

IMPACT OF PROJECT MANAGEMENT ON SUCCESS CRITERIA

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Abstract- This paper aims to investigate the part that project management plays in ensuring the successful conclusion of a project. These are the study's three main goals:

1. Determine the impact that the feasibility study has on the success of the project.
2. Investigate the impact that managerial activities have on the success of the project.
3. Determine the role played by the project manager within successful completion of a project.

The examination. To investigate the effect of human resource management (HRM) on the project's success across various regions, the researchers collected 100 surveys and used practical sampling to analyze the results. Information on managerial procedures like planning, staffing, collaboration, and control, as well as human resource management and effective project completion, was given to respondents in particular regions of the nation. Despite this, the study's results showed that each component has a favorable connection to the dependent variable, which can be used to help people achieve their goals by using multiple regression and correlation.

Keywords: Project Success, Human Resource Management, Managerial Activities, Planning, Project Manager, Analysis of Correlation.

1. INTRODUCTION

As can be seen in Figure 1 below, the concept of managing projects has gained more traction as a novel related to early used to accomplish not only business goals but also the economic success of less developed countries. Product development, property investment, building infrastructure, and even event planning is not typically part of projects funded by foreign aid in less developed nations. Through the application of the methodology of project management [1], it is possible to execute well-planned and well-coordinated efforts that are directed toward the accomplishment of particular project objectives or goals [2], [3].

When a project is finished ahead of schedule and under its allotted budget, it is seen as a successful undertaking since it achieves the objective it set out to do. One illustration of this would be a group of

responsibilities or regular activities that are designed to be carried out over an extended period of time. Many of these qualities may be summed up as the following: the objective of the project; the life cycle of the project; the project's uniqueness [4]; the project's interdependencies; and the project's conflict [5]. These are just a few examples of characteristics that can be found in all projects.

A project is a long-term process that has clearly defined beginning and ending dates, according to its very description. The majority of projects place a significant emphasis on the work performed by the project manager. It is essential to keep in mind that the effectiveness of the team led by the project manager can never exceed that of the management themselves. As a consequence of this, asserting that an efficient manager is the single most important factor determining the success or failure of a project is probably an exaggeration [6].

This shows that the project manager is knowledgeable about managing projects, which is defined as the coordination and management of all project components [7] as well as the inspiration or handle of all stakeholders involved in achieving project goals within given time, cost, and performance constraints. This demonstrates that perhaps the project manager is well-versed in project management [8]. This indicates that the project manager is well-versed in project management and organizational performance [9]. It also refers to the body of information, methods, and techniques used in project activities to achieve project goals. This is performed in order to complete the job successfully. Pinkerton (2003) defines project management as the process of bringing together all the knowledge and expertise of a varied collection of personnel in order to meet a project's objectives and ensure its success. The overall success of projects, as well as the procedures program and portfolio, are considered when making decisions, Figure 2 [10], [11].

When evaluating a project, it is usual practice to use what is known as the "iron triangle", which consists of time, money, and quality. This set of standards is utilized quite frequently. There are many different factors that can be used to evaluate the quality of a product, the vast majority of which are notoriously challenging or even difficult to evaluate.

The comprehensive evaluation of project quality takes into account a wide range of indicators, including customer happiness and employee participation, amongst others. Ratings known as "conventional project quality" and "contemporary project quality" are applied in a dual strategy for determining the quality of a project. "Contemporary project quality", in contrast to "Conventional project quality", is a subjective view of how effectively the task is meeting the requirements of

clients and team members with regard to matters like the sharing of objectives and values, peer assessment, and client expectations [12], and partnering, as well as an evaluation of the project's progress in meeting those expectations. A related method for managing the quality buildup in engineering or construction projects is called "obtained quality". This method is used to manage the quality buildup in a project during the design and construction phases of the project [13].



Figure 1. A new concept of economic development [2]



Figure 2. Standardization and how it effects a project manager's business [10]

The difficulty of recognizing management process and, besides extension, measuring its efficacy, is compounded by the difficulty of defining success. The project's success can be determined in three ways: by the quality of the end result; by the amount of time, money, and effort put into the project; and by the degree to which

the project's technical goals are met [14]. The other two are the project's actual results and how the beneficiaries as well as sponsors see the project's value and effectiveness. A project's success or failure can't be determined until after it's finished, according to this theory.

The components of a project log-frame, which in turn assesses the efficiency with which project output is utilized, are used to determine whether a project was successful [15]. The majority of initiatives are unsuccessful because inadequate planning and preparation was done, inadequate control was exercised over the project's scope and budget, and inadequate progress was monitored. If you want to determine whether or not a project was successful, you should focus on the following five things: delivering what the customers want, providing quality that matches price, meeting the deadline that was set by the customers, providing as much feedback as the customers want, as well as assuring that a dispute settlement procedure is fair to both customers and developers [16].

It was finally agreed to distinguish between both the project's success and the project manager's success, with most being assessed using the more common and conventional performance measures of cost, plan, and performance quality. It was universally acknowledged that implementing these project management best practices is necessary to ensure a project's success. One of them is:

- 1) Project plans and schedules provide a detailed breakdown of the numerous activities that need to be carried out in order for the project to be completed successfully. The statement "top management support" refers to top management's ability to provide the required money and power for the project's success. The project's motivation [17].
- 2) Consultation with client; implementation; interaction including all project stakeholders; personnel; choice, hiring, and training of project team members; implementation [18]. Personnel; selection, hiring, and training of project team members; implementation
- 3) Client acceptance marks the conclusion of the process of marketing a product to the specific segment of the market for which it was designed. the timely delivery of all of the necessary control data at each stage of the execution process, as well as the availability of the necessary tools and information to carry out the technical action steps [19].
- 4) The ability to deal with unforeseen emergencies and deviating from the plan is an essential component of problem-solving skill. When we speak of communication, we are referring to the availability of both a sufficient network as well as the data that is required. The findings of a number of studies carried out over the course of the last few years have all pointed to the same conclusion: the application of these methodologies is necessary for the effective management of projects [20].

Essential success factors are variables or components of a project that have a high correlation to the project's overall success. The maximizing or reduction of these critical success variables, depending on if they're in a positive or unfavorable state, will contribute to the project's success. The limited areas in which an individual, division, or organization can compete effectively and achieve the required goals are the most significant criterion for success.

For the company to reach its objectives and become successful, only a few things must happen according to plan. If these outcomes are insufficient, the company's efforts will fall short of what would be ideal for the time being. The findings led the researchers to the conclusion that successful projects are predicated heavily on meticulous planning, clearly defined roles and responsibilities, and stringent control over timelines. Furthermore, successful projects necessitate effective project management, governance, and communication [21]. This indicates that the success of project management is dependent on a project plan that is clearly defined, a strategy for risk management, as well as the active participation and support of key stakeholders [22].

2. FEASIBILITY STUDY

As a standard component of the research process, the execution of feasibility studies is highly recommended. When it comes to performing a feasibility study, there are no general regulations, norms, or guidelines that must be followed. Studies of feasibility are conducted with the goal of determining whether or not a project will be successful in the future [23].

- 1) To begin, an analysis of the organization's technical resources is performed in order to evaluate whether or not it is technically possible to proceed with the project. It provides assistance to enterprises in identifying whether or not their technical resources are adequate and whether or not their technical team is able to translate their ideas into solutions that are actually implementable. It is vital to assess both the software and hardware requirements of the proposed system in order to ensure that it can be successfully implemented technically.
- 2) Through the utilization of economic feasibility, businesses are able to investigate the viability, costs, and benefits of potential ventures prior to the allocation of financial resources. In addition, it performs the role of an objective evaluation of the project and contributes to the enhancement of the initiative's reputation. With the help of this information, those in charge of making decisions are able to compute the positive economic benefits that the organization will derive from implementing the suggested system. This review will typically contain a cost-benefit analysis as one of its components.
- 3) If the planned system does not meet with legal criteria such as those governing the protection of personal data or the use of social media, then the system is regarded as being impossible to implement.
- 4) As part of this process, you will be conducting research to determine whether or not the proposed solution is capable of meeting the requirements of your company. In addition, it evaluates how effectively the proposed system addresses problems and makes use of opportunities that were brought to light during the stage where scope definition was performed. Conducting a requirements analysis is the first step in designing a system, and other stages of the project, known as operational planning phase, look into how often the project plan meets those criteria. The functional results must act as the guiding concept for development and

design in order to be successful. These also include design-related qualities like usability, usability, and sustainability, as well as other issues like affordability.

5) The viability of the project's schedule is the single most important determinant in its success. In the event that a deadline is missed, a project is guaranteed to be unsuccessful. We estimate the amount of time that it takes to complete the system during the schedule feasibility phase, and given our degree of technical skill, we are needed to predict the quantity of time it would take to complete the project using a range of estimating methodologies.

3. INVESTIGATION INTO THE ROLE PLAYED BY THE PROJECT MANAGER

A project manager is someone who is responsible for supervising and regulating the various processes involved with the project by the use of information, skills, tools, and strategies. The roles and responsibilities of project managers can be categorized and described in a number of different ways. Before making a hiring decision, it is essential to have a solid understanding of the tasks that are expected of a project manager [24].

A project manager is the individual who is responsible for ensuring that a project is completed successfully without any problems. It is necessary for him or her to have a diverse set of skills, including the ability to probe inquiries, identify underlying assumptions, and manage conflicts. As was mentioned before, the function of a project manager is absolutely essential to the accomplishment of any design or construction endeavor [25]. Even when many people are participating in a project, in the vast majority of instances only one person is accountable for seeing to it that the project is successful. In a perfect world, each project manager would be given complete responsibility for a single project. This would provide the manager with sufficient time to apply his or her skills to any and all challenges that may occur throughout the course of the project.

The following is a list of the tasks and obligations that the project manager is responsible for: When it comes to the administration of building projects [26], this is where "the rubber meets the road". This stage of the project's life is extremely fast-paced, so all of the prior planning, time to prepare, design, and cost management will be put to the test. This stage is in effect from the time a construction contract is signed until the project is completed. A project manager's responsibilities include, among other things, evaluating the project, assembling the team, establishing the proper procedures, and negotiating the contract's terms and conditions. The success of a project manager is determined by their emotional intelligence, ability to focus on management, and intellectual prowess.

3.1. Project Manager's Responsibilities

The most important tasks of a project manager are setting up a group and systems, planning, monitoring, and controlling, negotiating contract conditions, and training

and communicating. Competencies such as self-awareness, management focus, and intellectual talents are essential for a project manager to succeed [27][28].

An effective project manager will be responsible for defining the project's parameters, estimating its price tag, securing buy-in from key players, tracking its progress, adjusting its course as needed, and finally bringing the project to a successful close.

Each company has different needs, which means that the roles and responsibilities of project managers can be quite different from one another. Identifying the roles and responsibilities of a project manager is essential before hiring one [30].

3.2. A Project Manager Must Have the Following Abilities

Modern projects, which are becoming increasingly complicated in nature, necessitate the utilization of a wide range of managerial abilities by project managers. To sum up, the following are the most critical attributes of an effective project manager: Knowledge of financial and accounting practices, sales and marketing, research and development, production and distribution, strategic, operational and tactical plans, and organizational structures and behaviors [31]. To be considered technically proficient, one must have a thorough grasp of a certain activity, especially one that involves methods, processes, procedures, or techniques. This is especially challenging for small projects where the project manager is also responsible for the project control function. c. A human's intelligence and lethal capacity lie in his or her ability to employ and benefit from the talents of others. Knowing how to kill and being human [32].

4. REVIEW OF THE LITERATURE

As a consequence of this, it tries to shed light on the crucial success factors for a project by investigating how the scope of a project affects the goals of the project. It is essential to document the project scope in writing in order to ensure that everything stays on track. Researchers are looking into the possibility that a successful project might be ascribed to having a comprehensive comprehension of its scope. The study presented here is secondary in nature. In this regard, prior studies that dealt with the success of projects and the scope of those projects in particular have been examined in a comprehensive manner.

The study demonstrates how the success of a project is linked to the success of the product. According to the findings of this study, the likelihood of a project being successful can be increased by having a better awareness of the distinction between the scope of the project and the scope of the product. Incorporating the viewpoints of project stakeholders during the pre-project planning stage of the scope definition process, which is the primary focus of this study, can help project managers achieve better project results. This paper will describe the research that is being done as part of a PhD program, which is currently being carried out. In order to carry out the study, we resorted to utilizing quantitative in addition to qualitative research approaches. The experiment

consisted mostly of three different steps. During the first phase, which focused on the links and interactions that existed between the different project definition pieces, we investigated a number of them.

Both an interpretative structural modeling (ISM) technique and an analytical network process approach were used during the investigation. The usage of ISM makes it possible to define and build elemental networks. It was feasible to identify the weight of each element responsible for accounting for the interaction between them through the process of prioritizing and weighting the elements. According to research findings, determining a project's scope and managing the stakeholders involved are two separate components that are usually explored separately. The strategies used to determine a project's scope, on the other hand, can benefit from theories on stakeholder management. The study's main goal is to look into link between a project manager's level of leadership ability and completion of a construction project.

The research was conducted in an organized and thorough manner in order to meet the study's objectives. Using questionnaires as a research method, this study was able to ensure that its conclusions were applicable to real-world building projects and organizations. Every respondent who worked in the construction business was given a questionnaire with twenty questions. Only 30 participants were chosen from a total of 50 people who were to be researched. According to the Likert Scale, which was utilized in the questionnaire. The study's findings indicate that a project manager's leadership qualities have a positive impact on the team's achievement. The factors which led towards the project's accomplishment including those that helped contribute to its unsatisfying conclusion were investigated using a questionnaire. According to one study, the top three criteria that contribute to project success are user involvement, proper management and estimation, getting more important, and team members' engineering skills.

When the conclusions of this case study are compared to those of the report of Standish Group, it becomes abundantly evident that the problems are basic and play a substantial role in the failure of many different initiatives. If adequate project management practices are followed, it will be possible to avoid these sources of failure. Strong leadership skills are the topic of this essay because they are necessary for successfully and efficiently managing projects. According to research carried out, in order for corporate endeavors and individual projects to be completed successfully, project managers require not only management skills but also leadership qualities and capabilities.

To be a good project manager, one needs to possess the appropriate skills and competence at the appropriate time. Before a model of project leadership that is applicable in all contexts can be developed and validated, project managers need to perform in-depth research on the topic. In subsequent research, it may also be possible to investigate the relationship between project management certification and the outcomes of a person's career.

Discovering the numerous ways in which information systems might contribute to the accomplishment of a project is the purpose of this study. All aspects of the PMIS user, the program, and the information output that could potentially have an effect on the success of the project were evaluated. A Likert scale was utilized to assign ratings to the data that was acquired through the use of purposive sampling. According to the findings of the research, making use of software that generates high-quality information that the user (project manager) needs in order to carry out project tasks aided project managers in carrying out those tasks in a more professional manner, which led to an increase in the percentage of projects that were successful.

Following their transformation, the three independent variables-software quality, knowledge output quality, and user effect-were merged into a single variable that was denoted by the acronym PMIS. There was a significant and favorable correlation between this one independent variables and dependent variables (0.954). (Completion of the Project) As a consequence of this, it was decided that utilizing PMIS in order to achieve success in the project while also sticking to the project limits and meeting the project objectives would be beneficial [33], [34].

The goal of this study is to identify the key elements that significantly affect the financial performance of manufacturing companies in Malaysia's the state of Penang. In addition, the goal of this research is to discover whether or not project change control has an effect on the link between the variables that are independent and those that are dependent. The investigation was able to be finished in a timely manner because to the utilization of standardized inquiries. Because researchers may simply gather the information they need, and because the collected through questionnaire survey can be conveniently coded, the questionnaire has become a common method of data collecting. The questionnaire, which is regarded as credible and valid thanks to its development with the assistance of Pinto's Project Implementation Profile, was created. This questionnaire was constructed with the help of that piece of paper. The findings showed that support from top management has a positive connection to the success of indirect projects in industrial production, which is consistent with the results that a project's likelihood of success is increased if top and executive management demonstrate visible support and commitment to the project.

The findings of the research also showed that having support from upper management is essential to the success of needed to manufacture projects. The purpose of this research is to look into the situation of the project relating to the objectives sector right now in order to better understand this area of study. Several articles out from Web of Science (ISI) records that addressed the subject of "project management success" were used to build a study. The information for the study was compiled in this portfolio [35].

The main goal of this study is to determine how management and the project team contribute to the effective implementation of EMP in the construction and building industry. The questionnaire responses from the numerous people and organizations involved in the construction project, including clients, consultants, and contractors, were analyzed using the survey method. The majority of the construction stakeholders believe that the effectiveness of communication strategies, the team's commitment, and the project manager's leadership skills are all necessary for the EMP to be successful, according to the survey's findings. The results also show that the success of an effective management program is strongly correlated with the abilities of the project management team, as well as with those of project planning and procurement-related factors. The researcher developed this hypothesis to explain his findings after reviewing the findings of several earlier studies.

5. A STRUCTURAL FRAMEWORK FOR IDEAS

According to the first hypothesis, the feasibility study bears a direct relationship to the achievement of the goal of successfully completing the project.

The overall success of a project is correlated with the activities, tasks, schedules, and budgets that have been planned for the project.

There is a connection between the successful management of a project's human resources and that project's overall level of finished quality.

6. METHODOLOGY

The methodological approach entails creating an item questionnaire on the results of the literature review, interviews, and site visits, which also recommended a list of parameters. The author spent two months conducting in-person interviews with directors of contractors with experience in construction engineering projects, managers of significant construction projects, and some partners of design consultancies. One person or a group of persons is interviewed at a time in an interview, which is a form of person-to-person verbal communication. The benefit of assuring further information gathering, clarifying, and recording interviewees' facial expressions. Their opinions on the Critical Success Factors (CSF) of Residential Complex Projects (RCP) management were to be obtained through the exploratory interviews.

Table 1. Profiles of the participant

Years of Expertise	Total Number of Replies				No
	Project Engineer	Design Consultant	Contractor	Site Engineer	
1-5	2	1	0	4	7
6-10	4	3	8	8	23
11-15	12	2	14	11	39
16-20	10	9	15	9	43
More than 20	8	8	6	8	30
Total number	36	23	43	40	142

A sample questionnaire survey with 40 project management success variables divided into eight categories was used after the exploratory interview. For this investigation, random sampling with stratification was used. This sampling technique, according to Kothari, is utilized when the population includes a variety of distinct groups, and the frame can be divided into many "layers" based on these categories. A small group is chosen as the study's sample by the researcher. This portion represents the larger population. When the sample being researched is too big to investigate individually, researchers might save both money and time by grouping individuals into groups with comparable characteristics. Then, each stratum is sampled as a separate subpopulation, from which specific components are randomly selected. Simple random selection was used to select the respondents from each stratum.

More than 180 employees of various construction firms with a focus on building RCP received the questionnaires. In total, 142 of the 180 questionnaires were returned. Of these, 36 project managers, 23 design consultants, 43 contractors, including 40 site engineers-along with respective years of experience-are shown in Table 3 as having returned questionnaires. The importance of CSF has been evaluated using these groups, Figure 3.

In this study, both qualitative and quantitative methodologies were employed. The results of the literature review formed the basis for the questionnaire. The following presumptions were made for the framework:

A) Residential complex projects that are successfully completed make use of project management tools and processes. The approaches used to implement these tools and procedures have a pattern that is related to project failures. Therefore, the most important project management variables affect the golden triangles of time, cost, and quality in various ways and have an impact on the project's success.

The following goals serve as the foundation for this seven-step method:

- 1) Using a which was before list of important success elements and interviews, determine the critical success variables in residential complex projects.
- 2) Relative Importance Index (RII) assessments for selected CSF of residential complex projects served as the basis for a pilot survey for a produced questionnaire.
- 3) Determining the golden triangle's effects of the CSF collected from step 3 (time, cost, and quality)
- 4) Analyze the proportion of CSF that was in operation while the RCP was being built.
- 5) Use a case study approach to assess the typical management success criteria used by the construction company and the typical project success criteria used by clients for 20 completed residential complex projects.
- 6) Using 6 as a basis, determine the management performance and project success.

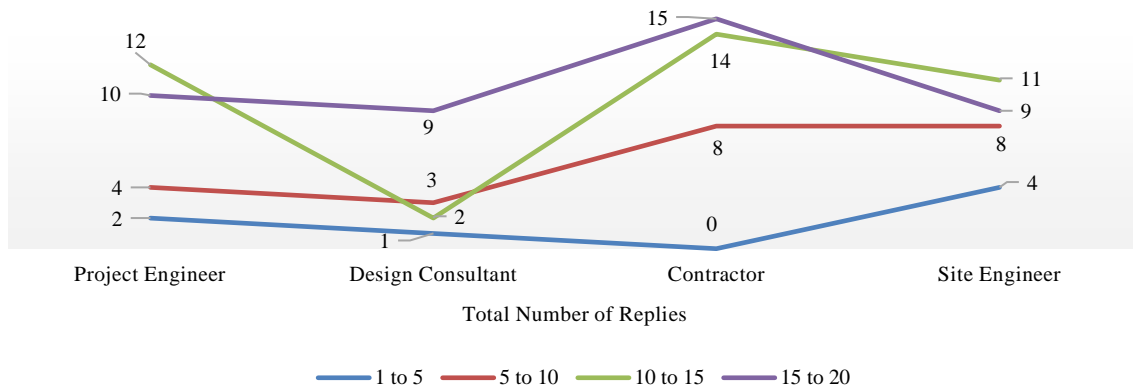


Figure 3. Profiles of the participant

B) There are three key sections to the questionnaire. The basic knowledge for respondents is covered in Part 1. As for part 2, a thorough CSF checklist was created after a thorough literature research, showing eight categories or subcategories with 40 identified sub-CSF as the primary determining elements of any residence complex project. These sub-CSF primarily affect the three main project units (cost, quality, and time). The following eight categories were created based on their traits and discussions with experts in the field of construction management:

- 1) Project-related variables include project kind, project size, project comprehension and goals, design fidelity, and support from top management.
- 2) Project manager-related factors include project managers' capacity for creativity, project managers' communication channels, and project managers' leadership qualities.
- 3) Factors relating to resources include having access to enough equipment, supplies, money, and financial assistance, as well as effective resource management methods.
- 4) Technical expertise, project team efficiency and experience, participant dedication, motivation, and coordination, team's capacity to make crucial decisions, as well as availability of innovative ideas inside the work group are team-related aspects.
- 5) Technically relevant factors include a sufficient project schedule or plan, a sound framework, sufficient project management software, techniques, and standards, a realistic cost estimate, projects completed within budget, efficient planning, monitoring, and reporting, an adequate dispute resolution procedure, accessibility of a feedback mechanism, a clear contract strategy, specifications, and awareness, an adequate quality control program, and an adequate risk recognition and oversight procedure.
- 6) Factors relating to contractors include their professional expertise, financial potential, ability to provide adequate working conditions, maintenance of a safety plan, lack of workplace incidents, and supervision of their subcontractors' subcontractors.
- 7) Factors relating to the client: the client's expertise with construction, the client's input and participation, and the client's decision-making speed.

8) Contributory factors to the outside world include the political and environmental climate, the economic health of the nation, customer happiness, environmental protection, profitability, and market competitiveness.

7. ASSESSMENT AND RESULTS

The chosen experts received the initial questionnaire surveys. A variety of previously recognized success variables for residential complex projects were rated by the respondents. Numerous essential success elements that affect the accomplishment of project objectives and are thought to be likely to be contributing to the construction project's successful completion have been ranked using the RII method. A five-point Likert scale was used to ask the four groups of participants to rate the following statements, from least significant (rating of 1) to most significant (rating of 5): 1 indicates no effects, 2 minimal effects, 3 minor effects, 4 moderate effects, and 5 significant effects.

The factor is more relevant the higher the RII value. According to the first-round rating, a condensed list of 40 CSF was presented during the second round. Using the Likert scale, the respondents were asked to score the 35 CSF's effect on time, cost, and quality considering their prior experience building residential complex projects. Rankings were made of the CSF impact just on golden triangle results.

The third round's goal was to determine the percentage of participants using the successful project management elements. The evaluation of CSF during the building of various residential complex projects was requested of the respondents. According to Standard requirements, each practiced thing received a full weight of 100%, whereas never-practiced items received a 0% weight. Due to the difficulty in estimating the actual percentage, an average among 0 and 100 was determined for the partially trained by applying a 50% weighting. This approach is used for a comparable study to calculate the proportion of practice.

The fourth round's goal is to assess the management effectiveness and project effectiveness of residential complicated tasks that were built in the Erbil Governorate between 2012 and 2019.

The Region of Iraq's capital lies in the Erbil Governorate. In the previous 12 years, the Erbil Governorate has seen the construction of over 50 residential complex projects, several of which have been the subject of protests from locals. A case study will be conducted on 20 of the 50 projects that were chosen, or 40% of the built projects during that time. Residential projects had anything between 300 and 1100 units. The projects are numbered 1 through 20.

Face-to-face interview questions with construction projects of residential complex tasks connected to the case study were used to gather data. Numerous questions on project management criteria were posed to the managers.

8. CONCLUSION

This study was designed to look into how successful project management affects the success of cross-regional initiatives. The paper primarily aimed to accomplish the following three things:

1. To determine the extent to which the feasibility study will affect the outcome of the project.
2. to have an understanding of the connection between proper activity planning and management and the successful completion of a project.
3. to explore the impact that human resource management plays in the success of multi-regional projects, as well as the role and responsibilities of project managers.

The researchers made use of easy sampling in order to gather a total of one hundred respondents from the Multi region. According to the coefficient of correlation, the success of the project (the dependent variable) had a considerable positive impact on three factors that were independent: the planning activities, the feasibility investigation, and the human resource management. The examination of correlation revealed that there were three factors that had a favorable, direct, and statistically significant impact on the accomplishment of the project. The study's goal is to highlight the critical role that project management plays in enhancing innovation and making the most use of available resources. Project management and project success can be studied as a correlation. As a result, the implementation of optimum resource utilization with a green aspect in project management will lead to long-term organizational performance improvements.

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