

Исследование причин нежелания работать в организациях проектного типа и их влияния на успех проекта

The Possible Reasons of Unwillingness of a Part of Employees to Be in Project-Based Organizations and Possible Negative Impact on Project Success Due to This Factor

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Аннотация

Цель статьи — поднять интерес к проблеме выявления причин нежелания работать в организациях проектного типа. Статья затрагивает следующие вопросы: есть ли сотрудники в проектах, программе и портфеле, которые не хотят работать в таких типах организаций изначально (до начала проекта) или нежелание работать в организации проектного типа появилось во время выполнения каких-либо проектных процессов; каковы причины, по которым такая категория персонала находится во временной проектной организации. К таким причинам могут относиться, например, жизненно важная необходимость, отсутствие на рынке труда иной работы, не устраивают стандарты управления проектами или их несоблюдение и т.д. В статье делается попытка определить, какой процент сотрудников в проектах работает вынужденно, по необходимости. Влияет ли этот процент сотрудников негативно на успех проектов и, как следствие, на успех программ и портфелей? Особое внимание в этой работе уделено тем категориям сотрудников, которые не хотят работать во временных проектных организациях, и негативному влиянию данной категории на процессы, элементы и результаты проектных организаций.

Ключевые слова: нежелание работать/участвовать в проектах, причины нежелания работать, негативное влияние на проект, заинтересованные стороны проекта, проект, программа, портфель.

Abstract

The goal of this article is to raise interest to the problem of identifying the reasons for unwillingness to work in project-type organizations. The article addresses the following issues: whether there are employees in projects, program and portfolio who do not want to work in such type of the organizations initially (before being involved in the project), or perhaps unwillingness to participate/work in some projects has appeared during execution of some project processes. Reasons, or the vital necessity due to which such kind of category of personnel is in the temporary project organization are considered, for example: availability, or lack of project management standards, financial needs, there is no other work for this period, etc. Also, in this article we make an attempt to determine what is the percentage of employees in projects who has the necessity to work in projects for any reasons; does this part of employees negatively impact the success of projects and, as a consequence, on the programs and portfolios. So, the main focus of this work is directed to those category of employees who do not want to participate in project sphere and the impact of the personnel group on processes, elements and results of any project.

Keywords: unwillingness to work/participate in a project, the courses of unwillingness to work in a project, negative impact on a project, stakeholders, project, program, portfolio.

Introduction

What are the modern projects, programs and portfolios in details? What are projects' structures and contexts today and in the future? How can they be sustainably and successfully managed in conditions of rapid changes that are caused by technological progress, growing demands of society, dissonance in maturity of legislation and the level of crime in different regions? Along with above, such world's challenges as: peoples' growth on the planet and like the result — population density is high, developable land is in scarce, a scarcity of planetary resources ubiquitous, global warming which dictates to take into consideration a completely [1].

Practitioners, scientists and many special organizations are working for the solution of these issues and obstacles such as: GPM P5 [1], IPMA [2], PMBOK (5th edition), DIM etc.

What are the types of risks project is experiencing at each phase and throughout entire lifespan and how do risks impact on every element and project success? On which aspects of feasibility do the modern projects depend? How many faces nowadays' Iron Triangle has for error-free projectification? What elements of competences are applied to the modern projects and what is success criteria for stakeholders?

It all depends on the set of factors from the size of the temporary organization and SCOPE to the type of industry, but one pivotal thing remains unchangeable yet — from the first phase up to the completion phase, success of the projects depends on people who are inside and outside of the projects.

Projects are developed, executed and completed by people. Whether every person is the only one who inhales a part of life into the project such as into the whole

organization, forms the life of the project and completes it, then we have to raise the main question: who negatively affects the project success, project product and what are the reasons for doing it? Thus, a holistic examining the project, we are able to see a clear structure consisting of phases, project-management-oriented processes, product and support-oriented processes, subject area — SCOPE, competence elements defining management of Time, Quality, Finance, HSSE, work with Stakeholder, etc., IPMA [2]. The project structure, as if the circulatory system, should definitely be filled with project management standards which are special tools for personal competence development, from an individual project worker to the project team as a whole, including project steering committee and key stakeholders.

To more or less extent, the success of the project is the contribution of each project participant and accordingly, the success of achieving intermediate or major goals of the project depends on the individual and his/her level of competences as well.

The project management standards definitely should be implemented in project organization, periodically updated in accordance with the requirements of technological progress. Implemented standards have to be controlled and permanently monitored in terms of the effectiveness of the usage for fixing and documenting weak and strong sides of the standards both in a single project and in the organization as a whole.

Systematic approach in following of all necessary project processes from idea to completion project is mandatory part in order to derive an efficiency and effectivity of every step during carrying out the project [2]. Tools of project, program and portfolio are filled with demanded standards. It is the best approach through which the strategic goals, objectives and outcomes of the organization will be achieved with more probability.

To date, it is difficult or even impossible to imagine the execution of projects and the successful achievement of the project's results without the utilizing and evolutionary developing special knowledge, skills and competencies.

This work is aimed at discussing the category of personnel who for one reason or another have no desire to work in the project organizations.

Methods

Data of 11 companies which operate in Singapore, Vietnam, Russian Federation are included in our research. Some specific data are not shown in article due to confidential information. The survey was prepared and conducted as interviews with structured questionnaire.

Individuals who were interviewed are board members or executives who have relevant data and can support theoretical approach with necessary and true information. In total, paper covers 11 different Project Managers, including 327 employees.

Personnel in the project as two parts — wishing to work in temporary organizations committed to project activities and unwilling to work in such type of organizations.

Humanity has accumulated and collected a colossal, although not sufficient experience in PPP management. There are industrial standards, structured phases of project lifespan and competence area connected with management processes. There are tools and software for calculating time for optimizing the project duration, budget, risks and monitoring the execution of project plans, programs and portfolio management, etc. So, what are the reasons due to which we can see such high level of failed projects?

Imagine an experienced organization working according to all the rules of project management, which has industry knowledge, standards, other necessary regulations for the performance of work in its arsenal. And, in spite of this, temporary organization may have problems in many aspects, for example: the quality of execution of workflows in a particular department or workplace. Why does it happen?

Moving further towards this issue, data were collected in a number of companies operating in various industries.

Table 1

The data shows percentage of employees who have and don't have a desire to work in temporary project organizations before being employed and while working in the organization¹

Company / Industry / Country	Staff members	Willingness to be employed in the project and be part of it			
		Before being in a project		During employment in a project	
		yes	no	yes	no
1. IT / Singapore	6	100%		50%	50%
2. Food Industry / Vietnam	12	100%		80%	20%
3. Manufacturing Industry / Vietnam	9	100%		78%	22%
4. Oil and gas industry / Vietnam	12	100%		75%	25%
5. Retail Industry (development of a chain of stores)	72	50%	50%	26%	74%

¹ The data for this research were collected using an anonymous online survey. The research was organized with the permission of the company managers.

End of table 1

Company / Industry / Country	Staff members	Willingness to be employed in the project and be part of it			
		Before being in a project		During employment in a project	
		yes	no	yes	no
6. Education industry (obtaining) / The Russian Federation	25	68%	32%	64%	36%
7. Education Industry (writing of a pedagogical blocks)	6	83%	17%	66%	34%
8. Service sector (restaurant creation) / The Russian Federation	24	96%	4%	75%	25%
9. Design Industry / The Russian Federation	30	97%	3%	82%	18%
10. Tourism industry	50	84%	16%	54%	46%
11. Manufacturing Industry / The Russian Federation	126	84%	16%	56%	44%
In total:	372	87%	13%	64%	36%

Relying on the result of Table 1, it can be seen that there is personnel who do not want to work in the project as on the first "stage" (up to hire the project) and on the second "stage" (in the project execution process). So, there was a need to study the reasons of the unwillingness and what are the original nature of the emerging of that sort of things.

Firstly, for narrowing the discussion field, we divide the project environment in two parts. One part is project structure (phases, processes of project management and competence area) and the second part are standards, procedures, etc. filling the project structure (skeleton). The discussion point is standards.

Why are we focusing our attention on standards? Standards of project management [1; 2; etc.] are reviewed meticulously, plus collect and analyze practical experience of professionals in the project area. So, it can be supposed that reasons of unwillingness to work in temporary organizations can be a result of running of the project without project management standards or with standards but without controlling the qualities of applying the standards. Also, in the project team there can be cases of deviating standards due to poor management. A project without standards is like a frigate without sails.

For example, IPMA and GPM P5, as applied science give us a very detailed database which offers organizations how to build relationships between employees in temporary organization. The standards take into account almost all aspects for a comfortable, safe and equitable work, according to legitimate human rights.

During compiling questions some aspects were taken into consideration — such as companies in which surveys about the reasons towards unwillingness to work in the project were conducted from several industries and were operating in different countries. Another aspect — the employees might not know and comprehend those or other elements of standards or whether the standards exist, as well as part of the interviewed can work without standards at all.

The questionnaire in our Tables also includes the reasons that directly relate to standards, but are represented in separate columns for more accurate perception by the employees. For example: heavy labor or unfair wage, what is directly reflected in GPM P5 elements in categories "The people (social) category of sustainability concerns the impacts that a project's activities and results may have on individuals, society and communities", subcategory "Labor practices and decent work".

But before discussion about the positive or negative influence of lacking or poor quality of applying standards, it is necessary to emphasize the following idea. The most important and perhaps the primary factor is: to what extent every candidate for working in the project, immediately after graduating a university, as well as experienced worker, is ready to perceive standards of organization, its accumulated special knowledge during carrying up previous projects, experiences and learned lessons and follow the requirements.

These factors depend on what will be done by educational institutions project organizations together for creating a specific bridge for "yesterday's students" to move them from theory to the execution of practical work in project organizations.

Also, employees commitment and level of flexibility towards organizational requirements depend on to what extent the theoretical knowledge obtained in a university and real practice will be compatible, including international skills and industry-specific features. What will be cut off in the realities of the project execution, and what will be added relatively to the knowledge gained at a university and what is potential worth for both worker and organization in the special approach of transformation?

Transformation of the obtained knowledge in real practice of performing processes in the project should be permanent. The similar aspect can be seen in the investigation of [4]. Obviously, the approach of strengthening communications between institutions and project organizations should be an integral part of the interaction and become a part of the standards for both edu-

cational institutions and for the organizations. Ignoring the approach can negatively affect the primary desire to work in the project due to more higher potential personal stresses on the stage before being hired as well as during work because of the organizations' requirements can be perceived more acute. It can be assumed that as a result of psychical stress due to the lack of a special approach to the fusion of knowledge and practice can entail the unwillingness of the employees to work in temporary organizations. As a result of lacking the standards for adapting the movement of knowledge from an educational institution to work in a project, employees might less qualitatively fulfill their tasks due to additional misunderstanding of various work aspects, increasing mistakes, which can adversely affect the project.

The reason 1 of unwillingness can be the lack of standards for the movement of knowledge from theory to practice.

It is supposed that we follow important way of action for what is considered innovative approaches for strengthening the communication between education institutions and companies [4]. Moreover, the employees during the training of the organization, receiving special knowledge and adaptation of standards required by the organization are usually under time pressure. The same observation is seen in the research of [5]. Some scholars suggest that high levels of time pressure limits creativity by preventing team members from engaging in knowledge sourcing activities. It should be noted that the opinion towards the negative impact of time, more precisely — the high dynamic of the execution tasks have different points of view from other scientists. For instance: “Empirically, prior research on time pressure and creativity shows somewhat contradictory results and a full range of possible time pressure effects, including negative” [5; 7– 9].

However, taking into consideration particularly the results of existing researches towards the negative impact of high dynamic of work execution in the project, as well as for implementation new knowledge, updating standards without a specially developed approach (time regulations), it can be assumed that high dynamic of some processes negatively affect the desire of employees to participate in the project.

Stresses can reduce motivation, creativity, and accordingly can affect the quality of the work of an individual in a project team, what in turn impacts the success of the project. On the same issue (the absence, or low control of "time standards") can be viewed from a straight-proportional side, where we can see a positive effect when applying standards with a time-measured approach.

The time-measured approach to the work execution, the introduction of new practices, knowledge and other things make the project team balanced. As a result, through the receipting new competencies can be attained significant positive effects on the project in general and for its individual elements. Identical results we can see in the research [22].

The reason 2 of unwillingness can be: the lack or uncontrollability of time standards in process of execution.

Studying the reasons for unwillingness to be / work in the project, the question can be raised — how many projects are carrying up today in the framework of professional standards for project management? Is it right way or not when an organization limits itself for execution project only, for instance, by its own reference base?

Even more “specialized” are the so called Company Specific “Standards”. In the narrow sense of the definition a company specific regulations are not really a standard. Although it is somehow illogical to call them a “Standard” this is what happens very often [Sturb, 2008]. There are different reasons to do so: it is possible that a company is active in the field of project management where there are no suitable project management standards [11], existing standards are unknown in the organization or the project managers do not possess the competence to use the standard in a proper way. It is still a question, whereby (special plans in competence area, etc.) and what is a specific project language taken by organizations of the project type for communicating with each other, contractors and subcontractors, whether in a number of them project management standards were implemented and, vice versa, a part of participated organizations in the same project have not project management standards and knowledge towards specific tools.

First of all, the management standards are specific language of communications, with a set of professional tools, knowledge, skills, abilities, experience, competence and even philosophy. This opinion can be also confirmed by phrase [10]: “It is much more reasonable to invest time and money to find the most adequate standard and to train project managers to use it efficiently”.

It can be assumed that in organizations with an approach of project execution on the basis of only their own specific knowledge, some of the employees with more advanced intellection or rich professional background are not interested in the project. They participate in the project only due to “sharp life necessity” such as money or other restrictions for realizing themselves in other organizations. Relying on scientific Investigation

of [11], in the research of [10], we can conclude that the high cost of implementing standards, the lack of specialists in an organization that can evaluate what specific type standards are suitable for the organization, some organizations are executing projects without management standards.

It should also be noted that many organizations limit themselves only implementing software packages like Primavera, Microsoft Project or even Microsoft Office. Their implementation could be understood as de facto PM standards although they are unlikely to reach the level of an official standard [10].

A fairly common approach of managers in order to please a number of key stakeholders or get funding for a project is to reduce the costs via poor quality of implemented standards. As consequences much more losses could be faced by the organization. The approach for saving funds through implementing poor qualitative or not suitable for the organization standards also can lead to reluctance to work of part of employees in the project and more superficially (less quality) to do their work, what can adversely affect the project. These concerns impact on the success of the organizations and consequently stress, depth of commitment of the employee due to lacking of quality standards. It is also reflected in the research of Radujkovic & Nahod as well as in the investigation of [10].

So, in our research we found that the level of achievement of project management success greatly depends on the perception of competences.

The reason 3 of unwillingness can be — project execution only on its own reference base, using only part of the necessary tools for project management can be reasons for unwillingness to work in the project organizations by some employees.

Project Management Standards are one of the largest and encompassing all competence areas of the project organization from one project to portfolios. Let us touch only the part of what can be comprehended and should be included in the organization's standards through the book of [13]. Possibly this area of knowledge is one of the key ones. It is the main thing — people in the project and the project area as a whole — who are they, how to understand them, how to manage, how to determine their abilities, meet their needs and enormous other factors taking into consideration galloping pace of progress and changes of so called psycho-type of every individual.

Considering this science area, we can see a bunch of aspects for research and besides the traditional focusing

on the success criteria through the triple restriction: cost, schedule, and performance [14]. It is necessary to understand the main thing — by who and by what way the objectives of the organization are reached — it is people (staff). The results of all over the world projects' practices and sciences introduced in standards should help employees successfully achieve the results of the project. It includes a clear understanding and comprehending of what should be the relationship between the project members, supervisory staff and a project steering committee considering differences in specialization, levels of responsibility as well as ensure no discrimination on the basis of race, age, disability, gender, etc. The influence of the human resource on the project is actual and poorly studied. This topic is very multifaceted and has many gaps.

There is no doubt that neglected attitude towards employees in projects is a violation or lack of necessary standards, which lead to reluctance to work in projects. Various aspects of studying the significance of the human resource is emphasized in the research of Yang et al [Yang, Chen & Wang, 2012]: “Contributing factor towards project failure is the neglect towards the role of humans in project management, a subject on which there is a paucity of research, in spite of it holding strategic importance in projects. Likewise, the role of leadership is also critical in achieving project outcomes”. Project organizations need to take into account the research results and promote scientists in these matters, allowing researchers to study processes and results inside of organizations during the execution of some projects. In the study of [15], we can see conclusion that implementation of shared leadership in IT projects has significant benefits, both at the individual and at the team level.

At the same time we can highlight inquiry of Chen & Lin [16], where we can see a direct positive impact on the results of work and the project as a whole through standards that define an individual assessment, promotion. As a result, these factors increase employee motivation, promote the commitment and improve the quality of process. Other authors [17] showed that individuals with high intrinsic motivation are inherently interested in their work and experience enjoyment and satisfaction when doing their jobs. Intrinsically motivated individuals also have desire for learning.

Aligning the researches in one line with the lack of project management standards convey us the core for the assumption that the effect of lacking standards during carrying out projects can be reversed — unwillingness to work in project, low result of execution work.

Alike scientific researches are the basis for writing new standards, revising existing or add-ons for reducing the negative impact on personnel means to increase interest in working in projects among employees and as a result to increase the performance, processes quality in projects, programs, portfolios.

It is impossible in one research to reveal all factors of negative impact on personnel but it is obvious that the fact of breaking the standards and neglected attitude towards the staff can lead to unwillingness of the staff to work in the project organization and this result adversely affect to the project, programs and portfolios.

The reason 4 of unwillingness to work in project can be — the lack of flexibility and of timely implementation of necessary changes to existing standards taking into account the features of communications in the team and identifying new trends that give more efficient results for both personal achievements of individual in the team and for the team as a whole.

It is obvious, that the key stakeholders who wait benefits that can be only thanks to the success of projects, have to be aware of the fact that the success of the project is due to people. People should have desire to work in a project for qualitative execution of their tasks. It means: through standards employees must have a clear work card, have a sense of security and justice. For underpinning the chain it is better to highlight: “Since the 1990s the research into finding best practices in project management has intensified” [18]. Since then, the management of the project stepped far forward. For improvement galloping progress in project area we can touch just one aspect — such as developing non-stop the specialized software based on the requests of project organizations which is the great worth for running project organization.

There is no doubt that successful project management is the priority for many organizations. Modern tools and the level of accumulated knowledge make possibility of accurately calculating the execution of projects in the framework of the modern restriction of stakeholders requests: “In fact, projects can be executed within the planned time and cost, while still not fully meeting the demands and expectations of the client” [20].

Nevertheless, very often during execution project something can go wrong. In my opinion, mostly it depends on employees, standards of hiring. As pivotal assumption of some project problems is a result of unwillingness to work in project of a part of personnel.

Key stakeholders who have a decisive influence on the processes of work on all levels of the strategic pyra-

mid from a project to portfolio management, including the Project Committee, should pay attention to what extent desirable aims of project are comparable with quality of the human resources. In the research of professors [20], there is the example — the people always put their own contribution in project. Also, the same conclusion we can see in the research of [18]. Studying the success factors of projects as well as in this research [20] referred to the fact that the study of the influence of the human factor on the success of the project was missed [21] has a similar view: in order to succeed in commitment of employees for the project whose personal features suit with the particular project, the organizations have to follow professional standards.

Let two simple thoughts be put as if two trains on one way are moving on high speed to each other. 1) There is a percentage of workers who don't have desire to be / work in the project due to the lack of professional project management standards. This group of workers negatively affects the success of the project, and therefore the interests and expectations of stakeholders of different levels from the consumer to the project being involved and of course investors. 2) An organization which could not competently and professionally determined which type of standards is suitable for these or those projects or key stakeholders, due to various reasons, including the lack of proper information from the project managers, do not allocate funds for professional Project management standards. What can lead to the reluctance of performers to be / work in a project and, as a result, reducing the quality of the performance of processes, the outflow of specialists from both a specific project and from project-based organizations. Definitely, we can reveal many gaps and interdependencies between them which affect the success of the project, but in the case all gaps have to be narrowed to one causal relationship — unwillingness to work in the project for various reasons like a key factor of affect the success of the project.

The reason 5 of unwillingness to work in project can be a misunderstanding of key stakeholders at different levels: to what extent neglecting attitude towards the human resource, including the absence or weak control of the quality of the performance of project management standards can affect the wishes of employees to work in projects. Employees turnover can be a factor of negative impact on success of the projects as a result of previously mentioned reasons. Unwillingness to work in projects due to lack, poor control of quality of applying standards and other mentioned reasons can affect the

flow of employees. Thus, it can be assumed that a part of employees who has/had reluctance to work in the project as on the stage 1 (before being employed) as well as on the stage 2 (realized the feelings of unwillingness to work in the project in process of execution personal work), adversely affect the project through the potential dismissal from the organization on base of their own decisions or the non-compliance with requirements of organization. Based on the foregoing, it can be assumed that employees who don't have desire to work in projects, beside of direct negative impact on the project through lower quality of processes, adversely affect the project by:

- additional cost on recruiting and retention of new employees as well as possible litigation,
- training expenses for integration in the project of new specialists,
- the absence of necessary specialists in the project due to the dismissal in the process of execution of the project.

As a result of the preceding points — projects can be beyond the established restrictions: time, budget, qual-

ity, scope, etc. The consequence is the negative impact on all organization to the portfolio.

The following spreadsheet was drawn up on base of the first survey including the same employees and companies. The purpose of the survey is to determine the percentage of employees who have not wishes to work in projects according to the reasons included in the spreadsheet. The surveys of employees were conducted regardless of the psycho-type, roles, their positions in the project, etc.

Regarding to the standards IPMA and GPM P5, which include category “Labor Practices and Decent Work” where the attention is paid on exceedingly difficult work and excessive demands, it can be supposed that the percentage of employees has to be a part of column of “Lack, unclear or inappropriate standards”.

For more precise result confirming negative impact of employees without desire to work in temporary organizations on project success it is necessary to have much more profound research for collecting data. But based on the results of surveys which were taken from

Table 2

Some reasons and percentage of employees who have not wishes to work in temporary organizations

Industry / Country	Staff members	Willingness to be employed in the project and be part of it				Unwillingness of the employees to participate in the project. Reasons.					
		Before being in a project		During employment		Financial reasons	Place of project execution	Lack, unclear or inappropriate standards	Irrelevance of existing or future education	Exceedingly difficult work, excessive demands	Work in the project due to lack of alternatives (e.g. financial situation, unemployment, etc.).
		yes	no	yes	no						
IT / Singapore	6	100%		50%	50%	30%				30%	
Food Industry / Vietnam	12	100%		80%	20%		10%			10%	
Manufacturing Industry / Vietnam	9	100%		78%	22%	11%	12%				
Oil and gas industry / Vietnam	12	100%		75%	25%	17%				8%	
Retail Industry (development of a chain of stores)	72	50%	50%	28%	74%	15%			17%	10%	32%
Education industry (obtaining) / The Russian Federation	23	68%	32%	64%	36%	12%			12%	12%	24%
Education Industry (writing of a pedagogical blocks)	6	83%	17%	66%	34%	17%					17%
Service sector (restaurant creation) / The Russian Federation	24	96%	4%	75%	25%	8%			8%		8%
Design Industry / The Russian Federation	30	97%	3%	82%	18%	6%			12%		
Tourism	30	84%	16%	54%	46%	12%	8%		2%	8%	18%
Manufacturing Industry / The Russian Federation	128	84%	16%	56%	44%	21%			5%	2%	4%
In total:	372	87%	13%	64%	36%	15%	8%	1%	4%	8%	28%

11 companies, it can be assumed that managers are directly controlling the personnel on the basis of their own experiences of relationships with the employees, KPI, etc.. They have their own opinion and internal data towards negative impact on project success by employees who have not wishes to work in project.

The table for direct supervisors from 11 temporary organizations was drawn up. We included 4 variants of the answers on the question: do employees who have no wishes to work in the temporary project organization due to some reasons negatively impact on project success or not? The employees who have no wishes to work in temporary organizations were estimated by their managers as a part of team who can negatively impact on project success.

So, we can see that employees work unwillingly in the project for various reasons, thus they can negatively affect the success of the project.

Summary

The key idea which was only touched in the research is — employee/s who don't have desire to work in temporary organizations due to some reasons, directly, invisibly or potentially negatively impact on success of project. As it can be seen from the survey of several organizations which are operating in different industries and countries, percentage of employees who don't want to work in project is quite huge. Moreover, it is very important to emphasize that mostly, employees of category who don't want to work in project don't have the

wish to be in the project before being hired (on the so-called first stage). It can also be assumed that people who don't have desire to work in project organization individually or as a part of team can be on all levels of organizations: as in the separate little project in position of just laborer, performing primitive physical work as well as a member of steering committee. Whether in the research, being like fulcrum, we will take the opinions and experiences of surveyed managers, we will see that almost 100% of them stated — employees or part of employees who don't want to work in the project negatively impact on project success. Definitely, for confirming the statement more detailed and deeper investigation have to be done. Nevertheless, taking into consideration the result of the work, we can imagine that negative impact from people who don't want to work in project sphere can cause huge and irreparably destructive results for PPP.

We should ask ourselves:

What is the percentage of employees in every country and industry who have not wishes to work in project sphere due to some reasons?

What is the percentage of such kind of employees in projects, programs, portfolios and on which factors the ratio depends?

What is the share of the category of employees in every competence area? Does the difference of percentage exist and on which factors it depends?

The work leaves many questions, but one thing is obvious — unwillingness to work in project impact on the success of project organizations.

Table 3

Negative impact on project success by employees who don't have desire to work in project

Industry / Country Opinion of direct supervisors (independently on role in project) of interviewed workers	Staff members	Employees who have not wishes to work in the temporary organization due to some reasons negatively impact on project success	do not impact	part of employees from the category who have not wishes to work in project negatively impact on the project success	Find it difficult to answer
IT / Singapore	6	v			
Food Industry / Vietnam	12		v		
Manufacturing Industry / Vietnam	9	v			
Oil and gas industry / Vietnam	12	v			
Retail Industry (development of a chain of stores)	72			v	
Education industry (obtaining) / The Russian Federation	25			v	
Education Industry (writing of a pedagogical blocks)	6			v	
Service sector (restaurant creation) / The Russian Federation	24			v	
Design Industry / The Russian Federation	30			v	
Tourism / The Russian Federation	50	v			
Manufacturing Industry / The Russian Federation	126			v	
In total:	372	36%	9%	55%	0%

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