"Improving Project Practitioner Fit in Government Projects in Fujairah: Potential Implementations and Opportunities for Tamteen Philosophy and its Consequences"

"تطوير عملية التوافق في اختيار مديري مشروعات الحكومة المحلية في الفجيرة: التطبيقات والفرص الواردة لفلسفة التمتين وآثارها"

By

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Dedication

To my beloved Family…

Acknowledgement

I propose faithful love and thanks to my family and friends who supported and helped me to reach this point in my high studies.

Also, I thank Professor Udechukwa Ojiako for his support and supervision through all the phases of this research. Special thanks for the interviewees who participated in the data collection process and openly shared their responses and opinions to conclude the research successfully and beneficially.

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List of Abbreviations

P-O fit	Person-Organization Fit
P-S Fit	Person-Strategic Fit
P-J Fit	Person-Job Fit
P-E Fit	Person-Environment Fit
CSF	Critical Success Factors
HR	Human Resources
PM-P	Project Manager-Project
FIAF	Fujairah International Arts Festival
FICE	Fujairah International Career & Education

ABSTRACT

There are various academic and educational researches and studies that propose the concept of success/failure of construction and non-construction projects as well as the key factors and effects that determine this success/failure. Merely, one of these factors is the right selection of the right individuals to do the right jobs within organizations and/or projects in different business contexts and sectors. Significantly, this research aims at investigating the existence of the concept of fit in terms of selecting project managers/practitioners and its allied implementations in the public sector's projects in Fujairah. This research review of literature considers the relevant aspects and propositions to the research's aims and objectives through determining the relationship between following an effective selection criteria and achieving project success. Yet, knowing that project success examination is a challenge as there might not be a considered success criteria that is agreed upon and followed globally.

Data collection and analysis has been conducted using qualitative research methods through conducting several interviews with decision-makers and projects' managers in the targeted area of research, besides the use of three main project cases that have been studied and analyzed in a cross case analysis focusing on the implementation of selecting the right practitioners that help executing successful projects. The findings of the collected data have been discussed in the reflection of the interviews' summaries and its key highlighted themes and aspects.

Further, the research introduces "Tamteen" as a philosophy that might be effectively applicable in the public sector's projects in Fujairah, starting from building a generalized recruitment system that can pave the way for considering project managers'/practitioners' selection criteria in this sector in the future. The conclusion of this research study examines the potentiality of applying the concept of fit and/or Tamteen as success opportunity and proposes some recommendations that might be adapted.

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الخلاصة

تركز الكثير من البحوث الأكاديمية والعلمية التي تبحث في نجاح/فشل المشروعات (الإنشائية وغير الإنشائية) عن أهم العوامل والمؤثرات في هذا النجاح، ومنها اختيار الشخص المناسب ليشغل الوظيفة أو العمل المناسب سواءً على مستوى المؤسسات العملية أو المشاريع في مختلف القطاعات. تحديداً, يتناول هذا البحث تداعيات هذا الموضوع من حيث اختيار مديري المشاريع في حكومة الفجيرة ومؤسساتها وإداراتها المحلية ، عن طريق الربط بين وجود معايير اختيار معتمدة ومتبعة في هذه المشاريع لاختيار مديريها ، ونجاحها. مع العلم أن تقييم النجاح بحد ذاته متشعب ، و قد لا توجد له معايير أو تقييمات محددة عالمياً.

لقد تمت الإستعانة عدد من أدوات البحث "الكيفيّ" للحصول على المعلومات ذات العلاقة لتحقيق أهداف هذا البحث والإجابة على أسئلته التي يطرحها، ومنها عمل عدد من المقابلات الشخصية مع عدد من المسؤولين الحكوميين و مديري المشاريع في الحكومة المحلية في الفجيرة، ممن عملوا أو أداروا ثلاث مشاريع حكومية (محددة في البحث) و تحليلها ، ثم عمل تحليل عام يجمع حالات المشاريع الثلاثة على ضوء أهم و أبرز الأفكار و الدلالات ذات العلاقة بموضوع البحث.

كذلك، فإن هذا البحث يطرح نظرية التمتين كفلسفة عملية قابلة للتطبيق في المشاريع الحكومية في الفجيرة ،و يناقش إمكانية هذا التطبيق و ربطه بضرورة وجود وصف وظيفي معتمد في الإدارات الحكومية وإدارات المشاريع بحيث تستقي منه وتبني عليه معايير واضحة لاختيار مديري المشاريع في المستقبل. وفي الخاتمة تتم عمل مقارنة عامة وكشف إمكانية الأخذ بهذه الفرص أو المقترحات فيما يخص عملية "تحقيق الموافقة" في الاختيار أو فلسفة "تمتين" عملية الإختيار بحد ذاتها.

Chapter1

1.0 Introduction and Articulation

1.1 What is a project?

An investigation made by Munk-Madsen (2005) has indicated to the fact that the word project is delivered from Latin, since "pro" means "forward" and "jacere" means "throw", which merely suggests that a project is something that is proposed forwardly. According to *TheConversationProjectManual* Guide (2003), a project is defined as a collection of combined activities and resources within a specific timeframe that aims at achieving unified objectives. Companies and organizations around the world are progressively executing projects as a major concern of their strategic organizational planning in order to obtain their goals and objectives. Projects, as a practice of temporary and dynamic working environment, are being increasingly considered and used by a growing number of organizations globally (Hölzle 2010, p. 779).

Defined by Cardinal and Marle (2006, p. 226), projects are an attempt to change in markets, industries or organizations in the purpose of delivering certain outcomes. Osorio et al. (2014, p. 39) state that projects are used as means of attaining competitive advantage through deriving innovations and achieving organizational strategies. Similarly, researchers such as Munk-Madsen (2005, p. 5) suggests that a project is an organizational unit used in order to solve a complex or/and unique task. Cardinal and Marle (2006, p. 227) propose that projects are used as processes of transformation (from initiation till execution) which are developing within a changeable and complex environment. Other researchers highlight that a project is the completion of a certain objective with a sequence of activities which require a variety of resources and a timeframe (Munns & Bjeirmi, 1996). Yet, Prabhakar (2008, p. 3) states that a project should hold certain characteristics such as; a defined timeframe, complex consistent activities, a specified budget and a specified performance goals and expectations. While so, Toader et al. (2010, p. 449) identify a project as a certain action composed by the success of actions that are obtained progressively, in order to attain new results and accomplish specific objectives.

1.2 What is Project Management?

Project management growth was promoted in the field due to the changes occurred in management philosophy in the sake of sustaining success and competitive advantage (Esa & Abdul-Samad 2014, p. 104). Alias et al. (2014, p. 62) reviewed that project management concept has been considered as a topic of research since the 1990s in order to determine the factors that impact projects' success/failure. Referred to Naoum, Fong and Walker (2004, p. 828) project management is a procurement form that integrates different resources and functions in a way that supports achieving the desired goals and objectives. Despite the fact that project differ in their contexts; they will always need the "managing" existence of project management (Todt 1996, p. 5).

Prabhakar (2008, p. 5) emphasizes that project management is an organizational management approach that deals with complex operations and processes in projects. Project management is a new dynamic model that deals with resource integration/power through in order to complete complex tasks (Wilemon & Cicero 1970, p. 270). Referring to Pinto and Kharbanda (1995, p. 41) project management is a vital tool of surviving in today's increasingly technical complexity processes in entering world's markets. In the same respect, scholars such as Munns and Bjeirmi (1996) state that project management has been used as an efficient technique to manage complex events over the last 30 years. Abdullah and Ramly (2006) clarify that since the middle 1990s, studies tended to link project management and project success to main three objectives of cost, quality and time. Agreed to this context, Esa and Abdul Samad (2014, p. 108) argue that project success is measured based on considerations of meeting the project's timeframe, quality and cost. Mainly, despite of the various definitions of project management, the success criteria (time, quality and cost) are still being used to describe project management (Atkinson 1999, p. 338).

In order to efficiently attain organizational strategies; effective project management is a need (Esa & Abdul-Samad 2014, p. 105). Effective project management, as indicated by Fisher (2011) is about managing individuals in a way that leads to increase productivity. While so, efficient project management from Toader et al. (2010, p. 449) point of view is the best solution to execute successful projects. Apparently, in order to accomplish the desired objectives of a project; project management have to comprise of the basic tools, techniques and concepts that will lead to a project successful execution (Cardinal & Marle 2006, p. 226). Referring to

Crawford (2011), clear understanding of effective project management practices considering various business contexts operations; will help improving organizational decision-making in terms of resource investment.

1.3 Project Success/Project Failure

Attarzadeh and Ow (2008, p. 234) explain that projects have to comprise with the daily growing knowledge in today's economic world, the thing which makes projects more complex. Over the last two decades, scholars and practitioners in project management field tried to study and determine the numerous causing factors of project success and failure (Papke-Shields, Beise & Quan 2010, p. 650). As perceived by scholars and professionals; the definition of success varies and differs. According to Turner and Muller (2005, p. 56), in the 1980s extensive research in project success factors have been proposed by many authors and researchers in project management field. These factors are determined as inputs or elements that influence the project's success through its management system (Cooke-Davies 2002, p. 185). Yet, Toader et al. (2010, p. 450) clarify that the determination of a project success or failure is difficult to be realized as project parties may perceive it differently. Further, Malach-Pines, Dvir and Sadeh (2007, p. 273) believe that multidimensional models for measuring project success have been introduced because of the fact that project success depends on the evaluator. This finding is supported by Ika (2009, p. 7) who suggests that project success decision is a matter of dependence on perspectives and standpoints.

Generally, Papke-Shields, Beise and Quan (2010, p. 652) assessed that a project's final outcomes as well as the followed execution procedures are being affected by the organizational and environmental aspects (internally and externally). Suggested by Globerson and Awikael (2002, p. 58), a project is recognized as a success if the final outcomes are accomplished within the project's previous specifications (timeframe and budget) considering the stakeholders' satisfaction. Furthermore, Alias et al. (2014, p. 61) discuss that project success is about meeting the project's specifications and prospects for a certain contributor in the project (e.g. supplier, contractor, operator…etc.). Related literature tended to consider stakeholders' satisfaction as a project success factor (Jugdev & Muller 2005, p. 24). Parke-Shields, Beise and Quan (2010, p. 653) recommend that project management success is more measured though meeting the project's specifications, while project success evaluation focuses more on

achieving long-term objectives specially those relating to customers' level of satisfaction. The following figure illustrates the four dimensions of project success as suggested by Shenhar, Levy and Dvir (1997):
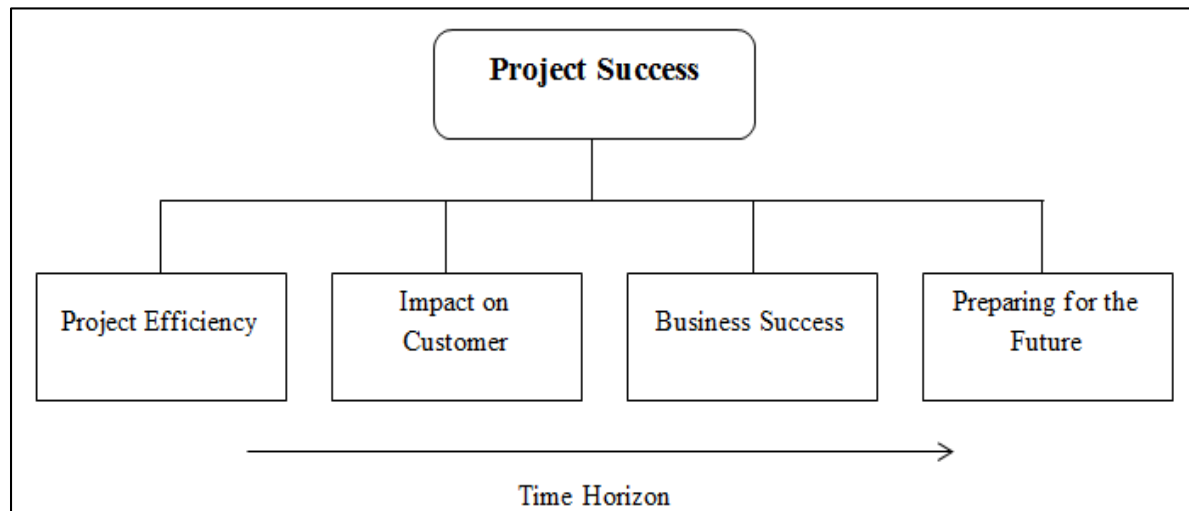
Figure 1: The Four Dimensions of Project Success (Source: Adapted from Shenhar, Levy & Dvir, 1997).

Further, project management literature proposed that most project managers/practitioners consider their mission completed once the project is successfully executed within its specifications, on time and without exceeding the budget (Malach-Pines, Dvir & Sadeh 2007, p. 273). Hence, these traditional dimensions (plus level of performance and quality) are still recognized as critical measurement features of project success (Papke-Shields, Beise & Quan 2010, p. 653). As Ika (2009, p. 8) reviewed that quality as a success criteria refers to fulfilling the technical and operational requirements of a project successfully. On the other hand, Attarzadeh and Ow (2008, p. 236) debate that there are three critical aspects of projects' failure which are limited involvement of project's users, limited resources and unclear or incomplete requirements.

Meanwhile, it has been argued by researchers such as Shokri-Ghasabeh and Kavousi-Chabok (2009) that evaluating projects is done based on success criteria, not by the perception of meeting the organization's requirements or other factors e.g. budget and time. In this respect, Ika (2009, p. 8) states that project success criteria is a set of standards that help examining the project success, while Coole-Davies (2002, p. 185) states that it is the measures that is used to judge a project's success or failure.

Nevertheless, Toader et al. 2010, p. 450) agree by stating that determining a project's success or failure is challengeable unless success/failure measurements are actually applied.

Malach-Pines, Dvir and Sadeh (2007, p. 273) emphasized this respect by stating that these factors or measures may not always combine/work together and they could mislead the project evaluation. Further, Dvir et al. (1998, p. 917) argue that using project success factors together may represent a partial measurement of the project success/failure. In line with this finding, Kendrick (2011) stresses that analytical and reliable evaluation criteria are important in order to deliver a project. Considerably, Belassi and Tukel (1996, p. 144) claim that empirical literature has referred to a variety projects' success/failure factors, while few researches have analyzed and/or assessed those factors, hence empirical studies have focused on revealing a narrow range of project success factors and variables (Dvir et al. 1998, p. 919). Additionally, Alexandrova and Ivanova (2012) clarifiy that despite the significance of project success factors in project management, scholars and researchers haven't agreed upon success factors' definitions among project management research and practices. Within this respect, related researches indicated that it is complex and hard to create a worldwide criterion of project success that can suit the different types of projects in different industries and economics around the world (Westerveld 2003, p. 412), while Ofori (2013, p. 17) clarifies that project success/failure can be only effectively measured once the project is completed.

1.4 The role of Project Management in project success

Osorio et al. (2014, p. 39) emphasize that the complex nature of projects derives the project management to be capable of determining and managing several matters related to human resources, technical and financial interfaces within a project. Project management is a way of adding strategic value to the business if the project's valuable productivity is effectively connected to the project's life cycle (Jugdev & Muller 2005, p. 19). Many researchers in project management field have reviewed project success factors which have been reflected and concluded for project management practitioners since the late 1960s (Cooke-Davies 2002, p. 185).

Ika (2009, p. 7) emphasizes that the concept of project success in project management is a multidimensional aspect, the thing which makes it difficult to define it in an explicit context. Further, the confused nature of the theoretical project management makes it hard to evaluate its success (Todt 1996, p. 12). Referring to Alexandrova and Ivanova's review made in (2012), many scholars choose to consider project success and project management success as a whole managerial-success, while others such as Cooke-Davies (2002,186) argues that project success is different from project management success. According to Westerveld (2003, p. 412), recent studies and researches on project success factors have considered developing typical approaches and methods for project management. Further, since the 1950s the project management literature has intended to focus on the development of management methods in order to execute projects successfully (Belassi & Tukel 1996, p. 141). Atkinson (1999, p. 337) argued that project management continue to use failed criteria to evaluate projects despite the use of new adoptable factors such as skills, methods and tools. In the same context, Todt (1996, p. 12) argues that depending on the application of quality, costs, performance, time as success criterion are not definite indicators of success.

Though, projects fail due to the limit of performance standards of project management; (Ceran & Dorman, 1995), while using verified and measurable facts can help managing a project efficiently (Kendrick 2011). Abdullah and Ramly (2006) state that project management tools influence the project success. Likewise, Goodman and Dingli (2013, p. 28) state that the project management failure to maintain the right method to a certain project causes projects to fail. One of the failure causes is the poor implementation of the technical tools, which leads to communication and leadership ineffectiveness (Sumner 1999, p. 297).

Merely, Rehman-Khan, Long and Iqbal (2014, p. 1373) emphasize that project top management support plays a critical role in project success. While so, Munns and Bjeirmi (1996) state that project management has to be used as a method to control the achievement of a project's final outcomes, while they also believe that project success or failure factors can't always be controlled by project management. In line with these findings, Alias et al. (2014, p. 62) argue that due to complexity and risks in construction industry specifically, project management practices not always a factor of project success. Nevertheless, Ahsan, Ho and Khan (2013, p. 36) confirm that

project managers play a critical role in managing projects' complexity and uncertainty, as well as defining clear final objectives and balancing projects' requirements and expectations. This argument is supported by Antoniadis (2012) who believes that project practitioners have to be knowledgeable about the complexity impacts on a project's daily functions in order to be able to manage it effectively.

Apparently, several considerations contribute to project management success or failure such as effective and systematic planning and leadership, active involvement of stakeholders and other parties and regular coordination of resources (Attazadeh & Ow 2008). In 1996, Munns and Bjeirmi wrote that project success and project management success is not always directly interrelated due to the limited tasks' definition in project management success. Nevertheless, they suggested that project management techniques can work as indicators that identify the nature of a project and its aptitude to be completed successfully or not.

Due to the limited source of power that project practitioners have within a project and because of the provisional and temporary nature of projects; implementing effective project management could be challengeable (Pinto & Kharbanda 1995, p. 43). Roe (2015, p. 5) considers that theoretical reflection and observed research show that there is no unified or global concept that determines project management success factors. Hence, researchers indicate to a number of significant aspects that affect project management effectiveness in achieving its objectives within a project such as; determination of the project's specifications, technical planning and costs estimations' accuracy (Duncan & Gorsha 1983, p. 3701).

Basically, Torp, Austeng and Mengesha (2004) stated that critical success factors' (CSFs) search has been emerged since 1967 as a result of the broad range of project success criteria lists in the literature (Jugdev & Muller 2005, p. 23). Alias et al. (2014) suggest that critical success factors (CSFs) are input features of project management in which they are necessarily coordinated in a way that leads to project success, while Ika (2009, p. 8) identifies critical success factors as situations, circumstances and events that take part into projects' outcomes. Mainly, Prabhakar (2008, p. 7) believes that successful project management deals with three critical factors: budget (cost), performance requirements and time. Yet, due to the limited number of project success studies that indicated to the effective project management

techniques; critical success factors (CSFs) have occurred as a tool of project management success measurement (Alexandrova & Ivanova 2012). The following table provides a number of critical factors of project management success and/or failure:

Functions/ Factors	Descriptor
Time	• Delivering the project's final results within its specified timeframe is considered a success of project management (Toader et al. 2010, p. 450).
Budget	• A project's objectives have to be fulfilled according to the specified budget (Toader et al. 2010, p. 450). • Proper budgeting should be considered as a vital project management function (Alias et al. 2014, p. 63).
Organizational structure	• The organizational structure of a company is a critical factor that affects project management within a project (Duncan & Gorsha 1983, p. 3701). • Organizational structure should work in accordance with the project's interactional objectives (Prabhakar 2008, p. 5).
Customer/ Stakeholder satisfaction	• Customer level of satisfaction determines a project management's ability to deliver its objectives successfully (Duncan & Gorsha 1983, p. 3701). • Complex, risky and uncertain working contexts make it a necessity to consider stakeholders' satisfaction as a critical success factor of a project (Alexandrova & Ivanova 2012).
Stakeholders engagement	• Elaborate stakeholders in the project's stages and inform the involved parties about project deliverables (Attarzadeh & Ow, 2008, p. 235). • Stakeholders' support and commitment towards the project deliverables during its phases is a critical success factor of project management (Ofori 2013, p. 18).
Full realization of the mission	• In project management perspective, success means meeting the planned objectives and the final purposes of the

and final objectives	organization (Toader et al. 2010, p. 450). • Projects are considered successful when the final objectives are clearly defined and the organizational systems' interfaces are effectively managed (Morris 1983, p. 409).
Planning	• Successful project management starts with developing an effective project plan which should be systematic, comprehensive and detailed (Attarzadeh & Ow 2008, p. 235). • Implementing high level of planning and adjusting the project's different activities is a critical success factor of project management (Prabhakar 2008, p. 5). • In order to achieve project management objectives related to time, budget and clients' satisfaction; proper planning of the project's activities is essential (Duncan & Gorsha 1983, p. 3701). • Effective planning includes selecting project contributors and defining performance requirements (Alias et al. 2014, p. 63).
Top management support	• Project management support has been reviewed as a critical project success factor (Rehman-Khan, Long & Iqbal 2014, p. 1373; Sumner 1999, p. 299). • Top management support is considered as a vital reason that helps project teams to perform their duties effectively (Alexandrova & Ivanova 2012).
Engagement of the project's involved parties	• Project management has to consider flexibility of accessing the organizational resources and project's activities deliverables to execute the final objectives successfully (Alexandrova & Ivanova 2012). • Gradual evolvement of a project's users in the cost estimation process and risk management (Attarzadeh & Ow. 2008, p. 235).

Table1: Critical factors of project management success or failure in the reviewed literature

According to Alias et al. (2014, p. 64) a number of researches on critical success factors have examined how certain business contexts have an influence on the extent of the success factors level of criticality. Further, it has been indicated by Ofori (2013, p. 19) that project management team have to be knowledgeable enough to determine the critical success factors during the project life-cycle, in order to be able to implement effective project management approaches and tools. Though, Osorio et al. (2014, p. 43) claim that even though there are various lists of critical success factors, projects which are classified by success are infrequent. Project management literature tended to focus on proposing broad, general and wide-scoped lists of critical success factors of projects, the thing which makes it hard to rely on these factors when evaluating projects' success/failure (Belassi & Tukel 1996, p. 141). Generally, Dvir et al. (1998, p. 919) state that project management studies and researches lack the constructs'/hypotheses' specificity; the thing which makes it challengeable to understand the nature of projects and its effective evaluation. In the same respect, Walker (2015, p.19) has conceptualized a number of factors/issues (internal and external) that basically affect the processes of project management within a project:
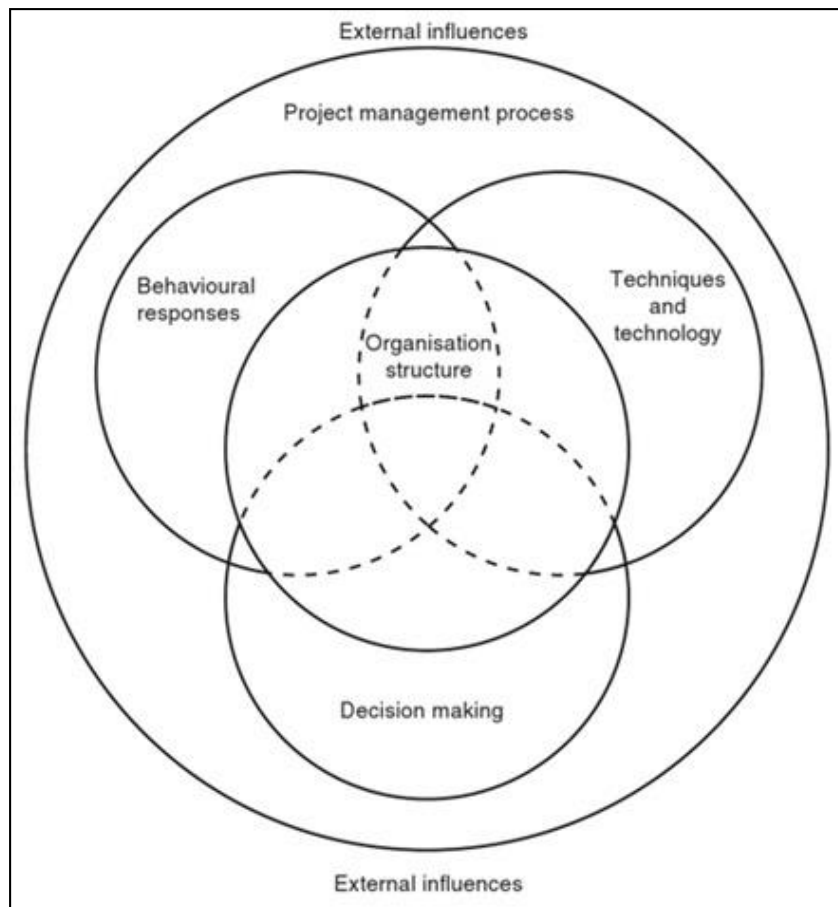
Figure2: The affecting factors in the project management process (Source: Walker, 2015, p. 19)

1.5 Project managers/practitioners and project success

Belassi and Tuket (1996, p. 141) claim that project management may face challenges to control the success and failure factors within a project. In this context, the relationship between the employees' behavior and the situational variables within an organization/project has been a controversial topic (Sekiguchi 2004, p. 179). Yet, Wilemon and Cicero (1970, p. 270) claim that not much literature has been revealed on the role that project managers/practitioners play as main contributors within project complexity contexts.

While so, Gillard and Price (2005, p. 48) suggested that effective attitudes of project managers/practitioners is a crucial aspect that reflects the success of the organizational functions specially those related to design and production development. Additionally, Ofori (2013, p. 19) claims that project

managers/practitioners need to be vigorous and aware of the critical factors that contribute to their project's success. Project practitioners, as referred to Jugdev and Muller (2005, p. 19), should be capable of managing multiple projects at different stages of their lifecycles in a way that adds competitive advantage to the project and creates a balanced outcomes, taking into account the project's stakeholders and their various interests.

1.6 The notion of "FIT"

Ensign (2001, p. 287) indicates that serious efforts have been made among researchers in order to seek a clear understanding of the fit concept. Though, empirical literature suggested that there are various approaches and perspectives of the concept of fit (Van de Ven & Drasin, 1987; Naman & Slevin, 1993; Ensign, 2001). According to Venkatraman (1989, p. 423) there is a limited range of definitions that have identified the concept of fit in the literature, as well as lack of reliable patterns that were used to assess and analyze the concept. Similarly, Van de Ven and Drazin (1984, p. 2) claim that there is lack of clarification, development and analysis of practical implications of the concept of fit, in spite of the consideration of its significant role. Referring to Mullaly (2012), the notion of fit has occurred as a response for several problems assigned with the traditional views of strategy research which haven't been exploring actual organizational strategic practices.

Van de Ven and Drazin (1984, p. 2) stated that the concept of fit merely has been compacted and centralized to the contingency theory. Hence, as a research topic, "fit" concept has been recognized as an alignment/contingency among critical strategic options in three domains or contexts; internally (environmental), externally (organizational) and/or integrated (Ensign 2001, p. 287). In the same respect, Edmondson and Mcmanus (2007, p. 1155) argue that in management field research, fit can be referred to the "internal consistency" within a research questions' elements or/and design and theoretical input. Furthermore, Van de Ven and Drazin (1984, p. 28) state that the concept of fit refers to wide range of utility which is dominant to a wide set of theories on management strategy, policy and organizational behavior. Venkatraman (1989, p. 424) presented a conceptual and classificatory framework that determines two main dimensions of fit; 1) specificity (specifying the accuracy level of "fit" functional form) and 2) anchoring (testing the concept through adapting certain criterion variables), through mapping six different perspectives of the concept of fit;

moderation, mediation, gestalts, co-variation and profile deviation. The following diagram displays the conceptual model/framework of the six perspectives of fit in strategy research:
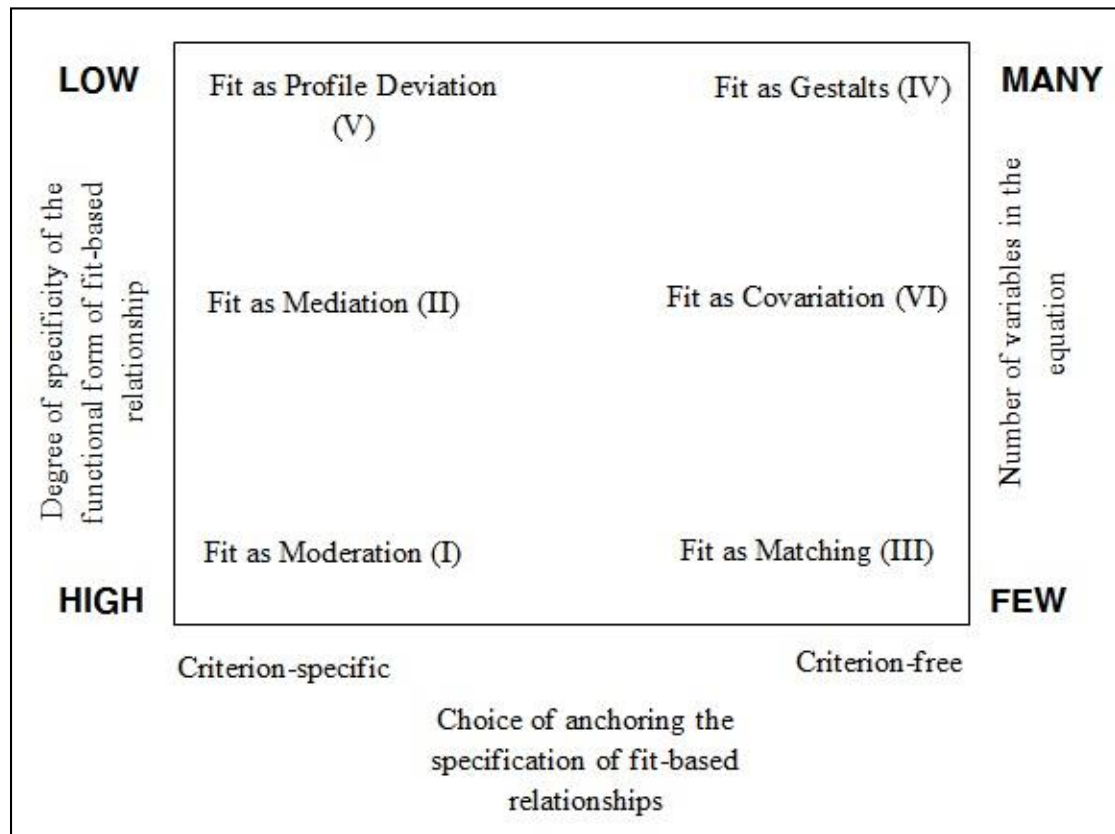
Figure3: A conceptual framework of the six perspectives of fit in strategy research (Source: Venkatraman, 1989, p. 425)

From project management perception, researchers' investigations have emphasized the importance of implementing fit between the organizational or project's strategy within its project management contexts internally and externally (Crawford 2011). In line with these perspectives, the concept of fit is the description of the recruitment process of project practitioners/managers and the perfect utilization of project practitioners' competencies/capabilities from theoretical and business context viewpoints (Ahsan, Ho & Khan 2013, p. 37). Huidan (2008) emphasizes that the selection process of project practitioners is recognized as the main concern due to its direct reflection on the project's success. Researchers suggest that implementing the concept of fit has to be carefully recognized and measured through various methods (Naman & Slevin 1993, p. 137) due to the importance of choosing a project practitioner that fits into the project's requirements, characteristics and standards.

1.7 The notion of "TAMTEEN", What, Who, How, Where

Stated by Bradley, Curry and Devers (2007, p. 1760) the use of a theory helps underlying key relationships among the study variables as well as designing credible/guiding context for the observed research topic. Relatively to this research matter, Sumadi (2007), has conducted the theory called "Tamteen" which is an Arabic term translated literally to "making the strong stronger" through selecting the right project managers/practitioners to the right projects or work positions in order to achieve organizational tasks efficiently. The theory suggests that project management within projects or/and organizations should implement effective selection criteria that attain fit dimensions among individuals and the business's standardizations or specifications in order to acquire the final objectives successfully.

Further, the theory emphasizes that the right manager/practitioner will save the organization/project the costs and time of training and development that basically aims at improving individuals' skills to fit into the job requirements or/and the work environment's context. Meaningfully, the core concept of Tamteen theory is the consideration of project success through the first phase which is selecting the right project managers or practitioners to fit into these projects' requirements.

1.8 The Problem Statement

During the last few years, Government of Fujairah has been organizing and participating in a number of nation-wide events in the region. Remarkably, these projects have been shaping a big part of Fujairah Government plan, in which funding and managing or organizing have basically come from. As most of the scholars, professionals and practitioners in the field of project management agree that project managers/practitioners hold the biggest role in executing successful projects in terms of meeting their final desired outcomes. Merely considering Fujairah government projects; there is no general applied criterion for "fitting" project practitioners into the right positions in these projects, or even into the right projects, the thing which questions the optimization of public sector's projects in Fujairah. As a matter of fact, accidental professions of project managers/practitioners are highly existed in Fujairah local authority projects, basically as a consequence of the absence of job description for job seekers as well as for the existing positions in many institutions. Noticeably, project managers/practitioners are being selected based on years of experience in a specific working background.

The main problem statement in this research study is that the process of selecting project managers and practitioners to the right projects is inefficient enough as there are indications of lack of project manager-project fit; which may lead projects in Fujairah local authority (which are necessarily funded by the government) to be less optimized as well as less competitive compared to other projects and markets. The absence of a structured system of selecting project practitioners in Fujairah governmental projects has caused less accuracy in communicating projects' success conclusions. Hence, the process of evaluating/measuring governmental projects' success is not a main concern in this research; nevertheless, the inspection of selecting/fitting the right project practitioners that lead projects to success is a consideration to be discussed. Mainly, this research attempts to propose different scenarios of institutional/organizational projects, taking into account the challengeable and the complex nature of development projects in Fujairah.

1.9 Purpose of the Study

Mainly, the purpose of this study is to inspect the concept of project managers (practitioners) fit and its impact on Fujairah local authority projects' success. In this regard, examining the quality of the organizational project management practices within business contexts will be done by focusing on the application of person-job type of fit and the interrelated outcomes on project success/failure in Fujairah. Meanwhile, through reviewing previous discussions and propositions that have been introduced in the related literature and alongside with the suitable research methodologies; the range of opportunities for the psychology of "Tamteen" to be applied in these projects will be also reviewed.

1.10 Aims and objectives of the research

Essentially, this research is going to provide a methodical approach to observe and examine the extent to which the concept of "fit" is understood through highlighting its area of application in spotted government projects in Fujairah. The main objective of this research is to explore how public sector's organizations in Fujairah Emirate selects project managers/practitioners who best "fit" into the right projects in order to achieve project success. Second, determine the relationships between project practitioners fit and its impact on achieving project's success. Third, explore the opportunities in which "Tamteen" philosophy can be implemented in governmental

projects in Fujairah generally and within the analyzed project case studies in this research specifically.

1.11 The research questions

Ultimately, this study addresses several main questions to be asked through research. Firstly, what is the concept of 'fit' in management selection and what does it mean within the context of project management? Secondly, to what extent governmental projects in Fujairah are adopting and implementing the concept of project managers/practitioners "fit" and accordingly, how the selection process of project practitioners is impacting the governmental projects' success? In the reflection of the reviewed literature of major scholars' and researchers' arguments and propositions; an inquiry about possible opportunities for applying the "Tamteen" philosophy as a mechanism for optimizing project manager-project fit in the governmental projects in Fujairah will be proposed as well as the potential methodologies of applying its perspectives in these projects in order to reach better results in the future.

1.12 Research Scope/Map

The structure of this research is as the following. It starts with a wide range of identifications of several critical concepts related to the research topic. In order to establish a fundamental understanding of this research, a wide range of previous scholars' and researchers' arguments and reviews will be introduced, followed by suitable and recognized research methodologies to reveal the needed data to answer the addressed questions of this research. Data collection and findings will be discussed and analyzed in order to successfully conduct the main purpose and the above research aims and objectives. It is vital to mention that the time span of this research study ranges from December 2016 to June 2016, emphasizing that the addressed projects started to implement in Fujairah since 2007.

The figure below displays the research design and its structure/scope, followed by a table identifies the detailed map of this research:

Figure4: The research scope

	Research Aim	Research Questions	Research Objectives	Research rationale	Underlying theory
1	The aim of the study is to explore how public sector organizations select project management practitioners who best 'fit' projects in order to achieve project success.	What is the concept of 'fit' in management selection and what does it mean within the context of project management?	To explain the concept of 'fit' in management selection and to explain its application within project management.	Examine effective project management practices in terms of fit implementations in Fujairah.	An extension of project manager-project (PM-P) fit and project success theory suggest that there is a relationship between selecting and matching the right project manager to the right project and the eventual success of the project in question.
2		How does the selection process of project management practitioners impact upon project success in public sector projects – with specific reference to public sector projects within Fujairah Emirate?	To explore the relationship between project management practitioner selection (fit) and project success in public sector projects.	Recommend best match fit applications in the selection process in these projects.	
3		Are there any opportunities for applying the 'Tamteen' philosophy?	To articulate the concept of 'Tamteen' and present it as a viable optimization philosophy for project manager selection (fit) and its relationship with project success.	Increase project success measurements through focusing on strengths' opportunities in the selection process of project manager-project fit in Fujairah Emirate.	Tamteen theory proposes the importance of selecting the right managers as a mechanism for optimizing project manager-project fit in public sector projects within Fujairah Emirate through suitable fit perspective.

Table2: The Research Map

1.13   A reflection on research limitations

It is important to notice that the researcher hasn't made any measurement or evaluation of the success or failure in the conducted case studies in this research, yet the main concern is to determine the relationship between the concept of fit (and its perspectives) and project success. Another limitation is the absence of an exact definition of "Tamteen" as a theory in the Western scholarly and studies, as well as the definition of the concept of "fit" in the Arabic research literature. Indeed, the difference in understanding and explaining the definition of Tamteen philosophy creates a fundamental philosophical issue that represents another concern regarding whether people from different parts of the world with different languages and backgrounds understand/experience the same phenomena or not. The limitation becomes obvious in terms of adequating the presented theories into practice.

Another limitation is that this research is not focusing on differentiating between governmental and other sectors' experiences in implementing the concept of fit including private, semi-governmental and/or military sectors. The collected data of this research is from Fujairah Governmental projects' representatives who are responsible for organizing or developing both construction and non-construction projects in the Emirate. Apparently, construction projects in Fujairah Government haven't been discussed in this study due to its wide specifications and concerns that wouldn't fit into this research study questions and objectives. Meanwhile, the characteristics of governmental organizations are different from other sectors' specifications such as Federal Authorities and Institutions in Fujairah, the thing which limits the generalizability of this research's conclusions. Merely, local authority organizations in Fujairah follow the governmental regulations and standardizations which make it complex to conclude the data collection and analysis in this regard. Because of the ineffective implications of job descriptions, the absence of general job evaluation criteria, job selection criteria and contextual evaluation of projects in many Fujairah public sector's organizations; it was complicated to evolve the theoretical framework to disclose issues and aspects that expose the relationship between fit implementations and projects' success specifically.

Chapter 2

2.0 REVIEW OF THE LITERATURE

A large body of research exists on the topic of the importance of selecting the right project managers/practitioners in order to deliver the desired final objectives of a project and achieve the strategic organizational goals. In recent years, scholars and researchers in the field of project management have insisted on the role that project practitioners play in affecting project success and/or failure. Though, Turner and Muller (2005, p. 57) argue that there is a lack of literature exposing the impact of project managers/practitioners on project success/failure, due to the concerned and/or inaccurate responses given by project manager/practitioners in term of their effect on project success. Significantly, definitions of the concepts in this section are introduced referring to previous empirical literature reviews and theoretical considerations, hence it was noticeable for the researcher that there are no exact or precise definitions or treatments for the related concepts and topics that are proposed in this research as they are different and various. Hence, the power of presentation identifies what definition exactly can improve the understanding of specific phenomena (Munk-Madsen 2005, p. 4-5).

Regarding this research topic, propositions and arguments have been revealed through related literature to highlight the concept of project managers/practitioners fit in project management perspective, and examine the extent to which it can influence the project's success and/or failure within a certain business context. The major aspects involved in the literature are illustrated in a structural flow represented in the below diagram:
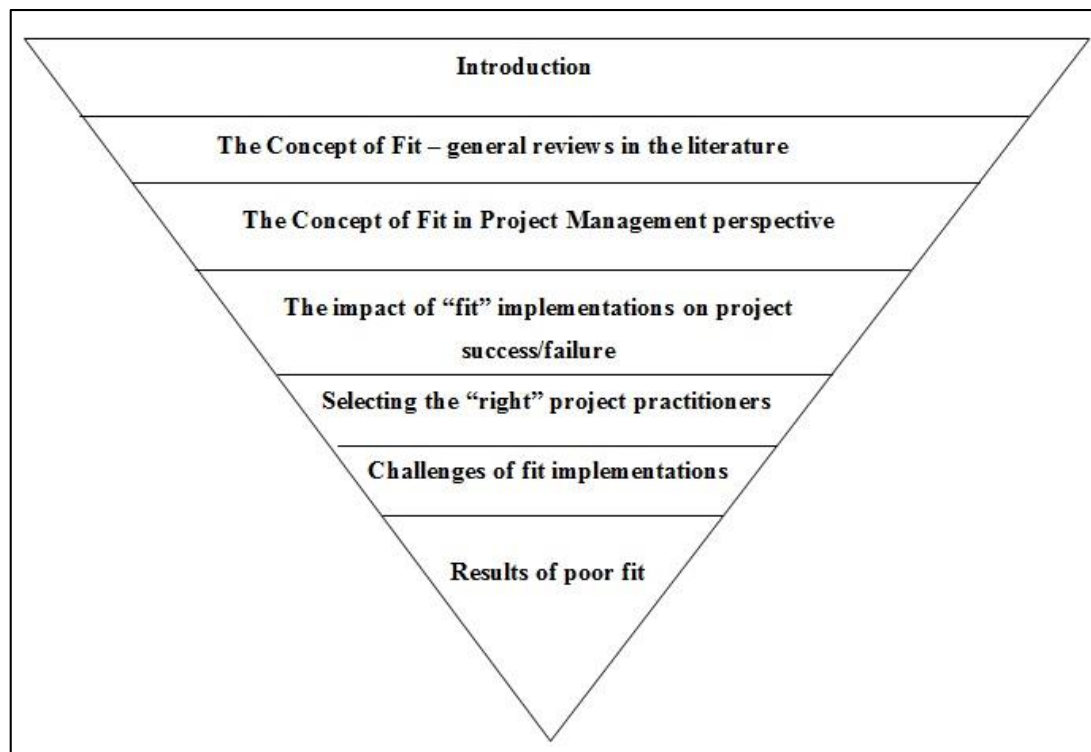
Figure5: Structural flow of literature review

2.1 The concept of "FIT" in the literature

The concept of fit, as stated by Wright and Snell (1997) has been recognized as the fundamental building of organizational research theory. Referring to Venkatraman and Camillus study review published in (1984), the concept of fit has been evolved as a vital stem for theories in different disciplines of management. It has been reviewed by scholars such as Blarr (2011) that the concept of fit has been applied in various management research fields such as; information technology systems (IS), strategic management, project management, human resources management, organization science, etc.

Historically, Nissen (2014, p. 30) clarifies that the concept of fit has been depicted as a significant topic in the organizational literature. While so, in strategic management research literature, the concept of fit has emerged from contingency theories for a long period of time (Mullaly & Thomas 2009, p. 124). Relatively, it is recognized as a central to contingency theory in the organizational context (Burton, Lauridsen & Obel 2000). Islam and Hu (2012, p. 5159) argue that researches related to contingency theory show that fit implementations among one or more factors within an organization/project results in the organizational consequences. Fit between

individuals and different operational environments have been revealing high attention; the thing which leaded scholars and researchers in management to consider fit research a significant and heterogeneous field in management (Kristof-Brown, Zimmerman & Johnson 2005, p. 283).

According to Venkatraman's research review in (1989); the concept of fit has been considered as a major "building block" in related areas of research's theory construction. Originally, fit as a notion was determined as a part of the investigation of organizational strategy (Mullaly 2012). The research literature of the notion of fit has revealed various frameworks and perspectives which can be used to evaluate this concept (Mullaly & Thomas 2009, p. 125). Yet, Ensign (2001, p. 287) has reviewed the concept of fit as a vital alignment approach among strategic functions and contingencies within an organization or a project.

Researchers and theorists in the field have proposed a number of phrases of fit such as; contingent, co-alignment, congruence and matched with; yet there is a lack of analytical translations of these words (Venkatraman 1989). Van de Ven and Drazin (1984, p. 1) clarify that in contingency theories studies, there is no clear definition presented on the concept of fit. However fit, as described by Ensign (2001, p. 300) is a manner of defining the provisions of elements that influence the achievement of the final objectives of an organization. In addition, Van de Ven and Drazin (1984, p. 11) claim that most scholars and researchers determine conceptualizing fit as the interaction between variables and relationships within an organizational context. Whereas Boon (2008, p. 13) wrote about a dimension of fit which is linking the concept of fit to a specific variable (e.g. performance), or considering it a worldwide applicability concept without relating it to an outcome.

In line with this respect, Ensign (2001, p. 288) emphasizes that there is a lack of clear descriptions and agreements on the fit concept in related scholarly as well as limitation in proposing beneficial examination in conceptual and theoretical thinking research. Additionally, in social science disciplines and streams; the concept of fit is not sufficiently clarified (Venkatraman & Camillus 1984, p. 513). While so, Van de Ven and Drazin (2001, p. 2) claim that limited explanations and poor understanding of the concept of fit regarding structural fit implementations have resulted in lack of examinations of fit applications in the literature. Despite the fact that fit between

environmental and structural variables have been exposed in the organizational context; there have been less discussions of these concepts in projects contexts (Malach-Pines, Dvir & Sadeh 2009, p. 270). Likewise, Kristof-Brown, Zimmerman and Johnson (2005, p. 282) claimed that the related reviews have been "qualitative" while focusing upon different types of fit.

Meanwhile, Venkatraman (1989) introduced six alternatives perspectives of fit in strategic management research, which were derived from the fact that researchers find it challengeable to choose a specific concept of fit to use, while Ensign (2001, p. 291) claims that researchers have to be knowledgeable and aware about using the right measurements to examine a specific dimension or structure of the fit concept. Moreover, he argues that specificity and anchoring have become major dimensional decisions when identifying the different six perspectives of fit which are fit as mediation, moderation, profile deviation, gestalts, co-variation and matching. Referred to Ensign (2001) review of Venkatraman (1989) research, researchers have to consider the use of fitting analytical approaches when selecting a specific concept of fit to be investigated. Accroding to Venkatraman (1989, p. 424) specificity helps determining the level of the functional form of fit to be used (profile deviation, mediation and moderation), while anchoring indicates to while to attach the concept to specific criteria or to adapt universal applicable criterion (gestalts, co-variation and matching). In this regard, Ensign (2001, p. 290) states that each perspective of the above has its own fit conceptualization, different testing schemes and measures and different variables. In the same respect, Mullaly (2012) argues that determining organizational contexts (strategy, environmental aspects and objectives) and the project management actual operations and implementations of the six reviewed perspectives of fit; can help realizing the extent to which value and competitive advantage are being obtained.

Moreover, the literature on the concept of fit postulates a number of dimensions and perspectives of the notion of fit such as; person-organization fit (Sekiguch, 2004; O'reilly III, Chatman & Caldwell, 1991; Malach-Pines, Dvir & Sadeh, 2009; Kim, Cable & Kim, 2005; Pike, 2014), person-environment-fit (Sekiguch, 2004; Caplan, 1987; Pike, 2014), strategic fit (Rumelt, 1979; Venkatraman, 1989; Zajac, Kraatz & Bresser, 2000; Santala & Parvinen, 2007; Ensign, 2001; Crawford, 2011) and person-job fit (Sekiguchi, 2004; O'reilly III, Chatman & Caldwell, 1991).

2.2 Person-organization fit (P-O Fit)

Basically, there is a wide range of person-organization fit (P-O Fit) discussions, as well as various definitions and measurements of this type of fit in the literature (Gupta 2013). Ensign (2001, p. 293) indicated that in organizational research literature, the concept of fit basically is showing the relationship between environmental and/or organizational aspects. Person-organization fit is a type of fit which is used and discussed merely in the process of selecting employees to be hired (Handler 2004). Apparently, organizational performance is a result of fit between two or more variables such as the fit between organization strategy, culture, and structure (Van de Ven & Drazin 1984, p. 1). Handler (2004) emphasizes that person-organization fit is measured by considering the correspondence and alignment between the job candidate's work ethics/values and the organizational culture.

O'reilly lll, Chatman and Caldwell (1991, p. 491) reviewed that previous scholarly has introduced the concept of person-organization fit, though more interest has intended to focus on different organizational cultures and their impact on individuals in organization/project and their fit within these contexts. Earlier studies proposed that job candidates show interest towards their fit into the organizational requirements (Harada & Bowman 2004, p. 313). Pike (2014) revealed that person-organization fit has been used to raise organizational level of commitment and innovation. Further, in their research study, Kim, Cable and Kim (2005) has reviewed that implementing person-organization fit (P-O) fit through uniting organization and employees variables is a way of increasing the labor force level of commitment and productivity. Apparently, Gupta (2013) agrees that job seekers generally tend to search for working cultures that suit/match their personal traits. Interestingly, in their research study conducted in (1996), Cable and Judge assumed that job seekers develop and weight personal perceptions of their fit extent within the job choice in a specific organization.

Nonetheless, O'reilly, Chatman and Caldwell (1991, p. 493) claim that despite the wide-range definitions of culture in the literature, agreements upon culture measurements are limited. They also argue that although person-culture fit has a positive impact on the level of performance and satisfaction, empirical scholars and studies haven't revealed much on the relationships between these areas.

2.3 Person-environment fit (P-E Fit)

Caplan (1987, p. 249) defined the theory of person-environment fit as an approach of determining the adjustment between individuals and the work environment within an organization. Merely, the general environment components can be the customers, competitors, suppliers and contractors. While so, Sekiguchi (2006, p. 48) argues that the concept of person-environment fit has a "theoretical tradition", in which it has been researched basically in the Western context. Related researches suggested that person-environment fit has an impact on the workforce's behaviors and their performance outcomes by fulfilling the various needs (e.g. level of satisfaction and commitment) throughout the organizational/project life cycle (Greguras & Diefendorff 2009).

Person-environment fit (P-E fit) has been conceptualized differently by scholars and researchers in the literature as it is recognized as a complex and debatable topic (Sekiguchi 2004, p. 180). In the same regard, Sekiguchi (2006, p. 48) states that various approaches have been delivered in order to conceptualize this type within the concept of fit, due to its multi-dimensional nature. Besides, Greguras and Diefendorff (2009) indicated that there is a lack of investigative research introduced on the topic of P-E fit and its impacts on the final outcomes in projects and organizations.

2.4 Strategic-fit

According to Rumelt (1979, p. 5) the strategy concept focused on the significance of implementing "fit" between strategy and environment, while Chorn (1991, p. 20) stated that strategic fit determines the extent of alignment between different variables such as organizational culture/strategy and leadership style. Yet, Santala and Parvinen (2007, p. 582) argued that strategic fit categories proposed in the literature fail to reflect the organizational success factors that lead to creating business competitive advantage. Referring to Crawford reviews conducted in (2011), project management practices have to fit into the overall strategy as well as the organizational context (internally and externally), hence Regev and Wegmann (2004) classify fit between organization and its environment as "external fit". Moreover, the notion of fit has been introduced as a key source of reliability between strategic patterns and environmental contingencies within a project (Ensign 2001, p. 287).

Within the same context, it has been recognized that organizations function and perform within numerous and sometimes incompatible contingencies (Van de Ven & Drazin 1984, p. 18). This is concurred with the statement of Zajac, Kraatz and Bresser (2000, p. 430) who argue that strategic fit is a dimensional aspect, the thing which makes it challengeable to be measured and conceptualized, due to the various organizational and environmental contingencies influencing the implementation of strategic fit and the lack of normative analysis framework. While so, Naman and Slevin (1993, p. 138) suggest that the normative model is built in order to integrate over external and internal dimensions and domains in which it is assigned with the matters of fit to be aligned.

2.5 Person-job fit (P-J Fit)

According to Lu et al. (2014, p. 143), person-job fit refers to the fit between personal characteristics and the job specifications. In other words, person-job fit determines the relationship between an employee and the job's requirements within a project/organization (Pike 2014). Specifically, Harada and Bowman (2004, p. 314) identify person-job fit as the match between the skills and attributes of an employee/practitioner and the certain job's specifications.

Sekiguchi (2004, p. 183) claims that the concept of person-job fit used to determine the job tasks and its required capabilities and skills through job analysis. Remarkably, employees within organizations and/or practitioners within projects can develop their own perspectives of fit towards a certain job's specifications. In order to match a specific job's requirements; they need to increase their work skills and abilities to meet these supplies (Lu et al. 2014, p. 143). Ideally, person-job fit is about the evaluation of the job candidate's fit into a specific job tasks through measuring his/her knowledge level, skills, abilities and interpersonal attributes (Handler 2004). Suggested by Lu et al. (2014, p. 144), changes within work environment derive workers/practitioners towards developing their perceptions of person-job fit.

2.6 The concept of fit from project management perspective

Project management frameworks, structures and systems should be aligned with the business context in which a particular project is being executing (Crawford 2011). The selection of the project management system and its implications and practices is

considered as a major aspect of proving a project's success (Naoum, Fong & Walker 2004, p. 828). In this regard, implementing fit in project management systems' and practices' is significantly impacted by the strategy of an organization/project (Crawford 2011).

According to Steinfort and Walker (2007), several researches and reviews discussing the major factors affecting project success have been emerged in the literature in the late 1980s. Though, project success concept is the least subject agreed upon in the project management literature despite of the wide-range discussions and studies relating to this concept in the field (Shenhar, Levy & Dvir 1997, p. 5). In this respect, different definitions, theoretical considerations, empirical reviews, approaches and perspectives have been proposed in project management research (Ensign 2001, p. 287). Crawford (2011) believes that effective implementation of fit in project management practices within a project/organization is highly effected by a number of circumstantial factors such as strategy. One of the considerations is the nature of fit between the organizational strategy and the environmental circumstances and the extent to which the strategy needs to be fit with these conditions in order to create the business value (Zajaz, Kraatz & Bresser 2000, p. 431). Wang (2015) has raised the concept of fit between teams and owners, suppliers and contractors within projects as a source of increasing productivity and developing project performance. He argues that several scholars have studied the notion of fit between project environment and team, while there is infrequent of researches relating to the concept of fit (as a contingency) between different teams within one project.

While so, the process of evaluating and examining the concept of fit in project management field could be challengeable due to the potential misfit in project management practices as well as the various perspectives of fit (Mullaly & Thomas 2009, p. 125). Nonetheless, the efficiency of selecting the right project practitioners/managers to fit into project's characteristics is considered as a success aspect/factor. Antoniadis (2012) has insisted on the significant need of considering the selection of project practitioners in project management practices. Emphasized by Sekiguchi (2004, p. 179), person-job fit (P-J fit) and person-organization fit (P-O fit) are critical and influencing considerations when selecting project practitioners, as project success is highly depending on the project practitioners' abilities and skills (Prabhakar 2008, p. 7). From project management perspective, Crawford (2011)

clarifies that determining effective management practices will help project management within organizations to invest its resources more efficiently. Suggested by Marion, Richardson and Earnhardt (2014, p. 53) and other scholars; a project manager/practitioner is recognized to be a significant key to achieve project success. The traditional substance of selecting employees (Person-Job fit) has been related to finding candidates with the required skills and qualifications for a specific job (Sekiguchi 2004, p. 183). Also, a study conducted by Malach-Pines, Dvir and Sadeh (2009) suggested that the concept of project-organization fit (P-O fit) has been extended from project management perspective to examine fit between project managers and the types of projects they manage (PM-P fit).

Cardinal and Marle (2006) argue that if a project manager/practitioner is unofficially appointed or his/her skills don't fit into the project's requirements; the final objectives of the project will not be achieved successfully. Further, if project managers are not trained to obtain certain management skills within a project, it will lead to poor implementation of theory into practice (Attarzadeh & Ow 2008). Scholars and professionals such as Malach-Pines, Dvir and Sadeh (2009, p. 269) claimed that the examining fit between project managers' personalities and classifying the types of projects they manage haven't received much consideration in project management literature. In contradict with these findings; Sumadi (2007) discussed the concept of "Tamteen" in which related reviews have indicated that project team members (managers/practitioners) should be qualified enough to be positioned in their roles. He also believes that project management shouldn't invest in training project practitioners to be efficient, but focus on attaining strengths' development instead.

2.7 The impact of "fit" implementations on project success/failure

Based on extensive reviews of the related literature, project success and failure factors have been broadly introduced by scholars and researchers. For instance, Toader et al. (2010, p. 450) state that depending on the project's involved contributors; project success/failure is differently perceived, as Ika (2009, p. 7) enclosed the concept of project success into main facets of effectiveness and efficiency. Seemingly, fit implementations in project management context have been given a careful consideration. For example, Klaas (2004) suggests that managements which implement e.g. strategic fit perform better outcomes financially as well as increase the economic performance of the business. The notion of fit, as proposed by Burton,

Lauridsen and Obel (2000), determines the extent of effectiveness to which organizations are performing its daily functions.

According to Ojiako, Greenwood and Johansen (2005, p. 29), project success or failure is generally related to several major affecting factors such as project complexity, the involved parties or stakeholders and the size of the project. Further, other features such as the project's value, activities exceptionality and uniqueness and the density of the project's system/network decide its success or failure, in which the project manager's/practitioners' level of performance is also affected by the same factors (Belassi & Tukel 1996, p. 144).

Different implementations of the concept of fit and its perspectives showed relevant impacts on the project management practices within an organization/project. For instance, Wang (2015) suggests that within one project; structural fit among project teams can help yielding better performance outcomes as well as enhancing the process of exchanging knowledge and managing resources. Further, the degree of fit between the organizational structure and situation is an indicator of the business/project level of effectiveness (Anderson 1992, p. 139). These findings are supported by the review of Islam and Hu (2012, p. 5159) which postulates that the degree of fit between the size of an organization; its environmental/technological aspects and its information system determines the business effectiveness and success. Mullaly and Thomas (2009, p. 131) in this respect, suggested that successful fit implementations will indicate to a strong external fit (between the project and its economic environment) and internal fit (among management processes, business functions, strategy and structure).

Related research has recognized fit as a source of value adding to an organization/project as well as an attractive scheme of project success measurement. Fit implementations are intended to affect the workforce's level of satisfaction positively, plus increasing the organizational competitive advantage and value (Handler 2004). It has been found that there is a positive relationship between person-job fit, precisely, and the employees' level of satisfaction (Ilyas 2013, p. 82). This proposition is supported by Gupta (2013) who suggested that employees who hold values and attributes that fit into the cultural values within an organization tend to perform high levels of commitment as well as increase their job satisfaction.

Moreover, Siddique and Raja (2011, p. 228) suggest that the notion of fit basically refers to the level of employees' compatibility within an organization/project and its environment. Noticeably, the concept of fit has been related to the process of selecting employees who are capable of fulfilling the final organizational objectives within definite requirements. Studies proposed by researchers such as (Sekiguchi 2004) suggest that using different types and approaches of fit e.g. person-job fit (P-J fit) and person-organization fit (P-O fit) are positively affecting the selection practices and the organizational decision making through fitting individuals in the right work positions in projects and organizations.

Within this context, performance has been considered as a general acknowledged method of measuring fit (Ensign 2001, p. 293), as Papke-Shields, Beise and Quan (2010, p. 653) recognize the level of organizational performance and quality as a project success factor. In the same regard, Van de Ven and Drazin (1984, p. 2) review that in structural contingency/fit research; scholars exposed that fit implementations help examining organizational performance through fitting organizational context with the organizational structure. Teams' fit within a project can influence its performance through more increasing work efficiency as the project progresses (Wang 2015). Similarly, person-job fit and person-organization fit are considered a cause of attaining high levels of quality and productivity (Harada & Bowman 2004, p. 314).

Though, Ensign (2001, p. 293) argued that performance can't always be a source of fit evaluation or measurement, as it is not recognized as a perspective or a dimension of fit. In line with these findings, Wulf, Stubner and Blarr (2010, p. 26) in their investigation research haven't found any evidence of the effect of fit on performance. Van de Ven and Drazin (1984, p. 8) inspected that the interaction among structural features and the organizational context variables have no direct impact on the organizational level of performance. Nevertheless, Munns and Bjeirmi (1996) have reviewed that project practitioners' level of performance is not always correlated to project success or failure. Meanwhile, researchers and scholars like Chan et al. (2013) suggest that project managers/practitioners must have specific competencies in which they become adequately qualified to perform their roles and responsibilities within a project. This concept supports the psychological construct of "Tamteen" which reveals the notion of empowering strengths' points of an individual while

fulfilling a certain job consistently (e.g. a project manager or a project practitioner working in a specific project context based on their working strengths points: leadership, knowledge, experience, communication…etc.).

While so, despite the important influence of person-organization fit (P-O fit) and the final outcomes; there is a lack of literature proposing employees'/practitioners' perceptions towards this type of fit (Cable & Judge 1996, p. 296). Additionally, Sekiguchi (2004, p. 185) stated that despite the fact that empirical evidence has supported the different conceptual validity of person-job fit and person-organization fit; researches have examined concurrent impacts of these types of fit on different consequences.

2.8 Selecting the "right" project practitioners

Despite of the crucial importance of the concept of fit and its critical role; limited numbers of researchers have actually observed its insinuations (Van de Ven & Drasin 1984). The positive outcomes of using different approaches and types of fit are increasingly reviewed in the literature, however, little considerations have been given to the effects of these approaches on the context of employee selection practices (Sekiguchi 2004, p. 189). Generally, organizational/project management tend to select workforce or/and practitioners who are capable of adding value and make vital contributions (Harada & Bowman 2004, p. 313). Considerably, there is a lack of knowledge regarding the best fitting of project managers/practitioners into projects (Langer, Slaughter & Mukhopadhyat 2008). In the same respect, Pinto and Kharbanda (1995, p. 42) state that through literature; there is insufficient methodical programs provided for selecting project practitioners or train them.

According to a research conducted in (1984) by Van de Ven and Drazin, the concept of fit has been recognized as a consequence of "natural" selection of resources/forces with a distribution that defines the organizational structure. It has been reviewed that evaluators has recognized fit as a formal tool in the selection processes (Rivera 2012, p. 1008). Referring to Sekiguchi (2004, p. 185) study, there are two main approaches that have been highlighted in employee selection research which are; prescriptive approach and descriptive approach. He argues that the prescriptive approach deals with criterion cogency of the fit concept, while the descriptive approach focuses on describing practices of the employee selection followed by a certain project

management. While so, Anderson (1992, p. 143) suggests that identifying possible project managers/practitioners at the early stages of a project is a recommended strategy to be adopted.

Underlining the concept of selecting project managers/practitioners, Malach-Pines, Dvir and Sadeh (2009, p. 269) stated that selecting a project manager to fit into a certain project is not temporary as it may happen every few months/years depending on the type of the project. In the same regard, Ahsan, Ho and Khan (2013, p. 42) noted that the required competencies for project managers/practitioners are taken into account in the process of aligning/fitting project managers and/or practitioners with projects. It has been argued by Antoniadis (2012) that project management needs to be aware of projects' complexity features and its effects on the selecting process of project practitioners. Implementing effective methods of selecting project practitioners could be challenging as some organizations perform in several projects/project management contexts or environment at the same time (Patanakul 2015, p. 21). While so, Morris (1983, p. 407) argues that the "mature" knowledge and understanding of the projects' development processes, industry and technology is a critical aspect of quality in selecting project managers/practitioners.

Yet, it is a fact that despite the wide existence of project management in different industries; project manager position is recognized as an "accidental profession" (Ahsan, Ho & Khan 2013, p. 37), as Taylor (2006, p. 149) stated that in the 1980s project managers were actually previous engineers. Marion, Richardson and Earnhardt (2014, p. 54), highlight that it is crucial to inspect project practitioners' educational backgrounds, their career paths and competencies attributes through creating a "theoretical foundation". In line with these findings; Ceran and Dorman (1995) argue that a project practitioner doesn't have to come from a specific discipline in order to be the best fit, while other scholars such as Kendrick (2011) believe that academic backgrounds and experiences must be a consideration. Noteworthy, related literature reviews and studies claim that the higher education outputs are not aligned with the actual practices and requirements of the project managers' role specifically (Marion, Richardson & Earnhardt 2014, p. 56), while some scholars believe that it is expected from a project manager to learn about project management through practicing his job (Carbone & Gholston 2004, p. 10). In construction projects, as instance, the project manager's/practitioners' previous

experience is highly linked to the financial success of the project (Zavadskas et al. 2008, p. 463).

Previous literature has revealed a variety of arguments regarding what makes an effective project practitioner/manager. Gillard (2009), for instance, wrote that there is a wide-scaled agreement that a project's success/failure depends on the project manager's/practitioner's capabilities, while Fisher (2011), for instance, has reviewed that project management publications have provided a variety insights of skills and behaviors that can be adopted by any project manager/practitioner in the world, however, it hasn't revealed much about onward suggestions of behaviors that can make a successful project manager. Further, project management should take into account the significance of person-job fit considerations that affect the process of selecting project practitioners (Sekiguchi 2004, p. 179).

It is suggested by Gillard (2009) that interpersonal skills should be taken into account when selecting a project manager/practitioner. While so, Huidan (2008, p. 143) claims that project practitioners' skills and competencies have to be perceived by others within the project. According to a review indication made in a study by O'reilly III, Chatman and Caldwell (1991, p. 488), empirical literature has positively supported the hypothesis that relationship between employees' personal traits fit and their jobs' demands. This is concurred with the description of Sekiguchi (2004, p. 184) who states that person-job fit (P-J fit) means to approach fit between the person's abilities and the job's requirements and attributes. The concept of fit specially person-job fit and organization fit, as assumed by Harada and Bowman (2004, p. 314) has been proposed in the selection research due to its effective role in the process of selecting employees.

Nevertheless, previous studies haven't measured the relationship between project practitioners'/managers' skills and competencies and the project success (Langer, Slaughter & Mukhopadhyat 2008). In this context, in a research study conducted by Ojiako and Chipulu in (2014), they found that the project roles have an effect on the extent to which project practitioners attach importance and awareness towards critical factors of project success/failure. Further, Muller and Turner (2007, p. 299) have emphasized that project management/sponsors need to consider selecting project managers/practitioners who are capable of understanding the project's success criteria

as well as realizing the relevant success factors. Identifying project managers'/practitioners' career path is considerable in the selection process in order to choose the right practitioners who will be able to deal with the project's different constraints (El-Sabaa 2001, p. 1). Meanwhile, researchers who examined the person-job fit approaches in employee/practitioners selection (the perspective approach specifically) haven't efficiently delivered their studies' conclusions to practitioners in the field of project management (Sekiguchi 2004, p. 186).

2.8 The impact of Project managers'/practitioners' selection on project success

Project managers/practitioners play a critical role in projects' success. Due to the uncertainty and complexity in projects; Anantatmula (2010) clarifies that project managers/practitioners have to consider leadership and management responsibilities. Project managers'/practitioners' ability to fit into project management systems and adequate their managerial requirements are associated with executing projects at high levels of performance (Anderson 1992, p. 138). Fisher (2010) emphasizes that previous literature haven't revealed much evidence about the behaviors that project practitioners should adopt, as they are various and differently applicable due to different corporate/cultural and industrial varieties in the world.

O'reilly III, Chatman and Caldwell (1991, p. 491) have reviewed that previous studies suggested that person-job fit influence job satisfaction, performance and turnover percentage. Additionally, scholars such as Sekiguchi (2004, p. 184) argued that empirical literature has emphasized that implementing some types of fit like person-job fit (P-J fit) is correlated with positive results like the increase of employees' level of commitment and satisfaction as well as develop organizational performance. Furthermore, fulfilling the various needs/outcomes of the project practitioners within a project or employees within an organization can be achieved through the use of different types of fit e.g. person-environment fit (P-E fit) (Greguras & Diefendorff 2009).

Pinto and Kharbanda (1995, p. 41) argue that many organizations find out that they lack the adequate and capable project practitioners who are, in fact, known as the driving factor of project success. Though, much has been reviewed on the importance of selecting the right project managers (Kendrick, 2011; Ahsan, Ho & Khan, 2013;

Langer, Slaughter & Mukhopadhyat, 2008). However, there is a limited knowledge provided about project practitioners' fit into projects (Langer, Slaughter & Mukhopadhyat 2008). Further, Ahsan, Ho and Khan (2013, p. 36) argue that there is little research on the selecting criteria/indicators of project practitioners and its ability to align with the project management context/prescription. This is because the project manager's/practitioner's position into a project/organization impacts the integration of the project practices as well as the organizational structure (Anderson 1992, p. 139).

Apparently, many researchers such as Huidan (2008, p. 144) focus on the project practitioners' need of effective interpersonal and leadership skills to achieve success, while others like Gillard (2009, p. 724) insist that the skill set (including technical expertise) is the best fitted to the description of a successful project practitioner/manager.

2.9 Competencies of a successful project practitioner/manager

Significantly, in order to implement a successful fit between projects and project managers/practitioners; it is important to clarify the project's requirements and identify its specifications and characteristics as well as the project managers'/practitioners' competencies which fit the business requirements (Patanakul 2015, p. 23). Chan et al. (2013) state that the word "competency" merely describes the ability of being qualified enough in order to perform a certain role. Through researches and reviews, several recognized and variable competencies in which successful project managers/practitioners need to have, have been introduced. In this respect, Esa and Abdul Samad (2014, p. 106) have emphasized that it is vital to identify the critical attributes and skills of project managers/practitioners as they play a significant role in achieving project success. In line with this finding, Pettersen (1991, p. 99) states that several professionals in the field have determined a number of major competencies in which project managers/practitioners can be selected based upon, in order to perform their assigned roles effectively.

On the other hand, Langer, Slaughter and Mukhopadhyay (2008) claim that no studies have reviewed the direct effect of project practitioner's/manager's skills on project success. However, Gillard (2009) insisted on the fact that in order to deliver/execute a project's final objectives successfully; project manager's skills are a necessity. In project management complex contexts and different organizational demands,

competencies of project practitioners are a major consideration (Ahsan, Ho & Khan 2013, p. 42). Further, Malach-Pines, Dvir and Sadeh (2009, p. 273) argue that it is necessary that personal attributes of project workforce fit into a certain dimension within a project in order to obtain success. Project's assessors (specifically firms) evaluate applicants' fit based on their technical and communication skills in the selection stage and interviews (Rivera 2012, p. 1007).

Through reviewing related literature, there is no exact and clear definition of a competence. Apparently, organizational professionals and psychologists have used the traditional perspective of fit in which measurements of assessing personality competencies are not applicable (Handler 2004). Project managers'/practitioners' competencies are conditional and differ according to the size, scope and type of a specific project (Hölzle 2010, p. 781; Ahsan, Ho & Khan 2013, p. 38). Further, Geoghegan and Duiewicz (2008, p. 58) claim that personality traits are lasting, while competencies is something can be gained by learning. Selecting project managers/practitioners with the competencies that fit into the business's requirements could be a challenge (Patanakul 2015, p. 21), due to the potential organizational and personal limitations to implement that fit (Patanakul 2015, p. 28). Meanwhile, Patanakul and Milosevic (2008, p. 119) reviewed that competencies relating to skills` and knowledge have been proposed widely, while the literature hasn't focused much on the experience as a competence for project managers/practitioners.

The below table shows the major traits and attributes that make a successful project practitioner which have been described in related literature review;

Attributes/ Competencies	Descriptors in the literature
Interpersonal skills	• Leadership style helps facilitating different success factors that support effective project performance (Anantatmula 2010). • A project's final consequences are affected by the project's manager/practitioner's leadership style (Gillard

	2009).
	• It is considered that a project manager/practitioner has the ability to communicate with the project's stakeholders effectively (Patanakul 2015, p. 23).
	• Practitioners who manage projects (project managers) need to have managerial attributes in order to perform their responsibilities successfully (Malach-Pines, Dvir & Sadeh 2009, p. 273).
	• Effective project management approaches project managers/practitioners who are highly qualified to manage and operate within a project management system (Anderson 1992, p. 138).
	• Leadership skill of project managers specially is one of the key factors/variables that contribute in project success (Dolfi & Andrews 2007, p. 674).
	• Reviews have ignored the project manager's leadership style despite of the fact that general management literature has exposed the positive impact of project manager's/practitioner's leadership style in achieving project's success (Turner & Muller 2005, p. 59).
Administrative skills	• Political awareness and sensitivity to organizational politics is a vital factor for project manager's/practitioner's success (Huidan 2008, p. 144).
	• Project manager's/practitioner's soft skills help improving the project's goals in situations of complexity and/or unclear tasks between parties (Langer, Slaughter & Mukhopadhyat 2008).
	• A project manager/practitioner should be capable of successfully organizing, managing and monitoring the daily operational activities within an organizational context (Patanakul & Milosevic 2008, p. 120).
	• Effective communication channels among project practitioners and involved parties are influencing the

	client's level of acceptance towards the project's outcomes (Belassi & Tukel 1996, p. 145).
	• The ability to communicate strong interpersonal skills is a required competency of success (Taylor 2006, p. 150).
	• Successful project practitioner should be aware of the project's final objectives as well as clarity of its vision and its working environment (El-Sabaa 2001, p. 2).
	• Effective project manager should approach methods of solving conflicts and disputes within a project (Fisher 2011).
	• Project managers/practitioners should be capable of considering strategies that deal with risks of project failures potentiality (Sumner 1999, p. 298).
Technical skills	• The project manager/practitioner must have the basic technological knowledge in order to be able to direct the project's technical needs and successfully expose it to other involved parties (Huidan 2008, p. 143).
	• A project manager/practitioner should be knowledgeable about business and professional concepts as well as the technical field (Patanakul & Milosevic 2008, p. 120).
	• Technical skills are a necessary requirement for a project practitioner/manager (Gillard 2009).
	• In his thought, challenged/successful projects tend to derive project managers to show their technical skills which considered a "challengeable" competency (Attarzadeh & Ow 2008).
	• In complex projects, project managers need to create a balance between the managerial and the technical skills required in a specific task (Wilemon & Cicero 1970, p. 276).
	• Technical traits of project practitioners are a major contributor to project success (Anderson 1992, p. 138).
	• Effective project practitioners should be knowledgeable

	and capable of applying their technical skills in the project's technological requirements (El-Sabaa 2001, p. 2).
	• Balanced technical and behavioral aspect is a vital competency (Taylor 2006, p. 150).
	• Technical abilities are important in terms of communicating with project teams, management and other involved parties (Pettersen 1991, p. 99).
	• Technical knowledge and skills is significantly related to project/product technology and development as well as the ability to overcome technical issues (Patanakul 2015, p. 23).

Table3: Major traits and competencies of a successful project manager (Source: related literature review)

2.10 Issues of "fit" implementations

Moreover, there are a number of challenges related to the project practitioners' effect on project success. For instance, Pinto and Kharbanda (1995, p. 42) review that managerial and behavioral traits of people within projects are more challengeable than technical competencies; hence these constraints have a direct influence on executing projects successfully. Huidan (2008, p. 145) states that empirical literature has reviewed on the best leadership skills that a project practitioner should hold, however, there is a limitation in the literature which reveals about the management attributes/styles to be followed. Likewise, precise identification of challenges or skills that shape and characterize project practitioners are rarely proposed (Pinto & Kharbanda 1995, p. 41).

Meanwhile, researchers indicate that the concept of fit with its different types and perspectives is considered complex and multidimensional (Sekiguchi, 2004; Handler, 2004). Ensign (2001, p. 288) argues that researches and empirical studies haven't focus on communicating practical investigation consistency instead of the theoretical examination alone. The numerous fit conceptualizations have resulted in uncertainty of fit models, the thing which caused limited development of the concept of fit (Van de Ven & Drazin 1984, p. 2). Regev and Wegmann (2004) argue that the concept of

fit remains a point of view in the business contexts whereas some systems may vanish if they fail to implement fit perceptions; while others experience the "misfit" before they discover the need to adapt the concept of fit.

Moreover, it is difficult for organizations to link related aspects of person-organization fit to job performance because of the "less objective" nature of this type of fit (Handler 2004). Considerably, the positive relationship between fit and the level of performance is an area of supposition that hasn't been proven in fit theories (Boon 2008, p. 3). Interestingly, Gupta (2013) argues that the workers' level of satisfaction is not always an accurate measurement of successful fit. This is because of the competitive nature of today's markets around the world in which satisfaction may simply means getting employed! irrespective of the fit degree to the organizational culture. Additionally, it has been argued by Regev and Wegmann (2004) that the behavior of an organizational system or structure can supports fit implementations within its environment; however, this aspect may act as a challenge/barrier if there is a need to change or customize the fit features in that system.

Throughout reviewing researches and studies related to this concept; it is noticeable that there is no particular project managers/practitioners selection criteria agreed upon in the literature, however, propositions and arguments have been introduced considering the different and changeable circumstances/characteristics of different industries and projects' contexts in the world. It is challengeable and hard to uphold the concept of fit (considering its various types and perceptions) in a changeable and uncertain working environment (Regev & Wegmann 2004). Fit implementations are being affected by complex economic contexts in which the selection process of practitioners is influenced (Harada & Bowman 2004, p. 313). Yet, the concept of fit and its implementations have to be flexible in order to cope with the dynamic and changeable nature of organizations/projects and their environments successfully (Nissen 2014, p. 30), while related researches, as claimed by Boon (2008, p. 44), haven't revealed much on the concept of dynamic fit. In this context, Zajac, Kraatz and Bresser (2000, p. 431) state that due to the changing environments, there are potential situations whereas organizational or project management have to change its strategy to fit into its environment; the thing which indicates to an obvious misfit in the management practices. This may occur due to the absence of fit implementations

especially proactive fit in which organizations/project management pro-act to potential changes in order to easily enter other markets or networks and explore opportunities (Boon 2008, p. 44).

Considerably, Sekiguchi (2004, p. 186) claims that approaching person-job fit in the selection processes and decision-making can be challengeable due to the wide criterion of hiring domain. Another main concern assumed by Bohonos (2013) is that if the recruitment decisions are made based on the fit proposition solely; an issue of discrimination would be raised. He argues that project/organizational management should be conscious enough to determine the organizational and cultural fit within their organization, in order to select the right candidates without behaving ethically. Moreover, Mullaly and Thomas (2009, p. 127) claim that the degree of fit implementation can be discussed as it determines the extent to which project management practices are aligned with the organizational context. Further, It has been argued by Patanakul (2015, p. 24) that in the case of multi-projects; project management should take into account the selected project practitioner's capacity of sufficient resources to fit into different project contexts' requirements.

2.11 Disadvantages created by poor fit implementations

Handler (2004) claims that using person-organization fit may causes misfit of its value whereas the organization's cultural context may not be reflected or shared among the group/s that the selected candidate will work with. Misfit has been defined as the situation which needs serious consideration towards the level of the organizational overall performance (Burton, Lauridsen & Obel 2000). They argue that misfit between e.g. technology and uncertain or changing environment will lead to poor performance of the organization/project.

In the 1980s, project managers/practitioners have been chosen based on their seniority not their management skills or trainings (Taylor 2006, p. 149). Further, Harada and Bowman (2004, p. 313) claim that depending on specific approaches or criteria when selecting project practitioners or employees is not effective enough to achieve success. Taylor (2003, p. 149) argued that selecting the wrong project managers /practitioners to run projects will lead to serious negative effects on the political, profitable and economic aspects of the project business. These organizations or projects with misfit could survive in the market in the short term; however, they

should consider changing their implementations of fit perspectives (Mullaly & Thomas 2009, p. 131).

3.0 Conceptual Framework
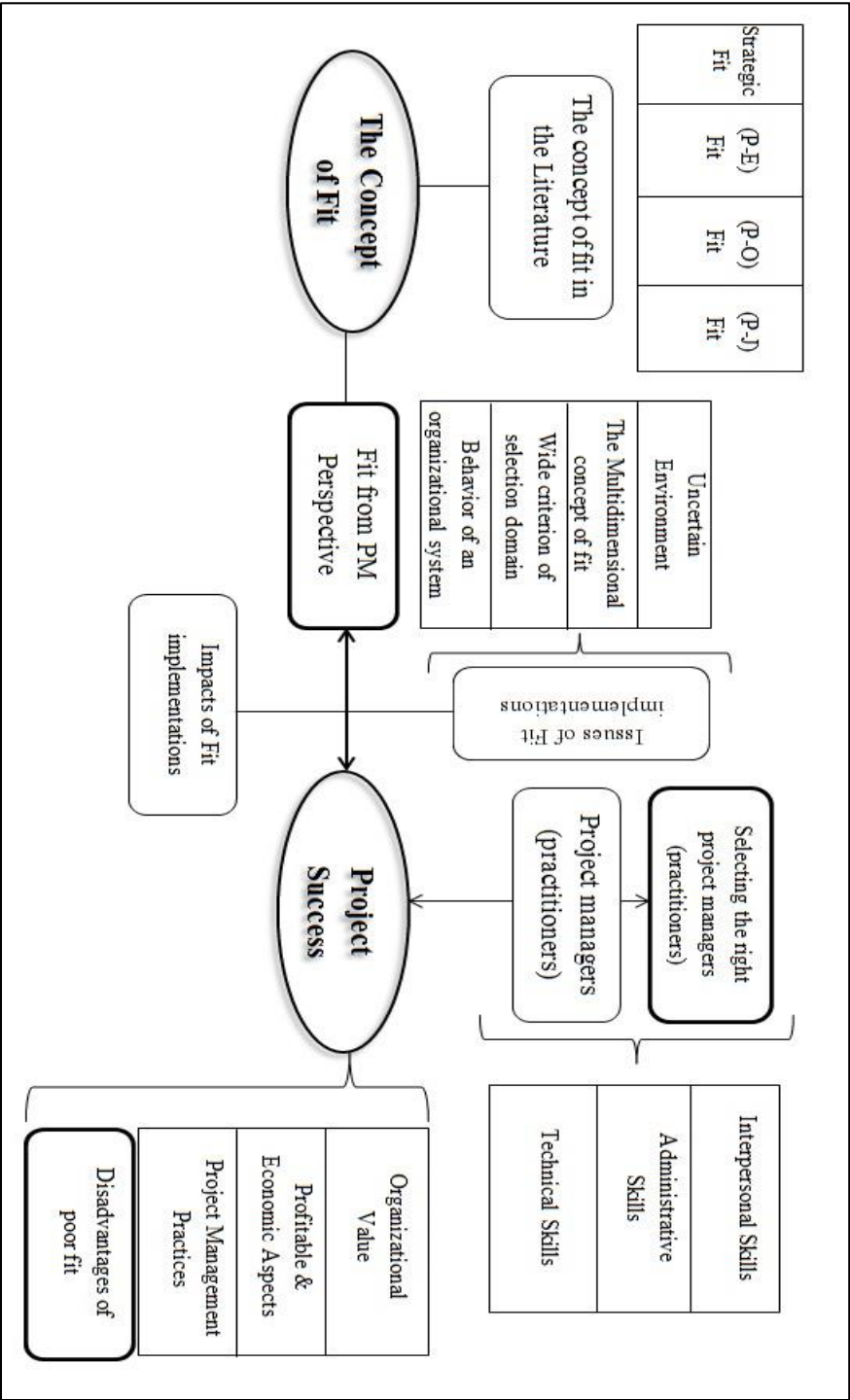
Figure 6: The Conceptual Model of the concept of fit in the literature and project management and its relationship with project success (Source: self-generated by literature review's discussions)

The above framework inferred up from the related reviews, propositions and arguments of scholars and researchers in the literature. The concept of fit has been widely discussed in the literature of project management field. Merely, the concept of fit has been described as a multidimensional concept with different types and perspectives of application. Meaningfully, the concept of fit has been linked to project success through the implementations of the selection criteria of project managers (practitioners) in different organizational/project frameworks. As illustrated; implementing the concept of fit (considering its various perspectives) has several impacts on achieving project success. These impacts may turn to be issues affecting the project success aspects such as the uncertain work environments or contexts, the wide domain of the selection process and the fact that organizational systems behave differently.

The literature review has proposed the different aspects related to the selection process of project managers (practitioners), including the competencies or traits that make a successful project manager to fit into the right position within an organization/project. These competencies are divided into three main categories; interpersonal skills, administrative skills and technical skills. While so, poor implementation of the concept of fit in the process of finding the right person to fit into the right position could be associated with several disadvantages that may influence the achievement of project success negatively. As displayed, poor fit implementations affect the organizational value, the project management practices and the profitable and economic aspects of a business.

Chapter 3

4.0 THEORETICAL FRAMEWORK

The vision of Fujairah Government has been driven from the vision of the UAE 2021 of an economic and sustained development and innovation. In recent years and due to the geographic and economic significance of Fujairah Emirate on the East Coast of the UAE; the government has been embracing serious projects' development approaches including developing the infrastructure as well as other business achievements that are recognized locally, regionally and internationally. Through the use of projects and project management advanced tools in order to execute Fujairah's economic objectives; governmental authorities or/and public sector's organizations which are financially supported by the government are using projects (including

international events' planning and organizing) as a way of attaining innovative image of the Emirate. Recently, global events concerned in education, investment, real estate, employment, arts and tourism have been held and managed in Fujairah and most of them have been reflecting the region's culture, level of development and project management practices which are being adopted and implemented in these projects.

The notion of project management success and project success/failure is a considered domain of research whereas the concept of fit is relevant. Scholars and professionals in the field of project management research have reflected several perspectives discussing the relationship between selecting the right project managers/practitioners who fit into different organizational needs and help in executing successful outcomes. In this view, Tamteen theory is a proposition that directly explains the notion of selecting the right person to perform the right job within a specific context, and its impact upon achieving the desired objectives of projects successfully. The proposition of this philosophy is about matching project managers'/practitioners' competencies with a job's/position's requirements within a given project environment.

4.1 Tamteen Theory – The main concept and definition

The theory of "Tamteen" was initially first proposed and described in 2007 by Nasim Sumadi, a management, leadership and training Guru who discovered that empowering individuals is not enough to make them succeed at their jobs, however, choosing suitable individuals to "fit" their job positions will help achieving organizational goals successfully. The Arabic translation of the word "TAMTEEN" means: Making the strong stronger. Sumadi believes that scientifically; individuals can be stronger by developing their skills and taking the advantage of positive investment in their qualifications. Considerably, he argues that there is no certain English translation providing a precise definition of this term. However, several western management schools have studied the concept from their own angels and some researches have indicated to the concept of strength-spotting of employees in organizational and project management field. Nevertheless, through extensive research made in this regard, it can be suggested that the nearest determination of "Tamteen" specifications is the concept of fit, which has been studied and explored relatively in the literature of project management research.

An article published in *Saudiaramco* economic magazine (2012) discussed that "Tamteen" is about putting/employing the right person in the right job position to do his/her assigned job. This concept has been delivered from Sumadi (2007) who emphasizes that "Tamteen" practices will save human resources' efforts and eliminate disputes among management/individuals in workplaces and/or projects. A number of publications have viewed "Tamteen" from a psychological perspective as a way of improving human capital investment and management through the concept of positioning the right individual in the right work position. Merely, interactional philosophy of Tamteen practices considers person-job fit as a significant interface between the person (project manager/practitioner) and the job's requirements.

A number of Tamteen properties may reflect empirical and theoretical value in terms of understanding practitioners' fit in projects and organizations. While the importance of project practitioners' skills is well reviewed through literature, one of the properties is the vital concern of considering selecting project practitioners according to their skills, qualifications and desires instead of their experiences or/and academic certificates or educational backgrounds (Sumadi 2015). He states that "Tamteen" practices emphasize the critical role of implementing effective approaches of selecting project practitioners through managing/empowering their strength-spotting areas and applying strategic training management which focuses on emerging success factors.
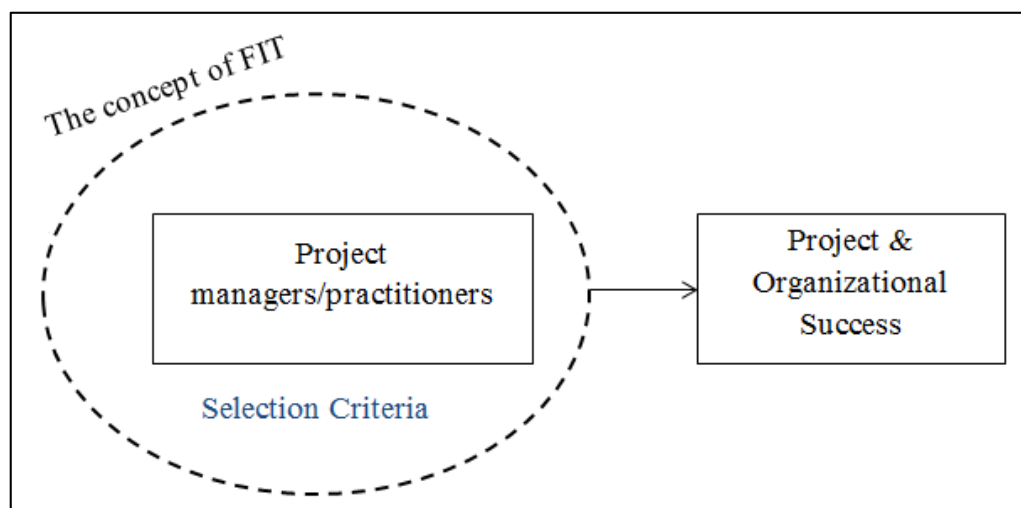
Figure6: A theoretical framework of Tamteem philosophy within the concept of fit (Source: Modeled by the researcher according to the reviewed discussions in the literature)

4.2 The historical development

In 2007, Sumadi has discussed the different levels of "empowerment" in research management, and argued that the word "Tamteen" refers to the highest level of power when literally translated to Arabic. He claims that in management science, empowerment refers to the need of empowering some kind of weakness "necessarily"; while Tamteen means making the strong stronger. This argument has been exposed by considering the implementation of the concept of fit in the selection process of project managers/practitioners, with the required skills and capabilities to perform the project's specifications and execute successful outcomes. From project management perspective, Tamteen is a dynamic methodology that helps organizations to consider person-organization fit (P-O fit) and person-job fit (P-J fit) when employing project managers/practitioners, in which they need to be qualified enough to fit in the project's requirements and characteristics. Further, it suggests that empowering project managers'/practitioners' strengths areas is a potential approach in this theory, while it obviously goes against training and developing the existing project managers'/practitioners' skills and competencies to perform their jobs more effectively.

Apparently, the notion of Tamteen is a philosophy that helps organizations/projects selecting the right employee to the right job. The main claim of this notion is that selecting employees to fit into the right positions or/and projects should be based upon a real consideration of their skills, qualifications and capabilities to complete the job's requirements. According to Sumadi, effective project management can apply Tamteem philosophy through selecting the right manager/practitioner to do the right job, set expected and manageable objectives, motivate the right employee, develop the required skills and abilities that fit the overall organizational strategy. Implementing effective fit between the organizational standards and individualities of managers (practitioners) within an organization or/and project can help adding organizational value, obtaining competitive advantage and increasing work performance (Han, Chiang & Chiang 2013).

4.3 Applications of the philosophy

Focusing on a manager's/practitioner's strengths and abilities to do an assigned job can be successfully achieved through following a clear selection criteria that applies the concept of fit and considers its different perspectives and dimensions. Tamteen suggests that the right selection process helps finding the right fit that leads to project success, through developing work performance and eliminating costs and time. The following figure(7) provides a wider illustration of the affiliation between the concept of fit and its different implementations (specifically person-job fit), Tamteen's philosophy practices and applications and the organizational/project success through probable scenarios.
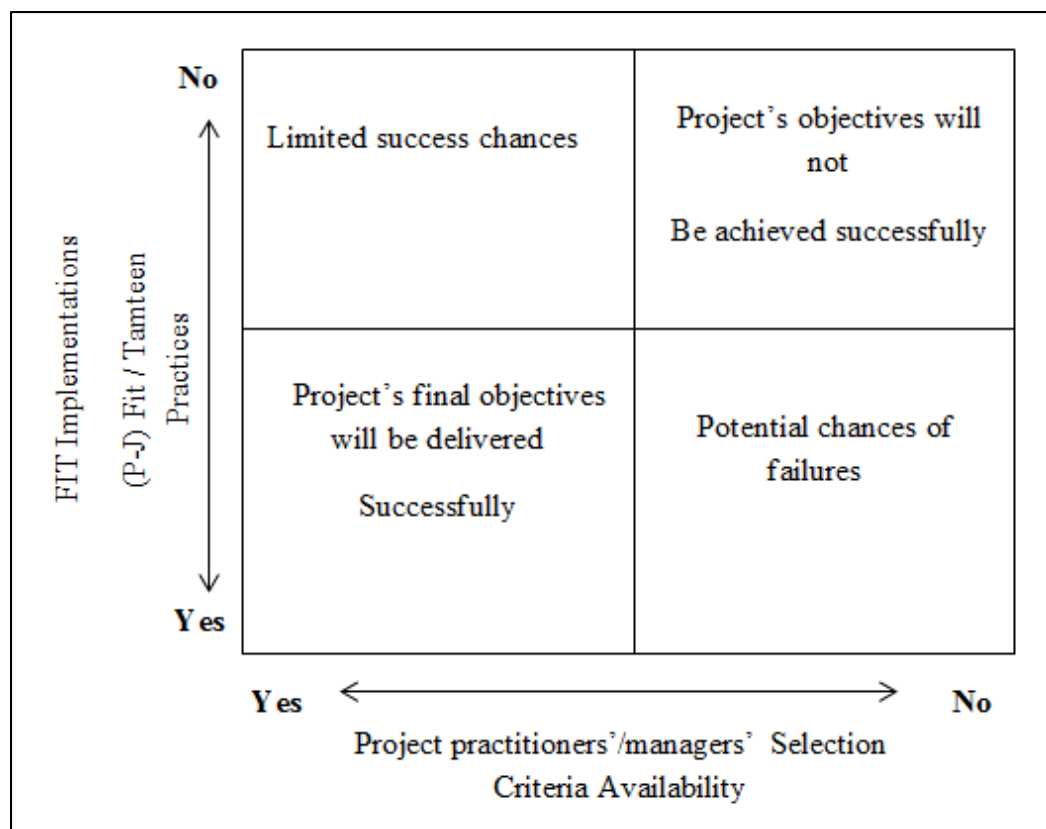
Figure7: Theoretical model for potential scenarios of fit implementations and Tamteen practices

The horizontal dimension presents the extent to which selection criteria of project managers/practitioners is available/effective within a given business context, while the vertical dimension displays implementations of the concept of fit and/or Tamteen theory's practices within the same working framework. Considerably, the matrix

figure reflects a theoretical framework that will help processing Tamteen theory analysis and examination.

In Fujairah, understanding and/or implementing the philosophy of Tamteen theory could be challengeable despite its best match with the employment phycology in this region. Recently, the notion of the supply-demand between education's outcomes (supply) and jobs' market (demand) and its impacts upon finding the right fit has been increasing. Nevertheless, many institutional projects have been making serious efforts towards eliminating the big gap between "supply-demand" in this concept. Related studies investigated that educational/academic outcomes don't match the uncertain, up-to-date and changeable needs of the employment market, the thing which resulted in misfit between individuals' and jobs' specifications or supplies. This scenario has become obvious in Fujairah due to the increasing number of graduates with less needed specialties every year in the public sectors' organizations.

Three main dimensions have been proposed in order to create fit among different organizational variables and build the match between individuals and job's requirements in the selection process which are; job evaluation, job description and job analysis, yet some departments remained without effective implementations. The need for an applicable theory or selection criteria to conceptualize the concept of fit and its practices within these departments is increasing every day.

4.4 Barriers and Limitations

Referring to several reviews, implementing Tamteen philosophy could be challengeable due to the fact that it suggests that project management within organizations should not consider training and development of project managers/practitioners as an approach of implementing person-job or/and person-organization fit. Considering the use of Tamteen philosophy aspects in the selection practices of project/organization practitioners and managers or depending upon the use of person-job type of fit will limit the organizational effectiveness. Conceptually, the main dimension of Tamteen theory is the relationship between a project manager/practitioner and his/her assigned job's characteristics within a project/organization, the thing which eliminates other potentiality of similar practices or perspectives of the fit concept to be implemented. Further, the fact that many

jobs/positions are being created all the time in the whole world makes it challengeable for project management to always find the right individuals who fit into these jobs' specifications and terms.

4.5 Why "Tamteen" as a theory?

Tamteen theory, as a philosophy, has been widely introduced in the middle-east during the last decade and has been a focus for many HR organizations as well as management institutions. The concept of fit (especially person-job fit) in Fujairah public sector's organizations and departments is one of this research's concerns because of the limited range of applications of jobs' description, job evaluation and job analysis in these organizations. Whereas significantly, according to a local authority specialized in Human Resources - "X" Department's reports; job description that should explain the necessary knowledge for new candidates about their job and its characteristics/requirements and the related work responsibilities are not effectively applied.

Merely, the absence of a structured system of selecting project managers/practitioners has affected some of the project management practices in this sector. Furthermore, the ineffectiveness application of a general criterion to conduct job evaluation increases the level of dissatisfaction among the local organizations' workers in terms of the selection process. Apparently, the "X" Department reports that the annual job evaluation for its employees, including project managers /practitioners, hasn't been conducted in 2014, whereas related reports show a high percentage of employees' turnover in the same year.

Considerably, poor implementation of the concept of fit instigates with the ineffective selection criteria of individuals to fit the vacant positions in the governmental organizations. This indicates to poor implication of person-job fit perspective which reflects the unproductive knowledge of Tamteen philosophy practices and observations in this sector's organizations and projects. Relatively, choosing Tamteen theory in this research basically aims at examining the gap between theory and practice through research methodology and data analysis, taking into account the effect of this issue on different organizational contexts and project management practices, as well as its consequences upon the concept of project success/failure in Fujairah Government organizations and projects.

4.6 How Tamteen will help answering the research questions?

Merely, governmental organizations in the Emirate of Fujairah has started to consider the philosophy of Tamteen in its project management practices starting from Human Resources Departments that have been directly involved in the selection and recruitment process in the local authority institutions in Fujairah. Relatively, the recruitment process of the public sector's organizations/departments in Fujairah is a considerable topic to be discussed in this regard. Referring to the "X" Department; which merely processes under the supervision of the local government of the Emirate, it has been responsible for executing job description for all current positions and vacancies in all local authorities in Fujairah (noting that the national authorities follow the federal/national government in the UAE whereas different standards are applied).

Throughout analysis and discussions in this research, potential contributions of Tamteen practices to organizations' and projects' success will be proposed. Significantly, the managerial significance of this research is in communicating relevant local authorities' institutions in Fujairah Government with information about the concept of fit and Tamteen philosophy in order to promote possible implementations in the selection process of project management managers/practitioners that affect the achievement of projects' success. Also, examining these opportunities will help project management in the public sector to inhabit tools of optimizing project manager-project fit in its project in the future.

Chapter 4

5.0 RESEARCH METHODOLOGY

5.1 Research Methodology and Research Approaches

Stated by Meredith et al. (1989, p. 297), a research has three main stages which are; 1) description: whereas a research reports events and situations, 2) explanation: which considers postulating/examining the main relative concepts, and 3) testing (prediction) in which the research concepts are being determined and modified (figure (8)). According to Scandura and Williams (2000, p. 1248) there is a need for examining the research methods' patterns that have been developing in the last 20 years of the 20th century, whereas researchers had found a variety of choices in using research approaches and frameworks (Creswell 2003, p. 3). This claim has been agreed on by researchers such as Currall, Hammer and Baggeit (1999, p. 8) who state that the research's main objectives decide which method to be used.

In the field of empirical research; scholars and researchers have reviewed interesting techniques and tools that can help developing empirical research skills (Scudder & Hill 1998, p. 92), while Lee (1992, p. 87) argues that in organization studies field, concerns regarding the research methods sufficiency have been considered, lately. The cumulative complexity in government and business contexts have shown the significance to use research as a tool of adding business and economic value in these fields as well as resolving business functional matters (Kothari, 2005, p. 5).
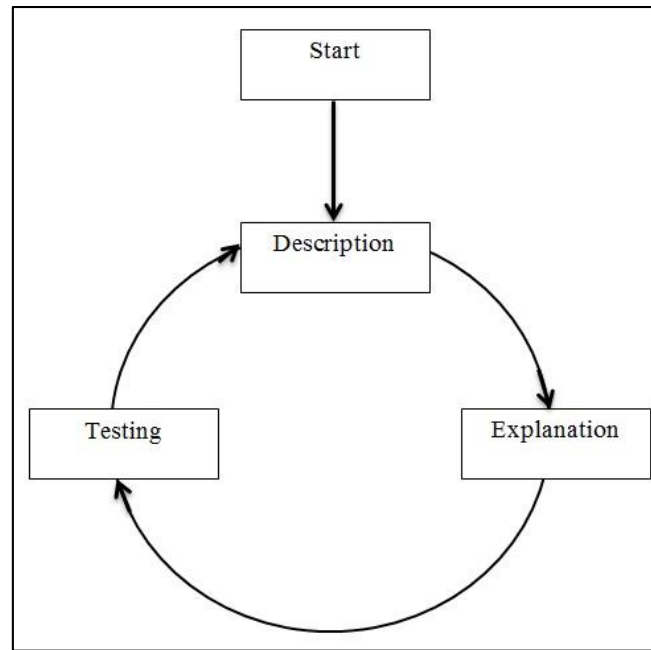
Figure8: The cycle of research stages. Source: adapted from Meredith et al. (1989, p. 302)

Considerably, Creswell (2003, p. 17) emphasizes that the implementation of the general research's process design or deciding upon a specific research approach to be applied (qualitative, quantitative or mixed methods) depends on the choice of the research method/s to collect the required data or information. Lee (1992, p. 87) describes qualitative and quantitative research as approaches/techniques which are built upon a diversity of norms and patterns, and describes qualitative research as subjective that relies on description, objectivity and measurement while quantitative research emphasizes mathematics and statistics. Additionally, Kothari (2004, p. 3) points out that qualitative research is based on quality terms and qualitative contexts, while quantitative research is about numbers, amounts and measurement.

Meredith et al. (1989, p. 301), claim that there are arguments about whether the best research proposes knowledge or validates knowledge. Despite of the serious efforts that have been made regarding creating a balance in using both qualitative and quantitative methods in researches; they still operate differently (Curral, Hammer & Baggeit 1999, p. 8). Yet, both methodologies' data is mainly based on "empiric" examination and indication (*acaps.org, 2012*, p. 7).

Due to the regulated and complex context of this research and the sensitive nature of the related issues of its topic; qualitative research approaches were found to be the most appropriate methods to be used in this research. Referring to Creswell (2003, p. 18), qualitative approaches are used whereas there is a need to generate information depending on comprehensive standpoints, patronage/supporting perspectives or strategies of inquiry such as case studies.

5.2 Research Design

The research main data will be collected through open-ended questions using face-to-face interviews to expose a wider range of relevant data that supports the theoretical structure/framework of this research; hence interviews were conducted through contextual materials of the research topic and with respondents reflecting their roles and faces of participation in three governmental projects in the Emirate. Along with the interviews, another qualitative approach is used in this research as three case-based studies of three different influential governmental projects in the Emirate of Fujairah (in which the selected respondents have been involve in effectively), are applied in this research. The main reason of selecting these projects to be highlighted in this research is because of the innovative and competitive value that has been added to the Emirate of Fujairah through these projects, as well as the fact that they are big enough to be affected by uncertainty and complexity (considering the construction side of them).

Meanwhile, the use of qualitative method in this research will provide high potentiality of examining analytical aspects, variables and expectations related to the research topic (*acaps.org*, 2012, p. 8). Referring to Baxter and Jack (2008, p. 544) the use of case study approach helps investigating a "complex phenomenon" within a specific framework using various sources of information. Case-studies based research is the type of research that helps developing new theory, adding innovative perceptions and increasing the collected data's cogency and validity (Voss, Tsikriktsis & Frohlich 2002, p. 195). Besides, it helps making deeper understanding of the research's questions and objectives through looking closely at the organizational contexts and examining projects' relative scenarios. Moreover, it will help adding informative value to the interviewees' responses, as well as achieving the research objectives through answering the study's main questions which are:

1) *What is the concept of 'fit' in management selection and what does it mean within the context of project management?*

2) *To what extent governmental projects in Fujairah are adopting and implementing the concept of project practitioners "fit" and accordingly, how the selection process of project practitioners is impacting the governmental projects' success?*

3) *What are the potential methodologies of applying "Tamteen" philosophy in Fujairah Government projects in order to reach better results in the future?*

5.3 Research Population and Sampling

Scundura and Williams (2000, p. 1248) believe that research methods' assessment is significant as their extent of accuracy reflects the management studies and research's way of progression. Noticeably, the main reason behind the use of qualitative method in this research is to investigate the presence of the concept of fit and its implementations in Fujairah public sector's projects from a managerial perspective. Considerably, the sector in which the research experience was found is the governmental sector in the Emirate of Fujairah. The selected population sample that is targeted in this research is a number of project managers/practitioners who has managed these projects or has been playing a major role in project management in some of the local authority's projects in Fujairah Emirate. The research population hasn't been selected randomly, as the respondents have to be knowledgeable and involved in project management practices in Fujairah public sector's organizations. The selected interviewees are decision makers in Fujairah organizations, and have been playing significant roles in the addressed projects due to their experience in the field.

Noticeably, the research populations are currently employees in the public sector in Fujairah, whereas they are directors of public sectors' organizations, practitioners or managers who have been involved in project management activities in governmental projects in Fujairah during the last two years, as well as heads of departments/sections that have been selected to manage projects. Table (4) provides the respondents' profiles, including information about their organizations' size, type of project, years of experience and their current positions, hence the addressed information about the type of project and the size, duration and the cost of the project was mainly provided by the respondents.

5.4 Interview Questions

The interview questions were reflected from a questionnaire developed in a study conducted by Malach-Pines, Dvir and Sadeh (2009), while it is important to point out that question no.2 in the interview was developed by the researcher based on indications from previous review of literature regarding the concept of fit. Noticeably, implementing fit between the data collections and the theoretical contribution of a certain field research project is a challenge (Edmondson & Mcmanus 2007). The chosen population of the this research were selected on purpose as they are all decision-makers in their organizations and have been holding and involved in managerial spots in government projects in Fujairah including the introduced three project cases. Though, naturally, the responses have reflected an optimistic image of the governmental projects in Fujairah, nevertheless, this hasn't significantly affected the contextual tested variables and propositions in this research. Alongside with the represented case studies, the respondents were asked to respond to open-ended questions in order to examine and test the effectiveness of the addressed variables/themes in this research.

No.	The Respondent's Name	Project Name, Type	Position	Nationality	Gender	Years of Experience
1	Hessa Al Falasi	09 Exhibition/ Business /Charity	Head of Dept./ project manager	Emirati	F	6 Years
2	Mohammed Al Zeyoudi	FICE Fair/ Educational& Career Fair	Director/ project manager	Emirati	M	19 years
3	Sebastian Courage	FICE Fair/ Education& Career Fair	Managing Director	British	M	20 years
4	Mohammed Al Dhanhani	FIAF	Director/ project manager	Emirati	M	19 years
5	Mohammed	FIAF/ Art	Director	Emirati	M	18 years

	Al Afkam	Festival	General			
6	Sara Al Raeisi	FIAF/ Festival	Art	Head of Dept.	Emirati	F	4 years

Table4: Interviewees/Respondents Profiles

The table below illustrates the interview questions that were classified into three main sections: project classification, project managers' traits/managerial traits and project success factors in which were tested along the measurements suggested and proposed in the literature review.

Project Classification	**Question #1:** What are the main four dimensions can be classified in the projects you've managed?
	Question #2: What are the dimensions of fit (regarding selecting project managers/practitioners) implemented in Fujairah public sector's projects?
Managerial Traits	**Question #3:** What are the main competencies or personality traits do you think are needed in a successful project manager/practitioner?
	Question #4: What are project management traits of a successful project manager?
Project Success Factors	**Question #5:** What are the main project success factors?
	Question #6: What is your personal evaluation of the project in terms of level of performance?

Table5: Interview questions

Chapter 5

6.0 CASE STUDIES

Project "A" – 09 Exhibition

Zero Nine Exhibition is a Fujairah-based charity exhibition that is happening every year in the Emirate of Fujairah, in order to highlight the distinct female talents from the UAE and the Arab World businesswomen as they debut their products including food, fashion and commodities. The name of the exhibition (09) has been determined as the zip code of Fujairah Emirate, whereas female talents from Fujairah as well as other Emirates participate in this event and bring their creativity to the local consumers in the area.

Aside from being the fashion event of the year in the East Coast, this project plays a significant role in drawing attention to Fujairah charity causes as the earned revenues go towards various charity channels yearly such as helping productive families with low-income start their businesses and spreading awareness campaigns, conducting studies and organizing activities that would benefit the area community. The main objective of such a project is to encourage female businesswomen and entrepreneurs from Fujairah and the UAE to be an effective part of business projects and exchange experiences, knowledge and cultural backgrounds with other participants.

The Scenario

Considerably, the working team members in this project were selected by Fujairah government directly. Apparently, the final decision of the project manager selection hasn't been ensued at the project's planning and designing stages, although the project manager (who was appointed to manage the project later) was involved in the planning process and helped meting out the first working phases. After close observation from the executive group of management for a potential project manager for this project; the project manager was selected. The project manager has been selected to manage this project for the first time based on her personality, communication traits and knowledgeable background in organizing and managing events in Fujairah.

As the project started executing and operating despite the fact that the project manager wasn't clearly recognized for the rest project team, and the project's functions haven't been clearly identified in the early phases; the responsibilities have resulted in confusion among the members. While so, the project team was chosen depending on their related working positions in the government, and their experience in organizing such events. Their regular job descriptions haven't been 100% relative to this particular project's tasks, and this was clear when some tasks were not fulfilled as planned while other project members were replaced in later stages of the project life cycle.

Project "B" – Fujairah International Career and Education Fair – 10th (FICE)

Fujairah Career Fair is an annual event happening in Fujairah and being organized by Fujairah Government – ("X" Department) in cooperation with other governmental organizations and departments. in 2016, in the event's 10th round, the national career fair became international whereas more than 100 universities around the world participated by exhibiting, organizing workshops and seminars, signing MOU's and lecturing during the three-days event. Further, the organizations from all over the UAE have toke place in the event which included a whole corner for Reading and social media workshops, a Heritage Village as well as the release of reading initiatives in Fujairah and the UAE.

On the managerial level for this huge event happening in Fujairah at the first time, the government of Fujairah represented by the public sector organizations took part in the event whether by organizational cooperation or financial funding/sponsorship. The X Department in Fujairah government is an independent department that took the responsibility of organizing and managing the event since 2007. In 2016, the need for marketing and promoting the event to attract international universities and academic institutions to participate in this event was huge, though the X department team hasn't got individuals with the needed experience in marketing and promotion internationally. Thus the need for outsourcing in this regard was vital, as a foreign British (private) company (who was the event's main partner) played to role of

attracting international exhibitors, experts and investors to the area as well as paving the way for various business and investment opportunities in the area.

The Scenario

At the first planning stages of the event, a project manager (an employee in the X department) was appointed to manage the event's internal committees such as media, logistic services, public relations, finance and internal construction. The selection decision was made according to the long experience and recognized knowledge solely. While so, the drops started to be clear as the project's requirements started to challenge the project manager's characteristics such as communication traits (particularly language) and the "heavy" management requirements of such a project.

At that stage of the project; the executive project management represented by the Head of the organizing committees decided to exclude the selected project manager and, instead, promote the General Coordinator of the event to be the new project manager because of her experience and leadership skills. Hence the change was made before two months of the event, knowing that the preparations have started only before 3 months of the event's execution date. The selection process of the project managers/practitioners in this project depended upon one competency which is the work experience/background of the practitioner. Apparently, the new project manager started to play two different roles unintentionally, which are a general coordinator and a project manager, due to the absence of clear project manager's tasks at that point of the project life cycle. At a certain phase of the project, there was a need for an immediate interaction of other practitioners in this project in terms of communication, knowing that the project manager's capability of speaking/writing English was a concern, the thing which was considered a barrier towards completing the work functions efficiently specially with the international main partners and stakeholders of this project.

Project "C" – Fujairah International Arts Festival (FIAF)

Fujairah International Arts Festival 2016 was recognized as the biggest international event happened in Fujairah this year. It used to be a "Monodrama" festival that is

organized by a governmental authority every two years in the east coast of the UAE. The governmentally funded and organized event has been focusing on attracting global theater and playwritings to participate in this part of the world, aiming at exploring new experiences, share theater knowledge through sessions and transferring UAE's culture and art to the world. In 2016, the festival's name was transferred to be the Arts' festival, not just Monodrama. The unique idea of this event has brought up the support of Fujairah government and community, because of the innovative activities happening throughout the event's 10 days in different areas among the Emirate.

Apparently, the huge load of work was passed to committees and teams who were formed based on the project phases scoping within planning, organizing, communicating, promoting and associating. Considerably, the project teams were various with 500+ members involved to perform huge number of tasks and roles. While so, some project committees'/teams' managers were chosen directly by the top project management executive committee (including the government leadership), while the others were selected through the appointed project teams' managers/leaders. The selection of the project teams' managers/practitioners was basically because of their experience in this event specifically, their knowledge regarding its organization and their communication skills and capabilities.

The Scenario

In an area like Fujairah, the innovative nature of this project has required special "specifications" in terms of the selected project members' personalities. At the beginning stages of the project (planning phase), the executive members and top management were selected (directly by the government leadership) to set up the project's plans according to their long and extensive experience in this particular event during its precious rounds, their international relationships and contacts, plus their leadership capabilities in project management. Lately, the project teams' managers/practitioners were appointed by the executive committee based on a number of general factors such as experience and communication skills.

Nevertheless, in such an international project, the long experience was a challenge in some of the project's teams/committees, as those who were experienced enough to be

chosen to run the project's tasks were not able to communicate with international parties due to the language barrier. In some situations, this has caused confusions and misunderstanding that affected the work progress of the project, and eventually, the issue of communication leaded to extra work load on other team members. Further, it was challengeable to interact new individuals within the project's internal tasks due to the fact that most of the members were selected based on previous knowledge/personal considerations despite considering the potentiality of misfit consequences in terms of personal qualifications and the project's characteristics

Chapter 6

7.0 DATA COLLECTION AND ANALYSIS

Data analysis is a continuing procedure that starts in the initial phases of the research data collection process (Bradley, Curry & Devers 2007, p. 1760). The collected reviews, theories and propositions in the above literature will be analyzed in a systematic way alongside with the research patterns in order to appeal demonstrable conclusions. In this chapter, the three main cases of governmental projects' scenarios will be studied in order to give a guiding background regarding the internal project management practices towards the concept of fit in the public sector's projects in Fujairah, as well as providing a general and neutral examination of the selection criteria of project managers/practitioners. This will be followed by the interviewees' responses in each case, knowing that they are two respondents from each project. The below table represents the interviewees' titles and projects' classification/type:

Project	The respondent's title	Project classification/type
09 Exhibition	Director of Dept. & Project manager	Fashion, Business
FICE	Managing and Marketing Director	Education, Recruitment
	Director of Dept. & Managing Director	
FIAF	General Director	Business, Arts
	General Director	
	General Director	

Table6: Respondents' titles and projects' classification/type

In the presented case studies, it was significant to look for historical backgrounds and the organizational contexts' information of each project. The determination of the consequence of each project case will help the reader understanding the best project management implications in terms of selecting the right project managers/practitioners and their role in reflecting optimized project management practices in Fujairah governmental projects/organizations.

The research analysis of the 6 interviews has exposed a variety of key themes or variables in the three case studies. The following table shows the key analysis categories in Project **A**, **B** and **C** which have been appeared in the developed study questionnaire by Malach-Pines, Dvir and Sadeh (2009), as well as the main variables/themes that have appeared through the interviews and the major concepts underlying the significance of each theme.

	Key Themes/Variables		
	Project "A" **09 Exhibition – Local / Fashion**	Project "B" **FICE – International / Education and Recruitment**	Project "C" **FIAF – International / Arts**
Project Classification	• Novelty – Platform • Pace – fast/critical • Complexity – system	• Pace – time critical • Complexity – system • High-tech	• Novelty – Breakthrough • Complexity – system • Technological concern – super-high-tech
Managerial Traits	• Patience • Experience • Interpersonal skills like Leadership • Team work	• Patience • Interpersonal skills (communication, leadership) • Experience/knowledge • Trust	• Leadership skills (communication, solving conflicts) • Team work • Loyalty and Commitment
Project Success Factors	• Effective leadership • Effective Commination • Innovation	• Stakeholders' satisfaction • Strong Leadership and management • Planning • Risk management	• Planning • Customer satisfaction • Effective communication • Setting clear goals / Budget • Risk management

Table7: Key themes and variables appeared in the data collection

The table above clearly illustrates that the data collection through the interviews has resulted into three main subject features or categories to be addressed and investigated in this chapter which are; project's classification in which the fit concept and its implacable dimensions are determined, key project success factors and managerial traits. Hence the project themes have been developed based on the interviewees' responds and experiences in order to provide potential relationships between the research's main concepts (Bradley, Curry & Devers 2007, p. 1766), as well as a number of variables that will be verified underlying the review of literature's aspects of this study.

7.1 CROSS CASE ANALYSIS

7.1.1 Project Classification

It is vital to determine the nature/personality of a project in order to examine the prospective dimensions of fit in terms of its working environment and structure. However, Malach-Pines, Dvir and Sadeh (2007, p. 269) emphasize that previous literature hasn't revealed much attention to the concept of classifying projects according to their personalities. In this research, defining a project classification (Novelty, complexity, technological uncertainty and pace) will help recognizing the extent to which the concept of fit and its perspectives is implemented when selecting project managers/practitioners to fit into the right projects. Moreover, project classification will help the researcher modeling a typological framework to analyze the collected data (Dvir et al. (1998, p. 917).

Apparently, the analysis results of the interview questionnaires and summaries suggested that there is a noticeable absence of a standardized and effective implementation of the project managers'/practitioners' selection criteria that may deliver the concept of fit in the public sector's projects in Fujairah. Particularly, in project "A", the time feature was a concern in the context of the Pace dimension, while the project manager hasn't been clearly appointed at the first critical phases of the project (planning and designing), the thing which leaded to confusions among the rest project team members during a critical period of the project's life cycle.

The relationship between complexity feature/theme in project "B" regarding its system and the selection of the project manager was obvious. Referring to the case

study scenario, the project manager has been changed after the actual start of the project's designing phase, as the project's coordinator was selected to manage the project's complex functions that have been operating within a collection of subsystems during three months of work. The modification that occurred in the project manager's level of responsibilities and roles has been interacting with the project's functions and systems that required a system-fit dimension to be applied at a specific stage of the project's life cycle in order to complete the phases successfully.

Relating to the project classification in terms of its technological aspects in Project "C" which was recognized as a high-tech project due to the use of multiple technological systems that required advanced and qualified functioning operators; the interview summary of Al Raeisi, S. proposes that some of the project's team members used "traditional methods" of communication throughout the daily work process; as they haven't been qualified in the area of technology and advanced systems, which leaded to conflicts and misunderstanding among the project's committees. Considerably, the misfit between the selection of the team members' qualifications and the project's classification and its requirements has created challenges and effort load to the project work progression.

7.1.2 Managerial traits

Personal factors are implemented when selecting practitioners, as project management perceives similarities with the applicants as they share the same values, backgrounds and/or beliefs. According to the interviews' summaries in the three project case-studies; some managerial traits have been shared among all respondents, the thing which ensures the significance of certain management attributes in order to successfully accomplish the final outcomes of any project. Al Falasi, H. the project manager of project "A" suggests that a successful project manager has to be experienced and knowledgeable at a particular field in a way that can add value to the project. As a project manager, she indicated that experience, qualification and involvement in coordinating government communication and technical support were the major reasons behind selecting her to manage this project. Also, in Project "C" case, an interviewee indicated to the importance of the project manager educational and work specialization as a selection factor.

This proposition has also appeared in project "B" interviews' responses as an interviewee shared the same respect by assessing that the level of experience and knowledge are key aspects when selecting project managers, while the other respondent in the same project case states that a successful project manager has to "understand the workforce" in specific business context. Further, Another vital trait that has appeared many times through the interviews is the interpersonal skills, particularly, effective communication and leadership. As believed by the respondents in the addressed projects, a project manager's ability to effectively communicate with his/her team members strengthens trust and work commitment, as well as improves his/her aptitude of leading the project teams professionally.

Leadership skills appeared many times throughout the interviews, due to its vital role in directing and guiding the daily work processes and functions of a project. The project manager of Project "A" case study believes that "*the selected individuals are people who have proven their worth in previous projects or have shown leadership, innovation and hard work at those projects.*" Also, as believed by an interviewee in Project "C" case; management and leadership skills have been mentioned as key factors affecting the selection process of a project manager. Additionally, as believed by the respondents, patience is an important trait that a successful project manager has to practice. The interviewee in Project "A" states that "*A patient manager will make sound decisions and will absorb conflicts and emergencies*", while another respondent in Project "B" emphasizes that at a managerial level, patience will help a project manager to "*delegate and be able to make decisions*".

7.1.3 Project Success Factors

An indication of the realization of project's time, budget and performance has been made in the above literature. In Project "C" the careful budget and time planning was a concern as described by AlRaeisi, S. talking about project success factors by stating that "*those factors include project goals, budget, time management, etc.*" This proposition was supported by another interviewee in Project "A" emphasizing that clear planning is initial step that helps executing successful projects declaring that "*Achieving the project's main goals and objectives through proper strategic planning is the most important factor*". Another respondent in Project "C" case agrees that clear objectives and achieving them is one of the main factors that assess a project's success "*as long as the project's objectives and outcomes are achieved successfully;*

the project is considered a success". While so, the careful selection of projects' manager/practitioners to be a part of the project success is essential, as reviewed by Alias et al. (201, p. 63) who claimed that effective planning includes the selection of project contributors.

While so, an earlier case study undertaken in the FICE project "B" suggested that the selection of the project manager was made based on the years of experience without the consideration of the project's nature/level (an international event) that required strong communication capabilities specifically language. In the same respect, a claim has been made earlier by Rivera (2012, p. 1007) suggested that project practitioners are selected depending upon their communication skills, the thing which implies that effective communication as a main project success factor is the implication in the FICE project case study. While so, an interviewee in Project "C" stated that the selection of some of the project practitioners was made according to "personal considerations and relationships", excluding the significant managerial attributes and project management success factors.

Further, themes from the data collection emphasize that a project is considered a success if its stakeholders are satisfied and related parties are well integrated and involved. In Project "C" interview summary, a respondent clarifies that stakeholders' level of satisfaction is a project success measurement stating that "*customer satisfaction plays an important role in every business as it gives the organization a guideline to develop new products and services, improves performance and increases profits.*" The result of the analysis of the interview questions suggested that personal considerations; especially trust, is a success factor. However, earlier case study undertaken in the research Project "C" suggested that these personal considerations are not always effectively fit into a project's characteristics. These findings therefor suggest that some of projects' key success factors are not applicable efficiently. As referring to literature, Belassi and Tukel (1996, p. 141) stated that critical success factors are wide and general; it implies that personal considerations is the implications in this research analysis.

Conceptual Framework

Referring to the above key themes and propositions that have been developed from the cross case data analysis considering the three projects, a conceptual framework is

modeled in order to link and relate those themes with the literature review propositions and arguments while it is not necessarily providing a structure for those relationships:
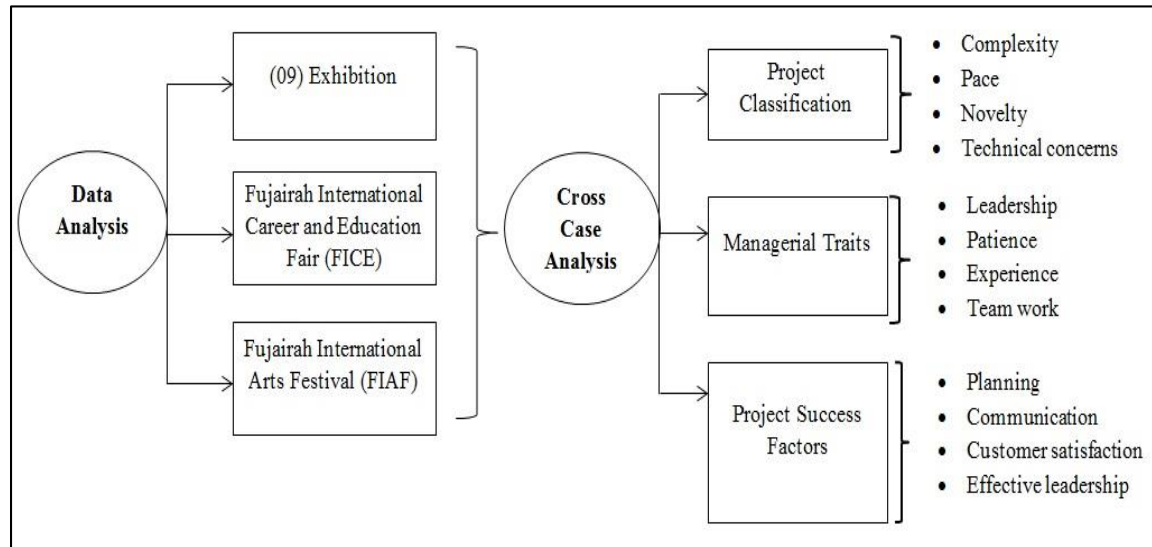
Figure 9: Conceptual Framework of Cross Case Analysis

Chapter 7

8.1 DISCUSSION

Mainly, interviewees' responses examined the current criteria followed regarding the selection of project managers/practitioners in Fujairah governmental organizations and projects. The result of the interviews' summaries has indicated to several shared aspects among the addressed three case studies, emphasizing the significance of selecting the right individual to fit into the right project. It is noticeable that some of the analyzed themes and variables that are conceptually relative to the research topic have appeared many times in the interviews' summaries. The following points discuss the data analysis and findings of these variables.

8.1 Project classification

Projects act as mechanisms for effective introduction of new products and services (Pinto & Kharbanda 1995, p. 44). In this environment, organizations face empowered challenges besides various interests of stakeholders who are considered towards delivering valuable business proposals. Therefore, project managers/practitioners need to cope with advanced intra-organizational levels of efficiency outside the traditional functional lines of authority or regulations. The atmosphere in which the project is operating in is considered in terms of adding complexity/difficulty dimension to the business. Referring to the literature, strategic-fit, organizational-fit and environmental-fit are the perspectives need to be taken into account when discussing project classification and its requirements in the selection process. The reviewed propositions suggest that project managers need to be appointed based on the business strategic goals and its organizational specifications and requirements. Meanwhile, project managers' "fitting" selection criteria have to be specified considering its wide dimensions on the project's success, which substantially needs to be determined and aligned with the project's characteristics and faces.

According to Harada and Bowman (2004, p. 315) the size of the organization influences a number of organizational functions such as strategic planning, daily processes and resource availability. In the same respect of the project classification concept, clear planning, budgeting and understanding the project's basic objectives were considered in Project "C", due to the international nature of the project and its

specifications which required effective work planning among all committees. Also, the complex project functions derived the executive project management to select head of committees and practitioners who are knowledgeable and experienced. However, as referred to the interviewees' summary of Project "C", the selection barrier occurred considering communication and language, as well as lack of qualification that mismatch several requirements of the project. Moreover, the Project "C" classification as a super-high-tech project required a selection criteria that satisfy this type of specification, nevertheless, the interviewee's summary designated that "*many of the committees' members used traditional methods to accomplish their tasks*", and "*they weren't open to the idea of using technology with the other members who were more comfortable to such methods*". This issue has resulted in "*low performance and productivity*" at some periods of the project's life cycle.

Furthermore, it has been mentioned in Project's "B" scenario that the execution has been started before 3 months of the project's completion date, the thing which indicated to lack of time (time critical) for efficient planning and communicating with participants, stakeholders and internal teams; certainly knowing that the project manager was replaced at a critical and sensitive phase of the project.

8.2 Personality considerations

The efficiency of managerial traits could affect the process of selection differently, depending on the project's specifications and needs. The replacement of a project manager that occurred in Project "B" might be a consideration of the absence of selection criteria whereas the first project manager was selected due to her "experience" in the field, while the new project manager was basically chosen because of her high ability to communicate and build relations. Personal relationships was mentioned as a followed measurement when selecting team members in Project "C", whereas an interviewee claimed that "knowing" a qualified employee/practitioner is not sufficient to be selected as his/her qualification might not meet the project's requirements at a certain stage, the thing which might increase the work load on other team members.

Apparently, data analysis showed that all interviewees argued that there are no certain criteria followed in the process of selecting project managers/practitioners, as most of them agreed that individuals are selected based on "personal considerations", while

these findings therefor suggest that managers assign projects to people who they trust or know to execute successful projects. Though, an interviewee in Project "C" states that in big projects in Fujairah especially those which are directly funded by the government, the boards of these organizations appoint the most suitable project manager based on his/her character, experience, management skills. The finding has been supported by an interviewee response in Project "B" as he states that project management is Fujairah public sector's organizations and projects select project managers based on "trusting" their ability to manage projects successfully. As previously discussed, the absence of job description in most of the governmental organizations in Fujairah creates less opportunities for implementing fit dimensions in terms of selecting the right project manager/practitioner to perform in the right project in order to achieve pre-set business or organizational goals. The misfit created in the internal project management practices increases challenges to the business processes, as well as it may affect the efficiency of achieving the final objectives.

8.3 Possible implementations of the concept of fit

Review of the findings and potential implications introduces an agenda and methodological guidelines for future research related to the concept of fit in the researched area. While one of the research main aims is to explore the opportunities for "Tamteen" philosophy to be applied in governmental projects in Fujairah, a question in the interviews was specifically designed and added in order to help investigating the extent to which the concept of fit is implemented or understood in this projects' sector. Remarkably, an interviewee in Project "A" states that there is an absence of job description in Fujairah government organizations, "*and so, employees in these departments do not know their own authority or limitations*". This issue mainly influences the potentiality of implementing the concept of fit or/and its perspectives especially person-job fit and person-organization fit, particularly when searching for the right project manager to run or manage the right project. So that, while the approaches of "Tamteen" seem beneficial in supporting individuals' management and investment; it is still unclear and unsure if its practices are applicable, especially in an organization/project where job description is not 100% realized.

Noticeably, the selection standards followed in the three addressed projects and through analyzing the main variables appeared in the interviews; years of experience, level of qualification and personal considerations (including trust) seemed to be the criteria followed in this public sector, in which project management managers/practitioners are chosen to fit into projects. Further, the interviewee in Project "A" indicated to the fact that some project managers are being selected to manage governmental projects due to their "governmental positions" as many of them are heads of departments and/or directors of organizations. While so, the implication of the interviews' summaries extracts that work responsibilities delegation and management roles are being assigned to individuals who are "trusted", experienced and knowledgeable about the business contexts in the Emirate of Fujairah and its associated governmental system and regulations.

8.4 Project managers and projects' success

Through the collected data analysis and the interviews' summaries; it is applicable that all respondents showed positive responses towards the relationship between the proper selection of projects' managers/practitioners and achieving project success. Meanwhile, stakeholders' or clients' satisfaction, effective leadership and management practices as well as effective communication were mentioned as key success factors in the three case studies projects. As a managerial trait that has to be considered when selecting project managers to manage projects; effective communication was a concern, for instance, in Project "B" scenario as the new appointed project manager was experienced and knowledgeable on the project's specifications, yet the language barrier when dealing with the international stakeholders made the communication process a challenge.

Yet, another interviewee in the same case study ensures the role of project managers' personal traits especially effective decision-making, the ability to solve conflicts and "*have alternative and suitable plans when issues occur*" in achieving success. In line with these findings, the interview summary of Project "A" extracted that "*it affect them greatly*", and highlighting the fact that "*choosing a qualified person with enough experience to handle such projects will lead to the success of the project*". Moreover, an interviewee in Project "C" emphasized the importance of "open communication" between a project manager and "*the local community to understand and meet their needs*". While so, another respondent in Project's "B" interview indicated to the

significance of project managers' role in understanding his/her workforce through delegating the right people for the right work responsibilities and tasks.

Chapter 8

9.0 RECOMMENDATIONS AND CONCLUSION

9.1 Future Research Directions and Managerial Implications

Mainly, the research interviews were conducted with a number of decision-makers who managed government and non-government projects in the targeted research field, which will help executive management in governmental organizations and/or project managements in Fujairah public sector to meet possible implementations of the concept of fit and its dimensions. Effective realization of the significance of selecting the right project managers/practitioners to the right projects will pave the way for project management to develop its recruitment systems including the consideration of job description in both organizational and project contexts. Moreover, future research may consider the evolvement of other sectors in the data collection process such as the private sector whereas new venues and wide range of data patterns could be networked to examine the concept of fit.

9.2 Conclusion and Recommendations

The research's analysis and findings conclude that the concept of fit is not effectively implemented in the local authority's organizations and projects in Fujairah, as a result of the absence of selection criteria for project managers/practitioners as well as the absence of job description within these organizations. As reviewed, trust is considered a key factor when appointing project managers/practitioners especially those who have high governmental positions in the public sector's departments.

Apparently, all interviews' summaries showed positive responses towards the relationship between selecting the right project managers to the right projects and achieving successful outcomes. While so, project management traits and successful project managers' competencies have been shared among the interviewees despite the fact that there are no general pre-set criteria followed in these projects or organizations when selecting the project managers or practitioners.

The mentioned socialization strategies and the examined types of fit in this research study could be working effectively only in Fujairah, while it may conclude to different outcomes in other areas of the country or internationally. That is due to the specifications of local authority's management system that practices its roles under the governmental regulations and schemes. This research helped investigating the economic and organizational structure of the public sector organizations/projects in Fujairah, considering that fit implications and perspectives (e.g. person-organization fit and strategic-job fit) are directly impacting different business functions in this sector especially the selection/hiring process. Noticeably, project manager-project fit and some of the Tamteen philosophy's perspectives might be effectively implemented if the selection criteria are developed in a reflection of strategic planning that focuses on a shared and unified selection criteria particularly in the recruitment venue.

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APPENDIX

a) Interview questions

The below interview questions have been developed from Malach-Pines, Dvir and Sadeh (2009) to fit this research's main topic:

(*Note*: Question #2 was specially designed to answer one of the project's main questions)

Project Classification

1. What are the main dimensions that can be classified in projects you have managed or the "X" project specifically?
2. What are the implementations of the concept of fit in Fujairah Government's/public sector's projects?

Managerial Traits

3. What are the main competencies or personality traits do you think are needed in a successful project manager/practitioner?
4. What are project management traits of a successful project manager?

Project Success Factors

5. What are the main project success factors?
6. What is your personal evaluation of the project in terms of level of performance?

b) Interviews' Transcript (According to the Projects' case studies sequence)

Project "A" – 09 Project Case

> ➢ Interview #1 (Hessa Al Falasi)

- *Q1: What are the main dimensions that can be classified in projects you have managed or the 09 project?*

  They all were high-tech projects and time critical whereas the requirements were concerned to be accomplished successfully.

- *Q2: What are the implementations of the concept of fit in Fujairah Government's/public sector's projects?*

  It depends on the project type, size and objectives. Big development projects and investment projects are usually handled by managers selected by His Highness the Ruler or His Highness the Crown Prince. Government projects that target employees' development or projects that mainly consist of coordinating events or organizing events to realize government initiatives are usually handled by individuals selected by the director of the Emiri Court or the upper management of government departments, depending on the project type. Projects that are events organized by the government, whether they are sports, culture or social events, are handled by individuals or managers selected by the entity organizing the event. Usually, the selected individuals are people who have proven their worth in pervious projects or have shown leadership, innovation and hard work at those projects. They are individuals who take initiative and excel at their jobs.

  Project managers don't always fit perfectly. This happens everywhere. Sometimes the project manager doesn't suit the project type or size and they can't handle it. Unfortunately, most of the time they are not being replaced by other managers during the implementation of the project which affects the project immensely. However, mostly project managers fit quite well with the project requirements as they are proven themselves worthy of leading such projects.

- *Q3: What are the main competencies or personality traits do you think are needed in a successful project manager/practitioner?*

  Leadership, experience, innovation and qualifications.

- *Q4:   What are "project management" traits of a successful project manager?*

  Effective leadership and management skills.

- *Q5: What are the main project success factors?*

  Experience is an important factor. A manager with enough experience in running a specific kind of project will have insight and will know how to direct and guide his/her team. Also, Patience is key. A patient manager will make sound decisions and will absorb conflicts and emergencies while implementing the project without losing his/her patience and temper which might lead to negative morale between team members.

- *Q6: What is your personal evaluation of the 09 project in terms of level of performance?*

  In the 09 project, choosing a qualified person with enough experience to handle this project was a concern. These is a strong relationship between the success of a project manager and the project success, actually, it affect them greatly. Yet choosing a person to manage a project because of his/her connections or government position only can lead to project failure to achieve all its objectives or lead to the project being implemented and carried out in a manner less than satisfactory.

Project "B" – Fujairah International Career and Education Fair 2016 Project Case

  ➤ Interview #2 (Mohamed Al Zeyoudi)

- *Q1: What are the main dimensions that can be classified in projects you have managed or the FICE Fair project?*

  FICE Fair had basically three main dimensions which are; first, the pre-set goals and objectives that were designed for the event were achieved. Second, the event helped achieving some of the objectives that were not designed at the

first stages of the project. Third, in the technological part, 90% of the event was achieved using high technology.

- *Q2: What are the implementations of the concept of fit in Fujairah Government's/public sector's projects?*

  The absence of clear strategic planning and job description for most of the public sector's organizations and departments make it a challenge for the concept of fit and its perspectives to effectively being implemented. Mainly, the main criteria that are followed by project management when selecting project managers/practitioners in governmental projects is based on trust and personal considerations.

- *Q3: What are the main competencies or personality traits do you think are needed in a successful project manager/practitioner?*

  Trust between a project management and the teams or the employees should be based on building and sharing clear goals in order to achieve them successfully. Also, I believe that assigning tasks should be done with the ability to take responsibilities and manage risks and issues that may occur as well as solving problems and conflicts among the team members. Project managers' experience and knowledge are highly considered when selecting them especially in projects with high technological projects and systems.

- *Q4: What are "project management" traits of a successful project manager?*

  Successful project management should always have alternative and suitable plans when issues occur. Also, the ability to make effective decisions at the right time is an important trait in order to achieve stakeholders' satisfaction. Building trust between project management and the team members is the most important factor that a successful project management should be able to have. Further, what makes a success project manager is his ability to make his/her team successful through motivating them to be committed and responsible.

- *Q5: What are the main project success factors?*

Achieving the project's main goals and objectives through proper strategic planning is the most important factor. It is also important to ensure the targeted people's or the clients' satisfaction about the project's outcomes. Financially, the project is considered successful if the profit was as calculated or above. Further, effective risk management is very important to be successful.

- **Q6: What is your personal evaluation of the FICE Fair in terms of level of performance?**

   I believe that FICE Fair as an international project was a success. The level of performance was high among the project's team members and its goals were achieved. In the education side, for instance, there were many MOUs and corporations followed this event internationally, while in the recruitment part of it many job seekers were employed after the event by employment companies and organizations that participated in this event.

   ➢ *Interview #3 (Sebastian Courage)*

- **Q1: What are the main dimensions that can be classified in projects you have managed or the FIAE Fair project specifically?**

   Most of the projects I have managed are in the education and recruitment sector, along with events in music. They are all exceptionally fact paced, and never the same. It is the audience and the clientele that make an event what it is.

- **Q2: What are the implementations of the concept of fit in Fujairah Government's/public sector's projects?**
   Fit implementations would be delegating the right jobs to the right people in term of creating better communication with the event's clients.

- **Q3: What are the main competencies or personality traits do you think are needed in a successful project manager/practitioner?**

Patience, being able to lead an international team one needs to have patience, be able to delegate and be able to make decisions and to budget. Further, successful project manager must ensure that the project runs smoothly from start to finish, and realize that the end of the event or occasion is not the end of the project, to delegate the right people for the right tasks, and understand the workforce, plus the experience and knowledge.

- *Q4: What are project management traits of a successful project manager?*

  Success is if the clients perceive your project is a success, whether it is a company's project (then your boss) or an event (the clients).

- *Q5: What are the main project success factors?*
  I believe better delegation, better organization in term of assigning helpers, better communication (language) between the client and the organizers.

- *Q6: What is your personal evaluation of the project (FIAF) in terms of level of performance?*
  The FICE Fair was an amazing accomplishment considering the time frame it was put together in. The performance was not as good as wanted, but in terms of aesthetics to the VIP's it was amazing.

Project "C" – Fujairah International Arts Festival Project Case

> ➢ Interview #4 (Mohamed Al Dhanhani)

- *Q1: What are the main dimensions that can be classified in projects you have managed or the FIAF project specifically?*
  It is a very high-tech project that required very advanced IT systems due to its innovative nature in the area. The innovation implementations derived the project functions to be complex and assigned to time criticality.

- *Q2: What are the implementations of the concept of fit in Fujairah Government's/public sector's projects?*

  Firstly, project managers are being selected based on their specialties according to the project's type. Secondly, they might be selected according to their management skills and/or their characters including personality and the ability to take decisions. Also, it is important for a project manager to be knowledgeable about the market and have relationships to enter different markets.

  In Fujairah government projects, our role is to provide selection criteria especially for some of the private sector's investments. It is important to relate the projects' success to the market's requirements and needs to such projects. In some of the government projects with shareholders involved, the selection of project managers is being processed by the boards of these organizations.

- *Q3: What are the main competencies or personality traits do you think are needed in a successful project manager/practitioner?*
  The educational background and the experience are very important. Also, the level of a project manager's commitment is very important.

- *Q4: What are project management traits of a successful project manager?*
  He/she has to be effective decision-maker with strong management and leadership capabilities.

- *Q5: What are the main project success factors?*
  The budget or the business foundation capital and the operation capital in terms of the resources availability are a very significant factor to achieve success. While in construction projects, it is important to examine the visibility of the project, as well as an effective planning that have to be followed. Further, the marketing plan is vital to promote the business production. It is important to achieve the stakeholders' satisfaction including the project management satisfaction. And, as long as the project's objectives and outcomes are achieved successfully; the project is considered a success.

- ***Q6: What is your personal evaluation of the project (FIAF) in terms of level of performance?***

  The level of performance is usually determined by the boards or the executive management of these projects, while sometimes performance is being assessed by internal and external editors alongside with the upper management evaluation.

  ➢ Interview #5 (Mohamed Al Afkham)

- ***Q1: What are the main dimensions that can be classified in projects you have managed or the FIAE Fair project specifically?***

  High-technological projects that required advanced and innovative technological systems, time critical due to the massive infrastructure needed and the huge budget required.

- ***Q2: What are the implementations of the concept of fit in Fujairah Government's/public sector's projects?***

  I think in the Government of Fujairah most project managers do fit the projects they are assigned with.

- ***Q3: What are the main competencies or personality traits do you think are needed in a successful project manager/practitioner?***

  A successful project manager or a leader has to be human first. His team members are loyal to him and willing to go above and beyond so they won't let him down. Successful project managers know how to lead their team and how to influence sponsors and stakeholders. Also, they are visionary and have foresight and are organized and believe in the importance of planning. Additionally, a successful project managers delivers innovative projects that exceed the expectations of stakeholders, partners and the community while keeping with the budget and maintaining quality. Further, he thrives under pressure and solves problems calmly.

- *Q4: What are project management traits of a successful project manager?*

  I think this is the same question as the above.

- *Q5: What are the main project success factors?*

  There are many key success factors such as smart and comprehensive planning for the project and meeting the objectives of the project and making all partners and stakeholders happy. Also, good cooperative team that has a sense of achievement and satisfaction after the project is completed. Flexibility and speed in dealing with issues (risk management) is important. Further, delivering all outcomes on time as scheduled is a key success factor. In addition, open communication with the team and the local community to understand and meet their needs.

- *Q6: What is your personal evaluation of the project (FIAF) in terms of level of performance?*

  I think it was a success as all teams and committees worked at their maximum level of performance.

  ➢ Interview #6 (Sara Al Raeisy)

- *Q1: What are the main dimensions that can be classified in projects you have managed or the FICE Fair project?*

  The use of technology was significance in order to achieve the project's goals. Creativity is an important dimension in project management. Consequently, project manager has to think creativity and apply innovative solutions to overcome any issues and challenges that appear during the project implementation, and that is what happened at that project as the innovate nature and complex nature of FIAF derived the project teams to work on the time critic factor.

- *Q2:   What are the implementations of the concept of fit in Fujairah Government's/public sector's projects?*

When assigning each team member to the project tasks, many factors should be considered such as knowledge, experience, capabilities etc. From my experience at FIAF, selecting people for the festival's committees was mainly upon personal relationships. It may not be a problem if the person is qualified for the tasks assigned to. However, it was really a huge burden when that person has qualification that doesn't meet the project requirements. Therefore, we ended up doing the tasks on behalf of that person where he/she gets the credit. In addition, many of the committees' members used traditional methods to accomplish their tasks, which take extra time and efforts. They weren't open to the idea of using technology with the other members who were more comfortable to such methods. Thus, it resulted in many misunderstanding and miscommunications. Consequently, hiring the wrong person can result in low performance and productivity and can spare time and effort.

- *Q3: What are the main competencies or personality traits do you think are needed in a successful project manager/practitioner?*

There are many skills that are required from the project manager including communication where he/she has to communicate with all the team members who are involved in the project from all the levels. Communication can be about objectives and goals, problems, achievements, results, feedback and etc. Effective communication helps the team members to perform better as they will be opened to discuss their issues and fears and share them with the project manager who will help them to avoid and have a proper plan and solution.

- *Q4: What are project management traits of a successful project manager?*

There are many traits for measuring a successful project; one of those traits is customer satisfaction. Customer satisfaction plays an important role in every business as it gives the organization a guideline to develop new products and services, improves performance, and increases profits.

- *Q5: What are the main project success factors?*

The main project management success is to have a strong business plan that

involves all the factors and details to start the project from A-Z. Those factors include project goals, budget, team members, time managements, risk management, technology, materials etc.

- ***Q6: What is your personal evaluation of the project (FIAF) in terms of level of performance?***

The performance of the team members can be efficient and creative when all the committees at the project work together as a unit and seek to achieve the project goal. Thus, every project should have a goal that helps to enhance the performance by providing guidelines, inspiring the team, evaluating and controlling. From my experience by working at Fujairah International Arts Festival (FIAF), most of the committees were working separately to achieve the goal of their committees instead of the project overall goal. The result was increasing the negative challenge between those committees, which caused many conflicts.