Project Manager-Fit and Project Success in United Arab Emirates

اختيار المدير المناسب لنجاح المشروع في دولة الإمارات العربية المتحدة

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Abstract

More companies in the United Arab Emirates are applying project management to perform projects and assist them in delivering quality services and products. Since there is a demand for competent project managers, more research is needed to identify the effectiveness of fit project managers. As a result, this research project provides an in-depth understanding of the roles that project managers play in the success of projects in the United Arab Emirates.

In the literature review, notion of fit is an important factor in acquiring competent project managers. As a result, this research project uses the qualitative research method to achieve its objectives. This research method is relevant because it helps gain the understanding of individuals' perceptions and insights on project manager fit to ensure project success. Moreover, with the use of structured interviews, information will be attained from the informants.

Consequently, after data is collected, it will be analysed to come up with the research findings. It was concluded that the success of projects are manifested in the relationships between the notion of fit, project managers' personalities, and project profiles. Moreover, the research project shows the relevance of fit for companies in the United Arab Emirates, which is indicated by relationship between person-organization fit and the companies' turnover. In addition, it is important to acknowledge that the research project had a number of limitations. Among them was time constraint between the researcher and the informants. Secondly, it was difficult to acquire answers to all interview questions since each of the informants had different opinions. As a result, there is need for carrying more research on the topic to ensure that it fully addressed. This research project was able to identify that for project success, the role of leadership is important.

المـلخـص

تتزايد في دولة الإمارات العربية المتحدة الشركات التي تطبق إدارة المشاريع لتنفيذ المشاريع ومساعدتها في تقديم الخدمات والمنتجات عالية الجودة. من هنا جاء الطلب لمدراء مشاريع مختصين، مزيد من الأبحاث أصبحت مطلوبة لتحديد فعالية مدراء المشاريع المناسبين . نتيجة لذلك، يوفر هذا المشروع البحثي فهم متعمق للأدوار التي يلعبها مدراء المشاريع في نجاح المشاريع في دولة الإمارات العربية المتحدة.

بمراجعة الدراسات السابقة التي تناولت الموضوع ذاته، مفهوم التناسب هو عامل مهم في الحصول على مدراء مشاريع مختصيين. ونتيجة لذلك، يستخدم هذا المشروع البحثي منهج البحث الوصفي لتحقيق أهدافه. هذه الطريقة البحثية تكاد تكون الأنسب لأنها تساعد على اكتساب الفهم لتصورات الأفراد ووجهات نظرهم حول مدير المشروع المناسب لضمان نجاح المشروع. وعلاوة على ذلك، مع استخدام المقابلات المحددة، يتم الحصول على المعلومات من المعنيين.

بناءً على هذا، بعد أن يتم جمع البيانات، سيتم تحليلها من أجل التوصل إلى نتائج البحث. وتخلص النتائج إلى أن نجاح المشاريع يتجلى في العلاقات بين مفهوم التناسب، وشخصيات مدراء المشاريع، وملامح المشروع. وعليه، يوضح هذا البحث أهمية ملائمة المدراء للشركات في دولة الإمارات العربية المتحدة، والذي دل عليه العلاقة بين توافق الشخص في المنظمة والتحولات التي تطرأ على الشركات. بالإضافة إلى ذلك، من المهم أن نعترف بأن هذه الدراسة احتوت على عدد من القصور. وكان من بينها ضيق الوقت بين الباحث والمتقابلين. ثانيا، كان من الصعب الحصول على إجابات لجميع أسئلة المقابلة لأن كل من المعنيين في المقابلة كان لديهم آراء مختلفة. كنتيجة لذلك، هناك حاجة لإجراء المزيد من الأبحاث حول هذا الموضوع للتأكد من تناولها بشكل وافي. وأكدت نتائج هذا البحث أن دور القيادة مهم لنجاح المشروع.

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Table of Contents

Project Manager-Fit and Project Success in United Arab Emirates 2016

Chapter 1

Introduction

Projects and project management are the current wave without bounds in worldwide business (Ahsan, Ho & Khan, 2013). Progressively in fact complex items and procedures, boundlessly abbreviated time-to-market windows, and the requirement for cross-practical aptitude make project management a critical and intense instrument in the hands of associations that comprehend its utilization. Be that as it may, the extended utilization of such procedures is not continually being met by a corresponding increment in the pool of equipped project managers. Sadly, and maybe humorously, it is the very notoriety of project management that gives numerous associations their most serious difficulties (Turner, Geraldi & Muller, 2005). They regularly belatedly find that they just don't have adequate quantities of the sorts of skilful project managers who are frequently the key main thrust behind fruitful item or administration advancement. Senior managers in numerous organizations, promptly recognize the ad hoc way in which most project managers get their skills, however, they are uncertain how to better create and accommodate a supply of very much prepared project pioneers for what's to come (Pellegrinelli, 2011).

1.1   A Project.

A project can be defined by a couple of components such as objectivity as it is definable with result, output or product, complexity with normally interrelated activities and extensive number of various tasks, unique where it is usually a "one-off" assignment, instability as it has a component of risk, temporary with its well defined starting and end and in conclusion work in an existence cycle as emphasis and resource needs change among the life of the project (Malach-Pines et al, 2009).

1.2   Project Management.

In contrary, project management is characterized as the process of controlling the accomplishment of the project goals, using the current hierarchical structures and assets and deal with the task by applying an accumulation of devices and strategies without intruding on the standard operation of an

organization. Some of the functions of project management are defining the work requirement, designating asset needs, arranging the execution of work required, observing the advancement of the work and taking action to sudden events that occurred. DeFillippi, Lindkvist & Sydow (2004) however, stressed that project management is only a device to help the procedure of progress and when used timely can lead to problem solving of basic issues for an organization.

1.3   Project Manager.

A project manager is the individual responsible with accomplishing a project's objectives. In some situations, the project manager acts as a representative to clients and is tasked with the responsibility of implementing and determining the clients' needs (Williams, 2005). Moreover, a project manager acts as a bridging gap between the clients and the production team. He or she has to have knowledge of the company to make it easier to handle problems. In addition, it is essential that he or she has the ability to easily adapt to internal procedures of any contracting party and to associate with nominated representatives (Crosby & Bryson, 2005). This is essential to realize that time, cost, quality, and client satisfaction are realized (Ralf & Turner, 2007).

1.3.1   The Project Manager – Fit.

Project managers should be sufficiently specialized to handle difficult development in projects (Lock, 2008). For little specialized projects, it is normal for the project pioneer to be an exceptionally specialized topic master. For bigger projects, project managers are sometimes experts of each specialized subtle element, however, for the most part they are sufficiently learned to guarantee that correspondences are clear and status can be confirmed. On little, specialized projects, the project manager may be a specialized master, however that turns out to be significantly less critical as the work develops. Expansive scale projects require a compelling pioneer who can rouse individuals and agent the work of the individuals who comprehend the subtle elements (Charvat, 2003).

Great project managers are conscientious, ready to compose and keep straight numerous different exercises at once. They are likewise even minded; project management is more about "adequate" than it is about making progress toward flawlessness (Koskela & Howell, 2002). The majority of this identifies with conveying business quality—understanding the exchange offs between time,

degree, and expense while passing on the normal estimation of the project to the associationhe or she is working for (Collins, 2011).

At last, great project managers are perky and idealistic. They should be loved and trusted by backers and upper management to be effective (Lindgren & Packendorff, 2006). They convey advance truly, notwithstanding, when a project keeps running into inconvenience. Holding the certainty of your partners stuck in an unfortunate situation likewise requires conveying sound systems for recuperation. Successful pioneers meet difficulties with a presumption that there is an answer. With an inspirational state of mind, as a general rule, they discover on (Newell et al, 2009).

1.4   Project Success and Project Failure.

1.4.1   Success and Failure

A project success is when a company is able to deliver in accordance with its agreeable project objectives. Success is fully noticed when a company realizes maximum value a project delivers once the projected is completed (Williams, 2005).Therefore, for a company to be successful, it has to deliver on quality, cost, business benefits, and time. Moreover, it is important that there is maximum customer satisfaction to ensure a project's success. On the other hand, it is common for projects to fail; thus, it is essential that preventive measures are applied. A project is considered a failure if it does not deliver on the project's expectations. In most cases, a project may use a lot of resources than anticipated as a result of poor planning (Dinsmore & Davies, 2006).

1.4.2   Project Success and Failure.

As a Project Manager, balancing all of the balls is crucial, although keeping one's eye on the correct ball is the central to producing truly successful projects. While realizing the reasons of project failure is essential; without a universal definition of project success, there exists no clear basis for distinguishing between successful projects from another considered a failure. Failed projects result in bankruptcies while many more are cancelled before their completion (Shenhar et al, 2001). However, such examples represent the utmost project failure and in essence, there exists a sliding scale between absolute success and total failure (Cattani, 2011). Given that the explanation of success ought to be the guiding factor towards which projects are based, it then becomes imperative to

define what success is(Engwall, 2003). On the surface one might suppose that defining a successful project would be comparatively simple, but in essence different people define project success in various ways. Project success, however, falls under four main categories or tiers, which include(DeFillippi, Lindkvist & Sydow, 2004);

• Tier 1 – in this, the project is said to be a success if it renders all or majority of its objectives as outlined in the scope irrespective of budget or schedule performance (Bryde, 2003)

• Tier 2 – The project is said to be successful if it meets its objectives on specified time and/or within the set budget (Ahsan, Ho & Khan, 2013).

• Tier 3 – The project is said to be successful if it achieves its set goals on time, within the set spending plan and to the set quality guidelines (Kerzner, 2001).

• Tier 4 – The project is said to be fruitful in the event that it accomplishes the settled upon project objectives, be they plan, scope, quality, spending plan, or results in view of the objectives to be met or key positions to be established (Malach-Pines et al, 2009).

• Tier 5 – The project is said to be fruitful if the item created by the project produces a huge net worth for the association at the end of the project (Bryde, 2003).

The fantastic reading material definition outlines that a project is a win on the off chance that it accomplishes the greater part of the concurred project goals, i.e. the tier 4 definition. On the other hand, maybe on the grounds that calendar and spending plan are the most unmistakable measurement, amidst a project numerous individuals carry on as though either tier 2 or 3 where the conclusive answer. At the point when a project is over and once the thing conveyed by the project has a space plan insightful to be used, the perspective every so often changes and people (especially the Sponsor, people from the all-inclusive community and the media) consistently look to the level 5 definition when making their last audit judgment(Engwall, 2003).

1.5   The Influence of a Project Manager on Project Success and Failure.

The project manager should influence his team to enhance their performance to meet the project's objectives. If the project manager does not have the competence to integrate, mobilize, and transfer his knowledge to his project team, the project will become a failure (Pellegrinelli, 2011). For a successful project, the project manager needs to have the relevant knowledge and skills to see it through. In addition, the project manager is responsible for ensuring that everyone in his project team understands and executes their specific roles. He or she should also ensure that the team feels supported and empowered in their roles. Project managers are tasked with specific responsibilities within a project(Hansen, 2002).These responsibilities depend on the size of the company, company culture, and company, maturity. The responsibilities common to most project managers include managing communication, project delivery, project budget, project conflicts, project risk, project stakeholders, project team, project schedule, and developing project plans. If he or she manages these responsibilities, the project will be a success and all the set objectives will be met (Ralf & Turner, 2007).

In spite of careful arranging and hazard management forms, a project manager may experience, on a close regular routine, such occasions as the disappointment of specialists to appear at a site, the liquidation of a key seller, a disagreement in the rules gave by two designing experts or changes in clients' prerequisites. Moreover, to have a successful project, a project manager needs to adapt by visiting sudden occasions that require a hierarchical society that permits him or her to practice an incredible measure of adaptability (Bryde, 2003).

1.6   Research Problem.

The literature suggest that incorrect allocation or assigning of project managers (with misaligned skills) to specific projects leads to incongruence, between the individuals 'characteristic of a project manager and the characteristics of the project; this ultimately will lead to the failure of the project (Malach-Pines et al, 2009).

1.7   Aim of the Research.

The research seeks to establish the role project managers play in the success of a project in United Arab Emirates. The study looks into the research design, target population, the sample size, sampling technique, reliability and validity, data collection techniques (interview) and data analysis of the data collected.

1.8   Research Questions.

For this research, three questions will be used to identify to collect data. They include:

1. What is project manager 'fit'?

2. To what extent do specific traits characterize an effective project manager?

3. Within a UAE context, are project managers being assigned to projects based on their possession of 'fit' characteristics?

1.9   Research Mapping

No.	Research problem	Research Aim	Research Questions	Research Objectives	Research Rationale	Underlying Theory
1	The literature suggest that incorrect allocation or assigning of project managers (with mis-aligned skills) to specific projects leads to incongruence, between the individuals' characteristic of a	To utilise literature and articulate the concept of project manager 'fit'.	What is project manager 'fit'?	To create a wider understanding based on the literature as to the notion of project manager 'fit'.	The rationale is that by creating a wider and more rigorous understanding of the notion of project manager 'fit', we will be able to ensure that project managers with the right skill set and characteristics are assigned to specific projects.	The person-job fit theory (Anderson, Spataro & Flynn, 2008).
2	project manager and the characteristics of the project; this ultimately will lead to the failure of the project.	To glean from empirical data appropriate characteristics of effective project managers	To what extent do specific traits characterize an effective project manager?	To facilitate an understanding of the characteristics of effective project managers.	Understanding specific characteristics important to a projects success (of a particular project) will enable project sponsors focus on identifying and assigning project managers with that	Person-Organization (P-O) fit theory (Caplan, 1987; Kristof, 1996; Sekiguchi, 2004)

					specific characteristic, to a project.	
3		To empirically explore within a UAE context whether project managers are being assigned to the right project, taking the notion of fit into consideration.	Within a UAE context, are project managers being assigned to projects based on their possession of 'fit' characteristics?	To create a UAE specific understanding as to the notion of project manager 'fit'.	By creating a UAE specific understanding of the notion of project manager 'fit', we will be able to contribute to not only increased professionalism in project management, but also ensure that a higher rate of project success is recorded in UAE projects through more effective alignment of project manager characteristics with project characteristics,	

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Chapter 2

Literature Review

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2.1   The Notion of 'Fit'

In organisational behaviour, the notion of fit is of major importance. In terms of an organization, fit is used to express the degree of matching internal capabilities and resources with external opportunities(Sekiguchi, 2011). Resources are usually production inputs that an organization owns while capabilities refer to the accumulation of knowledge that an organization acquires. Moreover, matching happens through the use of a strategy, therefore, organizations need to have the necessary capabilities and resources to sustain and implement the strategies (Ansari, Fiss & Zajac, 2010). As a result, it is necessary to identify the types of fit, which include strategic fit, person-situation fit, and person-culture fit.

2.1.1   Strategic fit

This kind of fit is relevant because it evaluates an organizations strategic situation (Channon & Mcgee, 2015). Moreover, it identifies opportunities within an organization's divisions. Most importantly, strategic fit relates to the view of resources by a company, which suggests that for maximum profit realisation, there must be more attention on the industry selection, positioning of the industry, and internal operations focus. As a result, an organizations capabilities and resources are fully utilized. Proper utilization and combination of an organization's capabilities and resources can lead to a competitive advantage from which a company can make profits (Christensen & Wright, 2011).

2.1.2   Person-Situation Fit

Person-situation fit is also known as the person-job fit. In understanding this kind of fit, two paths are used to explore it(Bernritter, 2014). The first path includes fit between individuals and an organization's characteristics while the other is fit between occupational attributes and an individual's characteristics (Kristof, 1996). In other words, the former relates to the type of abilities an individual has, to the requirements needed by the organization, while the latter investigates the characteristics of an individual, to that of the organization's climate. According to theories of vocational choice, a person selects an occupation or career based on what he or she identifies as fitting their personal self-concept.

Project Manager-Fit and Project Success in United Arab Emirates 2016

For a company to realize profits, it is necessary that there is a harmonious relationship between an employee and the job environment (Hurtz, 2000). During employee selection, an individual's personality plays a crucial role (O'reilly, Chatman & Caldwell, 1991). Moreover, an individual's image of an organization and his or her personality traits lead to his or her preference to be part of the organization. For an efficient person-job fit, a proper and precise understanding of the situation requirements are necessary to avoid cases of lose and mismanagement of company resources. Most significantly, there is also the issue of technical fit in person-situation fit. Technical fit refers to the extent to which a practice's characteristics are compatible with technologies used by employees (Duke & Iwanicki, 1990).

According to Hurtz (2000), during employee selection, the main concern is finding individuals who have the necessary abilities and skills for the job. Person-situation fit assessment is done by determining the job's demand through an analysis that identifies the necessary abilities, skills, and knowledge needed to perform and complete the task (Ferrando, 2013). Moreover, it has been demonstrated that to have an effective selection of workers, it is relevant to use structured and validated means compared to unstructured practices (Duke & Iwanicki).

2.1.3   Person-Culture Fit

The person-culture fit is also referred to as the person-organization fit. Within an organization, the notion of culture is relevant in understanding an organization's and employee behaviour (Kim, Cable & Kim, 2005). Culture is essential in determining how an employee fits within an organization (Anderson, Spataro & Flynn, 2008). Moreover, the aspect of a situation in which an employee takes place influences how the employee reacts to different situations in the internal and external environment (Memon, Salleh & Baharom, 2014). In this regard, individual expectations and values with which an employee interacts with situations such as company norms mainly affect how the employee behaves and what kind of attitude he or she will develop towards the company (Presbitero, Roxas & Chadee, 2015). Moreover, it establishes the compatibility between an organization and its employees(Venkatraman, 1989).

The person-cultural fit explains the extent to which an organization's practices can be compatible with an employee's cultural beliefs, practices, and

Project Manager-Fit and Project Success in United Arab Emirates 2016

values(Bernritter, 2014). It is usually problematic for employees to diffuse new ideas and practices, and as a result, roles and responsibilities may be affected causing a change in their behaviour (Memon, Salleh & Baharom, 2014). For instance, changes in corporate cultures such as the mission, beliefs, philosophical orientation, values, and communication styles may impact receptivity to an organization's practices (Kristof, 1996).

During employee selection, the P-O fit is theorized as the match between an organization's aspects and the interviewee. P-O fit is of major importance to an organization because it helps maintain flexibility and committed workers, which is essential in competitive and tough market environment (Scroggins, 2008). It is argued that people are not assigned to situations, but they seek situations that best fit them; thus, when they are part of the situation, they help determine and improve it.

2.1.4 Person-Situation Fit and Person-Culture Fit in Employee Selection

There are two important approaches taken into consideration during employee selection, which are descriptive and prescriptive approach(Sekiguchi & Huber, 2011). The descriptive approach is used in determining what tactics company managers apply in employee selection. Moreover, it focuses on an individual's fit, which plays an important role in the process. On the other hand, prescriptive approach establishes the main techniques company managers should use to select the right employees.

Most processes used in employee selection are aimed at attaining person-job fit. However, person-job fit is becoming less significant; thus, the need for an evaluation of both the person-job fit and the person-culture fit. The main reason why companies prefer person-situation and person-culture fit is because they both have less complications(Chatman & Barsade, 1995). As a result, there is a need for companies to define their values and culture to assess individual fit. If the two are considered in any type of project, there will be positive results that include better performance, job satisfaction, and organizational commitment (Venkatraman, 1989). As a result, it is clear that both person-culture fit and person-situation fit are essential in the selection process of employees.

2.2   The Person-Job Fit Theory

The person-job fit theory indicates that an individual's traits help reveal their adaptability to an organization's culture (Anderson, Spataro & Flynn, 2008). The extent to which an individual adapts to the organization is referred to as the person-job fit. In organizations, the most common measure of the person-job fit is usually workplace efficacy(Cable & Parsons, 2001). This indicator shows the rate at which an individual completes assigned tasks. Consequently, these assigned tasks are moderated by the work environment, in which an efficient worker who performs better as an individual than a team has a higher person-job fit, especially if the work place stresses on high performance on an individual level.

Moreover, if an individual's personality matches the job position, company employees are able to avoid losses from high turnovers, unsatisfactory services provided to clients, and consequently attain improved synergies. As a result, workers are able to remain committed to their companies because they have a good individual fit(Kristof, 1996).The person-job theory is used to assess a company's competence, in which employees are assessed based on their competence. In such assessments, the employees' motivation, efficacy, and co-employee respect are revealed. In addition, the theory uses assessment tools such as situational analysis and psychological tests to assess employees (Channon & Mcgee, 2015). For individuals that have a high person-job fit, it can be deduced that they can easily and quickly adjust to the organization's environment, optimal level, and to the work culture.

Most importantly, this theory is grounded on the notion of fit between the job environment and an employee's personality characteristics. There are six types of personality, which proposes that the need to quit a job as well as workers satisfaction depend on the extent to which the workers are able to successfully match their individual personalities to their job culture and environment (Cable & Judge, 1996). Moreover, the person-job fit theory identifies six outcomes that are a result of the positive effect of person-job fit, which include performance, job satisfaction, retention, motivation, low job stress, and high employee attendance (Carless, 2005). A positive person-job fit matches when a worker's needs, received from their job performance, correlates to easy adjustments, reduced intention to quit, improved job satisfaction, and more commitment to the company. Additionally, more benefits can be viewed if the definition of the

Project Manager-Fit and Project Success in United Arab Emirates 2016

person-job fit extends the match between job demands and an individual's abilities.

2.2.1 Person-Job Fit Analysis

It is commonly known that interests, abilities, and desires are different from one individual to the other. Person-job fit analysis includes the process of collecting information within the job environment and bringing it together to come up with an organizational plan or strategy (Chatman & Barsade, 1995). The data collected assists Human Resource managers to identify how vacant positions can be filled and what qualities are needed for those particular positions. Research shows that there are patterns on the way that employees interact with their job environment based on time and situation (Edwards & Cooper, 1991). Person-job fit analysis determines what type of an individual has the right skills and knowledge to fit a particular job environment. The importance of the analysis is that it helps organizations in avoiding market competition and talent crisis. Moreover, it encourages the placement of Human Resource functions and processes.

In addition, the analysis creates links between Human Resource verticals such as performance appraisal and evaluation, selection and recruitment, and talent exit and entry (Jiang, Lepak & Baer, 2012). There are endeavours by the Strategic Human Resource Management to link all functions of the HR with the organization's goals, culture, quality of work, yearly profits and turnover, and future use of company resources to satisfy organizational needs. The SHRM deals with weaknesses, strengths, threats, and opportunities within a company. For an organization's success, it is crucial that its flaws and competencies are identified; thus, the need for the analysis (Judge, 1994). Furthermore, when managers are aware of their employees' competencies, they can easily source out, retain and recruit workers, address their concerns and needs, develop their competence even further, and provide the relevant motivation for better output that will ensure the company has a brighter future.

In any project, person-job analysis plays a vital part in strategic planning. The analysis offers an organization with adequate information to assess worker responsibilities and tasks, duties and functions, hazards and risks, and the right equipment and tools to create the desired output (Kristof, Zimmerman & Johnson, 2005). When an organization decides to perform the person-job fit analysis, their

main aim is to determine who is fit for a particular place. However, the Strategic Human Resource Management determines the relevant means to exploit human efforts to attain company goals.

In addition, the analysis determines the training specifications and needs of a company's employees to derive the needed output, while the SHRM aims at deciding the relevant training content and specific means of providing training sessions. For any project, person-job fit analysis assists in achieving higher profits for an organization (O'reilly, Chatman & Caldwell, 1991). Moreover, it acts as a basis for the success of a company, in which it helps in formulating the company's future strategic plans. Furthermore, with genuine information, project managers are able to formulate effective policies and strategies in advance, remaining positive and capable of handling any unforeseen circumstances (Duke & Iwanicki, 1990). Consequently, companies decide to perform the analysis to better understand the factors that affect human behaviour. Project managers want to identify whether employees are competent to perform their assigned tasks successfully or there is the need to shift them from one job station to another. Basically, person-job fit analysis is concerned with the complete employment of an individual's resources (Lauver & Kristof, 2001).

2.3   Person-Organization (P-O) fit theory

Most organizations are involved in highly competitive global businesses. However, the major expense they go through is costs of labour of which the organizations look for means that would help in reducing them. As a result, some of them employ strategies such as reducing employee turnover or increasing their productivity (Caplan, 1987). However, the most effective factor is maintaining a degree of fit between the organization and the individual to take up the project as its manager. It is important to note the fact that most organizations have different distinct cultures that are responsible for success of their implementation process, strategy creation, and maintenance of their leadership position; thus, finding workers with good organizational fit is critical.

The person-organization fit theory entails how people and organizations should have a compatibility, which should allow one of either of the two entities provide the needs of the other. Moreover, they can also share the same

characteristics in ensuring that they are both successful (Sekiguchi, 2004). Furthermore, this theory explains the type of traits an individual should have and how to determine whether he or she has the recommended traits, which will reveal their adaptability to the organization's culture.

The adaptability between an organization and an individual is what is referred to as the person-organization fit or the person-environment fit. Most importantly, the person-organization fit is measured with the use of workplace effectiveness. This measure is defined as the rate which employees can complete their assigned tasks (Kristof, 1996). The person-organization fit theory further explains the efficiency of an individual, either working on his or her own or as a group. As a result, a worker with a high person-organization fit is more likely to work efficiently under work stress when handling individual tasks compared to working in a team. The most important factor that this theory provides is the fact that it assists in identifying the right worker personality for a specific job position. Consequently, workers are able to keep their synergy and are constantly committed to fulfilling the organization's goals.

The person-organization fit theory also gauges an individual's integration with a company's competencies. Factors that the theory examines and assesses on an organization's competencies include co-worker respect, efficacy, influence, and motivation (Sekiguchi, 2004). Moreover, the theory employs various tools to assess individual competency, which include the use of assessment centres to offer competency interviews, psychological tests, and situational analysis.

Moreover, there are three approaches that are used to provide an integral analysis of the person-organization fit theory. They include work environment congruence, value congruence, and personality congruence. In most situations, environment and value congruence are related to organizational commitments and job satisfaction, while personality congruence does not. Furthermore, the approaches are related to the desire of the workers to want to remain employed by their current employers, however, the main thing is to analyse their commitment and satisfaction (Caplan, 1987).

Project Manager-Fit and Project Success in United Arab Emirates 2016

2.4   **Project Manager Recruitment**

Project managers are needed in various industries in which their careers in any field require a lot of responsibilities (Gray & Larson, 2008). Most importantly, for the success of a project, the project manager should have strong communicative and analytic skills, have the ability to budget effectively and efficiently, and have the ability to make decisions that will benefit the organization (Binder, 2007). The process of project manager recruitment is a vital part for the HR department because if they do it right, they help the organization, reducing any worker related issues that may erupt in the future (Coughlin & Jakobsen, 1995). However, if the process is not effectively done, it becomes a long term implication for the organization. Project manager recruitment is a process that involves attracting, choosing, and appointing fit applicants for the project managerial position (Compton et al, 2009).

2.4.1   Recruitment and Selection

Recruitment is a process that identifies the need for an organization to employ an individual to fill a vacant position (El-Sabaa, 2001). On the other hand, El-Sabaa states that selection involves the process of choosing a suitable applicant to fill the position. In the process of recruiting and selecting an individual, there is also the need to train them to get them accustomed to the culture of the work environment that they will be working in. Training new recruits is relevant because it ensures that they have the necessary skills, attitudes, and knowledge that will help the organization in fulfilling their objectives, aims, and mission (Thomas & Mengel, 2008).

For the recruitment process to be regarded as a success, the organization must find an individual with the right expertise, qualifications, and skills that can help in delivering the organization's goals and objectives. Moreover, he or she should make a positive impact on the aims and values of the organization. The process of recruitment can either be done internally or externally (Lawler, 2005). In addition, for an organization to employ fit employees, it is essential that the HR be involved in the recruitment, selection, and interviews.

Additionally, the HR is specialised in screening and skill matching (Bullock et al, 2008). During this, there are available techniques that can be used to match the individual to the job position. The techniques include psychological testing, and a competency and skill matching software. In most cases, HR

Project Manager-Fit and Project Success in United Arab Emirates 2016

practitioners are involved in interviews because they provide organizational views that are useful to managers in decision making on choosing the suitable applicant who can easily blend with the organization's culture.

2.4.1.1 Internal and External Recruitment

Internal recruitment takes place within the organization. This process is beneficial to organizations because they are able to reduce on costs, making favourable savings (Jennex, 2011). Moreover, internally recruited individuals require little training because they already know how the business works; thus, they easily fit into the position. Based on cultural fit in the organization, there are less cases of disruption because the individual recruited has worked with other employees and they understand each other. Furthermore, Jennex (2011) indicates that recruiting from within the organization, internal promotion, acts as a form of incentive for employees, pushing them to work harder.

For most organizations, an employee recruited from outside has strengths and weaknesses that are properly assessed, proving to be a risky endeavour because he or she may only be successful on paper and not practically (Mathis & Jackson, 2003). However, internal recruitment has a number of disadvantages. To begin with, the organization will have to look for another person to fill the position of the promoted worker. Moreover, an internal worker may not have the relevant criticisms that the project manager position requires to enable the organization to work effectively. In addition, within the working environment, promoting an individual from within the company may lead to upsets among other employees who might have wanted the position. Due to this, the work environment may become unfriendly to the new project manager and as a result, hinder him or her from working to his or her maximum potential (Jennex, 2011).

On the other hand, external recruitment process takes place outside an organization. External recruitment enables an organization to select favourable candidates from a wide variety of talent (Ahsan, Ho & Khan, 2013). Moreover, organizations have the opportunity to recruit new individuals with ideas and experience that can be beneficial to the business. However, this recruitment process may be ineffective and costly in which an organization may end up hiring an individual with no skill and capability to handle the assigned tasks, in practice as compared to how they do on paper (Levin, 2010).

2.4.2   Job Analysis

In the recruitment process, there are a number of stages involved to enable an organization to employ a capable and skilled individual. Job analysis is referred to as the examination of vacant job positions to recognize the necessary requirements (Alam et al, 2010). In analysing the job position, it becomes evident to and for whom the employee will be responsible. Job analysis is beneficial for an organization because it gives them the choice of either employing individuals from within their ranks or from recruitment of new individuals.

Moreover, the process sets out the requirements for training on the project manager position. Additionally, it provides information that is relevant in the decision making process about what materials and equipment should be used by the project manager (Williams, 2002). To effectively have a successful project, the project manager should be equipped with necessary tools and materials to help him or her deliver in the job. Most importantly, job analysis helps an organization to discover risky areas; thus, it enables them come up with solutions to reduce losses.

The process of job analysis can be carried out by directly observing employees while they work, through referring from documents, and by finding information from holding interviews among specific job holders (Compton et al, 2009). Furthermore, information can be retrieved from a person performing a task or from their supervisor. For large organizations, to fully be effective in their projects, they employ job analysts to help them with the job analysis process. However, in some organizations, job analysis should be part of the skills held by the training officer.

2.4.3   Managing the Selection and Application Process

While recruiting project managers, there are two formats in which their applications can be received (Nash, 2008). The two formats include through an application form or a curriculum vitae in which they could be submitted either electronically or on paper. Use of a CV is highly beneficial to applicants because they are able to sell themselves as they are not limited by application forms. However, CVs can make the selection process hard because applicants add a lot of irrelevant information. On the other hand, application forms present information in a consistent manner that makes it easier to assess and select applicants.

The application process requires that applicants data be kept confident, and only circulate between the recruiters (Latukha & Panibratov, 2015). When an applicant is treated fairly, his or her experience will help and have a greater impact on how he or she views the organization. According to Nash (2008), this is viewed from two perspectives in which the applicant could be an employee or a customer.

Furthermore, Levin (2010) states that on selecting applicants, two processes are involved that include assessing and short-listing applicants. The decision used in the selection process should be decided on after the use of appropriate tools according to available resources and time. Moreover, a lot of care should be taken into consideration when dealing with the necessary methods that are relevant to the business and job objectives of the company. In addition, the tools used should be constantly reviewed and validated to have reliability and fairness.

2.4.4 Selection and Recruitment Policy

A selection and recruitment policy is a declaration that outlines the process an organization will use in recruitment and selection of a project manager (Levin, 2011). The reason for the policy is to ensure that the recruitment and selection process is unbiased and transparent. Additionally having the policy ensures that all stakeholders follow the process, the process is lawful, the job description meets the requirements of the organization, the applicant is assured that the position is valid, and that the applicants are assessed on different criteria at various stages.

To have a good selection and recruitment policy, it should be based on principles that include fairness in each procedure; fait treatment of all applicants; selection should be made based on merit; respect for diversity; and ethical decision making (Williams, 2002). If the policy is followed and adhered to, not only will the applicants be treated fairly, but the organization will be guaranteed of securing the right individual for the project manager position. The policy ensures that there is suitability, transparency, consistency, credibility, and legality after a job description has been presented for the vacant project managerial position.

2.4.4.1 Suitability

The most important part of the recruitment process is having an accurate description of the vacant position. The description will provide the primary tasks

Project Manager-Fit and Project Success in United Arab Emirates 2016

and the core competencies that are required to accomplish the job's role. As a result, individuals drafting the policy should clearly indicate the competencies that would lead to a positive contribution to the company's business needs. The competencies could include leadership, flexibility, and initiative.

2.4.4.2 Transparency

When recruitment procedures are made transparent, the policy guarantees the whole process to the stakeholders in which they become confident on the result (Mathis & Jackson, 2003). Most importantly, applicants are informed of their application status and are notified if they are successful or not. Additionally, all decisions made over the recruitment process need to be documented. In case an applicant is unhappy with the result, there should be transparent appeal procedures put in place.

2.4.4.3 Consistency

Hiring managers are made to use pre-determined procedures at all levels of the process (Coughlin & Jakobsen, 1995). By doing so, they reduce any cases of discrimination. Before placing any advertisements on the job description, it is essential that organizations determine the selection criteria. By doing so, applicants will be evaluated based on the criteria. Moreover, there should be no changes among the interviewers and they should all be present during the interviews with pre-determined questions for each applicant.

Most importantly, before making any appointments, it is relevant that reference checks are conducted in a consistent manner. In treating each and every applicant in a consistent manner, it does not mean that they are all being treated fairly. In case an applicant has a disadvantage, their individual circumstance should be taken into consideration to allow them to have equal opportunities (Alam et al, 2010).

2.4.4.4 Credibility

Job advertisements are not all credible (Cornelius, 2001). Some advertisements are usually placed as a means to build up talent pools, but do not really have any positions to offer. In such a situation, if an organization demands that the application procedures should be adhered to strictly, applicants feel confident and are assured that the vacant position is valid. Moreover, with the organizations following good practices, applicants will have the desire and need to become their employees.

Project Manager-Fit and Project Success in United Arab Emirates 2016

2.4.4.5 Legality

The recruitment process is required to be transparent and fair by the privacy and equal opportunity legislation (Lampel, 2001). The organizations have to make this clear to all applicants to have a process with minimum issues. Moreover, it should be made clear that there should not be any discriminatory behaviour, especially on religion, sexual orientation, age, marital status, and nationality. The applicant is liable to taking legal action if he or she feels any cases of discrimination. Therefore, Lampel (2001) indicates that the right thing to do is to employ impartiality, which is a good practice of risk management. In most situations, privacy laws dictate that a candidate's application is made confidential. If breached, the organization can face penalties; thus, the need for a sound policy that can help protect the organization.

2.4.5 Importance of Recruitment and Selection Process

For organizations, the process of recruiting individuals is important because it enables them to have competent individuals who can help accomplish their objectives (Edenborough, 2005). Moreover, new recruits will commit themselves to the organization on a long term basis. As a result, the organization's investments will be rewarded. If organizations have all the physical resources and new technology, but lack the right individuals, they are more likely not to achieve their desired goals.

In most cases, making poor choices during the recruitment process is expensive for organizations. Therefore, it is critical that an organization is aware of an applicant's technical competence (Stevenson & Starkweather, 2010). According to Lampel (2001), if a project manager fails to fulfil his or her duty, the organization will lose a lot of money and time, and would incur penalties due to project delays. Moreover, money and time spent in recruiting the individual proves expensive for the organization, and moreover, the organization may have lost a better applicant to a competitor.

Additionally, organizations should ensure that the applicants not only have technical competence, but adequate experience. This enables the organization to fully realise the applicant's commitments, goodwill, and loyalty towards meeting the company's objectives (Nash, 2008). Organizations need to be aware of the individuals they hire because they should be cautious of the individuals they

choose to support them in meeting their objectives. For project managers, they need to be well informed, committed, loyal, technically competent, have good judgement, and have the capability to work under pressure.

2.5   Project Management Competencies and Skills

Projects are usually complex, owing to different elements of complexities that are not related to the project's size (Levin & Ward, 2011). Today, complexities within projects are common occurrences that without proper navigation can hinder a project's success. Developments in social media, involvement of more shareholders, the need to use fewer resources to complete more projects, development of more advanced technologies, greater diversity, and distributed teams, include some reasons that show the importance of complexities in a project's success (Project Management Institute, 2014c). Due to the fact that complexities increase in project dealings, most of the project managers opt to deal with them to enable successful completion of the projects.

To control complexities, project managers either use personal or professional competencies. According to Lampel (2001), using, establishing, and maintaining competency profiles enables project managers match competencies to project demands, programs, and needs. Consequently, if competencies are adequately handled, a project adds value; thus, it is able to be a success.

2.5.1   Competency of Complexity

Competencies are referred to as a group of skills, personal characteristics, related knowledge, and attitudes that affect an individual's job (Lawler, 2005).They are usually improved by providing adequate development and training sessions, and are measured against project accepted standards. Moreover, competencies correlate with individual performance in a project. Therefore, a project manager should be qualified with professional standards, with integrity and responsibility. A competent project manager is considered a capable individual.

There are different kinds of competencies, in which competencies that assist a project manager to be more capable of managing change or time may not be similar to other forms of competencies that apply to controlling complexity. Such competencies are divided into different parts that may involve performance, either on the work in the job, be related to personal skills and attitudes, or on an

individual's interactions with other workers within the workplace (Gilley et al, 2010).

Additionally, competencies apply regardless of an individual's position within a project, be it a project manager or a team member. However, each department should be understood to be different from one another because they have different aims and objectives. As a result, navigating complexities point out to the necessary combinations of competencies and abilities for project success. There are three elements that should be considered. They include leadership, business and strategic management, and technical project management.

2.5.1.1 Leadership

In a project, leadership is embedded at any level (Patanakul & Milosevic, 2008). Moreover, it is a significant competency, especially for projects that have complex elements that relate to worker behaviour, and mainly cover situations such as critical thinking, communication, negotiation, and problem solving. Furthermore, project managers should guide and motivate the project teams, as well as adapt their leadership styles according to the stakeholders and project circumstances. Consequently, if a project manager is managing an everyday project, he or she should follow the already existing procedures and guidelines that have been successful in the history of the organization (Gilley et al, 2010). However, if a project has complex elements, alternative approaches can be used in which both external and internal stakeholders are reminded of the vision of the project. Moreover, if any concerns come up, the project manager, as the project leader, should ensure that the project agreement is maintained and fully supported by the stakeholders by reminding them of the desired end outcome (Cady & Shoup, 2015).

Project managers that are involved in projects with complex elements should locate and negotiate to have the relevant experts working on the issue and also persuade the stakeholders to play part in the initiative. Moreover, they should emphasise the need for the introduction of experts in the project's success and also ensure that the stakeholders understand the importance of the subject matter experts (Skulmoski & Hartman, 2010). In additional, as a leader, the project manager should persuade the functional manager to have a key individual from the business unit to get involved in the project to support it from the beginning to ensure that it is a success. In doing so, the project manager shows his or her

Project Manager-Fit and Project Success in United Arab Emirates 2016

respect and interests in other parties views as they all contribute to the project's success.

For leadership at any level in a project, it requires the project manager to be willing to try out new approaches and ideas on complex endeavours. If a team member identifies an approach as being beneficial, he or she should also describe how the approach can help reduce the complexity. As for the project manager, he or she continues with the project even if the team members are stubborn, and ensures that the people he or she works with are supportive and can help in the successful completion of the project. Therefore, the leader should have the sense of accountability of his or her work team (Goleman, 2000). The project manager is tasked with ensuring that the project is a success and that all resources are used adequately and as a result, he or she needs to respond quickly to any issues and take the necessary measures to prevent any losses. In most situations, gathering information to aid in understanding the challenges takes a lot of time, but it is expected that the leader is able to point out key information and resolve any issues on time.

2.5.1.2 Creativity

A leader should be creative, and complexity identifies creativity as a competency of effective leadership (Skulmoski & Hartman, 2010). In a situation in which an organization pursues a high risk project portfolio, it enters a new market with no means to diversify its services and is not able to quickly adjust to new methods of operating in the market. For the high risk project, the organization aims to have a high reward. The project having been endorsed by an oversight group and has all needed resources allocated, can have difficulties in obtaining needed agreements to continue with its undertaking. Such issues dominate from the beginning and only creativity can handle the situation. In such a situation, the organization sees the need to add more creative staff members as part of the solution. Moreover, relying on outside consultants would be beneficial in evaluating the situation and determining what the organization should do to meet the project deliverables(Yammarino & Atwater, 1997).

2.5.1.3 Adaptability

In leadership competency, adaptability is identified as the ability to identify complexity and change, and to be able to adjust to them (Geoghegan & Dulewicz, 2008). According to navigating complexity, it is defined as the ability

Project Manager-Fit and Project Success in United Arab Emirates 2016

to adapt to a changing situation and adapt to flexible solutions according to the shift in situations. This competency can assist a project manager to be flexible in light of unexpected complex situations. Adaptability is necessary because it helps organizations in times of cultural divides, lack of alignment of business practices, and constant misunderstanding between stakeholders (Lehmann, 2012). Project teams adapt to situations from the beginning in which they evaluate the organization's practices to understand and determine the most valuable ones in the project success.

2.5.1.4 Collaboration

In projects, there are different reasons for complexity in which human behaviour is a factor that needs a leadership competency in collaboration. Project managers are tasked with motivating team members to collaborate to achieve project goals and strategies. However, complexities are enhanced by large numbers of stakeholders who influence situational elements and may cause negative outcomes to the project. In such a situation, projects fail and become costly, therefore, if a collaborative approach is not adopted, such outcomes become a norm for the organization (Patanakul & Milosevic, 2008). The objective of collaboration is to identify whether solutions can be implemented by the involved parties, without the need of holding a consensus, as a decision should be made to make the project a success.

For effective management of collaboration, a stakeholder register is essential in which it further enables to derive a stakeholder map (Project Management Institute, 2007). According to managing change in organizations, the mapping process has two axes in which one highlights the influence that project managers have while the other shows the level of interest. Moreover, the stakeholder register should have all shareholder attributes that are related to issues in the project. In addition, the attributes should be based on typical attributes, but need to be evaluated based on the project's needs.

Additionally, another feature of human behaviour is cultural diversity that also leads to project complexity (Levin, 2011). Collaboration is determined by the recognition of diversity of opinion benefits, and it can be completed by offering encouragement to stakeholders and project members to provide their ideas. Competency enables people in the work area to feel open to express their views

on different issues in which their ideas are viewed as possible solutions to solving the complex situations the organization may be undergoing.

2.5.2 Business and Strategic Management

Business and strategic management is referred to as the ability to view high level overview of an organization's operations as well as effectively negotiating and applying actions and decisions that would lead to maximum innovation and alignment of the organization's strategies (Levin & Ward, 2011). The said ability includes having extensive knowledge in marketing, project operations, and finance. Business and strategic management skills are fundamental competencies for any project's success in complex situations.

Therefore, business and strategic management skills enable an organization to change from different visions, missions, and objectives without undergoing any project issues. For project managers, they are able to evaluate business practices and strategies to observe whether they contribute to the complexity of the project. Moreover, they are able to help project members to connect to the organization's strategic objectives.

2.5.2.1 Opportunity Management

On business and strategic management, opportunity management is featured as an aspect. In most projects, risks and risk management impact negatively on a project. Negative effects can be identified by using techniques and tools to analyse, monitor, control, and determine possible solutions. However, for complex situations, it is not possible to use resources and time to identify every type of risk a project may undergo because it is difficult to oversee all potential risks that could occur (Stevenson & Starkweather, 2010). Due to unexpected outcomes, it is important to have opportunity management as the competency for complexity navigation.

Additionally, opportunity management is used to eliminate barriers caused by complexity (Campbell, 2009). Moreover, it emphasizes on capturing opportunities that would enable maximum profit realization and attempts to turn uncertain events into positive situations. By doing so, the project team is able to think freely and have the opportunity to come up with potential solutions. The applied approach, when utilized appropriately, becomes successful and can be used in other projects that a company pursues.

2.5.3 Technical Project Management

It is essential that project managers are able to employ tools, knowledge, techniques, and skills to reduce project complexity (Frame, 2002). In a situation in which a large number of contractors are involved in a project with the need to fill internal gaps and resource requirements, project managers are required to have the capability to incorporate duties completed by the external and internal staff, have extensive knowledge on legal issues and intellectual property, and have an understanding of procurement management (Geoghegan & Dulewicz, 2008). Moreover, the project manager should be able to optimize the schedule, integrated costs and workers effort, and achieve the project's goal.

2.5.3.1 Procurement Management

In technical project management, another source of complexity and technical competency is the increase in reliance of merchants to work, regardless of whether it coincides with project goals (Ding, 2015). Procurement management is an essential part of technical performance competency that enables easy navigation of complexity in which involved merchants can form a better relationship with project stakeholders. In addition, the contract between the two parties should be beneficial to both. Consequently, the merchants and organization should reach a mutual agreement on the vision and common ways that would enable them to simply handle differences that may take place during their relationship. By doing this, both parties evade frequent change orders that lead to budget overruns and late project completion.

Additionally, the utilization of the consortium model is another method that mitigates the negative effects of complexity (Patanakul & Milosevic, 2008). The model is different from partnership because organizations work together to unify their capabilities. Moreover, it completes complex work that organizations cannot complete on their own since they may lack the competency to complete the project successfully. The consortium model adds complexity to projects because it has a large number of key players with outstanding individual performances; complications related to the ownership of knowledgeable properties; and extra risk management agendas. Consequently, the model's advantages outweigh the challenges and add value to the project in terms of the number of available and specialised skills (Garton & McCulloch, 2012).

Procurement management, as a performance competence, recognizes that it is essential that relationships are made and that values should be shared to enhance swift decision making. Moreover, it emphasizes that it is important to share knowledge among the involved parties to extend intellectual properties and promote each members contribution; thus, help reduce the talent gap (Skulmoski & Hartman, 2010).

2.6   Project Management Skills, Industry Requirements and Project Success

Project managers provide great impact to the success of a project (Gray & Larson, 2008). As a result, organization managers need to have project managers with competent skills to help achieve the company's objectives. Skills that the project manager has help in meeting the industry's requirements that lead to the overall success of the company.

2.6.1 Impact of Project Manager Skills on Project Success

Project and project manager fit extends to technical skills and other attributes such as project team experience (Kristof, 1996).As project strategies are enforced, the project manager is expected to show knowledge of the organization's objectives. Moreover, he or she is regarded as the decision maker for the project. Furthermore, the project manager is expected to demonstrate high levels of knowledge on the organization's objectives of the project system he or she is provided with.

A project manager is expected to have both hard and soft skills before they are hired to work on any project. Hard skills are referred to as familiarity to the task in which are assessed according to the skills the project manager brings to the project (Ding, 2015). With prior experience to the methodology, technology, and domain of the project, the project manager would be more familiar to the project, and as a result, he or she would help the project team to improve on performance. In most cases, task familiarity is significant to projects that deal with software. In this case, the project manager should not only have leadership skills on project management, but should be aware of technological advancements and initiatives. Having knowledge on technologies would see to it that the project manager is able to advice his or her project team, clients, and stakeholders. Such familiarity would improve project efficiency; thus, have a positive effect on performance results

Project Manager-Fit and Project Success in United Arab Emirates 2016

such as budget, costs, and project schedule (Cox, 2009). Additionally, such familiarity assures the client of the qualities the project team has, and most importantly, show that the project would be a success.

While it is essential that project managers have hard skills, they also need to have soft skills because of their role within the project team and for the sake of the organization-client relationship (Cady & Shoup, 2015). For all project managers, management and interpersonal skill are important because they not only interact with stakeholders, manage their superiors, peers, and project teams, but interact with the clients with the use of skills, which are non-technical and cannot be imitated. Such skills are normally not limited to management and leadership skills, organizational knowledge, customer handling skills, and implicit knowledge in managing individuals within the organizations environment. Furthermore, these skills come into play when individuals in the project team advance from technical to managerial roles, and in most cases assist, in the effectiveness of the project.

According to Wagner and Sternberg, tacit skills should be gained through experience. These skills will allow project managers to manage themselves, others, and their careers. Moreover, these skills are important in performances of managerial and professional pursuits. Additionally, the success of a project is rated according to the performance of project managers.

2.6.2 Impact of Project Manager Skills on Industry Requirements

Projects tend to be different based on their characteristics, especially in project complexity. Projects are either changing, dynamic, or temporary because of functional, organizational, and technological constraints, and as a result, require a lot of active management to meet company objectives (Buganza et al, 2013). In most situations, when projects become bigger in complexity, size, and scope, problems start to arise and it is important that the project manager has the relevant skills to handle them to meet the organization's requirements. In most cases, interdependence in project team departments leads to problems in coordination which in turn hinder the successful delivery of the project as well as constant cost overruns. Consequently, the project manager needs to control the departments involved in the project to ensure that there is effective coordination. As a result, this will lead organizations to successfully complete their objectives on time and ensure that their clients are satisfied with the results.

Project Manager-Fit and Project Success in United Arab Emirates 2016

Most importantly, understanding the clients' needs, sharing project knowledge, and implementing effective project practices ensures that the project improves on its performance; thus, meet the company's needs (Spinner, 1989). Moreover, the project manager needs to have better management skills and superior soft skills. The project manager is in control of goal orientation within the project team as well as the communication channels. Additionally, the project manager's central role in project management shows that his or her skills should moderate project parameters in order to improve the project's performance and enhance the organization's necessities (Smith, Bruyns & Evans, 2011).

2.6.3 Project Complexity in Project Management and Success

As new developments move closer to an organization's core and strategy, projects tend to increase in size and scope (Qunitas, Lefrere & Jones, 1997). As a result, an organization realizes an increase in the number of stakeholders. Moreover, as a result of the increase in project scope and size, project team sizes also increase. Consequently, projects tasks tend to be more difficult to control because more elements and people are involved. In addition, as technological complexity increases, so does the interdependence to other technologies.

For complex technological maintenance and development, the project team needs to coordinate together. Additionally, due to pressure on the schedule, they need to coordinate and ensure that the team schedules and tasks also coordinate. It is common that due to project complexity, organizations tend to record low performances; thus, the need for project teams, project managers, stakeholders, and clients to constantly coordinate their tasks. In such situations, the project manager's soft skills become beneficial because they ensure that coordination between all involved parties is smooth and efficient (Gray & Larson, 2008).

2.6.4 Project Familiarity in Project Management and Success

When the project team is familiar to the tasks, they positively impact in the project's performance. The project manager's skills play a major role in a project's performance, but so does the project team. In any project, familiarity within the team aids in project performance. In a situation in which team members are familiar to one another, there is lower coordination because they already have information about the task itself and the shareholders (Binder, 2007). For instance, interaction between team members over a project allows them to develop a road

Project Manager-Fit and Project Success in United Arab Emirates 2016

map that assists them in another project in which they are familiar with how to locate certain expertise when needed. Consequently, coordination becomes easier between individuals who are familiar to each other.(Alleman, 2014)

However, for project teams that are less familiar, the project manager is supposed to use his or her soft skills to facilitate with the overall performance of the project (Spinner, 1989). Moreover, the project manager is supposed to use his or her soft skills to help new clients familiarize themselves with the project. Primarily, it is expected that a client who is more familiar with the project does not need any assistance on its development.

2.6.5 Critical Skills for Project Management

Any organization requires individuals with a set of skills to help them meet their objectives. These skills fall under an organization's requirements within a specific market. Success for any organization is contingent on making service, result, and product commitments as well as making right prediction on skilful applicants (Christensen & Wright, 2011). Although complexity hinders a project manager and the organization in meeting their goals, it is essential that the project manager has the relevant skills and attitude to handle any project issues. As a result, he or she has to have a number of skills that will guide him or her in a project. Some of these skills include issue management, effective communication, team management, scheduling proficiency, resource allocation and budgeting, change management, and risk management.

2.6.5.1 Issue Management

Project managers need to have the right issue management skills to handle problems when they appear during a project. A project manager's methods should minimize issues that the problem would bring to the project. As a result, an action plan of his or her choosing should be identified and used before or after noticing the problem (Smith & Derry, 2009). Moreover, a good project manager would add the action plan to the risk register as a precautionary measure even if there is no indication of a problem.

In most situations, organizations already have issue management processes lined up, but a good project manager follows the procedure and records the issue, assesses its impact on the project, and then forms a strategy to solve the problem (Cox, 2009). In addition, he or she should be capable of involving the project

team and experts to help with handling the issue. Working together helps reduce the amount of time that would have been used if he or she did it alone.

2.6.5.2 Communication

Communication is an important factor in project success (Naylor, 1995). For effective communication, the project manager needs to make sure that the project stakeholders are in constant communication throughout the project; that he or she passes the relevant information to the stakeholders to ensure that they understand one another; and that all the stakeholders are informed of the duties to understand what is expected of them (Project Management Institute, 2013c). Moreover, it is important that the project manager informs the project team of new developments and status changes to allow the development of solutions if any issues come up. This is a crucial part for the project's success that project managers should pay a lot of attention to. In addition, it is the duty of the project manager to know who needs to know what and at what time. According to Naylor (1995), in an instance in which there is a scheduling error, the project manager should communicate with the internal project team and not with the client to solve it.

2.6.5.3 Team Management

The main duty of a project manager is to manage his or her project team. The project team depends on the project manager for guidance and advice. Team management skills include leading, coaching, inspiring, and motivating (Wills, 2010). Moreover, the project manager should ensure that every individual in the project team has what they need to complete their tasks. In project management, progress of each worker should be tracked to ensure that they contribute fully to the project's objectives. Moreover, managing a team has administrative ranks, just as in project management that project managers need to have control over. For a successful project, the project manager needs to be familiar with each and every department and ensure that the team members also are familiar with them to allow the smooth handling of issues.

2.6.5.4 Scheduling

It is crucial that a project manager has the ability to set up a project plan before starting on the project (Smith & Derry, 2009). Moreover, he or she needs to have project schedules ready and submitted to the project team and stakeholders. The project schedules have to contain organized tasks to ensure that

Project Manager-Fit and Project Success in United Arab Emirates 2016

there are minimal issues during the project (Naylor, 1995). Additionally, the project manager has to have the ability to multi task in which he needs to constantly monitor the progress of the project to ensure that the project stays on track.

Moreover, a good project manager is able to handle project issues together with tasks without having any problem. A project is either a failure or success based on how a project manager is organized (Coughlin & Jakobsen, 1995). In a situation in which a project manager spends most of his or her time figuring out where information is and is not concerned with the productivity of the project, it is likely to fail.

2.6.5.5 Resource Allocation and Budgeting

It is crucial that a resource manager has the ability to allocate resources accordingly without misusing them. An organization requires that resources be used adequately to ensure that they save on costs. Although resource allocation mainly deals with materials, it is important to understand that it is also linked to scheduling. Apart from dealing with materials to be used in a project, allocating resources also involves finding the right individuals for a job and negotiating with their managers' to check on their availability so that it does not interfere with the project's time frame.

When individuals are assigned to certain tasks, there is the involvement of delegating them to specific tasks as well as training and coaching them if they do not have the relevant skills (Williams, 2002). Moreover, it is important that project managers have the technical ability to update project schedules to ensure that none of the workers are overloaded with work. Therefore, it is crucial that project managers can communicate effectively to ensure that each individual knows their specific roles in the project.

Additionally, projects tend to cost money. In most cases, project managers need to track their budget and expenses as well as that of the organization to ensure that they do not overspend. Therefore, it is essential that a project forecasts on its budget so that if the project is long term, they are able to push it to the next financial year. The project manager is tasked with adequately spending what he or she has been allocated and ensures that it is enough to sponsor the project (Smith & Derry, 2009). Moreover, the project manager is required to be skilful in spreadsheet applications and have the capability to handle numbers. In most Project Manager-Fit and Project Success in United Arab Emirates 2016

organizations, there are specific processes that have to be followed to receive goods, procure services, and use money; thus, need to fill out invoices.

2.6.5.6 Change Management

In most projects, change is inevitable in which it can come at unexpected periods. It is common that stakeholders and project clients come up with better ideas that they deem necessary for the success and proper delivery of a project. To some extent, a project manager might realize that an approach he or she was following will not benefit the project, and as a result, end up having to change it. In other cases, a project might not be complete before the set timeline in which the project manager will have to drop something from the project scope (Mahoney & Kor, 2015). Therefore, the project manager needs to have the ability to handle project changes and find possible solutions to solve them.

Primarily, change management is not problematic. It involves assessing and recording any request for change, and ensuring that it is either approved or rejected before implementation (Campbell, 2009). The project manager is tasked with ensuring that his or her project team does an analysis of the impact of the change to the project to ensure that it does not lead to changes in time and costs. After this is done, the organization is able to make the decision on whether the change is necessary or not.

2.6.5.7 Risk Management

It is common for project related issues to come up during projects (Richman, 2006). Therefore, project managers need to speculate and plan for possible solutions before taking part in a project. Project managers need to handle project issues in a calm way, which is an important skill to have. Moreover, project managers and their project teams need to constantly assess the possible project issues that may come up in the future.

On risk identification, it is essential that possible solutions are identified. Primarily, project teams and project managers need to use risk management strategies according to the type of risk they speculate (Raftery, 1994). Overall, such action plans have to be added into the project manager's project plan and should be constantly monitored.

Chapter 3

Conceptual Framework

Projects have different phases with unique challenges for project managers (Ahsan, Ho & Khan, 2013). In most cases, these phases are important factors that influence the success of a project. If any phase is executed poorly, the project has a high probability of failure. For a project manager to successfully manage a project, the organization should maintain control over the project requirements and coordinate the project portfolio. Moreover, a project manager is required to negotiate the prioritization of resources to deliver the required objectives that will meet the needs of the project shareholders.

In project governance, there are two important functions (Malach-Pines et al, 2009). The first function is employee fit and decision making on what type of projects the organization should fund, approve, and support. Decisions made on the governance and the selection of the right employee are communicated to the organization's management for implementation. As a result, this process identifies the responsibilities and rights of the project stakeholders; defines the procedures and rules for decision making; identifies the effective and efficient mechanisms for the use of resources; and develop a strategic framework for the selection of the necessary programs and projects to undertake. The project's second function is assurance and oversight. This function includes: agreeing to the strategic plan, as well as identifying how the approved projects contribute to the organization's strategic objectives; monitoring the project's performance within the effective management of resources and strategic plan; modifying the strategic plan according to project changes; and communicating assurances to external shareholders, the wider stakeholders, including the regulatory authorities, and the owners of the organization.
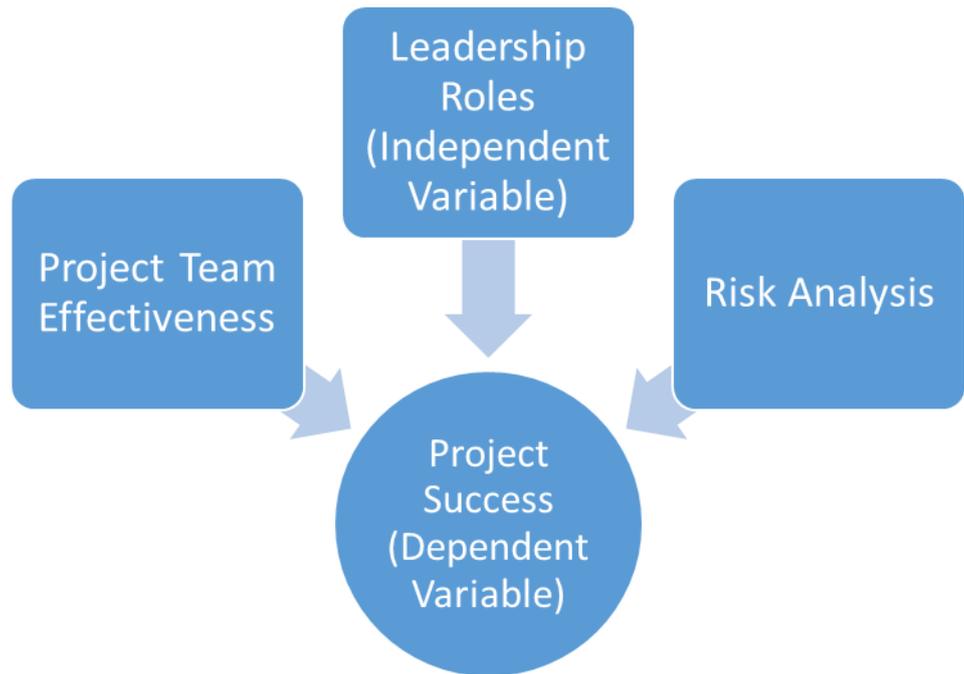
Fig.1. Showing the Conceptual Model.

According to the conceptual model, a project faces many challenges. As a result, project management is used in most organizations; however big, therefore, complex organizations need professional approaches (Memon, Salleh & Baharom, 2014). Moreover, specialists in different departments cannot be fired neither can new employees be hired without the consideration of proper external and internal communications requirements, power distribution, and career perspectives. Additionally, when projects begin, the participating project teams and major deliverables must be identified. Consequently, when the project scope is further developed, project milestones and outcomes are identified. Furthermore, project strategies are identified for achieving project success. These strategies are formulated with the identification of the optimum sequence and elements of tasks and work necessary for executing the project. Additionally, project managers estimate the amount of money and time required to complete the project.

Primarily, projects have different tasks that should be performed under scrutiny if they are to be a success. As a result, project progress and performance is monitored continuously and necessary adjustments made based on changes in management procedures. Execution of the project requires the project team to

meet the project objectives, especially on resources, time, and budget that is decided and agreed upon at the beginning of the project. Another important factor in project management is risk management. The lack of risk management systems has led to the failure of projects. Proper risk management evaluates the progress of project action plans, identifying individuals responsible for the actions, and sets a timeframe for project solutions.

To a great extent, it is clear that the governance system needs to operate effectively with the organization's management system (Ralf & Turner, 2007). Consequently, the management is a mirror image of an organization's governance. The major role of the management is to make decisions within the set framework to achieve the organization's primary objectives. In addition, the management is tasked with providing instructions and information to the workers, informing them of the project requirements. Moreover, information is provided to the governing body to assure it that decisions are being made for the benefit of the organization.

Managing a project through a conceptual model provides an insight into the relevant mechanisms for evaluating project perspective and provide reviews on the suitability of the project environment, most importantly, on other projects in the same portfolio. As a result, it ensures that the organization's portfolio is strategic and that the projects are completed on time. Moreover, the interrelated elements that include the scope, goals, budget, risk analysis, staff meetings, and resources effectively support the governance of programs and projects. Nonetheless, there should be effective leadership. In different situations, there are different leadership styles that should be employed for project success. Most importantly, a project manager's competency that includes effective leadership style is necessary for a project's success and he or she should be able to have different project leadership competency that correlates with the success of a project. In support of this, in the conceptual model, leadership styles are referred to as independent variables. Moreover, the success of the project is the dependent variable. This factor depends on the contributions of the sponsors, suppliers, stakeholders, and project team. In addition, the moderating variable is the type of project the organization is involved in. Another important factor includes the need for categorizing projects to choose appropriate competencies for easy and successful project delivery (Ahsan, Ho & Khan, 2013).

Project Manager-Fit and Project Success in United Arab Emirates 2016

Chapter 4

4.0   Methodology

In the literature review, the notion of fit is mentioned as an important factor in acquiring competent individuals. This chapter will outline the appropriate methodology for this research on project manager fit and project success in the United Arab Emirates. So far, it has been clear that different leadership styles are appropriate for different organizational contexts (Rowe, 1987). Moreover, the project management literature review suggests that different leadership styles are relevant for the different types of project phases (Huselid and Day, 1991). Furthermore, it is clear that competent project manager leadership styles contribute greatly to an organisation's project success (Rowe, 1987). In addition, Rowe (1987) states that different project management approaches are appropriate on the various projects that organizations have, suggesting that different leadership styles are appropriate. Before any method is decided on, it is important to discuss the theoretical perspective and the epistemology (Huselid and Day, 1991).

4.1   Philosophical Level

The philosophical supposition is on the basis of what research method is appropriate for this particular study. Due to the fact that the study involves interviewees from different engineering departments, the best research method is structural interviews that will help provide valid information. The specific assumption should align with the aim of the research to achieve optimal and valid results. The aim of this particular research is:

To seek the role that project managers' play in the success of organizations' projects in the United Arab Emirates.

Moreover, this research has the following objectives:

- To create a wider understanding based on the literature as to the notion of project manager fit.
- To facilitate an understanding of the characteristics of effective project managers.

Project Manager-Fit and Project Success in United Arab Emirates 2016

- To create a UAE specific understanding as to the notion of project manager fit.

4.1.1 Theoretical Perspective

When a research is held in a theoretical perspective, it usually explains how it offers a setting for the ground, and processes its criteria and logic. Moreover, it is concerned with the assumptions of observing, doing, and questioning situations or individuals (Kristof, 2000). For research on management, the interpretive approach is the most valuable thing because it indicates the fact that reality is built on the involved individuals. However, this interpretive approach is usually based on the supposition of the researchers aim to duplicate the reality as close as possible (Posner, 1992). Furthermore, the approach is relevant in this specific research on project manager fit and project success because it is an effective tool for analysing all individual subjective insight responses.

4.1.2 Epistemology

The term epistemology is used to describe the way the world is looked at and how people make sense of it (Anderson, Spataro and Flynn, 2008). In this research, to recognize the research methods to be used, it is relevant to recognize and understand the epistemology of the nature of this research. Moreover, this research deals with the perception of project manager fit and project success from project management practitioners' and academic individuals' viewpoints. However, project manager fit and project success cannot solely be left to individuals' perception. In overall, subjectivism is what is used in informing the theoretical perspective.

4.2 Technical Level

With the subjective nature of this research's aims having been identified and the interpretive approach regarded as important and appropriate to achieving those aims, the next thing is to come up with strategies that will align themselves with the philosophical supposition. The technical level is tasked with what ways should be used in collecting data and what action should be taken with the data

once it has been compiled. Moreover, there is importance in considering previous research on the project topic as it may provide insights and support the specific approach that this research has taken.

4.2.1 Qualitative Research

This research will solely use qualitative research method to achieve its aims. Qualitative methodologies are used to gain and understand people's insights and perceptions of what a project manager fit should entail to lead to a project's success (Flick, 1998). For most researchers, in order to gain a deeper understanding of the research topic and in-depth qualitative information, they used interviews as their research method. For this particular research, it uses structured interview to attain information. Interviews are exemplary qualitative research methods that ensure that correct and precise information is gathered from the target population (Druker and White, 1996). Other qualitative methods include observation, focus groups, and case studies. Qualitative research methods are considered the best because of their advantages. The two main advantages include its usefulness in providing explanatory research and its capability to explain the attitude and behaviour that interviewee's exhibit (Rowe, 1987).

However, qualitative research methods have a number of drawbacks. To begin with, the subjective nature makes the method hard in creating solid evidences (Anderson, Spataro and Flynn, 2008). As a result, the need to acquire information from direct sources; thus, the reason why this research uses interviews as its research methodology because it provides valid information to back the aim and purpose of the research. Moreover, the most anticipated danger of qualitative methods is researcher subjectivity on analysing the results. Therefore, it is important that the nature of the project research is considered to avoid this. Additionally, this research method assists in reaching the aim of acquiring in-depth results from the use of interview forms. This will enable the research to connect with the finding acquired from the interviewees.

4.2.2 Quantitative Research

This kind of research is used to investigate problems that are aimed at testing theories formulated from numerous variables (Judge and Cable, 1997).

Such an investigation is supposed to be measured through numbers and, consequently, analysed with statistical methods. Moreover, this particular research method tests theories through the use of deductive reasoning. This research method could not be used because of that reason. Additionally, this approach is different from the interpretive approach since it only explains the nature of things other than testing theories.

There are, however, advantages of using quantitative research methods which include its ability to provide facts from large samples of information of which respondents do not express themselves using words. Consequently, it tends to assume definitions of terms used by interviewees; thus, having a drawback. As a result, it could not be used for this research. An example of quantitative research method is questionnaires. Such a method is used in researching the relationships between variables (Flick, 1998). Moreover, it can measure certain hypothesis.

4.2.3   Mixed Methodologies

This section explains the combination of qualitative and quantitative research methods. Doing so is arguably the best step a researcher can follow to avoid disadvantages that are derived from using one of the two methods (Van Vianen, Nijstad and Voskuijl, 2008). For this research, it only uses interviews as the research method, however, it would have been productive if another method was used to provide more insight from interviewees. Due to time and money constraints, this research only focuses on creating a basis for the theoretical outline.

4.3   Research Strategy

Based on this research's aims and the qualitative research method, the method used in structured interview of which the analysis procedure is also explained.

4.3.1   Primary Sources

For this research, the primary source, structured interviews, are adapted from Malach-Pines et al, 2009.

Sample:

Project Manager-Fit and Project Success in United Arab Emirates 2016

There were a total of 11 interviewees taking part in this research. The involved individuals were engineers, commerce students, and interior designer, and before taking part in the interviews, they were told what the purpose of the research was. The interviewees comprised of 8 males and 3 females. They were chosen based on their experience in their respective fields. Moreover, it was important that they received and signed consent forms to guarantee their anonymity and confidentiality since the information they provided was valuable. All involved in the interview were ranged at the age of 45 and above having more than 15 years of the education qualification and more than 10 years of experience.

It is important to note that the number of interviews does not matter, but rather the quality of the information received. For the research, the most important thing was that the interviewees were involved in higher organizational positions and had more responsibilities in their respective organizations. As this paper stipulates, a competent project manager needs to have the capacity to assist in creating and leading project strategies to make an impact on its success (Anderson, Spataro and Flynn, 2008). The interviewees in this research were to assist in meeting such criteria. Moreover, there were minimal constraints; thus, the research produced high quality results.

4.3.2   Secondary Sources

Most of the information in this paper focusing on project management fit, notion of fit, and project success was acquired from books and journals. Moreover, the literature on the methodology was used in laying a foundation for the research's validation and approach. The only problem is that most of the research from the mentioned sources generally looked at project management, but did not investigate on the misalignment of worker skills that could eventually lead to the failure of the project. The most important factor that has been realised is that there always exists differences be it in the individual or departmental level. In case there are differences in an organization, such a problem can easily be handled by defining what the characteristics are, and through the use of real data, which can lead to the formulation of possible solutions (Druker and White, 1996).

Interviews:

Project Manager-Fit and Project Success in United Arab Emirates 2016

Interviews, as the research method used, are chosen other than the other form of qualitative methods because they collect perceptions, viewpoints, and opinions from the interviewees. They proved to be the best method because they demanded less effort and time compared to other methods. Moreover, there are many different types of interview techniques that vary in the level of control, formality, and flexibility (Van Vianen, Nijstad and Voskuijl, 2008). Furthermore, it is important to understand the kinds of interviews namely: structured, semi-structured, and unstructured interviews. Structured interviews have narrow questions that require narrow answers. This kind of interview is mainly used when the interviewees share similar vocabularies and have a common and equal level of understanding of the questions. Semi-structured interviews, on the other hand, have questions that are based on various areas and do not specifically need to be asked in any given design. Additionally, unstructured interviews have open questions and are suitable when the research topic is small and requires information that is not too complex (Van Vianen, Nijstad and Vosuijl, 2008).

Based on these types of interview, this research uses structured approached which is preferred to the other two. Structured interview was the best approach because it would assist in the formulation of questions, in form of questionnaires, which would go in line with the managers who are responsible for assigning projects to competent project managers. This type of interview does not require a certain format, but is based on certain areas. Moreover, it assists in identifying other issues that the researcher may not be aware of (Flick, 1998). Additionally, this approach is highly effective, especially when a researcher wants to build on a theory. It is an important approach since it also follows the research's aim. On analysis, it has narrow questions that make the process easy and efficient. As a result, with the researcher's limited knowledge skills, it is highly favourable to ensure that the process is a success.

The interviews were conducted on different individuals from different organizational departments in which the academic interviewees were from the engineering department in the British University located in Dubai while the project management practitioners were from two different companies: Salah Home Decor group and Al hawraa Engineering Consultants. They were given a structured interview form that had 14 questions. The questions were constructed

Project Manager-Fit and Project Success in United Arab Emirates 2016

based on the topic and aims of this research. Moreover, the forms contained multiple choice questions and questions that needed the interviewees to provide more information based on their picks. Additionally, there were no assumptions that were made during this research while conducting and preparing for the interviews. The main objective of the interviews were to identify factors or characteristics of project managers that make them competent enough to handle different projects types. Furthermore, it was relevant since it tested the validity of the research model. For improvement of the generalizability of the research results, the individuals who were interviewed were from 7 different nationalities, which included 2 British, 2 Indians, 2 from Iraq, 2 Canadians, a Korean, Jordanian, and an Emarati. Moreover, the interviewees were from different fields that include civil engineering, commerce, mechanical engineering, interior design, and environmental engineering.

4.3.3   Methods of Analysis

The interview answers were used for manual coding. For the process, qualitative content analysis was used, a common method among researchers. This technique mainly aims at reducing material and categorising information to specific theoretical models (Flick, 1998). Moreover, when doing this, it mainly considers the specific situation that the interviews took place. Furthermore, the questions used were framed as a main set of different categories.

4.3.4   Validity and Evaluation

In offering interview questions, which will be presented in the appendix section, the only issue that may be noticed is that the interviewees may decide to give information that is biased or may not fully assist in attaining the aim of the research. In situations whereby such bias may be precedent, researchers who use two research methods may compare both to determine which individuals falsified their information (Druker and White, 1996). Additionally, the bias can be dealt with by asking the interviewees to offer examples of statements based on the research questions presented during the process. Consequently, for this particular research, such bias is not a problem since the interviews are meant to acquire information from qualified engineers. The only positive derived from the process is that the interviewees provided credible responses that facilitated to the success

of the research. Another common bias with research among individuals from the engineering field is that of objectivity. For this bias, it can be dealt with by constant awareness from the interviewers (Anderson, Spataro and Flynn, 2008).

The interviewees were asked to provide their best character qualities and indicate how they would characterise their commitments to projects. Other questions were based on whether they are risk takers, how they view themselves based on their current positions; academic and practical practitioners. Apart from assessment of their character, it was also relevant to have them describing their feelings when dealing with other individuals. Understanding their feelings would assist in knowing how they would react to certain situations that required fast and effective leadership and decision making styles (Druker and White, 1996). Moreover, it was also important to assess whether they understood the different characteristics of projects and how they could handle them. Doing so would assist in assessing their competence. Additionally, based on the question asked and the responses from the interviewees, it stresses the fact that managerial and emotional competency are the most important than intellectual competencies for any project manager. On measuring the success of the research, the interviewees were asked how they could judge the success of a project.

The main aim of this research was to also acquire credible project manager's personality. In most organizations, personality congruence is an approach that supplements the person-organization fit in which an employee can possess a personality prototype that is a reflection of an ideal successful member of the company (Van Vianen, Nijstad and Voskuijl, 2008). This approach is used in judging the standard of personality fit that individuals have. Furthermore, the approach lays its foundation on the social identity theory state stipulates that individuals actuate their self-concepts by chosing memberships in companies that are familiar in that they have similar individuals (Anderson, Spataro and Flynn, 2008).

From the questions given to the interviewees, novelty was tested through their openness to work experience. The respondents had the opportunity to further explain their answers for multiple choice questions. Furthermore, they rated their answers based on agreement and disagreement. Additionally, as mentioned

Project Manager-Fit and Project Success in United Arab Emirates 2016

before, risk taking was assessed between managerial, investment, and entrepreneurial risk. On project complexity, questions were based on preference of whether they would focus on projects with single functions, those with multiple functions, or projects that are focused on delivering a wide collection of systems that serve one joint mission. The statements are presented together in which the respondent marks the one he or she prefers. Lastly, on technological uncertainty, it was presented in four measures. The interview questions were aimed at assessing the interviewees' preferences. They had to answer questions on whether they preferred working on projects that either do not focus on new technology, focus on some new technology, projects that will use non-existent technologies at their initiation, or those that focus on new, but existing technologies. In addition, a project manager's personality traits could also be assessed using valid and reliable measures that include managerial traits, secure attachment, success criteria, and entrepreneurial traits (Flick, 1998).

At the end of the process, the interviews were completed successfully, having covered all the questions. Moreover, opportunities were presented in case there was any need for changing any specific questions to be used for future research. Additionally, the quality of answers provided by the interviewees provided insightful information. This was largely attributed to the fact that they were all the heads in their respective fields. Most importantly, for most of them, they were involved in the formulation and implementation of strategies in their respective organizations. As a result, this provided clear basis to create insightful propositions into the project management fit and project success notion, which related to previously used literature.

Chapter 5

5.0   Data Analysis

This chapter will provide an approach to analysing the qualitative data from the actual data collected from the interview questions presented to the academic interviewees and academics project management practitioners. Furthermore, it verifies and identifies means to write up and present the provided data in the validation of fit for project managers to ensure project success. However, it is important to understand that this method is the most puzzling feature of analysing and presenting data after it has been collected. Therefore, there will be a consideration of the methods of analysing and presenting textual data collected during the interviews.

5.1   Approaches in the Analysis of Qualitative Data

Analysis of qualitative data has two fundamental methods: inductive and deductive approach (Burnard, 1991). Inductive method is used to analyse data readily available data. This method identifies the analysis of data with no or little predetermined structure, theory, or framework and is utilises tactual data in order to derive a structure for the analysis process. Most importantly, this method is comprehensive, and as a result, is time consuming; thus, cannot be used in situations whereby the study phenomenon has not been identified. This method will be the main focus of this chapter, since it is mainly used in the analysis of qualitative data in any research. This chapter will describe the method of analysis used: thematic content analysis (Ritchie & Lewis, 2003). This method is commonly used in data analysis of qualitative work. Thematic content analysis arose from the approach referred as ground theory and is not limited only to qualitative work. Moreover, the process of thematic content analysis is similar to any type of qualitative research in that it involves the identification of topics in data, analyses transcripts, and gathers examples of the identified themes.

On the other hand, deductive method involves the use of predetermined structure of framework to analyse data (Liamputtong & Ezzy, 2005). Moreover, researchers employ their own theories or structures on the collected data of which will be used to analyse the transcripts provided during the interviews. Deductive

analysis is mainly useful to researchers in situations where they are already aware of what the interviews will say. Additionally, the process of analysing data consists of examining the interviews to understand the interviewees' answers and also identify the reoccurrence of each answer provided. However, this particular approach is easy and quick, but is inflexible and can lead to bias of the whole process of analysing data because the framework of coding is already decided. As a result, this step of deciding the coding framework prior to the completion of the process can limit the development of any theory as well as the theme (Pickard, 2007).

5.2   Data Collection

Field notes, observations, and interview transcripts offer a descriptive account of any research study, but does not provide credible explanations (Liamputtong & Ezzy, 2005). In this case, the research is tasked with making sense of the collected data by exploring and interpreting it. Data for this research was achieved through interviewing 11 individuals in different fields. Among the data collection methods used included face to face interviews in which the interviewees' answers were recorded using a sound recorder and later the information was transcribed on interview sheets. Moreover, out of the 11 interviewees, 2 of them had their interviews conducted over the phone due to geographical distance in which each of the interviews took an approximate of 20 to 25 minutes each. The rest of the interviewees opted to fill out the interview forms. The interview questions used comprised of 14 questions that were to help in understanding the notion of fit. Consequently, the whole interview process took one and a half months to complete. This was due to the fact that there were different time schedules and availability between the researcher and the interviewees.

5.2.1   Data Analysis

The method used in the analysis of data involves the management of data by hand. Although a combination of computer assisted and manual methods could have achieved the best result, the later was preferred because of the project size, time availability, and funds (Gibbs, 2007). Once the data was collected, the researcher went through the all the interview transcripts. As a result, the data was

Project Manager-Fit and Project Success in United Arab Emirates 2016

analysed with word processor in which valuable data was coded and ideas and themes were pulled. During the analysis process, general themes emerged and were later categorised. Furthermore, the analysis continued based on the categorization of data collected in which more themes emerged and were incorporated in the categorization process.

5.3 Stages in Data Analysis

The process of manual coding is the same because it involves the identification of categories and themes that arise from the collected data (Seale, 2004). Moreover, the process involves the identification of themes in the interview transcripts as well as attempting to confirm, verify, and pass them by going through the collected data and repeating the process to receive more categories and themes. This can be achieved by having the researcher read through the transcripts and record notes, short phrases or theories to help sum up and understand the objective of holding the interviews. This is what is referred to as manual coding. However, the aim is to develop a summary statement or use a word to explain the questions in the interview transcript (Silverman, 2005). Furthermore, there is an exception to this process if the interviewee goes off track and deviates from the topic that is under discussion. As a result, when there are such deviations, the data is simply un-coded. Below is a diagram showing the ways used in the manual coding process:
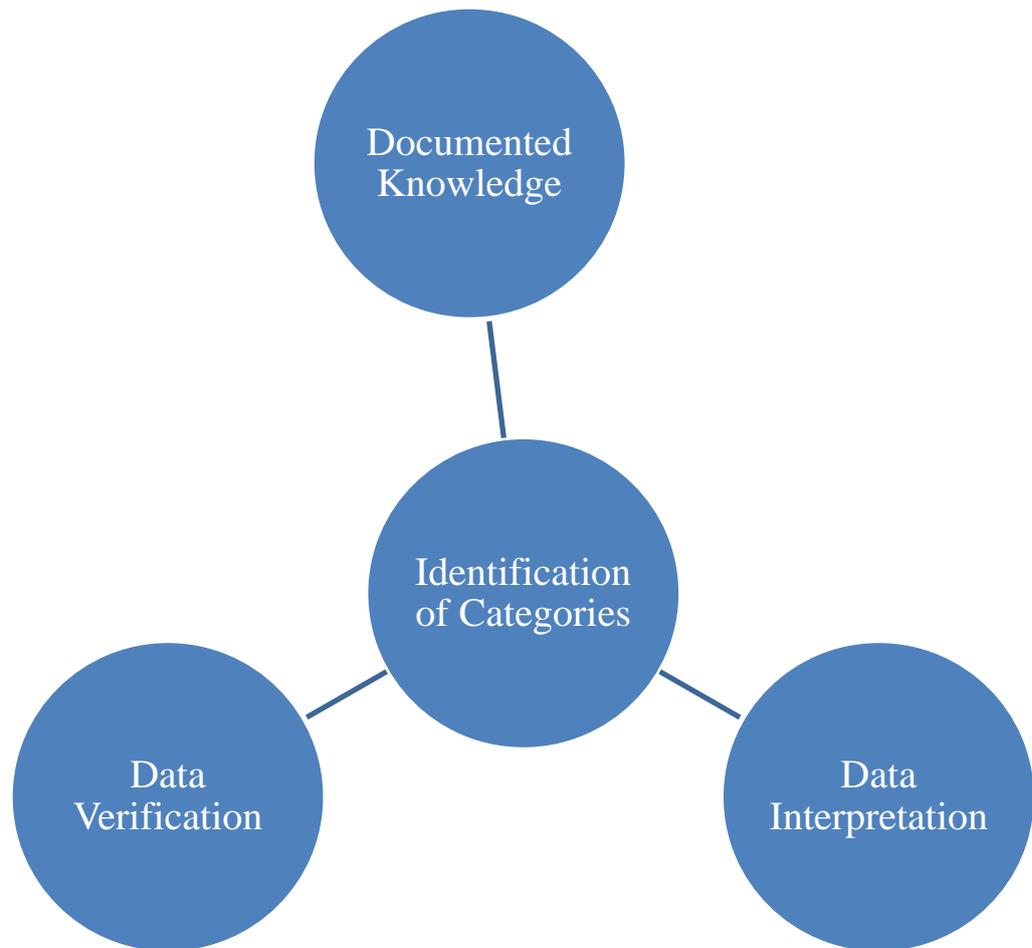
Fig 2: Manual Coding process

In the second stage, phrases and common words are collected from the interviews on clean pages. Through this, information is worked through and the duplications are crossed out. As a result, this helps in reducing the number of categories by a large number. Through the use of a coding framework, the list of categories includes:

- Traits the characterise PM fit
- Project manager commitment to projects
- Why should a project manager be a risk taker, if he or she considers themselves such
- Description of a project management practitioner
- Description of individual feelings
- What kind of project best fits an individual

Project Manager-Fit and Project Success in United Arab Emirates 2016

When this list has already been compiled, the researcher looks for similar categories and highlights them. Informed by the theoretical and analytical ideas used in this research, these categories can be reduced and refined in different numbers by putting them together. In such an attempt, a list of groupings is derived. The reduced record of categories forms the last category in the system that can help in dividing the interviews. The stage that follows is the allocation of each of the categories with their own colouring mark pens, from which the interview transcripts are gone through and the data that fits in any category is marked according to the assigned colour.

Finally, the different sections of the data that are under each of the groupings, which are assigned different colours, are cut and pasted onto different sheets. Subject dividers can later on be used to label the categories and the matching coloured snippets, on the pages, which are filed in a lever arch file. In this, an organised dataset is constructed that can be filed in a single folder. From this folder, the information collected can be used to write the report findings. Moreover, computer programmes can be used to manage the data, which can be useful, is qualitative studies that contain large datasets. However, there is the need to be properly trained on how to use the software since most of them do not abide by the MS windows convention (Liamputtong & Ezzy, 2005). Below shows a table of the analysis:

Question number	Sub-category	Category	Condensed report findings.
1	Best project manager characteristics	Personality traits	Most interviewees indicated that the best traits included being independent, involved, risk taker, self-confident, and realistic.
2	Individual commitment characteristic	Project commitment	Interviewees characterised their commitment as highly committed since they knew that projects needed to be completed within a budget and schedule.
3	Individual consideration on risk	Risk taking	All interviewees considered themselves as risk takers and indicated that it was necessary to achieve project success.
4	Individual description	Project management practitioner description	The project practitioners described themselves as individuals who preferred making decisions, working with a team, deadlines, were more practical, and were interested in possibilities.
5	What interviewees like	Preferences	In projects, the interviewees indicated that the liked influencing other people, participate in social and political events, lead groups toward specific goals, operate businesses independently, meet up with important people, and supervise other individuals. However, most of them did no concur with some of them in which they disliked organizing social events and providing lectures.

Project Manager-Fit and Project Success in United Arab Emirates 2016

6	Description of personal feelings	Feeling	In projects, the interviewees indicated that the liked influencing other people, participate in social and political events, lead groups toward specific goals, operate businesses independently, meet up with important people, and supervise other individuals. However, most of them did no concur with some of them in which they disliked organizing social events and providing lectures.
7	Agree or disagree	Personality trait	In projects, the interviewees indicated that the liked influencing other people, participate in social and political events, lead groups toward specific goals, operate businesses independently, meet up with important people, and supervise other individuals. However, most of them did no concur with some of them in which they disliked organizing social events and providing lectures.
8	Multi-choice question	Decision making	The interviewees were provided situations that required them to make a decision. Their decisions, would be affected by the situation they were in.

9	Type of project preferred	Project preference	Interviewees preferred projects based on novelty, complexity, pace, and technological uncertainty.
10, 11, 12, 13	Project preference	Preference by characteristics	Interviewees' response was based on their choice in question 9.
14	Individual Concerns	Project concern	Interviewees' response was based on whether a project exceeded budget, schedule, failure to meet project requirements, customer needs, customer satisfaction, create new market, and failure to utilise technological capabilities. Moreover, most of them were concerned with exceeded budgets, schedules, failure to satisfy customers, and failure to meet functional specifications and requirements.

Table 1: Analysis

Project Manager-Fit and Project Success in United Arab Emirates 2016

5.4   Data Verification

Analysis of the qualitative data involves the interpretation of the study's findings. The process, however, is more subjective compared to the quantitative data analysis, since it is believed that there is no existence of an objective view of social reality (Seale, 2004). There are two main ways that data analysis can be validated: peer review and respondent validation. For this particular research, data was validated through respondent validation.

Moreover, the findings were returned to the respondents and they carefully went through their interview transcripts to refute or validate the interpretations of the data by the researchers. Consequently, this step helps in refining theory and theme development, but it is usually time consuming and in most cases, if it does not take place after the data has been collected, the interviewees may have changed their views and perceptions because of changes in their situations, temporal effects, and as of the result of already taking part in the research. For some of the participants, they felt that their original comments were not socially accepted, and as a result, they decided to modify their opinions. A probable reason for this is that most of the interviewees did not recognise the theories used.

Additionally, to make sure that the manual coding process is rigorous and systematic, the data collected was analysed thoroughly. As a result, the analysis included the identification and search for important cases that are contrary or difficult to the main research findings or are unique to either one or all of the interviewees. Consequently, there was the utilization of constant comparisons during the analysis of data. This mainly involves the reading and re-reading of the data searching and identifying all the emerging themes in the search and understanding of the meaning of the collected data (Ritchie & Lewis, 2003). Furthermore, there was the establishment of detailed exposition in already published reports of how the data was collected and analysed. This step was important because it assists the reader to assess the value of this research.

5.5   Interpretation of Data

After data verification, the research data is ready for the final stage of analysis before it is presented. Moreover, there are seven criteria that help in the

Project Manager-Fit and Project Success in United Arab Emirates 2016

interpretation of the data: internal consistency, intensity of comments, context, words, big ideas, specificity of comments, and extensiveness and frequency of comments (Liamputtong & Ezzy, 2005).

5.5.1   Internal Consistency

In this particular research, it was important to notice the changes in the position or opinion by the participants (Gibbs, 2007). This goes out for all the interviewees, especially when asked to describe themselves. An example is between two engineers in which they both provided two different approaches to who they are and why. The first engineer indicated that he was interested in actualities, he is both practical and innovative, does not like working with deadlines, likes working with a team, and prefers making a decision by himself. On the other hand, the other engineer is interested in possibilities, is more practical, likes working with deadlines, prefers to work with a project team, and likes preparing for decisions. Moreover, the two have two different explanations for why they describe themselves as such with the former identifying the fact that he describes himself as such because he has gone through by experience, while the latter explains that it is because of the fact that he has to be practical when it comes to potential practices and ideas, and it is important to try out new possibilities to usher in new things. Different quotes identify the changes in the views of the participants (Holliday, 2009).

5.5.2   Intensity of Comments

Comments provided by interviewees should be considered according to depth of feelings (Pickard, 2007). For all the participants: male and female, they all acknowledged that it was easier for them to be emotionally attached to other individuals in a project. Most of them are comfortable depending on others and having others depend on them. Moreover, most of them do not feel any worry if they are abandoned or by having other individuals get too close to them. Most of their reasons included the fact that they are leaders and it required of them to build on good relationships with their project team in order to achieve their objectives successfully. Others stated that they liked working with people and opted to trust them and offer them with benefits. Most importantly, little variations are provided by interviewees while trying to express their emotions (Seale, 2004).

Project Manager-Fit and Project Success in United Arab Emirates 2016

5.5.3   Context

The context is mainly influenced by the interview questions and the comments made by the interviewees (Pickard, 2007). The respondents are not asked to talk about their actual experiences, however, when there is the need to talk about their feelings, it seems like they need to recount about their individual experiences. For some, they talk about occasions when they underwent similar encounters in their professional lives.

5.5.4   Words

In the situation whereby the interviewees explain about their understanding of the term 'risk taker', it is evident that their experience highlights the little relationship with the understanding they have of the term before the actual event (Ritchie & Lewis, 2003). There seems to be a common understanding of the term risk taker in which the interviewees have different views of the term based on the decisions they make to the success of projects.

5.5.5   Big Ideas

It is mainly considered a huge trend or concept if big ideas emerge from evidence and are across different discussions. Moreover, it is highly recommended that during this stage, a break is considered to refocus on the bigger picture of the research (Holliday, 2009).

5.5.6   Specificity of Comments

In this particular research, special attention is paid to responses that refer to the interviewees experiences as opposed any hypothetical situation (Ritchie & Lewis, 2003).

5.5.7   Extensiveness and Frequency of Comments

Frequency refers to the consideration of how many times a certain view or comment is made, which helps in identify a major issue when it develops (Christensen & Wright, 2011). On the other hand, the term extensive explains the number of interviewees who convey a certain point (Ritchie & Lewis, 2003). All the involved interviewees express themselves based on their experiences. All the

answers that the interviewees provide are based on their past and present experiences in any particular project.

5.6   Presentation of the Qualitative Research

There are two approaches to recording the findings of the qualitative research. Firstly, there is the reporting of key research findings under the categories or main themes with the use of relevant precise quotes to explain the findings (Gibbs, 2007). Moreover, the approach is followed by the linking of the separate discussion chapters in which the research findings are discussed in terms of the already existing research. Secondly, involves doing the same as in the first, but incorporating discussions in the findings chapters (Silverman, 2005).

5.7   Conclusion

This particular paper explains the role of project manager skills in the success of projects in the United Arab Emirates. The data collection and analysis were relevant in answering the three research questions identified in the introduction part of this paper. Moreover, the process of manual coding provides a means of generating categories with similar categories that can be easily be collected. Additionally, the research assisted in understanding the specific project manager skills that are needed to ensure that a project is a success, who a good project manager is, and the kind of leadership skills a project manager needs to influence the success of a project. The research identified that a project manager who shows initiative, is optimistic, and is a risk taker is more likely to ensure the success of a project compared to managers without the traits. The interviews provided information that validates the fact that project managers need to have the right fit to have success in projects. Moreover, the interviews confirm that project managers have to develop good relationships with their staff to achieve success as a project team. In addition, this analysis confirms the fact that there is need for skill among project managers for fruitful administrative advancements. As a result, it becomes clear, based on the interview outcomes, that project managers need to be adequately specialized to handle different projects.

Chapter 6

6.0   Discussion

In the previous chapter, the findings of this research were presented. This chapter is on discussing the findings from the study. Moreover, it explains the theoretical contributions to the success of a project, and be evaluated against the presented literature review. Furthermore, this chapter will aim to articulate the key contributions of the study. Additionally, the matter of an effective project manager with comparison to the literature is shown to determine the position of this research with the literature review. Accordingly, the management skills, emotional intelligence, and leadership of a fit project manager are discussed to show contribution to the success of a project. After this, the conceptual model that is used in this study will be conversed and compared with already existing theoretical models. Consequently, the comparative works will be discussed and compared with the literature. Finally, a summary and conclusion of this chapter will be presented.

6.1   The Research Project

The purpose of this research project was to establish the role of project managers in the success of a project in the United Arab Emirates. This is achieved by examining the research design, sample size, target population, validity and reliability, sampling technique, data analysis, and data collection techniques (interview and questionnaire). Herein, different core categories were used to represent the different characteristics of the effectiveness of project managers in organizations that are project oriented. Mostly, leadership is associated with inspiring and directing in which management is mainly concerned with emotional intelligence and controlling and planning that are concerned with social and self-regulation (Cavallo, 2006). For the topic under study, the core categories have been defined and discussed in different ways. Most importantly, the research project was investigated under context of a project-oriented company in the United Arab Emirates. As a result, this was taken into consideration in the research findings.

6.2   **Effective Project Manager**

From the research conducted, it was discovered that for a project manager to evolve from a typical project manager to an effective and fit project manager, he or she has to develop his or her leadership skills, management, and emotional intelligence. This finding corresponds with earlier research by Cavallo (2006). In the subsections provided below, the research findings are further discussed.

6.2.1   Leadership of an Effective Project Manager

From the research, leadership was discovered to enhance the effectiveness of project managers in organizations. Moreover, as Swartz' research indicates, leadership is an important requirement for project managers for them to be fully effective during projects (Swartz, 2008). From previous research, it is identified that for project managers to develop into competent leaders within a project team, they have to develop their leadership proficiencies (Cavallo, 2006). According to the study conducted, it was found out that project leaders had to have specific leadership traits that would assist them in the success of the project as well as meeting the goals and objectives of the project organisation. Likewise, there is the emphasise that most project managers should develop themselves into competent project leaders. Additionally, from Mascia's (2014) research, it is deduced that leadership for effective managers can be classified into five categories: inspiring, building mutual trust, analysing context, supporting, and directing.

This research found out that leadership and effective managerial skills can influence a project manager's emotional and management intelligence. Moreover, this passes on to their supporting, directing, analysing context, building mutual trust, and inspiring that could influence their organising, planning, honing managerial skills, and controlling techniques. In addition, the research study found out that the managers' social-regulation, self-awareness, social-awareness, and self-regulation will be positively influenced. This research agrees with previous research findings on the requirements of project managers and the theory on person-job fit indicating that an individual's traits help reveal their adaptability to the culture of an organization to ensure success in projects. To some extent, based on the interview questions, it was demonstrated that leadership of effective managers is influenced by emotional intelligence. For the factors identified below,

they agree with the theory on person-organization fit that entail that organizations and individuals should be compatible to ensure project success.

6.2.1.1 Inspiring

During the research, it was identified that inspiring project teams increases the rate of success for projects. Moreover, studies indicate that using inspiration as a leadership tactic is significant for ensuring that project teams are operative (Gray and Larson, 2007). Previous research by Mascia (2014) indicates that inspiring as a leadership function is categorised in four parts: lead by example, motivate and influence project stakeholders, exude charisma, and elicit the best of project team members in which there are able to develop their creativity (Mascia, 2014). Consequently, the study demonstrates that the four features of inspiring enhance the effectiveness of managers in projects. Project managers with the right project fit, according to the literature should motivate and influence project teams for them to be fully effective in the success of a project and meeting of an organisation's objectives. This factor was identified in the study agreeing with the previous research. Eliciting the best out of project teams, although not implied in the research, is essential in the development of their creativity. As a result, it was identified that project managers leading by example is effective in achieving project success in which they should be charismatic.

6.2.1.2 Directing

From the study conducted, as an aspect of leadership, directing was identified as a means of ensuring success in projects. Bedingfield and Thal (2008) in their research identified that effective directing as a function of leadership is important for project managers. Moreover, this process of directing was categorised into four features: guiding project stakeholders, creating a shared project vision, establishing project strategies and policies, and defining project objectives and goals (Mascia, 2014). From the research study conducted, it was found out that the four features enhance the success of a project. Moreover, the interviewees identified that vision is an important factor of leadership to ensure the effectiveness of projects and organizational success.

The research also helped in identifying that in this process, organising was an important aspect in the development of project managers. Previous research has stated that for this to fully have an impact on projects, project managers need to pay attention to organising in projects to be more effective and successful. As a result, this study found out that the function was categorised into three elements: using appropriate project management techniques and tools, training and recruiting competent individuals, and establishing fitting project incentive schemes (Newman, 2009). Moreover, the development of incentive systems is important in the success of any project. Furthermore, the research helped in establishing that project managers should have the necessary incentives to provide encouragement to their project team members. This factor agrees with the person-job fit theory. As a result, they should be equipped with the relevant techniques and tools to achieve project success.

Consequently, for the success of a project, project managers and the project shareholders have to clarify the project objectives and goals (Fisher, 2011). Such a move is essential because it was established that having a strategy is important for a project, and most importantly, project managers should be able to think strategically by themselves. Moreover, project team members need to be guided by fit and able project managers in order to fully maximise their skills in the success of a project.

6.2.1.3 Analysing Context

Effectiveness of project managers was established to increase as a result of effective analysis of context. The analysis of context was categorised into three components: assess the impact of current cultural and social constraints in a project, evaluate the impact of current economic and political conditions on a project, and investigate the capacity and context of a project (Mascia, 2014). Generally, analysis of context was identified in previous research as an important factor in any project in which a number of researchers have implied the relevance of most of the concepts used. For example, Fisher (2011) indicates that there is a need for culture awareness in projects to ensure that they are a success. Moreover, Gray and Larson (2008) and Bedingfield and Thal (2008) assert that political sensitivity is important for project managers to be effective. Most importantly,

Brill et al. (2006) states that project managers should understand culture and politics outside and within organisations to ensure project success.

6.2.1.4 Building Mutual Trust and Supporting

In ensuring that a project is a success, it was found out that supporting and building mutual trust were all important. These two factors are important because they ensure that they is understanding between the project team, project managers, and project stakeholders to ensure the success of a project. Moreover, from previous research, it is recognised that these two factors are inevitable and essential requirements for project managers to be fully effective during projects. Furthermore, in this research study, this was confirmed and their contributions led to the success of projects.

6.2.2   Management of an Effective Project Manager

According to research by Newman (2009), management is categorised into four parts: improving managerial skills, organising, planning, and controlling. Previous research indicates that the management of fit and competent project managers had influence on their overall skills. Moreover, this study found out that the project manager's skills were relevant in ensuring that a project success. The factors identified in management agree with the project-job fit theory that entails that a project manager should have a set of skills that would enable him or her to better handle a project and project team.

6.2.2.1 Planning and Controlling

From the research study, it was identified that planning, which is an aspect of management, can help in increasing the effectiveness of project managers. The planning process was identified into three categories: defining project tasks and assigning them to the relevant project team members, setting project schedules and plans, and allocating and budgeting project resources (Newman, 2009). As a result, these three elements help increase the effectiveness of project managers and are more effective when a timetable is used in project management (Korhonen, Laine and Martinsuo, 2014). Most of the interviews asserted that project plans and schedules are basic for the successful completion of projects as well as for the development of efficiency among project managers. Moreover, it

was deduced that allocating and budgeting resources is an important project management function that project managers should consider to enhance their effectiveness.

6.3   The Emotional Intelligence of a Fit Project Manager

From the research carried out, it was deduced that emotional intelligence could assist project managers throughout the different type of projects they are involved in. Furthermore, according to research by Cavallo (2006) and Mascia (2014), emotional intelligence is classified into four functions: social-regulation, self-awareness, social-awareness, and self-regulation. From this study, it was demonstrated that emotional intelligence of fit project managers influences their management and leadership skills. It became clearer that a project manager's leadership was influenced by their emotional intelligence (Chronner and Bergquist, 2012). The mentioned factors agree with the theory on person-job fit, which this study also agree with and can be elaborated below.

6.3.1   Self-Regulation

Self-regulation as a factor of emotional intelligence contributes greatly to the improvement of effectiveness among project managers. According to Cavallo (2006), self-regulation as a function of emotional intelligence assists project managers in proving themselves as competent project managers. Moreover, self-regulation was divided into six elements: evoking conscientiousness, exuding optimism, exhibiting high innovation, maintaining self-control, keeping self-motivated, and demonstrating high adaptability (Bedingfield and Thal, 2008). The research demonstrated that these six elements help improve a project manager's effectiveness in a project. There was a lot of emphasis on the fact that fit project managers had to exhibit self-control. To ensure that project managers are the right fit for specific projects, conscientiousness has been implied as an essential requirement (Posner, 1992). Furthermore, researchers acknowledge that adaptability is a significant factor for project managers if the projects they are involved in are to be a success. In addition, other factors that project managers should possess include innovation and optimism.

6.3.2 Social-Regulation

Social-regulation is a factor that contributes to the effectiveness of project managers. In the research study, it was categorised into two elements: resolving project disputes and conflicts and building teamwork and cooperation among the project team members (Bedingfield and Thal, 2008). Moreover, the research study demonstrated that the two elements enhance the fit among project managers. Furthermore, the literature shows that maintaining teamwork and cooperation among the project team members is significant in project success. Additionally, the use of dispute and conflict resolution measures assists in ensuring that the work environment is suitable for each employee.

6.3.3 Self-Awareness

Self-awareness as a function of emotional intelligence assists in developing project managers into more effective leaders. This function was categorised into two elements: building self-confidence and performing self-assessment (Bedingfield and Thal, 2008). This research study demonstrated that these two elements raise the effectiveness of project managers, highlighting that self-confidence and self-understanding are important for the growth of project managers.

6.3.4 Social-Awareness

A project manager's effectiveness also increased due to social-awareness. The extant literature identifies that social-awareness assists project managers in proving that they are fit for different projects. This function is categorised into one feature: promoting empathy and intuition towards the project shareholders (Pickard, 2007). In this case, empathy plays a significant role in ensuring that project managers remain effective and that they can ensure that projects are completed on time and to the satisfaction of project shareholders and the organization.

6.4 Comparative Works

In this research study, the comparative works is based on the leadership styles of fit project managers need to help understand the subject that is under investigation.

6.4.1 Comparative Works Based on Leadership Styles

Project managers' leadership styles are compared in this subsection. Based on the comparison between transformational and transactional leadership (Mascia, 2014), it was deduced that for project managers to be fit and effective, they need to evolve into transformational project leaders. Moreover, they could achieve this by further developing their transformational leadership styles. Consequently, it was observed that project performance that is beyond normal opportunities can only be achieved through the employment of transformational leadership style. There is a lot of emphasis that leadership help in ensuring that projects are a massive success (Christensen and Wright, 2011). Additionally, it is asserted that transformational leadership style has a greater impact on projects compared to transactional leadership style.

6.5 Theoretical Contributions

The theories used in this study are person-job fit theory and project-organization fit theory. The review of literature in project management showed that effectiveness of project managers in project-oriented organisations is underexplored. This research study intended to fill this research gap by bringing different perspectives of the fit of project managers, from various informants in different fields, into the theoretical perspective in a conceptual model through in-depth interviews. Indeed, this research study has contributed to project management by offering in-depth understanding of the notion of fit of project managers within project-oriented companies. Moreover, this study identified a number of things that will be stated in this section that help project managers to success in projects that they are assigned.

From the research, fresh insight was found on leadership, the notion of fit, emotional intelligence, and management in the field of project management. Moreover, the study helped established the roles of project managers in the

Project Manager-Fit and Project Success in United Arab Emirates 2016

success of projects. Additionally, from the research study, a conceptual model was designed in which it is a standard for project managers to be more effective in project success. Accordingly, the research showed that proper management of projects could only be influenced by leadership. There was also a demonstration that in order to be effective, project managers have to enhance their leadership (inspiring, building mutual trust, supporting, analysing context, and directing), then management (enhancing managerial skills, planning, controlling, and organising) and lastly their emotional intelligence (self-regulation, social-regulation, social-awareness, and self-awareness) (Swartz, 2008). In addition, it demonstrated that the notion of fit of project managers varied among the different project-oriented organisations.

Additionally, it was identified that for project managers to be competent, they required to be equipped with better leadership styles to assist them with different projects. As a result, to be more effective in their job, they need to evolve into transformational leadership style (Fisher, 2011). Moreover, a review on the development of managing and leading projects was provided in the research study. There was also the investigation of the differences between management and notion of fit in project-oriented companies. Additionally, it presented key concepts that contributed to the notion of fit of project managers in order to assist in developing constructs and generate the conceptual model for being an effective project manager. Finally, the research proposed a direction for future research in which it laid a basis for further development of the notion of fit framework.

6.6   Conclusion

In this chapter, the findings of the research have been adequately discussed and explained in a theoretical contribution. Key points of the research study have also been explained to offer a quick review of the study under investigation. The discussion of the matter of fit for project managers was demonstrated to determine the position of the research project in the literature. Accordingly, leadership, adaptability, collaboration, and creativity have been discussed and compared with the extant literature. The different comparisons identified that most of the findings have been indicated by various researchers from different fields as the significant

requirements for project managers to ensure that they are effective and can lead to project success. However, some of the findings have not yet been identified and to some point, seemed new in the research area. In addition, the conceptual model of this research study has been discussed and compared with the existing theoretical model. The comparisons have identified that the conceptual model offered a new understanding into the notion of fit and managing and leading projects.

Furthermore, the comparative works based on the type of projects showed that for effectiveness within project-oriented companies, the project managers should enhance their leadership, emotional intelligence, and management (Korhonen, Laine and Martinsuo, 2014). Moreover, it was also showed that the demand for fit among project managers varied across different companies. The main emphasis lied on the type of leadership style that would be effective to ensure that a project is success, in which transformational leadership style emerged as the most preferred style among project managers (Cavallo, 2006). Additionally, the theoretical contribution of the research study has been presented to show the useful of the research. Accordingly, this study contributed to project management by offering tools to evaluate the notion of fit among project managers. Hence, the theoretical contributions of the research study have been explained in the conceptual model. This chapter has offered a comparison and discussion of the research findings with the literature to identify the theoretical contributions to the field of project management, especially the notion of fit of project managers and its contribution to the success of projects.

Chapter 7

Conclusion

Project management has increasingly been ubiquitous in most companies. In most cases, the pervasiveness of this discipline has led to the description of work as having failed to address the political and social consequences of both the project and its project manager (Kristof, 1996). Researchers have noted that through the joint efforts of departmental bodies, procedures and project management methods have been packaged, framed, and promoted to be part of management toolkits among project managers (Anderson, Spataro and Flynn, 2008). The current study brings together two areas of research: project managers' personality and success of projects in the United Arab Emirates. Notably, much research has been done to each of the areas, but none has been able to provide clear information on the relationships among them. This paper examined the role of project managers in the success of projects. Through the use of the Person-Organization fit theory to the case of project managers and their projects, it was noted that project managers are more successful when managing projects that fit their personalities. Moreover, the success of projects is manifested in the relationship between project managers' personalities, project success, the notion of fit, and project profiles (Cable and Parsons, 2001). Furthermore, projects that are managed by project managers with personalities that fit with project profiles become more successful compared to project managers' personalities that do not match with the project profiles (Carless, 2005).

Many organizations face changing and dynamic environments; thus, they require employees who can readily move between project teams and change their tasks. Moreover, it is equally important that workers' personalities fit the organization's culture more than with the job's specific characteristics (Sekiguchi, 2004). This dissertation showed the importance of fit for organization in the UAE which can be indicated by the relationship between organizations turnover and person-organization fit (Huselid and Day, 1991). The person-organization fit for companies is referred to as the compatibility between the organization and its employees in which the workers may fit or not, associate with the goals, personality, and values of the company (Wagner and Sternberg. 1985). There are

means by which the person-organization fit can be effectively managed to ensure that the company attains its objectives: personal and organizational objectives.

Moreover, this paper provided useful insights on how organizations should manage Person-Organization fit more effectively through processes of communication, socialization, and hire to identify the highest degree of Person-Organization fit that in the future will ensure that there is compatibility between the organization and its employees (Kristof, 1996). Furthermore, intervention of comprehensive and culture training that companies conduct will develop a better attachment between them and their workers. For organizations that are successful, measuring actual situations and ideal conditions of values and culture are able to develop action plans that improve and narrow the gap in worker fit (Huselid and Day, 1991). Consequently, having a career development management process for the workers reduces turn over, career planning, and career development, which have great impact on whether people meet personal goals and companies meet corporate goals. On the other hand, companies that discuss about careers are the sole survivors over the next century, maintaining diversity in workers and assists in maintaining the fluid flow of the organization to all its external market demands (Chanon and Mcgee, 2015). Most importantly, focusing on the organization's and peoples' culture in which the employees share values of the company will assist in helping meet the organization's objectives and aims. Additionally, the role of a project leader, as indicated, is critical as it has significant effects on worker motivation, trust in the leader, and commitment.

From the interviews conducted, it was concluded that Person-Job and Person-Organization fit match between a worker's attribute and their surroundings, which increases their positive behaviour, emotions, and attitudes. To a greater extent, when the notion of fit occurs, it leads to work-related positive behavioural and attitudinal outcomes (Malach-Pines et al, 2009). Nonetheless, it is expected that high congruity between an employer and an employee encourages workers to have high levels of engagement in their work. In overall, when a project manager achieves good fit with their respective organizations and work, they become more obliged and work to pay back to their partners and companies in terms of high levels of engagement (Caplan, 1987). Furthermore, given that the engagement of workers is any company's centre of attention, since it has a

Project Manager-Fit and Project Success in United Arab Emirates 2016

negative relationship with the intentions of turnover, it is mainly observed that employees who are highly involved in their duties tend to withdraw less from their job positions and stay longer. Finally, when the Person-Job fit and Person-Organization fit are used in predicting the level of engagement of workers, in which worker engagement is recognised as the predictor of turnover intentions, it can be deduced that engagement meditates the relationship between the consequences and the two antecedents (Druker and White, 1996).

In the methodology section of this paper, qualitative research was used in which the following was concluded. To begin with, different leadership styles are important for the success of different types of projects. Lastly, project managers' leadership styles are appropriate in influencing the success of a project. In the qualitative study, it was noted that the managers of project managers in the UAE are assigned with the responsibility of ensuring that they verify that each project manager is equipped with the required leadership styles. However, this was mainly in projects that were more complex. Moreover, competence was identified as significant in contributing in a project's success (Memon, Salleh and Baharom, 2014). Occasionally, intellectual competence was negatively correlated to success compared to managerial competence. From the eleven respondents used in the study, ability to communicate, individual competences, sensitivity, and conscientiousness are significantly correlated to the success of a project. Additionally, strategic perspective was a desirable competence among the project management practitioners from Salah Home Décor Group and Al hawraa Engineering Consultants, and academic interviewers from the engineering department in the British University in Dubai. From the results collected from the interviews, it became clear that project manager leadership competencies are directly correlated with project success.

For projects that require medium complexity, communication and emotional resilience are most important (Ralf and Turner, 2007). High complexity, on the other hand, requires sensitivity. These competencies are associated with transformational leadership than the transactional leadership. Moreover, on the repositioning of projects, the most important competence is motivation, while for renewed projects, communication and self-awareness are significant. As a result, transitional style is preferred when dealing with renewal

Project Manager-Fit and Project Success in United Arab Emirates 2016

projects while transactional styles on repositioning projects. It is presumed that renewal projects have greater impact on stakeholders, and most importantly, it requires a transformational approach. Additionally, repositioning projects meets the need of achieving targets; thus, a transactional style is more suitable (Spinner, 1989).

7.1 Contributions of the Research Study

Based on the interviews held, it was noted that the notion of fit that characterizes ideal project managers during the recruitment and selection process were mainly aimed at high levels of technology and novelty, of which, consequently, focused on traits such as risk taking, being an inventor, entrepreneur and investigator, and openness to experiences (Chanon and Mcgee, 2015). Not surprisingly, the notion of fit is important in high-tech projects that are mainly characterised by complexity and high novelty. Moreover, differences between the project managers were found to be associated with the impact on the benefits received by companies and the customers. Nonetheless, the links were higher when combining the impact on the customers and benefits of the companies, in the overall, project success measures that and in most cases reveals the view point of customers and stakeholders (Ralf and Turner, 2007). Consequently, in small, simple, and less innovative projects, a project manager's personality traits have smaller effect. To some extent, this is attributed to the fact that in most projects, differences in success levels are not significant, although, as is recommended, project managers should possess the relevant traits to achieve high levels of success (Cable and Judge, 1996).

This study has drawn upon the current knowledge base in project management; as a result, attempt to extend project understanding by synthesizing the standards and procedures developed by professional bodies to help produce integrated project governance frameworks that have clear delineation of roles between project managers and management. This is represented in for key elements that include portfolio management that focuses on selecting the right programs and projects to undertake in support of an organization's strategy, and helps in identifying and termination of projects and programs that do not contribute to the values of the company; PMOs that provide oversight and

strategic reporting competences; project sponsorship that offers direct links between program or project managers and the executive, and focuses on the complete project cycle that would lead to the delivery of value; and programmes and projects that maintains effective management of programs and projects, which is the only measure of an effective project management system (Thomas and Mengel, 2008).

Most importantly, the study highlights that good project governance is about attaining optimal stability between the four mentioned elements within an organization's departments. As has been stipulated before, this can only be achieved if the project management invests in the development of effective project managers with capabilities to deliver success of projects. Consequently, a project framework that considers the four key elements can equally serve as a powerful management tool for companies that assist in improving their performance, especially in complex projects (Judge and Cable, 1997). A project framework can be adopted by project managers to achieve effective project outcomes and develop business values because: the structure of governance is defined by the organization's board and later implemented by the management; management and the project management must be two separate entities in which a manager cannot govern his or her own work; the core aspect of good governance is making the right decisions in order to invest in the development of appropriate management abilities that will ensure that the resources set aside by the organization are effectively and efficiently used in the project; and, most importantly, it is an all-inclusive process that focuses on the creation of sustainable values by the companies (Sekiguchi, 2004). Moreover, the authority for some aspects of governance can as well be passed on to the management, but accountability is left to the project's governing board.

As more companies are expected to manage more than two projects at a time in order to achieve competitive advantages, the executive, project practitioners, and management look to the government, academic institutions, professional bodies, and the experience of project practitioners in the field of projects who will lead the way to the development of efficient and effective governance frameworks (Ahsan, Ho and Khan, 2013). Ideally, the conceptual framework provided in this paper is used as a foundation template that can be

Project Manager-Fit and Project Success in United Arab Emirates 2016

empirically tested in the future. Consequently, such researches can be used to develop more comprehensive frameworks that can help improve the rate of success of programmes and projects, however, they will also enable companies to act more ethically, comprehensively, and decisively, as long as they use effective project approaches to deliver benefits to the stakeholders and organization itself (Judge and Cable, 1997).

7.2   Limitations of the Research Project

The first limitation in this research was time constraint that was related to both the informants and me as the researcher. For the former, apart from their willingness to participate, they were limited to the extent of availability to show up for the interviews in which a specific time could not be decided on, owing to our different schedules. Moreover, I had to complete this research study on a specified time due to researcher commitments and personal commitments. Furthermore, due to the constraints, the data collected was not expansive enough, which led to the data analysis not being robust enough. Finally, the review of the research was not expansive and systematic enough. For future research, more time and finances should be allocated to ensure that enough information is collected.

This qualitative study was planned to investigate the different viewpoints and experiences of individuals working in the project-oriented organisations concerning the effectiveness of project managers in the success of projects. Moreover, the researcher could not have access to big companies in the United Arab Emirates with a lot of project managers and employees to assist in the collection of data. This study was meant to develop a conceptual model which would assist in explaining the viewpoints and experiences in this particular context. Furthermore, the model developed is specific to the sample of the current research study and the project-oriented company context. However, the model can be investigated further for more refinement, enhancement, and development. Consequently, having more project managers and employees involved in the interviews could help in supporting the research's reliability and validity.

Additionally, the research findings could not provide answers to all questions because information was generated from different individuals who had different opinions. Due to these limitations, for future research, more research

Project Manager-Fit and Project Success in United Arab Emirates 2016

should be carried out to ensure that there is satisfaction on the limitations of the research project to enhance research findings. In addition, more research should be carried out to ensure that different and more opinions are collected between the clients, organisations, and investors. The most important factor that should be considered since there is a demand for the effectiveness of project managers, which is affected by the different project-oriented organisations, there is the need for further research to improve the usefulness of the conceptual model through the determination of the demand type of the various project-oriented companies for the effectiveness of project managers separately.

7.3   Recommendation for further Research

For projects to be successful, especially in the United Arab Emirates, there are a number of recommendations that project managers have to follow to be regarded as fit. The recommendations are meant to ensure that a department wide accountability is witnessed and that there is the accomplishment of project objectives (Caplan, 1987). Moreover, with the high rate of project failures, it may only seem fit that most organizations would only want projects completed with some degree of success, however, that is not the case. Despite the odds, most companies in the UAE would like to see through projects being completed better, faster, and cheaper. To meet such objectives, it is recommended that they use effective and fit project managers. The first recommendation for project managers is to plan their work by the utilization of a project definition manuscript (Anderson, Spataro and Flynn, 2008). The project definition document is a deliverable from the planning process that also describes the aspects of the project on a high level. In most projects, there is the tendency for short-changes in the planning process, in which project managers just rush in and begin the work. Primarily, this is a mistake because if time is not spent effectively in planning, the project will incur more costs, spend more time to complete, and produce low quality outcomes. After the project definition is prepared, project managers should follow the next step, which is to create a work plan (Anderson, Spataro and Flynn, 2008). Consequently, a work plan offers step by step instructions for managing a project and constructing project deliverables. It is also important that project managers use prior work plans that exist from similar projects that the organization has dealt with (Cable and Parsons, 2001). However, if none exists, he

or she can seek help from employees from different departments to build one in which they can breakdown work structure and develop a network diagram. A detailed work plan should include the assigning of resources and estimation of the workload. Basically, this is what is referred to as the planning horizon. After this, project managers should ensure that the project is laid at a higher level in order to reflect on the increased levels of uncertainty that accompany the project.

Additionally, fit project managers need to define a project's management procedures at the beginning (Carless, 2005). This would assist in outlining the resources that should be used to successfully complete the project. The most important things that will be developed is how project teams will manage agendas, risk quality, changes in scope, and communication. Ideally, a fit project manager should ensure that the stakeholders and project team have an understanding of the way the projects should be managed, proactively and rigorously. Moreover, there is the need for managing the work plan and monitoring the project budget and schedule (Malach-Pines et al, 2009). When the project has been planned, the execution process begins. Since the project definition has already been established, the project management processes and work plan have been put in place; the only challenge is executing the processes and plans in the correct way. As is mainly expected of many projects, they do not actually proceed as planned and estimated (Thomas and Mengel, 2008). Therefore, it is recommended that fit project managers ensure that there is rigor and discipline throughout the application of the project management skills (Cable and Judge, 1996). Most importantly, they should constantly review the work plan to determine the progress of the budget and schedule. For large projects, the review should be done after every week, but to the preference of the project manager, while for smaller projects, they should be reviewed weekly. Moreover, it is important to identify activities that have been completed in order to mark them as complete in the work plan. Constantly updating the work plan ensures that the project managers have the capability to establish whether the project can be completed within the original duration, effort, and cost (Sekiguchi, 2004). As a result, if it cannot, they look for precarious measures to use to accelerate the activities to get back on track.

Project Manager-Fit and Project Success in United Arab Emirates 2016

Another important thing that fit project managers should exhibit is the ability to identify risk. It is highly recommended that project managers determine the probability of any type of risk taking place and identify its potential impact on projects (Kristof, 1996). For projects classified as high risks, the project managers need to ensure that they develop specific plans to mitigate them. Moreover, medium risks need to be assessed in order to identify whether they need managed proactively, while low level risks are simply assumed because their potential risk in less compared to the outcome (Huselid and Day, 1991). Within an organization, the study identified that risks may affect every employee involved in the project. Risks that project managers should anticipate include unfamiliarity with technology, integration problems with existing equipment and products, and lack of high level of expertise among workers.

In the study, organization culture was viewed as a necessity to have a successful project (Cable and Parsons, 2001). There is the need for the development of a project culture that would offer executive, clear, and consistent leadership and communication, regarding the importance of project objectives and their achievements. Moreover, there should be recommendations for the responsibilities and roles of project managers that address the consistency of projects in a departmental level to ensure that they are fit and effective. In most projects, there is little understanding of the role that project managers' play, in which their roles vary based on different project types (Spinner, 1989). A necessary recommendation in an organization environment is establishing responsibilities, roles, and the authority of fit project managers. This move allows the strengthening of the level of authority that project managers have over a project. Apart from considering the competence of project managers, it is important that there is a continuous emphasis on the need for professional development and training among the project managers. This study has contributed to the understanding that this move ensures that there is a high level of commitment of team members and project managers to training. In addition, the scope of management should be strengthened by revising procedures and policies in order to establish accountability and proper reporting procedures.

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Appendix

(Adapted from Malach-Pines et al, 2009)

Biographical details

Gender: Male___ Female _____   Age range: 25-35 / 35-45 / 45 and above

Nationality: _____   Area of education: _____
Years of education: __   Years of experience: _____

1.   What are the three traits that best characterises you from the below?

Prompts that can be used by interviewer	
Actively seeks challenges	
Shows Initiative	
Independent	
Involved	
Dreamer	
Optimistic	
Creative	
Persistent	
Risk taker	
Likes to manage	
Realistic	
Needs control	
Energetic	
Self confident	

2.   How do you characterise your commitment to your projects?

Prompts that can be used by interviewer	
Extremely committed	Please elaborate on what you mean by 'extremely committed'
Highly committed	Please elaborate on what you mean by 'highly committed'
Committed	Please elaborate on what you mean by 'simply committed'
Non- committed	Please elaborate on what you mean by 'non- committed'

3.   Do you consider yourself as a 'risk taker' and why?

_____

4. As a project management practitioner, how would you describe yourself and why?

A- You are interested in:	Possibilities	Actualities
B- You are more:	Innovative	Practical
C- You like to work with:	Deadlines	No deadlines
D- You would rather work:	Independently	With a team
E- You prefer to:	prepare the decision	Make the decision
Why have you described yourself as such?		

5. Do you like to :

	Yes	No
A- Influence other people		
B- Operate an independent service or business		
C- Organize a social event		
D- Participate in political and social events		
E- Lecture		
F- Have a responsible role in an organized group		
G- Supervise other people		
H- Meet important people		
I- Lead a group towards a specific goal		
Why?		

6. Which of the following 3 descriptions can reflect your own feelings and why?

A- I am somewhat uncomfortable getting close to people. I find it difficult to trust others completely or to be dependent on them. I get tense when someone gets too close to me. Often people who are close to me want a more intimate relationship than I am comfortable with.
   a. Why?

B- It is relatively easy for me to become emotionally close to people. I am comfortable depending on others and having others depend on me. I don't worry about being abandoned or about having others get too close to me.
   a. Why?

C- Others are reluctant to get as close as I would like. I often worry that others don't really love me or that they won't want to stay with me. I want to merge completely with others, and at times this makes people distance themselves from me.
   a. Why?

7. Do you agree with the following statements and why?

	Agree	Disagree	Why?
I find interest in solving problems or complicated			
riddles I am a person who likes surprises			
I prefer spending time in a familiar rather than in a new environment			
I am interested in a variety of areas			
I often find myself thinking differently than other people			

8. Imagine yourself in a situation in which you have to make a decision based on each one of these events.

A- You are a project manager working in company manufacturing furniture. In this company you are guaranteed a secure position for many years but your salary is lower than is customary in your profession (despite offering a comfortable standard of living). Your chances for an increase in your salary are slim. At a professional convention in which you took part, a representative of a small company that was established not long ago offers you a position with challenge, options, and an opportunity to join as a partner if the company will be successful in its competition against other companies. The offer is attractive, but it involves risk, because it does not guarantee job security.

    a. You will accept the offer and why?

              Or

    b. You will not accept the offer and why?

B. You have average means and an income that offers existence. You inherited some money. You can invest the money in stable stock with relatively low earning, or in unstable stocks that can offer either high gains or high losses.

    a. You will invest the money in stable stock and why?

              Or

    b. You will invest the money in unstable stock and why?

C- You are the CEO of a project management consultancy facing expansion. You can establish a branch locally, and then the investment will be secure with moderate earnings, or you can establish a branch abroad in a country with an unstable government. The investment in this country depends on the status of the government. If the government does not change then very high earning will likely occur. If the government changes then very high losses may occur.

    a. You will build a branch locally and why?.

              Or

    b. You will establish a branch abroad and why?.

9. A project can be classified along four dimensions: Novelty, Complexity, Technological uncertainty and Pace. What type of projects do you prefer to work on,

Project classification	Choose one only	
Projects that are characterised by its novelty		Go to Question 10
Projects that are characterised by its complexity		Go to Question 11
Projects that are characterised by its technological uncertainty		Go to Question 12
Projects that are characterised by its pace		Go to Question 13

10. For projects that are characterised by novelty:

Specify which type of novelty you prefer	Choose one only
Projects that focus on improvement	
Projects that focus on developing or delivery a new generation to an existing product line	
Projects that focus on a new-to-the-world-product)	

11. For projects that are characterised by complexity:

Specify which type of complexity you prefer	Choose one only
Projects that focus on performing a single function	
Projects that focus on performing multiple functions	
Projects that focus on delivering a widely dispersed collection of systems serving a common mission	

12. For projects that are characterised by technological uncertainty:

Specify which type of technological uncertainty you prefer	Choose one only
Projects that do not focus on new technology	
Projects that focus on some new technology	
Projects that focus on mostly new but existing technologies	
Project will use non-existent technologies at project initiation	

13. For projects that are characterised by pace:

Specify which type of pace you prefer	Choose one only
Projects where delays are not critical	
Projects where time to market is a competitive advantage	
Projects where completion time is critical to success.	
Projects which are in crisis.	

14. I generally become extremely concerned when my projects:

Exceed planned budget	
Exceed planned schedule	
Fail to meet functional requirements and specifications	
Fail to meet customer's needs	
Fail to satisfy customers	
Fail to create a new market	
Fail to create to utilise new technological capabilities and know-how	
Why?	