain functions.

All project managers surveyed are certified as project managers according to global project management methodology, so they mentioned the classic definition of project management methodologies like PMBOK or Prince2 project framework: budget, scope, and time. However, their other colleagues also expressed other essential aspects, such as using the result - the achievement of benefits. Only one project manager goes even further, naming the team satisfaction factor. Moreover, those factors such as customer satisfaction, end-user satisfaction, team satisfaction, stakeholder satisfaction, and supplier satisfaction are left out, which shows that project managers are usually focused on the implementation of the project result, although from an organizational or at least the owner's point of view success rates are no less important.

Empowerment is not deliberately chosen; it is simply an objective strategy proposed by "life". Because project managers are not versatile professionals in all areas, they do not want to have to delegate specific tasks to project team members or even certain groups of team members. As some respondents rightly pointed out, empowerment depends on the task's content, depth, complexity, and complexity.

The above information shows that project managers do not fully understand empowerment and use it more to force circumstances than deliberately choosing a leadership and management strategy. This is probably because, from a short-sighted perspective of one project, which is a temporary organization, the most important thing for a project manager is to achieve project goals and results, often with the clearest and short-term perspective. While deprivation fosters motivation, creativity, and quality, which transforms into productivity, empowerment requires little time and psychological investment. Project managers do not devote effort and time without seeing the payback value. Also, it seems that no project manager indicated that the most significant factor in the project's success is the "PROJECT TEAM".

Recommendations

The findings of this study can be used in a broader context, i.e., they can be helpful for top managers of any organization, such as those responsible for organizational structure, organizational culture, and labour relations. Empowerment is a universal form of a working relationship in which a particular power transfers. XXI a. At the beginning of the 4th (fourth) technical revolution, labour relations will inevitably change when simple, functional jobs are taken over by robots or artificial intelligence, and human creativity, which is inevitable, will dare to remain a symbol of Divinity in humanity. Accordingly, certain working relationships in the development of high value-added products will require creativity, and autonomy in teamwork, as paradoxically as it may sound, and empowerment helps achieve all this. We can already see that work does not lead to an increase in time but productivity, i.e., employers in certain areas are already focusing on eliminating overtime and reducing working weeks, hoping to boost productivity and could be a facilitator for some faster decision-making— horizontal layout of management and straightforward as one of the factors to increase motivation. It's no secret that low pay and a lack of motivation are among the pains in the public sector, so empowering leadership seems to respond and address these issues through increased motivation and productivity.

Specific work organization methodologies like Scrum, and Agile, which are already used in project management, already use certain forms of empowerment, such as the self-organization of work teams and the making and implementation of independent decisions. This is just the beginning of my opinion. Conscious project team management must be a necessary skill for every project manager, and empowering leadership in the list of tools applied.

Limitations of the study and implications for future research

This study has limitations due to the ever-changing work environment and the large chain of interdependent factors. The nature, scope, and depth of the final data of the work are wide enough and constantly changing. The research would seem to continue and encourage further research on labour relations, the development of work modules and their adaptation to project circumstances in specific circumstances or situations.

This study focused on project managers' practices and opinions on the benefits of empowering leadership in project management, but in the future it is appropriate to examine the experiences and views of team members about their empowerment as well.

Studies oriented to more deep analysis of the factors important for the implementation of empowering team climate are important as well. These studies would reveal a wider range of team empowerment factors, such as personal characteristics, professional competencies, teamwork processes,

team climate and other organizational, leadership and work environment factors and their role for the implementation of empowering work culture in project teams. Another aspect is related with the analysis, firstly, of practical possibilities to apply empowerment practices and leadership style in the context of different project management methodologies in general, and, secondly, of specific features of empowerment practices related with the implementation of concrete projects.

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ANNEXIES

5. Table. Example of an interview with PV 5

SAMPLE INTERVIEW *
Part I. Introductory questions
What is the age (30-40 years, 40-50 years, 50-60 years)?
Age group 30 - 40 years
What is the education (level and type)?
Higher Education
What kind of work experience (general work experience)?
13 years
Specific work experience in project management?
5 years
Part II. Empowering forms of leadership that apply to the implementation of a public sector project
How do you understand what this is about empowering a project team?
Empowerment: I understand that a person is empowered and allowed to make decisions and do things through the freedom to act. Through personal experience, the reason for doing so is another matter. However, I understand it through the freedom to act, to empower people to act, both technically and psychologically and physically.
Part III. Project, organization, and other factors that matter when a manager empowers a team
At what stage of the project do you use empowerment?
The stage of the project is not affected in the sense that if it is so out of context that we have always done so, then if it has always been directive, there is no need to run on closure. That consistency must be. Of course, there are moments where a directive is needed according to the function. For example, the combustion manual is burning, there is no room for discussion, and everything is particular, so I would say a directive is needed here, but with a conscious and empowered team, much more straightforward, but again moderator becomes a competent team. This stage doesn't seem to affect me, and what else was there listening to?
In what situation do you use empowerment?
No, you are not affected. I do all sorts of projects not fully affected. *I would say the difference in time if it is a customarily organized project with the whole project continuation. When there is time and the team to get through all the stages of team development* and project stages, then there is no

difference, does not affect, but if there is, we jump, suddenly it maybe there is no time in this place because you can't know what the level of the whole team is, then just directive, come, do, close and move on, there's no time here, everything burns because you don't know what kind of people you don't have time to train them than you will replace them. After all, there is no time in the bank to change them, it is my one designer, and it is minimal in time and volume. Then basically, there are no significant changes ever made.

Does the use of empowerment depend on the object of the project?

No, you are not affected. I do all sorts of projects not fully affected. I would say the difference in time if it is a customarily organized project with the whole project continuation. When there is time and the team to get through all the stages of team development and project stages, then there is no difference, does not affect, but if there is, we jump, suddenly it maybe there is no time in this place because you can't know what the level of the whole team is, then just directive, come, do, close and move on, there's no time here, everything burns because you don't know what kind of people you don't have time to train them than you will replace them. After all, there is no time in the bank to change them, it is my one designer, and it is minimal in time and volume. Then basically, there are no significant changes ever made.

Does the use of empowerment depend on the type of organization?

Yes, you are not working now, and the fact that you are still communicating with colleagues, and how much you talk to the office, how much you spend going there, coffee, walking from the office to the office. For example, in the bank, you were not in the era when the bank needed meetings, you didn't have to organize a meeting, and you can't just have a meeting because the halls are busy, you combine them for weeks, you set up, and now you sit down and connect everything. *I would say the best example of empowerment is when it is entrusted that people can work without a stick nearby*, just depending on how you organize that work.

Does the use of empowerment depend on the organizational culture?

Here in more time, I would say. It doesn't matter much to me, it's always for team empowerment, and I believe more in such a management principle than being dictatorial. There are also moments of good management style in the dictatorial. There are pluses, but I like it more, *and the talents seem to be more revealed in an organization where people are empowered.*

What are other environmental characteristics necessary for the manager to enable the team?

Yes, yes, for whom here what. Sure, I'm saying that there's a time and when a team gets involved through that involvement when you give in, but honestly, not because theory says so, *but when you sincerely care about people, people first then business*, it seems to me to get the result.

What features and characteristics of the project team are essential for the manager to enable members?

Only desire must be. I think the only obligatory quality is the desire to act because if there is no desire, there will simply be a decision-maker, an executor of your task. If you have looked more narrowly at empowerment, if you have been given a task and there are enough resources to accomplish the task, then you are empowered. You didn't get the task of managing the president's agenda, and you got the status where there is enough of yours, not even competence, but status to make

I don't know about him, about the people themselves here or then. I want to believe that if only a person wants if the builder wants, everything is fine, but if he doesn't want to, and all the best, he won't do anything. There cannot be able to. There is no motivation do not want. It is then just for the rubble and the estate. We do the work because the result must be.

Part IV. Peculiarities of project team leadership that are important in empowering the team

What qualities does a project manager need to have to enable a team?

His, you see, not even control then comes. You must be able to give opportunities to act so that people understand that they must do it. T*hat is one thing here respect and faith in people*. There must still be some directive because there is no complete anarchy here, not that everyone is doing what they want. We are still moving towards a common goal. *You must be able to communicate well and feel people,* and clearly, the project needs to be managed, so instead, *we need to point the direction, not lose the goal, focus and remind the team that she is independent*. The project manager is not a mom, a babysitter, a caretaker, or standing with a whip, although at the bank, I said if I were to stand with everyone with a whip, I would not want to. *Then when there is a conscious team enough, and then the style of the project manager develops accordingly*, because you must believe, you must give. However, if you don't do it and don't do it yourself, you become directives because you still must demand the result. People are good, but cleaning them up is a problem. They get lost in priorities, making them angry and reluctant to do so. Otherwise, you must show that you care about his opinion by involving people. You must show that his opinion determines the outcome. *You are such a real moderator for this, not for the directive, but for manoeuvring to make people responsible.*

What are the elements of leadership, and what does the leader's behaviour mean that he empowers the team?

I know you are such a *'' self-organizing team '. For me, it correlates a lot with empowerment. I imagine that there should be as little hierarchy when a person understands that his decision is important and that he can and must do it, rather than wait for someone to do it*. Eventually, the same meeting takes place, and when people do not wait for the manager to join, we can start when the team realizes they're working on their own, you get the task done, and you have enough resources to accomplish your task. I am not talking about human resources, but you understand so much that you can do the job entrusted to you in the line of duty.

Part V. The importance of project team empowerment for project success
How do you understand the success of the project?
With timely and satisfying demand, the goal is achieved on time plus-minus the expected costs.
Does team empowerment matter to the project, and what impact can it have?
I then thought *it would not sound like it was the only way to get a good result*. I would say *the significance of the project is. However, for a more continuous, extended period for the whole team's psychological state, the happier people seem to me through empowerment. They understand that they can be made the decisions themselves, not someone for them. Decides*. It is such a healthier atmosphere here for the team and the project itself, in the sense that the result and the directive can achieve a good result.

* Table structure: topic / question / PV 5 answer

Source: Compiled by the author