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Solutions to Project Managers' Job Dissatisfaction.

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Patience Nwosu

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Walden University
2023

Abstract

Solutions to Project Managers' Job Dissatisfaction

by

Patience Nwosu

MA, Keller Graduate School of Management, 2010

BS, University of Arlington in Texas, 1993

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

May 2023

Abstract

There is a growing talent gap in the project management field, as project managers (PMs) are exiting the field due to job dissatisfaction. Though existing literature addresses employee job satisfaction, few studies have examined the specific needs of the PM. The purpose of this qualitative Modified four round Delphi study was to find futuristic, desirable, and feasible solutions to PMs' job dissatisfaction in the United States. The research question was designed to identify solutions to PMs' job dissatisfaction. This study was grounded in Hackman and Oldham's job characteristics model, which says that skill variety, task identity, task significance, autonomy, and feedback are positively related to work job satisfaction. The participants included in the surveys were 16 members of the LinkedIn PMI Project, Program, and Portfolio subgroup who lived in the United States, had a minimum of 5 years' experience, and were PMP certified. Thematic data analysis led to four themes: communication and awareness; support, boundaries, and work-life balance; experience training; and pm relationship with governance, stakeholders, and budgetary concerns. The solutions that were endorsed by 70% of the expert PMs moved from one survey to the next. In Survey 2 the solutions were rated for desirability and feasibility, and in Survey 3 they were ranked by importance. In Survey 4, the ranking in Survey 3 were endorsed by 80% of participants. The implication for a positive social change includes improved job design that leads to PMs' job satisfaction, more successful projects, and ultimately more profitable organizations in United States business communities.

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Dedication

This dissertation is dedicated to my siblings, those who are now dearly departed and those alive, who supported me morally through the years. Also, to my two sons, Emmanuel and Anthony Nwosu, who were my pillars when things got tough. You encouraged me not to give up, but to complete what I started. Thank you for being my biggest fans.

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To my bother Dr. Ralph Imhansi-Jacob, thank you for setting a notable example and for telling me when I was a teenager that there is always a solution to a problem, you just have to be dedicated to finding it. Your example as a scholar and a successful professional gave me the courage to dream big. To my sister Ruth Oviawe, who passed just before this work was completed. I miss you, but I appreciated you for encouraging me in all my work. Thank you for believing in me.

To my chair and committee member, thank you for demanding quality work from me, for the countless feedback you provided, for believing in me, and for encouraging me to do my best work and get my money's worth. I am so happy to have found Walden university and to have worked with every faculty member that made this journey a successful one.

To my family and friends, thank you for being my sounding boards. I could not have completed this without your understanding and support. You encouraged me to be my best self and to be a splendid example to others.

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Chapter 1: Introduction to the Study

The project management field is critical to business success, and skilled project managers (PMs) manage the most strategic projects for their organization, thereby helping their companies to reap big profits. However, PMs themselves are often dissatisfied with their career due to a lack of attention to their job satisfaction needs (Ling et al., 2018). Since the second half of the 20th century, organizations have been moving from the old functional structure adopted globally earlier in the century to a project based or matrixed organization (Asalan, 2010; Kerzner, 2004; & Rwelamila). This change has come about as different industries have joined IT and contracting companies and are using PMs as they move to a customer focus production (Rwelamila & Asalan, 2010).

This chapter will discuss the background of the study, the problem statement, the purpose of the study, the research question, the conceptual framework that the study is grounded in, the nature of the study, definition of terms used, assumptions, scope and delimitations, limitations, and the significance of the study to contribute to the conversation in the field regarding PMs job situation and dissatisfaction. The chapter ends with a summary and transition to the next chapter.

Background of the Study

Project managers (PMs) spend a considerable amount of time learning their trade even after obtaining their college degree. To become a certified PM, the industry requires a 4-hour examination and a recertification every 3 years to maintain the certification. However, many PMs view their role as temporary and may not see advancement in their career trajectory (An et al., 2018). There is a need for PMs to be ready to deal with the

challenges of the 21st century with its technology and global marketplace (Cerezo-Narváez et al., 2018). PMs must be versatile in leadership skills, and at the same time, learn how to reduce stress and find satisfaction with their career choices. These challenges and opportunities that stemmed from increased global competition and virtual workplace poses more issues for PMs (Nieto-Rodriguez,2018). Therefore, the role of PMs needs to be redesigned with adequate skills development in schools and training on the jobs. To measure performances, organizations should use different strategies for the different individuals (Wynen & Verhoest, 2016).

Many organizations are still learning how to work with PMs as they start to engage in projectized efforts. Many PMs do not feel adequately respected or compensated for the work they do (Ballesteros-Sánchez et al., 2019; McKevitt et al., 2017). In other instances, PMs have left the industry due to retiring age, stress, or uncertainty, and at the same time the availability of new skilled PMs is scarce (PMI, 2017).

Although researchers have investigated the job satisfaction issue extensively, there is little or no literature on specific solutions to resolve PMs' job dissatisfaction in corporate America. There is a gap in PM turnover research (Ekrot et al., 2016). PMs' continual turnover negatively affects the organization's bottom line as well as the morale of individuals that are part of the ongoing projects. Academic research on IT-related project and program management is still in its infancy and needs to be enhanced to improve practice (Kyakulumbye et. al., 2019). Addressing PMs' job dissatisfaction could be helpful in keeping PMs motivated and ensure most companies initiatives are

successfully completed. The feasible and futuristic solutions I seek with this study could be leveraged by organizational leaders and human resource managers (HRMs) in their hiring practices and in development and retention of their PMs. Offering the right PMs who has the requisite individual aptitudes, and the right developmental opportunities can produce leaders who can effectively perform global leadership tasks and activities (Caligiuri, 2006).

In this research, I explored existing literature and examined PM issues that leads to job dissatisfaction in the workplace. The problems found in my literature review were shared with a panel of PM experts and they were requested to share desirable, feasible, and futuristic solutions to the problems. The recommendations from the experts can help curb the PMs' job dissatisfaction and turnover rate to improve retention of skilled PMs and the cost of organizations' continuous search for skilled PMs (see PR Newswire, 2015).

Problem Statement

PMs are dissatisfied with their profession and tend to leave their organization (Ling et al., 2018). Even after managing several projects, PMs still feel stuck in their jobs with fewer career opportunities for development (Mckevitt et al, 2017). The general problem is that project managers are dissatisfied with their jobs and lack of career opportunities (Ekrot et al., 2018). The PMI (2017) claimed that there is a growing talent gap in the project management field, stating that globally, employers will need to fill 2.2 million project management vacancies each year up to 2027. While many articles exist that discuss some of the reasons for the gap, few discuss comprehensively the job

dissatisfaction issues that PMs face (Cutting Edge PR, 2020). There is limited research completed to-date to consider the human side of project management thoroughly (Kalogeropoulos et al., 2020). The specific business management problem is that due to increasing job dissatisfaction of project managers, they tend to leave their jobs, which creates a problem for the team and organization in terms of project completion and benefits realization (Oerlemans & Bakker, 2018). The dissatisfaction that leads to PMs exiting their organization results in loss of human capital and value that would have been realized from the proposed organizational projects (Benoy & Gracias, 2015).

Purpose of the Study

The purpose of this qualitative modified Delphi study is to find desirable, feasible, and futuristic solutions to the problem of PMs' job dissatisfaction in United States and rank the solutions based on importance. This study may contribute to positive social change by providing solutions for the problem of job dissatisfaction that PMs face in corporate America. Upon completion of this study, business leaders, HRMs, and PMs will have the feasible solutions that the expert PMs will provide from this study that can be leveraged in their efforts to improve job satisfaction at their organizations. With strategic implementations of the proposed solutions, PMs and organizations in the United States may be able to reduce PM dissatisfaction, ensure retention, and enjoy cost savings from organizational projects that would be completed, reducing PM shortages and returning prosperity to the community.

Research Questions

What are the futuristic, desirable and feasible solutions to PMs' job dissatisfaction

issues?

Conceptual Framework

This study is grounded in Hackman and Oldham's (1980) job characteristics model. The model focuses on what it takes to create a highly motivated workforce based on job design considering organizational, environmental, and behavioral factors (Hackman & Oldham, 2015). According to this model, five aspects of a job—skill variety, task identity, task significance, autonomy, and feedback—are positively related to job satisfaction and internal work motivation (Fried & Ferris, 1987; Hackman & Oldham, 1980; Humphrey et al., 2007). The degree to which PMs' jobs are designed to allow more of these characteristics will determine their job satisfaction. The more variety there is in the job that a PM performs, the more the job is exciting and leads to job satisfaction (Hackman & Oldham, 1980). PMs have a sense of ownership where they can begin and finish a project as the owner (Oerlemans & Bakker, 2018). The lack of autonomy over the project that PMs run leads to dissatisfaction for most PMs. PMs are happier and more satisfied if they can make decisions for their projects (Ling et al., 2018). Frequent feedback from their managers to the PM also helps them improve their performance on the job and ensures they are satisfied and that the stakeholders are happy. For various PMs, different characteristics will apply more than the others. Management must be vigilant to ensure they understand which of these characteristics impact their PMs the most and put practices in place to address them appropriately.

Nature of the Study

The future-oriented focus on strategies, an expert panel, and the iterative process

of data collection and analysis in a modified Delphi study (Davidson, 2013) made this

research design appropriate to answering the research question. Following the approach

of Linstone and Turoff (1975), this modified Delphi study consisted of multiple iterative

rounds of online questionnaires provided via Survey Monkey. Data collection for each

round of the survey was done electronically and saved on my desktop and external

storage.

The first round of the survey introduced the PM experts to the list of problems I

found in the literature review. They were asked to add any others and provide solutions

for the identified problems PMs face. In the second round, the experts were asked to rate

the solutions on a 5-point Likert-type scale for desirability and feasibility. In the third

round, all solutions rated as both desirable and feasible by 70% of the panel were

presented. The expert panel were asked to rank the top 5 solutions based on importance. I

used a weighted means with the solution rated (i.e., Number 1 getting 5 points, and

Number 5 getting 1). I then added the scores for each solution and divided them by the

number of answers. I presented the ranked items in Round 4 and asked the panel how

much they agreed or disagreed with the list. I then computed the percentage of people

who agreed or disagreed with the list.

The other approaches considered for this study were case study and grounded

theory. The case study approach allows in-depth, explorations of complex issues in their

real-life settings (Crowe et al., 2011). The case study approach would have led to a study

of the PM in their natural work environment, which may require multiple case studies to

establish a pattern. This was not a good match for my study as observing over 25 PMs at

their various work locations would have been ineffective. Grounded theory is a general methodology with systematic guidelines for gathering and analyzing data to develop a middle-range theory (Charmaz & Belgrave, 2015). I did not select this approach because grounded theory starts with concrete data and ends with translating them into an explanatory theory. I was not looking for a translation and did not have concrete data, so this was not the right approach for this study. The modified Delphi method is the best option for seeking solutions to the problem of PMs' dissatisfaction as it offers independent opinions from unanimous experts in the field without any peer pressures. From their response, the most favorable solutions helped formulate the futuristic solutions this study aspired to uncover.

The participants of this study were 28 U.S.-based PM experts. These experts have practiced for at least 5 years and have their certification as project management professional (PMP) from PMI. I requested and received approval from the administrators of the PMI Project, Program, and Portfolio group in LinkedIn to solicit PMs that are members of the group to participate in this study. From those who responded to the solicitation and completed Survey 1, I intended to review the respondent profiles to identify the first 25 participants needed from the LinkedIn group. If I did not get the 25 participants needed, then I was going to ask the participants to help introduce others who met the qualification. If this approach had failed, then I would use user interviews method to find participants and collect the needed data. Since the user interview method could be cost prohibitive, I hoped the other methods would yield the 25 participants.

Definitions

Job characteristics: Including skill variety, task identity, task significance, autonomy, and feedback; the degree to which they are present in a PM's job will determine their job satisfaction. (Hackman & Oldham, 1980).

Job dissatisfaction: A motivator for leaving one's job (Yitshaki & Kropp. 2016).

Job satisfaction: As a judgment of employees after they have assessed their work while the meaning of work is the compliance between employees' aims and values and the organization or job's goals and values (Akgunduz et al., 2018).

Motivation: Motivation is viewed as the energy or drive that moves people to do something by nature (Morgan et al., 2010).

Project manager (PM): PMs are the key players for projects' success. The project manager is a member of the project team and is accountable to stakeholders for representing the interests of the project, making sure that project goals are achieved, directing the project team, representing the project to relevant environments, overseeing the creation of project documentation (Gareis, 2005; Lutas et al., 2020).

Assumptions

The following assumptions were made in this study. I assumed the modified Delphi method would ensure that experts can make their recommendations without worrying about groupthink but provide their honest feedback. Delphi Method provides the anonymity of each expert. The opinions of the expert can be assumed to be the experts' true opinion without peer pressure. This is the best way to gather sensitive data and not have anyone intimidated to agree with the others. The anonymity of the experts

from each other ensured more accurate futuristic solutions. I also assumed that the

participants selected were willing to provide solutions to PMs' job dissatisfaction

presented to them. I further assumed that the experts provided the solutions that they have

seen work with the identified problems or their honest opinion on what solutions they

think would work. Finally, I assumed a representation of U.S. PMs could be reached by

15 participants; however, the study planned to start with 25 participants initially so that it

can maintain saturation even when some participants drop out of the study. This way, I

could account for participants who drop out of the study due to other commitments and

demand on their time.

Scope and Delimitations

The study's participants included 28 participants who are PMP certified and had

been members of the PMI for 5 years. I shared the issues I uncovered from my literature

review on the causes of PMs job dissatisfaction with these PM experts. I focused on any

additional problems that they had to add to the list and the solutions that they suggested

that are futuristic, feasible, and desirable. The surveys were based on 28 PM experts who

had time and interest to provide their expertise and solutions. It is possible that some of

the experts could drop out of the study or that I did not receive PMI support, so I planned

to use a snowball method to add participants. I presumed that with 15 or more experts,

the study would reach saturation. Ten extra PMs were included initially in case some of

the participants were not able to continue with the study survey to the end.

The study did not include new PMs with less than 5 years' experience in the

project management field or PMs who are not certified as PMP certificate holders.

Nonmembers of the PMI were also not contacted. This is because soliciting PMI members guarantees that participants are practitioners with experience and who are recognized in their field as in good standing with the management body. PMs who have been in the field for several years with no certification or are not members of the PMI were not included. This is not because their work is not recognized but to provide a focus on a specific group of PMs that trained for the profession and are maintaining their certification.

The solutions provided by the experts were reviewed considering the model to examine how well they will help improve job satisfaction for PMs in the United States. The study is delimited by the problems presented in this study. The results may not provide solutions to all PM issues as a limited number of PM issues were addressed in this study. Additional issues experienced by PMs outside of the United States will not be included in this study.

A modified Delphi study provided the measure for how job redesign for PMs will ensure that they are satisfied in their redesigned job. The solutions identified were desirable and feasible to help reduce job dissatisfaction for PMs in the United States, currently in the project management field, and that has dealt with the dissatisfactions discussed in this study. A new study will have to be conducted to see how well the solutions proposed here work for other PMs in other communities or in another period.

Limitations

Potential barriers included expert willingness to participate in the study and fearing that they could be identified based on their responses. It is possible that I did not

get enough PMs through LinkedIn PMP subgroup. If that happened, I planned to use snowball sampling and ask PMs whom I know if they know others who fit the study's parameters. If needed, I planned also use User Interviews to get more PMs. There is an associated cost with User Interviews that may be prohibitive or require me to look for funds to pay for this service.

I was careful not to poll PMs who are close to me, who may be biased to the study because they believe I will be able to see their recommendations. As a PM myself, I was careful not to be biased about solutions that were proposed that I may find primary as a seasoned PM of over 20 years. Therefore, these expert solutions were ranked on a 5-point Likert type scale to capture how much the experts agree with the highest feasible and desirable solutions provided by the experts.

Significance of the Study

This study is significant in that the expert panel provided solutions to issues that PMs face today that results in their leaving their jobs. Research has covered job satisfaction of employees including PMs, but none have provided futuristic solutions from experts in the field that can feasibly address the specific job satisfaction of PMs (Ekrot et al., 2018; Oerlemans & Bakker, 2018). This study provides a list of solutions gathered from PMs in the field to the current problem of PMs' job dissatisfaction. Companies can use the proposed solutions to make their environment more conducive to PMs through HRMs and leadership support, recognition, and training. Such actions in turn may reduce turnover rate, increase retention of skill PMs, and improve their job satisfaction. The organization benefits by not spending money to keep hiring PMs over

and over and can complete their projects on time and within budget.

Significance to Practice

The experts' recommended solutions that were gathered from this study may lead to solutions to PMs' job dissatisfaction. The collective knowledge on how to ensure PMs can overcome their issues in the profession will add to the pool of knowledge of successfully managing a project management career. Experienced PMs have failed at some point and at other times they have found business strategies to proceed to drive their projects to successful completion within budget and on time. The PMP-certified experts who were participants in this study have passed a 4-hour exam from PMI that shows that they can successfully resolve most PM issues on any project. The solutions they provided can serve the profession in better preparing PMs going into the field.

Significance to Theory

The logical connections between the framework presented and the nature of my study included Hackman and Oldham's (1980) characteristics model, which stated that to achieve job satisfaction, motivation, and performance, these five characteristic models must be present in a job design including skill variety, task identity, task significance, autonomy, and feedback. Conceptually, I will examine to what degree the expert PMs in US proposed solutions that are desirable, feasible, and futuristic in mitigating the application of job characteristics to improve PM job satisfaction.

As PMs work on various projects, the more the variety of the required skills, the more PMs feel stimulated and motivated to work hard and are satisfied with the results of their work. PMs often lack the opportunity to articulate all the tasks they own and

consistently finish them (Oerlemans & Bakker, 2018). The temporary nature of projects has changed the traditional career paths for PMs, and they should be seen as a generalist because project management can be versatile in various projects and industries (Fan et al., 2015). Not having the autonomy to move the project whichever way they see fit, often causes dissatisfaction (Moodley et al., 2016), as the team may deem the functional manager as the one with the power. Finally, not receiving feedback from their managers on their performance, robs the PM of the opportunity for improvement from feedback and may lead to dissatisfaction (Mahjoub et al., 2018).

Significance to Social Change

There is an opportunity to improve PMs' job satisfaction and reduce turnover in organizations. HRMs and leadership can learn how to provide the right training and development for their PMs. PMs may have reasons to like their jobs better than they have in the past if their jobs are re-designed with job satisfaction in mind (Mckevitt et al., 2017). All of these may lead to PMs retention and businesses saving money from having to search for skilled PMs and to complete their projects as planned on time and within budget. Schools may be able to improve their curriculum to better prepare project management students for real-world scenarios (Ramazani & Jergeas, 2015; Turner et al., 2019). These solutions to PMs' job satisfaction will contribute to a positive social change by providing feasible and desirable futuristic solutions that will improve the community's job satisfaction and organizational profits.

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Summary and Transition

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In this study, I sought to fill the research gap in PMs' job dissatisfaction that

results in turnover (see Kyakulumbye et. al., 2019) and find solutions that can help with their job satisfaction. There is a need to find future-looking solutions that PM experts believe can help curb the job dissatisfaction of PMs and turnover rate to improve retention of skilled PMs. Statistics show that 70% of projects undertaken fail without achieving their time, budget, and performance objectives (TeamStage, 2022).

In Chapter 2, I will expand on the literature search conducted to uncover current literature on the problems PMs face and the reasons why they are dissatisfied with their jobs. I will discuss the conceptual framework of the study and the literature review I conducted on the study of the problems of PMs' job dissatisfaction.

Chapter 2: Literature Review

Because PMs are dissatisfied with their jobs, they tend to leave the profession (Ekrot et al., 2016). In this study, I used a qualitative modified Delphi study to determine how a panel of U.S.-based PM experts view the desirability, feasibility, and importance of forward-looking solutions to PM job dissatisfaction. The expert solutions gathered from this study may help in creating a better job design for PMs. A better job design for PMs may help improve PM retention and reduce job dissatisfaction.

Literature Search Strategy

The keywords and databases searched included articles relating to the PM's job dissatisfaction or any other issues that could lead to PMs not wanting to continue their career trajectory. The key search phrases I used were PMs Dissatisfaction, PMs Job Dissatisfaction, "Information technology industry" project management issues. I used Walden Library Thoreau, Elsevier/Research-Intelligence, and Google Scholar for the searches.

The initial Walden Library Thoreau search on PM Dissatisfaction yielded only a limited 3 articles. A search in Elsevier/Research-Intelligence for PMs Job Dissatisfaction 577 matches, a lot more journals found here relating to PMs struggles and project management stressors. Using Google Scholar, I found 163 articles, discussing issues PMs experience in building their careers including the complexity of projects, turnover of PMs, and strategies for reducing stress among other topics.

On all the search engines that I used, I also searched for articles on how we arrive at employee job satisfaction, job design to create motivation and satisfaction, great PM,

and project management career. In each of these searches, there were several articles in publication regarding PMs' issues in areas of education, training, development, and organizational support, but not a wide range of solutions proposed by expert PMs in the field who would have real applicable solutions that they may have tried or seen others used that worked. This study taps into these expert's experience for applicable solutions.

Conceptual Framework

I used Hackman and Oldham's (1980) characteristics model to analyze PM job design and to understand the characteristics that may be important to their job satisfaction. When examining Hackman and Oldham's characteristic of job satisfaction, it is important to note that job satisfaction applies to all employees. PMs like functional managers should experience a high degree of the five characteristics of job satisfaction: (a) skill variety required for the various activities and types of projects they work on, (b) task identity, (c) task significance, (d) autonomy power to decide how they run their project gives PMs a sense of satisfaction, and (e) feedback. Task identity is where PM can work a project from beginning to end gives the PM a sense of accomplishment PM. Task significance refers to whether the job has high visibility or seems important to leadership. Feedback means that PMs receive timely communication from their managers, which will help PMs to make adjustment in their approach. The more of these skills the PM has, the more fulfilled and satisfied the PM will be.

PMs' Job Dissatisfaction Concept

PMs are stressed by the demands of their jobs and tend to leave their profession for many reasons. Some of them include

- lack of leadership direction (Nieto-Rodriguez, 2018; Ramazani & Jergeas, 2015);

- lack of organizational support from HRM and leadership (Ekrot et al., 2018; Ling et al., 2018);

- lack of organizational training and development (Rumeser & Emsley, 2018);

- lack of schools' adequate preparation of students for the professional demands (Ramazani & Jergeas, 2015; Turner et al., 2019);

- lack of ownership of the project from beginning to end (Casey et al., 2012);

- lack of authority, except for inferred authority over the project (Casey et al., 2012);

- lack of respect from the project team due to not being the Subject Matter expert (McKevitt et al., 2017);

- dead end or lack of appealing career trajectory (An et al., 2018; PMI, 2020); communication hold up or no supervisory feedback (PMI, 2020);

- lack of work-life balance (PMI, 2020); and

- lack of PM understanding of people, culture, process, tools, or integrated technology to effectively manage projects (Bizjak & Faganel, 2020; Lima & Patah, 2016; McCafferty, 2014).

All these issues make PMs leave the field.

To address PMs' dissatisfaction, work designed must be addressed in a way that considers the nature of the job itself (Humphrey et al., 2007). Because of their coordination role, the job design must ensure that the PM oversees the project and that

they are rewarded when the project is successful. Education preparedness is critical in having a successful PM career (Turner et al., 2019). PM expertise is taught in universities, and students are grounded in the processes and knowledge areas as provided by PMBOK Guide from PMI, which provide a framework for PM work activities (Ramazani & Jergeas, 2015). Schools must ensure that they are training PMs for real-world scenarios.

For PMs to be successful in their jobs they need the support of both the company leaders and the work prioritization by the functional managers so that employees will complete the assignment from the PM (Moodley et al., 2016). Functional managers have authority over the company resources and the resources look to then for work assignments. Without this agreement, employees may end up working on other priorities from their functional manager or other PMs, putting the project in danger of cost overrun and not finishing on time. When upper management works closely with the PM on a project, the rest of the team shows more willingness to work with the PM (Ling et al., 2018). When there is a conflict with the employee's other responsibilities, with upper management support, the PM can negotiate with the functional manager to prioritize project work for the employee (Moodley et al., 2016).

Figure 1 shows the conceptual view of PM preparedness with job design correlation, educational preparedness, and organizational support. The idea is that job design must be done in a way that it will keep the interest and motivation of the PM. The PM should have a formal university education or learn the PM skills on the job. Above that, the organization needs to support their PMs and help in their growth and job

maturity. With maturity, the PM can manage a complex project successfully. However, PMs still experience some level of stress due to the issues that they face on the job, like complexity of the job, dealing with difficult stakeholders and customers, not having ideal work environment, and not having their leadership support. Therefore, this study reached out to U.S.-based expert PMs who are members of the PMI with over 5 years' experience and PMP certification. From their experience this study plans to reach an agreement with them on the most feasible and desirable solutions to the issues PMs face.

Figure 1

Concept of Project Manager Job Satisfaction
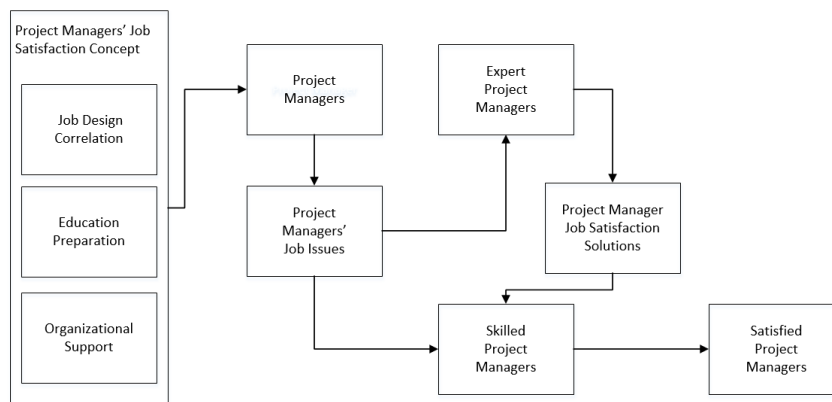
Note. Conceptual view of project managers attaining job satisfaction.

PM Job Design

The concept of job satisfaction stemming from a job design is useful in examining the effects of job design on the behavior of human performers. Based on Hackman and Oldham's (1975) study, jobs should include skill variety, task identity, task significance, autonomy, and feedback. Skill variety is the degree to which a job requires a variety of different activities that utilize the use of different skill and talents. Task identity is the

degree to which a job requires completion of a whole and identifiable piece of work—

that is, doing a job from the beginning to end with a visible outcome. Task significance is

the degree to which the job has a substantial impact on the lives or work of other people,

whether in the immediate organization or the external. Autonomy is the degree to which

the job provides substantial freedom, independence, and discretion to the individual in

scheduling the work and in determining the procedures to be used in carrying it out.

Finally, feedback is the degree to which conducting the work activities required by the

job results in the individual's obtaining direct and clear information about the

effectiveness of their performance.

Educational Preparedness

Formal education and on-the-job training can help PMs thrive and be seen as an

asset in the organization. PM students graduate and enter what is known as a stressful

profession where the occurrence of project failure, job insecurity, and burnout is high

(Turner et al., 2019). However, a focus on student resilience in PM education is scarce.

Education and training systems must do more to prepare PMs on their journey from good

to great (Ramazani & Jergeas, 2015). Three main areas for educational institutions to

consider in developing future PMs include (a) developing critical thinking for dealing

with complexity, (b) developing softer parameters of managing projects, especially

interpersonal skills and leadership as opposed to just technical skills, and (c) preparing

PMs to be engaged within the context of real-life project (Ramazani & Jergeas, 2015).

Organizational Support

Organizational support from HRMs in developing a training curriculum for the

PM career path could enable the PMs to feel more valued and have a sense of longevity in their jobs (Ling et al., 2018). If people are the most valuable asset of an organization, then PMs are key players for projects' success (Luțaș et al., 2020). However, non-existence of organizational training and development exists in organizations today (Rumeser & Emsley, 2018), and a high number of projects fail due to PMs' insecurity about their role on the team due to the disrespect from the team members (Ling et al., 2018). Without training, PMs cannot become better at delivering projects or building improved confidence as they deliver successful projects (Casey et al., 2012; Ling et al., 2018). Without upper management support, HRM is not able to implement training curriculums that will support the growth of PM careers in the organization. When leadership supports PM training, the rest of the organizations will follow suit (Ekrot et al., 2018; Ling et al., 2018).

Lack of leadership direction also makes the PM dissatisfied (Nieto-Rodriguez, 2018; Ramazani & Jergeas, 2015). When PMs are not familiar with the strategic goals of their organization, they will not have the business drivers for their assigned projects. To increase employee experience, it is best practice to engage the assigned PM at the onset of a project or at the initiation phase (Gupta & Shaheen, 2017). This way the PM has the background of the project and understands the why and the strategic objective. But organizations often leave the PM out of the discovery and the business case development of the initiatives (Bos-de Vos et al., 2019). Many organizations are not using business analysts and product owners to work with the PM so they understand what the project must accomplish. Not getting a clear direction from the leadership causes confusion and a

lack of understanding of the importance of the project or how it ties to the overall high-level strategic goal (Gupta & Shaheen, 2017; Lu et al., 2016).

Sense of Ownership and Communication

PMs work on the projects assigned to them by their managers. Often these projects have already started, or the previous PM has just left the company. This situation leads to PMs joining project teams that are already performing. At other times PMs are asked to leave their current project and go help start up another project. The PM managing many different projects or jumping on projects midstream could be because of management trying to align resources expertise to the appropriate project or balance workload (Acharya & Mahanty, 2008; Luțaș et al., 2020).

At other times, management directs the PM on how they want the project run. The best practice is to provide the PM with the goals and leave the PM and team to figure out the how, because the PM facilitates resolving internal team issues to get through multiple alternatives to the best solution (Brodzinski, 2021). Some leaders, however, like to tell the PM what they want to be done as well as how they want it done. This management style may be from their previous experience with similar projects. Though lessons learned are great from a previous project to a future project, outright dictating how to do the project or get a task done is not a way to set the PM and team up for success (Casey et al., 2012). These practices of not allowing the PM to truly lead the team leave the PM feeling out of sorts not having full ownership of their project from beginning to end (Casey et al., 2012).

Communication and feedback from a superior are also critical to the continued

success of the PM. Communication with the PM and PM communication with all

stakeholders at the appropriate time will ensure the project is moving smoothly.

However, team members and stakeholders can withhold information and make the project

hard for the PM to manage (Hackman & Oldham, 1980). Additionally, if the PM

manager does not provide timely and regular feedback on performance to the PM, the PM

may end up working on eggshells not knowing how they are doing. Gallup analysis in

2016 found only 1 in 3 U.S. workers strongly agreed that they had received recognition

for doing an excellent job in the past 7 days (Cutting Edge PR, 2020). Employee

recognition is important to ensure the that the employee continues to be motivated. Lack

of timely feedback and recognition may cause stress and dissatisfaction for the PMs

(Cutting Edge PR, 2020).

Literature Review

Project Management as a Profession

Before the corporate world recognized project management as a profession, work

was performed by teams of people within the same group that reported into a functional

manager. Today, more industries are completing their initiative in the form of projects. It

has become more common for organizations in recent decades to complete their work

using projects teams (Kendra & Taplin, 2004). Some organization operates as a matrix

organization where people come from diverse groups in the organization to work on the

project reporting to the PM as the coordinator and manager of the work while they still

report to their human resource or functional manager (Kendra & Taplin, 2004). Some

companies have a strong projected environment, whereas others have a weak projected

organization. Whatever the form, PMs are now more responsible for the successful completion of projects than ever before.

To become a PM takes some preparation either in an academic setting to get a degree in project management or in another business degree or some years of experience on the job. PM qualifications required to succeed include excellent communication, motivation skills, transformational leadership, attention to details, and organization skills (Hawley, 2019). Finding all these skills together in a recruit is sometimes difficult for HRMs (PMI, 2017). Further, providing PMs formal developmental training in project management, like as a career path or qualification opportunities, as well as establishing a formal lesson learned system both positively relate to project management competence retention (PMCR) (Ekrot et al., 2016). PMCR is positively associated with average project success of the organization. But not all PMs see their role as a career, some see it as a temporary effort, which have implications on project management careers, professionalism, and organizational support. PMs with an elevated level of professionalism achieve validation from external project networks reducing the reliance on internal organizational support (Mckevitt et al., 2017).

Motivation and Job Satisfaction

Herzberg et al. (1959) proposed that an employee's motivation to work is understood best when the attitude of that employee is understood. Most employees want to do an excellent job and get rewarded accordingly. This concept of motivation is individual and internal, and the attitude of the employee reveals the most pragmatic information regarding the motivation of the worker. With the factors-attitudes-effects (F-

A-E) complex, Herzberg took a different approach to study F-A-E complex within individuals rather than in a group (Herzberg et al., 1959; Tietjen & Myers, 1998). Herzberg et al. (1959) study of F-A-E complex within individuals led to the developing two distinct lists of factors. The motivators or job factors caused happy feelings or a good attitude within the worker. These factors are task-related like recognition; achievement; possibility of growth; advancement; responsibility; work itself. The hygiene factors or extra-job factors are present when feelings of unhappiness or bad attitude were evident. Herzberg said hygiene factors are not related to the job itself, but to the conditions of the job. Salary; interpersonal relations - supervisor; interpersonal relations - subordinates; interpersonal relations - peers; supervision - technical; company policy and administration; working conditions; factors in personal life; status; and job security are considered hygiene factors (Herzberg et al., 1959).

The difference between Herzberg's two factors is the inherent level of satisfaction/dissatisfaction within each factor. House and Wigdor (1967) stated that job satisfaction contains two separate and independent dimensions, which are not on differing ends of one continuum, but consist of two separate and distinct continua. Herzberg (1968) stated that the opposite of job satisfaction is not dissatisfaction, but a simple lack of satisfaction. In the same way, the opposite of job dissatisfaction is not satisfaction, but rather "no dissatisfaction." Consider for instance a hygiene factor like work conditions, in an office where the air heater is not working when it is cold, employees will be dissatisfied. On the other hand, if the heater worked all day as expected, the employees will not be particularly satisfied by taking notice and being grateful.

Only motivational factors can have an impression on a worker's attitude,

satisfaction, and performance (Herzberg, 1968). Steininger (1994) stressed this point by

saying workers perform best when the stimulation is internal and work-related. Omran

and Baharunddin (2017) supported Herzburg's stating that multiple attributes contribute

to PM job satisfaction and turnover. His study of common factors that influence PMs'

turnover in Penang showed that factors like job satisfaction, organizational environment,

individual development, career motivation are all causes of turnover. In criticism of

Herzberg (1968) motivational factors, Locke (1976) stated that satisfaction and

dissatisfaction come from different causes, that the two-factor theory is parallel to the

dual theory of man's needs, and that the two-factor theory is inconsistent in categorizing

factors of satisfaction (Tiejen and Myrs, 1998). His 1976 adjusted view of satisfaction

and dissatisfaction was defined as a positive emotional state that results from the

appraisal of one's job experiences (Locke, 1975). The closer the expected is to the

outcome, and the greater the achievement of one's values, the higher the yield of

satisfaction (Locke, 1976).

According to Herzberg et al. (1959), motivators cause positive job attitudes

because they satisfy the worker's need for self-actualization (Maslow, 1954), the

individual's ultimate goal. Part of the recognition that PMs seeks in their jobs can be

attributed to this need to reach self-actualization. The presence of these motivators has

the potential to create excellent job satisfaction; however, in the absence of motivators,

Herzberg (1959) said, dissatisfaction does not necessarily occur. Similarly, hygiene

factors, which simply cause temporary action, have the potential to cause great

dissatisfaction, but their absence does not provoke an elevated level of satisfaction. It can be said that PMs and other employees become dissatisfied when they experience a lack of motivator and a great degree of negative Hygiene factors. The life-cycle theory stated that the role of the leader played by each manager directly influences what how the employee will be motivated and how they find satisfaction.

Additionally, Blanchard and Hersey (1996) renamed the theory of leadership "Situational Leadership" emphasizing "task behavior" and "relationship behavior" rather than attitude (Tiejen & Myrs, 1998). In an attempt to provide clarification to managers, Blanchard and Hersey (1996) explains that people managers need to understand that successful leadership of their followers involves collaborating with them as people. This provides a framework for managers dealing with a new and diverse workforce as compared to that of the workforce of the 1970s and 1980s.

Motivation of PMs

In their 2018 research, Ling et al. stated that HR Management strategies that give rise to higher job satisfaction include a system to recognize and develop talent, as well as one that takes active steps to identify and develop backups for the key roles. Nieto-Rodriguez (2018) and Ramazani & Jergeas (2015) further supported this point by saying that strategic approach from organizational leaders should include the leaders understanding of what PMs do, which requires that the leaders be interested in how PMs work, their issues, their welfares, and the reward system for their PMs. However, PM dissatisfaction could come from lack of follow through on systematically recruiting and retaining talented PMs, not encouraging PMs to plan for their careers, not offering

performance and development coaching, and lack of appraising employees Ling et al. (2018)

In 2018, Ekrot et al. described PMs job satisfaction because of PMs perceived organizational support (POS). Both from a career management and from a project portfolio management perspective, they concluded that POS related positively to PMs' job satisfaction and retention, and negatively to their turnover intention. A career path for PMs was positively associated with POS, especially when it was accompanied by adequate qualification opportunities. As part of building and maintaining a competitive organization, it is therefore necessary for HRMs and organizational leaders to provide the necessary support, encouraging atmosphere, and training opportunities to their PMs (Ekrot et al., 2018; Ling et al., 2018; Rumeser & Emsley, 2018). The involvement of the Sponsor and their communication with the PM and team on the importance of the PM role creates POS, which helps the project team to respect and work better with the PM (Bertsche, 2013; Casey et al., 2012). As HRMs and leaders pay more attention and improve PM recognition, training, development, and bonus, the PMs will have more reasons to be satisfied in their positions and remain with the company.

PM Job Satisfaction Benefits Organizations

Rezvani et al. (2016) reviewed how PMs' Emotional Intelligence (EI) contribute to project success. Razvani et al. argued that job satisfaction and trust play a significant role in a PM's emotional intelligence and subsequently in their project success. According to Rezvani et al. (2016), EI and trust is important for a PM to drive the execution of the projects as he or she collaborates with various individuals on various

project teams. EI ensure the PM can deal with the internal issues with the project team members individually with successful results.

Complex projects are increasing in many sectors, and no longer just in construction and IT alone, but also in health care, manufacturing, and infrastructure, with challenging opportunities. Projects serve as instruments to realize business value and implement corporate strategy (Valčić et al., 2016). If top management recognize the importance of PMs' job satisfaction and trust, that will help to booster the success of complex projects (Rezvani et al., 2016). For the PM, trusting the Sponsor shows that they perceive the Sponsors support, which is needed to lead the project team and for the team to follow the PM lead (Ekrot et al., 2018; Rezvani et al., 2016). All of which leads to the PM felling a sense of job satisfaction.

Wu et al.'s (2019) study was conducted to understand the influence of role stress ambiguity and conflict on job performance in Chinese construction industry. With Job Demands Resources model, the study introduced career calling as the moderating variable, to develop a theoretical model and he concluded that: 1.) role ambiguity has a significantly negative effect on job burnout and job performance; 2). role conflict has a negative effect on job burnout but has a non-significant influence on job performance; 3). job burnout has a negative impact on job performance; 4). career calling negatively moderates the relationship between role ambiguity and job burnout, and positively moderates the relationship between role conflict and job performance. Wu et al.'s article showed career calling can positively moderate the effect of role conflict on job burnout inadvertently supporting Herzberg's two factors theory.

McCafferty (2014) discussed the report of "Harvey Hash Technology Survey: Disruptors & Disrupted - The New Tech Flux" revealed that information technology (IT) employees increasingly value job stability and work-life balance. However, the Technology disruptors has created challenging opportunities for IT workers including PMs. McCafferty research shows that 46% companies surveyed plan to increase headcount in the current year, 51% of employers said they have a shortage of IT skills. 29% of tech the interviewed workers would actively seek new jobs while 54% would entertain call from a recruiter McCafferty (2014).

Difference Between Employee and PM Motivation

Both PM and other employees are motivated by work-life balance. They take their cue from leadership perceived values of the organization (McCafferty, 2014). As human beings they seek self-actualization, as they maintain the home (shelter), sense of belonging, love, and self-esteem (Maslow, 1954), they have achieved in their journey on Maslow's hierarchy of need pyramid. Self-actualization is the last stage of Maslow's Hierarchy of needs and once we reach there one continues to find ways to self-actualize (Maslow, 1954). Activities or jobs that do not allow self-expression and recognition then do not motivate human beings trying to reach this self-actualization goal.

The way that PMs are motivated is different from the way that other members of the project team are motivated. Promotions based on traditional management model does not address career development for PMs as a legitimate management discipline, Madter et al (2012). While members of the team can come and go, PMs are motivated to see a project through to completion. Technical employees are often more in number on the team than

PMs. There may be 1 PM to many technical staff or Engineers on a project. If there is work to be completed, these employees are likely to continue to enjoy their employment, however the PM can be the first to be let go if the project budget gets slashed when the plan for the project is already in place or priorities change (Bertsche, 2013).

Unstable or changing leadership and cuts in budget affects PMs job stability (Bertsche, 2013) more than it affects the other team members as they are needed to finish the project or are shifted to other priorities. According to Marion et al (2014), not all projects fail, but studies in successful projects highlights the importance of PM's skillset and capabilities that are often based on standards set by PMI and on mastering human behaviors. Project Cost Management plays a key role in the bottom line of the company (Chen et al, 2019). Along with managing cost the PM is responsible for the overall success of the project. The PM is motivated and derives job satisfaction from the success of their project, while the Functional manager is motivated by the collective effort of his team members.

It is important to note that while so many years ago, work was more individual base, today most work force are organized into teams and departments. Adler et al. (2007) stated that by reorganizing work to better accommodate task interdependencies, and by leaving team members a margin of autonomy in deciding how to manage these interdependencies, teamwork is often presented as a "win-win" policy, making work simultaneously more satisfying for employees and more effective for the business. This approach seems good for employees, PMs and Functional most people appreciate having a counting opinion in their workplace. However, While both PM and other employees are

motivated by advancements in their careers, the career path of a PM is different from the traditional career of an Engineer or a Functional manager. These others, who work on the same technical team or industry for most of their professional life are promoted within their groups. Since various industries complete work using projects, Organizations should see the project management professional as a generalist (Fan et al., 2015). A PM can work in health care industry today, in IT tomorrow, and in construction at another time.

The PM could also be assigned to an accounting team in one organization today and be on an assignment in a manufacturing inventory team next. PMs are trained to be able to work in any kind of industry practicing the skills of project management (Harrin, May 26, 2020). A PM promotion to the next level as senior PM, advance PM, or Program Manager could come at any time and within any of the groups and industries they are in at the time.

To continue to be an effective PM requires the PM to maintain a good relationship with the sponsor, the stakeholders, third party vendors, and members of the core team. Employees of the core team do not have this as a motivating factor. Ramaswamy and Dawson (2014) study of why IT projects fail suggested that PMs need strong project and stakeholder management skills to manage IT projects effectively. If there are issues in the PM managing any of these groups, the effectiveness of the PM may be in question. Therefore, it is not only important for a PM to exhibit an effective communication skill, but also to build good rapport with the people on the project in addition to doing administrative task. To this end, PMs are required to wear multiple hats, be good leaders, communicators, coordinators, mediators, and motivators (Hawley, Aug 4, 2019).

Lack of Motivation and Dissatisfaction

Lack of organizational understanding of what a PM does brings about several factors that create job dissatisfactions for PMs. Rwelamila and Asalan (2010, September) study on South African Construction project managers (CPM) showed that even some PMs do not fully understand the project management best practices that makes a project successful. Ling et al. (2018) further explained that factors that bring about PM dissatisfaction may include lack of leadership support, lack of HR Management practices for developing and training PMs, and lack of real ownership of the projects that PMs are assigned.

Jepson et al. (2017) study of 25 PMs in Australia result indicated that PMs are affected by stressors like the lack of resources, lack of control of the project, and increasing accountability. HR Management practices that do ensure adequate PM coverage in the organization contributes to this issue. Ling et al. (2018) supported this idea by saying PM dissatisfaction comes from lack of HRM follow through on systematically recruiting and retaining talented PMs. The reduced number of available PMs cannot cover opportunities for all organization initiative (Jepson et al., 2017), leading to projects that cannot be executed in the timeline they are needed and further resulting in loss of revenue growth.

Another way that PM expects support from their organization is through training and development in their field. Rumeser and Emsley (2018) said that lack of organizational training and development is another reason PMs are dissatisfied with their jobs. An et al. (April 2018) added that many organizations fail to develop and retain their

PMs. In this virtual world of global economy, not having opportunity to train and develop could mean that the PM is stagnant in the opportunities they could apply for and hence are limited in upward mobility in their career. Both Ramazani and Jergeas (2015) and Turner et al. (2019) agreed that lack of schools' adequate preparation of students for the professional demands of their profession could be another source of dissatisfaction. Many PMs enter the industry not fully understanding what to expect or how to start off a new project. The stress of having to learn on the job without looking totally inexperience causes stress.

PMs experience lack of motivation in organizations where there is no clarity of alignment with the strategic goals. This causes chaos and delay in the progress of the project objectives and the team may have to redesign the solution multiple times. Zidane and Andersen (2018) shared that causes of delays in the Norwegian construction industry includes poor planning and scheduling, poor decision-making, bureaucracy, resource shortage, poor communication, lack of sponsor commitment, and lack of clear goals and objectives. Early engagement of the PM and clearly tying the benefit analysis to the organization strategic goal may be one way to avoid this stress and dissatisfaction. PMs turnover, which sometimes happen during execution of a project affects corporation's bottom-line. The main causes is related to career and personal development and dissatisfaction with the organizational culture and project management role (Parker & Skitmore, 2005).

Current Situation—Ensuring PM Motivation

Chen et al. (2019) study found that significant differences in project management

competencies exist at various levels of the career model developed with six large Chinese companies. On the other hand, the distribution remains the same at various project management position levels for conceptual, organizational, human, and technical competencies. Chen et al. (2019) argued that most studies treat project management competencies as static constructs without considering their dynamic changes as a career path advances. Chen et al. (2019) suggested that a formal career path for PM will provide the practitioners with a sense of occupational identity as well as highlight how they directly impact the company's bottom-line. Some organizations do not have a project management career path laid out but creating a career path for PMs shows a recognition of PMs skills and successes. The cost of an employee recognition is small, even cost-free, and the benefits are large compared to the benefits of happy and loyal employees you get in return (Chen et al., 2019; see also Cutting Edge PR, 2020).

Card and Nelson (2019) studied how automation and digital disruption are shaping the workforce of the future by interviewing HR leader in various organizations to understand how they will adapt to the changing future of work and automation in the workplace. Card and Nelson argued that the current unemployment at 50-year lows will not last forever. Employees need to be prepared to adapt to new ways of working in their industries. According to Card and Nelson (2019) enterprises are re-skilling employees to adapt to the rise of automation and IT skill gaps. This phenomenon impacts PMs as they need to keep up with the latest skills and automation that makes their jobs easier so they can focus on the more complex tasks.

Simonet and Castille (2020) study results highlighted numerous situational and

personality effects on work meaning and possible causal pathways linking various traits to experiencing meaningfulness at work. Interventions to encourage long-term changes in work meaning (e.g., job redesign, career coaching, job crafting) may require individuals to undergo changes in how their personality is structured and adjust to the work environment. Simonet and Castille (2020) provided insight to the impact of stressors on PMs. These stressor and the situational personality effects of the PM determines how much they will be dissatisfied with the job.

It is important to note that this construct of the PM personality and Job characteristics presents the other side of the argument that Manager need to collaborate with their people and that their approach many changes based on their environment. Naoum et al. (2018) contribution is that stressors on PMs at project closing phase puts PMs under pressure and they tend to first lose control of the ask with less strategic importance. Finally, Mahjoub et al. (2018) showed that there is a positive relation between management of strategic talent and project success. When PMs receive recognition and timely feedback from their managers, they are encouraged to keep working hard.

Talking to experts in the field of project management shed lighter on the impact of the issue of PM shortage in our society. In April of 2019, PMI Today Interviewed J. Davidson Frame, PhD, PMP, and a PMI Fellow on how critical the PM talent shortage is, and what industries are most impacted by the shortages? (Frame, April 2019). Frame's answer helped to clarify what issues this gap created. His answer showed how difficult it is for organizations to overcome the Talent Triangle, which focuses on possessing both

classic emerging project management skills, using strategic perspective to select and implement projects, and having leadership skills to get people to follow. Frame said the Finance industry is one that experiencing this gap because PMs are not experts in the business strategy or leadership skills. On the other hand, consumer-oriented businesses, like retailers and restaurants, do not understand how to use a project or the value of leveraging the services of PM for profitability and profits (Frame, April 2019).

On the question of what organizations can do to anticipate and bridge the PM talent gap, Frame (April 2019) answered, that organizations need to conduct an inventory of their talents and understand the extent of the gap in mastering project management, understanding the business in its strategic context, and in leading teams and organizations to function effectively. Project Management gap is the easiest gap for the organization to fill by providing training and mentoring. When organization provide training and mentoring, the PM sees this as the organization committing to their career aspirations and willing to help them continue to grow. This trust of the PM of their HRM and leadership coupled with job satisfaction are what Rezvani et al. (2016) claimed will boost the success of a complex projects. In Frame's view the most important skill sets for PMs in the near and distant future are mastering project management fundamental, emerging project management tools with emerging techniques, and perspectives. PM are expected to hit the ground running on their first day on the job, having the project management skills under their belt, ready to think on their feet and have strong leadership skills.

Project Management Preparation

Ramazani & Jergeas (2015) and Turner et al. (2019) suggested that school may be

the best place to prepare project management students for real-world scenarios, but they are not doing an adequate job. Schools may need to rethink their project management course offerings. This may mean revamping their curriculum to include approaches to better building rapport with the project team members, the Sponsor, and Stakeholders. This is not an easy task as it goes hand in hand with developing interpersonal skills. Emotional Intelligence will have to be developed as well, but how do you teach these soft skills in a classroom?

This is the challenge that higher institutions and schools will have to overcome to improve their offering of project management courses and degree. The challenge may be made more complicated as student learn in virtual classrooms as we have seen during Covid-19. Virtual classrooms may be missing some of the elements of human interaction compared to a face-to-face classroom, but the work environment is also undergoing the same virtual mode of communication in the 20th century. This is a global human problem that affects both scholars and professionals the same in a virtual global community.

One way to tackle these important needs for students is to start students of project management in teams just like they would experience in real world (Turner et al., 2019). While working in teams on school projects, the provision should be made to ensure students build up their facilitation, negotiation, conflict resolution, and decision-making skills. Along with these soft skills, the position of a PM also requires technical skills as well. While the soft skills may be something that the PM continuously learn, technical skills need to be learned and put under the PM's belt. These will become tools, processes, and procedures they will use throughout their careers.

The tools as provided in the PMBOK Guide that document the project

management body of knowledge was first published in 1987. Now, PMBOK is on the 7th

edition, and it captures project management skills the PM has to be able to apply to

projects effectively (PMI, 2017; Uplandsoftware.com, n.d). According to PMI (2017, pg.

23), the PM must be conversant in the following 10 knowledge areas and know how to:

1. Integrate the project

2. Scope it

3. Figure out the cost

4. Apply quality

5. Manage time effectively

6. Use the assigned human resources efficiently

7. Communicate with the team and stakeholders effectively

8. Manage project risks

9. Manage the Stakeholders expectations

10. Procure software and hardware as needed

While working on a project, PMI required the PM to manage all specified

knowledge areas as listed above including Integration, Scope, Cost, Quality, Time,

Human Resource, Communication, Risk, Stakeholder, and Procurement (PMI, 2017, pg.

25). The PM must also work using the 5 processes laid out by the PMI and take the

project from Initiating to Planning, Executing, Monitoring and Controlling, and then

Closing (PMI, 2017, pg. 23). Projects are completed with the PM applying these

knowledge areas and using the processes. Therefore, it is important that the PM

understand and can lead using these tools. Since the rest of the team are not experts in project management, they will rely on the PM for this expertise.

Career Modeling

On the job, the PM continues to gain more skills and knowledge as they work on various project of different complexity. While it is true that PMs can work in any industry, the PM job is classified under the construction job industry (DiVincenzo, 2006; U.S. Bureau of Labor Statistics, 2019). It is possible that the construction field is where project management first started, but PMs are now used in various industries to complete initiatives in the forms of projects and programs that roles up into Portfolios (PMI, 2017). The portfolios represent every work effort a business unit is responsible for. Around the world PMs are used to managing projects in various industries including Constructions, IT, Retail, Manufacturing, Health Care and much more. The Bestcollegereviews.org. (2021), further clarified that 5 top industries utilizing PM services are Construction, Finance, Information Technology, Energy, Health Care.

The PM is not expected to be the subject matter expert in the development of the work to be completed. PMs can work in any industry as their expertise is in the project management skills that they bring to the project. PMs are responsible for creating the project scheduled that fully detail all the task of the project. They can complete this by meeting and working first with the project team to break the effort down into work packages. The work packages are then scheduled and assigned to members of the team for completion with durations and predecessors to show dependencies among the tasks. The PM only needs to understand the work at a high-level to be able to collaborate with

the experts and provide useful feedback as it relates to planning work to fit in the time
and budget allocated (Bestcollegereviews.org., 2021).

A competent PM is one that can build rapport with the team members and all
stakeholders. He commands respect by leading the team and letting the team members do
their work without too much distraction. PMs must wear multiple hats while working
with their project teams. It is possible for a PM to work on multiple projects at a time.
The PM must keep the projects straight and each project team and team site separate. The
PM must be able to think on their feet and effectively facilitate each of their team
meeting, work sessions, and executive meetings. Effective PMs are easily identifiable by
their preparedness to meetings, facilitating the meeting in a way that the meeting achieves
its goal, and presenting the status concisely and helping the team to identify risk and
issues on a regular cadence.

Since the year 2000, many PMs have been tasked with also being a Scrum Master
(SM) in Agile software development (ASD) projects. Shastri et al. (2016) argued that
since the 1990s the Agile methodology and the use of Scrum Masters (SM) has eroded
the significance of the role of a PM as used in waterfall projects. Shastri et al. (2016)
sought to answer the question whether PMs are still relevant in Agile software projects.
The result of their survey was that PMs are very much relevant and are being used in
teams with greater than 5 to 7 people, which the CM manages. The larger team that the
PMs manages were aggregates of the smaller teams the Scrum Masters manages. Also,
teams that were geographically spaced used PMs. While the duties of a PM and a SM are
similar, a PM tend to do more that the Scrum Master is responsible for (Shastri et al.,

2016). The SM is a role that any member of an Agile Scrum team can play but is most

closely relate to the tasks that PMs perform. Since there are no PMs on Agile teams, the

PMs responsibilities are divided into the role of the SM and the Product Owner. PMs can

be found in different companies embracing the role of SM. This is a change necessitated

by recognizing that some projects can benefit from both an Agile methodology that is

iterative in delivery and a waterfall methodology that takes the approach to plan out work

from inception to completion.

The PM in 20th century must be versatile enough to work in any industry, from

construction to IT, to Retail. Global projects are now part of our lives and PMs are

expected to be able to manage collaborating with people in all parts of the world,

communicating effectively, managing the cultural differences among members of the

team, and addressing with the team the risks and issues for the project (Bizjak & Faganel,

2020). U.S PMs collaborating with teams in India or China and other parts of the world

must be flexible in their style of management, understand global mindsets, be skilled in

dealing with different culture, geographical location, resolve conflicts, and be

understanding of the different customs, value systems and, language differences of the

members of the team (Bizjak & Faganel, 2020; Lima & Patah, 2016). The PM must get

used to early morning meetings to accommodate for the time difference in the other

regions of the world that could be anywhere from 12 to 16 hours' difference, understand

cross-cultural communities, different organization, multiple languages, and facilitate

cross location collaboration (Binder, 2009; Bizjak & Faganel, 2020). To manage

language barriers, sometimes a member of the offshore team may be brought to the U.S

office to help in translating in some of these meetings and help coordinate work with the

offshore team.

One way that some organization help to acclimate their new PMs is to provide

them with a PM as a buddy. The buddy helps the PM to come quickly up to speed with

the processes and procedures of the company. Companies that have an Enterprise Project

Management Office, also provide templates. processes, and procedures (Thompson &

Cox, 2017). The fact that at its fundamental level, a project is often conceptualized as a

temporary organization of resources aimed at achieving specific goals (Turner and

Müller, 2003), makes this effort to orient the new PM abortive or not enough to ground

the new PM in their role. As Maslow (1954) explained, humans try to satisfy one level of

the Hierarchy of needs before they reach to fulfil the next. The PM wants to be fulfilled

in their self-esteem need by being competent in their jobs. The learning curve or

proficiency in the PMBOK and the PMI standards sometime holds PMs back. PMs need

the ability to continue to pursue project management as a career or to continue to work to

obtain their PMP certification, which provides a recognition that the PM is on par with

other PMs around the world.

Ideal PM

To be an ideal PM, the individual must understand project management as a

discipline, have undergone PM training at school and / or on the job. Project management

is also a full-fledged career for a many people. Membership in the PMI quadrupled in 6

years' period, growing from about 43,000 members in 1999 to more than 208,000 in

2005 (DiVincenzo, 2006). To be a PM, the person will need to be able to demonstrate all

the PMBOK knowledge areas and PMI process in executing their projects (PMI, 2017).

They must have effective communication, facilitation, conflict resolution, and people

skills. They must execute projects on time and within budget. Luțaș et al. (2020) argued

that PMs are valuable asset of an organization, and key players for projects' success.

Leaders in organization are happy and often ready to work with skilled PMs who

demonstrate the necessary skills that make projects successful because successful projects

mean improved revenue.

Dumitrascu-Baldau and Dumitrascu (2017) research revealed that, to increase

performance and the involvement of virtual team members, and for international projects

to be successfully completed, PMs must possess specific skills and competences, with a

view to being able to adjust to the new work environment. Consequently, they should

know how to build a team in the virtual work environment, understand how it functions,

how to communicate effectively selecting and using the most appropriate virtual

instruments the - support for collaborative processes-, etc. The paper presented the main

challenges that international PMs encounter and proposes a model of the international

PM's profile. As the world continues to operate as a global market, the skills discussed in

this article are important for PM's competency.

As more organizations perform projects to complete their strategic initiatives,

statistics show that more than half of projects fail, without achieving their goal, time, and

budget objectives. (PMI, 2013). This is a challenge for PMs. To meet these challenges,

PMI proposed that PMs in collaborating with colleagues and clients from diverse cultures

and remotely must pay more attention to 'soft' skills including leadership,

communication, interpersonal skills, understanding cultural diversity, because the emergence of internet and virtual work environment imposed a greater emphasis on these skills. The realities of successfully managing a virtual team requires PMs to be a leader. Being a leader and a change agent is the most important aspect of the work of a PM, and it is closely followed by communication skills (Dumitrascu-Baldau & Dumitrascu, 2017; Grisham., 2011).

Ballesteros-Sánchez et al. (2019) believed that in twentieth century organizations, with increasing reliance on projects execution to achieve organizational goals, there is a growing number of people whose roles are being redefined as PMs or project owners. Practitioners and scholarly communities no doubt experience the impact of this shift on employees and organizations (Hodgson et al., 2011). Being a PM is stressful with difficult and challenging project objectives and a tall order of responsibilities (Ballesteros-Sánchez et al., 2019; Berg & Karlsen, 2007). This is mostly difficult in a projectized environment where PMs have more responsibility and demanding conditions, little management experience, no authority, poor support and lack of recognition and opportunities (Hodgson et al., 2011; McKevitt et al., 2017).

Project Management Compensation

This section recaps the Project Management Survey 10th Edition conducted by the PMI in 2017. This report provided in-depth insight to my research on how PMs are being compensated in the industry and by various categories., Since majority of USA companies follow the PMIs standards of PM, it follows that the PMI is seen as the world's leading association for projects, program, and portfolio managers (PMI, 2017).

PMI, which was founded in 1969, through its global outreach, bringing practitioners

together, research, advocacy, and education claims to deliver value for more than 3

million professionals working in different countries of the world (PMI, 2017). There is

evidence of this as the PMI standards are considered best practices in the industry.

Practitioners use their methodology and uphold their ethical standards.

Therefore, when PMI conducts research and publish the result, it is considered the state

of the industry and professionals reviewed results for alignment by their companies.

Project management professional relates to the results published in this report, which

speaks to several positions and job aligned to project management. The survey results

shed light on the state of project management personnel compensation in 2010 by

positions for PM I, PM II, PM III, Program Manager, Portfolio Manager, and Director of

PMs. The report was categorized by country, years of experience, PMI certified or not,

and project size. All these statistics were provided in percentile. The local compensation

in each country have been converted to USA dollars for ese of comparison. I have

summarized the result for 6 randomly chosen countries in each category below in Table 1

to illustrate income range in the industry.

Table 1

Project Management Salary Summary

	Average salary based on country of employment					
	Switzerland $130,966	United States $112,000	Australia $108,593	India $25,959	Nigeria $21,498	Egypt $10,159
Years of experience						
< 3	$94,698	$75,000	$68,827	$17,102	$12,505	$11,030
3–5	$101,879	$85,000	$76,474	$21,378	$22,330	$7,280
5–10	$121,536	$100,000	$92,000	$24,432	$28,710	$10,269
10–15	$136,003	$115,000	$111,652	$31,304	$38,280	$12,271
15–20	$146,077	$122,000	$122,358	$38,175		$14,190
20+	$161,189	$130,000	$133,830	$45,810		
PMP certification status						
PMP	$136,003	$115,000	$110,887	$27,486	$21,542	$10,754
< 5 years	$128,951	$103,000	$114,711	$23,821	$19,140	$9,100
< 10 years	$141,040	$120,000	$122,358	$30,922	$26,796	$13,071
10+	$151,115	$130,000	$100,811	$38,175	$20,097	$13,545
Non-PMP	$121,718	$92,000		$20,264		$8,273
Position						
PM I	$110,817	$87,426	$86,415	$19,851	$13,079	$7,258
PM II	$127,944	$96,500	$92,534	$23,501	$20,735	$9,789
PM III	$136,003	$110,000	$108,593	$27,486	$30,305	$10,368
Program manager	$141,040	$121,650	$122,358	$32,067	$26,796	$13,236
Portfolio manager	$151,115	$134,000	$133,830	$37,793	$30,624	
Director of PM	$154,137	$140,000	$137,663	$37,030	$34,069	$13,788

Note. Adapted from "Earning Power: Project Management Salary Survey, 10th Edition,"

by E. Power, 2017, *Project Management Institute,* pp 8–11. Copyright 2017 by Project

Management Institute, Inc. Used with Permission. https://www.pmi.org/-

/media/pmi/documents/public/pdf/learning/salary-survey-10th-edition.pdf?v=b803aa7a-

711f-42e4-8a86-3853fef1dafc&la=en

  As recorded in Table 1, Western countries pay project management professionals

better much better than third world countries. Switzerland leads the pack in top pay for

the PM professionals, while Egypt pays the least (Power, 2017). The average pay in

Switzerland for this profession is $130,000 while India, Nigeria and Egypt pay less than

$30,000. In the US, a PM who is in the industry for 3 or less years can look to be paid an

average of $75,000 while one with 20 or more years of experience can takes home

$130,000 on the average. For most of the countries, income increase with PMP certification and number of years. However, in some countries like Switzerland and US, Non-PMP holders made as much and sometimes better pay than PMP holders with 10 years of experience.

Figure 2

Project Management Salary Comparison
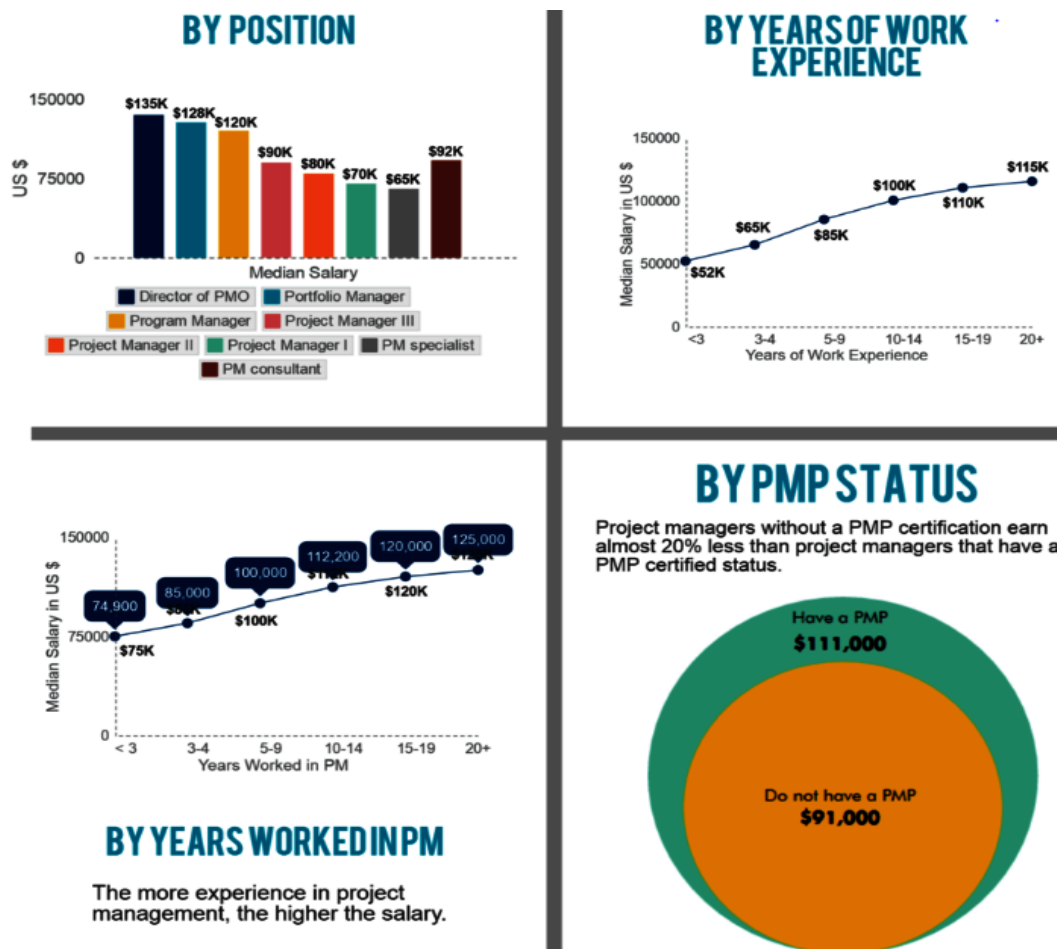
Note. Adapted from "The Big Project Management Salary Comparison," by L. Tran, 2016, *InLoox,Inc.* Copyright 1999-2023 by InLoox.Inc. Used with permission. https://www.inloox.com/company/blog/articles/the-big-project-management-salary-comparison-infographic/

Tran blog on Wednesday 21 September 2016, collaborated the project

management compensation in the PMI (2017) salary survey report. The graphs below

represent his summary of the commendation for project management professionals. Tran

advised professionals to get their PMP as PMP holders make 20% more than those who

do not have the certification. The breakdown below collaborates the fact that the project

Managements professionals make significantly more money as they advance in their

positions, numbers of years of work experience, by years of years worked in project

management, and by PMP status. Table 2 shows that in each industry, project

management professionals make competitive salaries ranging from a median $108,000 in

Financial Services to $125,500 median in Pharmaceuticals. According to Tran's 2020

project management growth forecast, the demand for project management professionals

will grow by 12%.

Table 2

Project Management Salary by Industry

Industry	Salary
Pharmaceuticals	$125,500
Resources (agriculture, mining, etc.)	$120,640
Consulting	$120,000
Aerospace	$115,000
Engineering	$112,000
Utility	$110,425
Government	$110,000
Information technology	$110,000
Legal	$109,000
Financial services	$108,000

Note. Adapted from "The Big Project Management Salary Comparison," by L. Tran,

2016, *InLoox,Inc.* Copyright 1999-2023 by InLoox.Inc. Used with permission.

https://www.inloox.com/company/blog/articles/the-big-project-management-salary-

comparison-infographic/

Professions

As can be seen in the table above, PMs are rewarded handsomely for their skill sets. To see how well PMs are being compensated, I compared PM salary median to that of professionals form other industries. I compared income of other professions with similar training and education. If we compared the PM position to other industries like Accounting, Engineering, and Service Managers, the result shows, that for the number of years of training, the PM makes a better income that some. More than anything else, the project management skills that the PM builds from years of experience like business knowledge, leadership, problem solving, conflict resolution, and negotiation skills all translates to handsome salary for PMs who displays these kill sets and use them to help the organization complete projects successfully on time and on budget.

Related Studies to The Research Questions and Approach

The research question, how does a panel of U.S based Project Management experts view the desirability, feasibility, and importance of forward-looking solutions to PM's job dissatisfaction? What solutions will they rate the highest to bring about a positive social change to PM job dissatisfaction? In studying PM work identity and job satisfaction, Mckevitt et al. (2017) wanted to find out to what degree PMs identify with a project management profession and how this leads them to career satisfaction. For their study, Mckevitt et al. (2017) used survey data from 207 PMs and a theoretical framework to hypothesize relationships between project management identity and career satisfaction. The moderating effect was how PMs see their role as either a job, a career, or a calling. Mckevitt et al. (2017) concluded that project management is a career where the individual

is solely responsible for their job satisfaction. This is one view others may believe that the opportunities that exist play a part in how PMs sees their job. A PMs who has worked series of 6 month's contracts may see his/her job as temporary, whereas one that is on a full-time position may see his or her job as a career or even a calling depending on how they feel about their opportunities up to that point.

Ekrot and his team conducted two studies on PMs job situation. In 2016, Ekrot et al. (2016) study focused on project management competence retention (PMCR) and its importance for project-oriented companies. They sampled 177 firms with matched dyads of middle managers and senior managers. They developed a model on the antecedents and consequences of project management competence retention (PMCR). Ekrot et al. (2018) investigated predictors of PMs' perceived organizational support (POS) from a career management and from a project portfolio management perspective. Their method was a sample of 541 PMs and 135 project portfolio coordinators in 135 firms to examine how this variable related to their job satisfaction and intention to quit their jobs.

All 3 studies, Mckevitt et al. (2017), Ekrot et al. (2016), and Ekrot et al. (2018), focused on the PMs as the sources of their data gathering using sample populations, interviewing the PMs, and then arriving at theories based on their findings. For the research questions these authors posed, their method of using sample PM and theorizing based on their findings was appropriate for their topics. The difference in these studies and mine is that my study will be conducted with a few expert PMs because the issue that will be addressed by my study are the issues that these authors and others have provided in their literatures. This way my study will be furthering the studies that these authors

have conducted. The results from my research may help resolve some of the PMs job dissatisfactions.

Summary and Conclusions

As PMs enter their professional lives, they look forward to exciting careers, encouraging work environment and rewards compensation. The reality is that the PM job is stressful and full of unknowns, constraints, and issues. Therefore, PMs need emotional intelligence and ability to lead their project team. Also, the PM cannot survive without the support of their managers and leadership team. The support of a sponsor can help the PM navigate a process or complicated issue with a stakeholder. The other way for an organization to show support for their PM is for the HRM to provide training to their PM and create opportunities for advancement. In addition to Organization support our universities must train PMs to better equip them with tools to manage real-life scenarios and to increase their odds of being hired (Turner et al., 2019). There is a need for practical applications when PMs graduate and go into the workforce. In the workplace, PMs must demonstrate their understanding of the project management processes and knowledge areas by earning their PMP certification and completing successful projects. Also, upon their hiring, PMs must demonstrate the application of professional knowledge, Emotional Intelligence, and ethics as they lead their project teams.

As PMs leave their positions, the organization engages in finding other PMs to fill the position. While organizations are spending money finding PMs, they are also losing money from projects that are not being completed on time and within budget. This is a real problem that if addressed may positively impact the lives of the executive leaders,

and that of the PMs while improving the organizations bottom-line. The goal of this study is to seek expert PM consensus on feasible solutions to PM job dissatisfaction.

In Chapter 3, I will discuss in detail the research method to be used with this study. I will explain the research design rationale, the role of the researcher, Methodology including Participant Selection Logic, Procedures for Recruitment, Participation, and Data Collection, Data Analysis Plan. Trustworthiness of the study will be discussed to include Credibility, Dependability Transferability, Confirmability, finally I will address Ethical Procedures.

Chapter 3: Research Method

The purpose of this qualitative Modified Delphi study was to determine the

desirable, feasible, and futuristic solutions to PMs' job dissatisfaction in the United States

and rank the solutions based on importance. This study may contribute to positive social

change by providing solutions for job dissatisfaction that PMs face in corporate America.

The results of this study can provide business leaders, HRMs, and PMs with desirable

and feasible solutions that they can use in their efforts to improve job satisfaction at their

organizations. With strategic implementations of the proposed solutions, PMs and

organizations in America may be able to reduce PMs dissatisfaction, ensure retention,

and enjoy cost savings from organizational projects that would be completed, reducing

PM shortages, and returning prosperity to their community.

In this chapter I discuss the research design and the rationale for picking the

Modified Delphi method. As the researcher, I discuss my role to gather factual data on

the dissatisfaction that PMs experience and how using the survey method to reach out to

the participants kept the research free of bias. I also discuss the methodology used so that

others can replicate the study if desired. I include participant selection logic,

instrumentation, procedures for recruitment, participation, and data collection. data

analysis. I also discuss issues of trustworthiness including credibility, transferability,

dependability, confirmability. Finally, I discuss how I ensured ethical procedures

throughout the study.

Research Design and Rationale

The research question for this study was "How does a panel of U.S.-based PM

experts view the desirability, feasibility, and importance of forward-looking solutions to PM's job dissatisfaction?" This study was conducted using a qualitative research method to investigate the issues and practical solutions to PMs job dissatisfaction. Qualitative research is an approach to understand the phenomenon in its natural state without the researcher manipulating the phenomenon (Patton, 2002). I used the modified Delphi method to solicit U.S. expert PMs' solutions that could be applied to help reduce the level of PMs stress and address their issues. The modified Delphi study is a form of collecting data that is an iterative process of data collection and analysis (Davidson, 2013). This method is perfect for the future-oriented solutions that I gathered from the expert panel. Following the approach used by Linstone and Turoff (1975), this modified Delphi study consisted of multiple iterative rounds of online questionnaires provided via Survey Monkey. Data collection for each round of the survey was done electronically and saved on my desktop and external storage.

To be sure that the best approach was applied to this study, two alternate research approaches were considered. The other approaches considered for this study were case study and grounded theory. The case study approach allows in-depth, explorations of complex issues in their real-life settings (Crow et al., 2011). The case study approach would have led to a study of the PM in their natural work environment and would have required multiple case studies at various locations to establish a pattern. This was not a good match for my study, as observing 25 PMs at their various work locations would have proven expensive, time consuming, and abortive.

Grounded theory design is defined as a general methodology with systematic

guidelines for gathering and analyzing data to develop a middle-range theory (Charmaz & Belgrave, 2015). Since its inception over 40 years ago, grounded theory has achieved established status in the research world (Holton, 2008; Locke, 2001, p. 1). This design is used to generate a theory because one is not available or suitable. The design was developed by sociologists Barney Glaser and Anselm Strauss at the University of California San Francisco in the 1960s. I did not select this approach because I was not looking for a translation of concrete data into a theory.

The modified Delphi method is the best option for seeking solutions to the problem of PMs' dissatisfaction as it offers independent opinions from experts in the field without any peer pressures. There was a need to conduct a literature review and see what studies had identified as issues facing PMs and why PMs are not satisfied with their jobs then see proposed solutions, if any. Although I came across some interviews with experts in PM regarding this topic, I did not find expert panel proposed solutions in my literature reviews. These expert solutions to the common problems facing PMs are what I hope to contribute to the body of PM field with this study. From the PM expert responses gathered, the most desirable and feasible solutions would help formulate the futuristic solutions this study aspires to uncover.

Role of the Researcher

In this research study, my role was that of an observer-participant. For qualitative research, the researcher is the instrument for collecting, interpretating, and analyzing the data (Smith, 2015). First, the idea to conduct this research came from my observation as a program/PM and as a manager of PMs on how the career can be challenging to navigate

without the proper support of the organization leadership and confidence that comes

through skills and determination to succeed. I have worked with several PMs over the last

25 years and am aware of the issues that PMs face.

I realized that as a PM, I could be biased in the way I manage the data for this

study. Therefore, I chose to reach out to other PM experts in the United States to provide

real-life solutions through their own experience in project management field. The PM

issues presented in the first survey were those I found in literature reviews as I researched

PMs' job dissatisfaction. Focusing on a list of the issues I found in literature reduced the

bias I may introduced giving a list from my own opinion. These expert PMs added their

own PM job dissatisfaction issues to the list, further improving the quality of the

research. Because this research was conducted as a modified Delphi study, the experts

were able to provide their feedback without the pressure of groupthink or pressure from

other PMs' opinions. Further, I did not directly solicit the participation of PMs who I

currently work with or know. This removed any pressure for the PMs to only suggest or

support solutions that they know I may favor.

Methodology

Participant Selection Logic

I decided to seek the opinion of 25 PM experts in the U.S. corporate environment

because as a PM, I have worked in this environment for over 20 years and am familiar

with the phenomenon. The participants for this study were a group of PMs from LinkedIn

with PMI PMP certification. Limiting the participant pool to PMI PMP certified PMs

ensured that these participants have sworn an oath to uphold the PMP standard and

ethical practices. They have also taken the PMI standard 4-hour certification exam to prove that they have mastered the various processes, knowledge areas, tools, inputs, and outputs for PMs standardized by the PMI organization. The participants were also limited to PMs who have worked as PMs for 5 years or more, as they would have dealt with some of the issues that PMs face. Selecting participants who are PMP certified and practicing PMs of more than 5 years ensured that I was talking to the appropriate knowledge base to help identify futuristic solutions to some of the problems PMs face.

Ideally, this study required 15 PM expert participants or enough to reach saturation. To begin the selection, I reviewed profiles of the PMs from the LinkedIn PMI Project, Program and Portfolio Management group who responded to the solicitation and select the first 28 PMs who met the criteria. These 28 participants responded to the solicitation via a link in the solicitation letter providing their email address to indicate their consent to participate in the study. The study continued to engage the 28 PMs in subsequent surveys in other to ensure that I had more PMs to start with than needed. The extra PMs helped ensure that the study had enough participants in the case where some of the participants were no longer able to participate due to other obligations or unforeseen circumstances.

Instrumentation

The data collection instruments for this study were the literature review of the issues of PMs and the four iterations of surveys that were conducted using the email and Survey Monkey links. As the researcher, the initial PM issues I found in literature included:

1.   Stress of PM from lack of organizational support (PMI, 2017).

2.   Lack of strategic approach from organizational leaders (Nieto-Rodriguez, 2018; Ramazani & Jergeas, 2015).

3.   Lack of HRMs and organizations support of PMs (Ekrot et al., 2018; Ling et al., 2018).

4.   Lack of schools' adequate preparation of PMs (Ramazani & Jergeas, 2015; Turner et al., 2019).

5.   Lack of ownership of the project from beginning to end (Casey et al., 2012).

6.   Lack of authority over the project (Casey et al., 2012).

7.   Lack of team respect for the PM (McKevitt et al., 2017).

8.   Dead-end or lack of appealing career trajectory (An et al., 2018; Bertsche, 2013).

9.   Communication holdup from the PM (Bertsche, 2013).

10.   Lack of work-life balance (Bertsche, 2013).

11.   Lack of PM understanding of people, culture, process, tools, or integrated technology to effectively manage projects (Bizjak & Faganel, 2020; Lima & Patah, 2016; McCafferty, 2014).

The validity of the data was established by three expert reviewers' feedback collected via Survey Monkey. This feedback presented the list of issues found in literature, and the experts were asked to validate and to add to the list any other issue that they are aware of. To solidify the authenticity of any new issue or suggestion that the

experts mentioned, I looked for literature to support the issue. This led to adding the lack of PM understanding of people, culture, process, tools, or integrated technology to effectively manage projects as Number 11 to the list of issues for the survey. Before the Survey Monkey link was sent out to all participants, the feedback from the expert review session was used to improve the quality of the survey prepared.

The initial feedback session I conducted with the three experts included 10 PM issues I found in literature and a request to review and say if they agree or disagree that each one is an issue and to add any issue they are aware of but that I had not included. Based on the feedback received, Issue number 11 was added to the list, then a final Number 12 was added for the whole panel to add any issue they see needed to be added as well. The list of issues was separated so participants could provide comments, thoughts, and solutions for each one separately, and the title of the survey was changed to include identifying the issues. The responses from this feedback session were used to ensure the survey was designed with appropriate level of professionalism, simple to understand, and appropriate for the targeted audience.

The four iterations of surveys from Survey Monkey were conducted sending the survey links to the participants via email. The responses were exported from Survey Monkey to Excel and tabulated to aggregate the results. The expectation of timely completion of each round of the survey within 3 days of it going out was communicated to the participants as something that would enable each round of the survey to complete in a weeks' period. However, several of the surveys took up to 2 to 3 weeks to get the responses back.

As each iteration of the survey built on the next, participants were able to follow along the progression of the study. The total number of participants were communicated with all participants without exposing anyone's identity. The results of the previous survey were also shared with all participants. When the number of participants dropped or one of the participants dropped from the study, the overall percentage of participants was adjusted, and results based on the remaining respondents.

Procedures for Recruitment, Participation, and Data Collection

To get started on the survey and to collect data on the futuristic, desirable, and feasible solutions that the expert PMs recommended, I posted a solicitation communication on the PMI Project, Program and Portfolio Management group on LinkedIn with the approval of the group admin. This group consists of aspiring new project managers as well as experienced project, program or portfolio managers, Business analysts, PMO leaders, and others in a project-oriented profession. The group provides members the opportunity to network and exchange knowledge with other project professionals working in various industries and locations to share tips on finding a job, advancing their careers, solving real-world project problems together, as well as learning how PMI can support their career goals. As of December 2021, this group consisted of 303,256 members from around the world.

Recruitment of participants was completed by soliciting members of PMI Project, Program and Portfolio Management group on LinkedIn that meet the set criteria for participants in the study. This ensured I was reaching out to a pool of professionals and not just friends I know in the field. The solicitation letter posted on LinkedIn required

that the individual lives in the U.S as I wanted to address the issues faced by PMs in the USA as a country. To include a PM from this group in the study, in addition to living in U.S, I also required that they be PMP certified and that they have more than 5 years of PM experience. Communicating these criteria for their qualification and experience level in my solicitation letter helped each PM to determine if they meet the criteria to be participants on the study or not.

To complete my participant selection process, my initial post on LinkedIn generated 2 responses. I had requested that interested parties send me an email to let me know they were interested in their response to my solicitation letter posted on LinkedIn. After a week, when I did not receive prompt responses, with the approval from the IRB, I changed the process to where they can click on a link on the solicitation letter and provide me with their email address as a consent to participating in the study. Initially, I purposively wanted to select the first 25 PMs who responded to the solicitation and met the criteria of being resident in U.S per their LinkedIn profile, have 5 years of experience, and have their PMP certification. When I had less than 25 PMs to show interest in participating after 2 weeks, I ask those that had shown interest in participating to recommend other PMs from the same PMI Project, Program and Portfolio Management group on LinkedIn. In the end, I had a total of 28 respondent showed interest, and all met the criteria. I moved forward with these 28 respondents since this was past the saturation point and we had more than the 15 PMs needed for the survey. I sent these participants the survey link using the email addresses that they used to provide their consent.

The criteria for 5-year experience ensured I was dealing with seasoned PMs and

the PMP certifications shows that the PMs had met all requirements of the PMI

organization. They had passed their 4 hours' certification exam and maintain their PMP

certification. These PMs had to continues to fulfill their 60 PDU for every 3 years cycle

of professional practice. PDUs are one-hour block of time that a professional after

attaining the PMP certification spends developing their professional expertise to keep

them refreshed and current on project management tools, techniques, and methodologies

(ProjectManager.com, 2021). Activities that count include learning, teaching others, or

volunteering.

To collect data from the expert PMs, I conducted 4 rounds of surveys using

Survey Monkey links. They had 10 minutes to complete each survey. I shared with the

participants the list of issues I uncovered from my review of literature on the issues

facing PMs and request their feedback on whether or not they agree with the list I found.

They were asked to say whether they agree that these are the issues that PMs face in the

society today? They were also asked to add to the list of issues they have experienced or

are aware of that are facing PMs who were not listed in the first survey. The added issues

helped improve the initial list and completed the list of issues that solutions were sorted

for on this study.

In the first survey, the first question asked the PM experts if they agree or

disagree with each of the list of issues I provided as the issues facing PMs in the U.S.

They were able to response with Agree or Disagree, and they had the opportunity to

provide solutions they believe are futuristic, desirable, and feasible for each of the issues.

A final question on Survey 1 asked them if there were one or two other PM issue(s) they

are aware of that should be added to the list. The additional issues presented fitted with one or two of the existing issues. So, no more new issues were added to the PM issues list from survey. In Survey 2, all solutions endorsed by 70% of the panel moved on to this round. The participants were provided a 5-point Likert-type scale and they were asked to rate each solution based on desirability and feasibility with 5 being very desirable or very feasible and 1 being very undesirable or unfeasible.

In Survey 3, all solutions rated as both desirable and feasible by 70% of the panel moved on to round 3. The panel were asked to rank the top four solutions from the second round based on importance using a weighted mean from 1 to 4, where 1 is the most important and 4 is the least important. I then used a weighted mean, added the scores for each solution, and divide them by the number of answers. In the fourth and the last survey, I presented the ranked items from round 3 and ask the panel to indicate if they Strongly agree, Agree, Neither agree nor disagree, Disagree, or Strongly disagree with the ranked list of desirable, feasible and futuristic solutions. I also asked them to state the reason for adding these issues.

All data collection from the participants were done using survey questions. Participant had an average of 2 weeks to return each survey. A reminder was sent midweek once a week if they had not already returned the survey. The data collection frequency was every 2 to 3 weeks. The four iterations took 11 weeks to complete. Data were recorded in the survey form completed by the expert PMs on Survey Monkey. The survey, analysis, and results were saved on Survey Monkey, my computer, and a USB. At the end of the study the resulting solutions that the expert PMs agreed are desirable and

feasible were shared with all PMs. A completion communication was sent to each participant to express gratitude for their participation in the study.

Data Analysis Plan

Data analysis for this survey was conducted at each interval of the data collection with the survey results being reviewed and analyzed for completeness. The surveys were designed to be concise, so it is not time consuming, and it is easy for the participant to answer quickly. Data collected were in two parts. One to help solidify the list of problems the experts PM community agrees are facing PMs using the issues list from literature and any other that the experts have added. The other data were the solutions to help address the job satisfaction answering the question - what are the desirable and feasible solutions to PM job dissatisfaction issues.

The initial data back from the first survey, had several sets of data. One showed whether the PM experts agreed with each of the issue or not. Another is additional issues that they had seen in their experience as PMs who should be added to the list. The third, were the solutions that they believed could help address the list of issues. I analyzed the data from the first survey for how many of the provided solutions were similar, where the experts used similar words and phrases to describe a solution. The solutions were coded by their types i.e., Training, Education, Leadership support, organization or HR solutions, and PM responsibility. When majority of the experts stated the same solution or similar solutions, that formed a theme that helped strengthen the viability of the solution.

In the second survey, the data on solutions endorsed by 70% of the panel were presented and the experts were asked to rate them on a 5-point Likert-type scale for

desirability and feasibility. The Likert scale is a 5-point scale that is used to allow

participants to show how much they agree or disagree with a particular statement

(McLeod, 2019). The rating scale for this survey was 5 - highly desirable or highly

feasible, 4 - desirably or feasible, 3 – neither desirable nor feasible, 2 – not desirable or

feasible, and 1 - highly undesirable or highly unfeasible. The solutions that are scored as

highly feasible/desirable or feasible/desirable by 70% of the panel moved forward.

The third survey data rated by a weighted means indicated which solutions were

higher on the ranking scale. All solutions rated as both desirable and feasible by 70% of

the panel were presented to the panel. The expert panel were asked to rank the top four

solutions from the second round based on importance from 1 through 4, where 1 is the

most important and 4 being the least important. I added the scores for each solution and

divided by the total number of respondents. The least number from this weighted average

was the most important.

The final data from the expert group informed on how the experts rated their

degree of agree or disagree of the highest rated solutions. I presented the ranked items in

round 4 and asked the panel to indicate how much they agree or disagree with the list on

a 5-point Likert-type scale. They also had an opportunity to explain why they agreed or

disagreed with the final rankings. How the experts reacted to the final solutions based on

the percentage of agree versus disagrees determined the final solution list.

Issues of Trustworthiness

Credibility

According to Cope (2014), Credibility refers to the researchers verification and

interpretation of the data authenticity. The credibility of the list of issues for this study were established with the expert PMs pre the first survey in which 3 expert PMs reviewed and provided feedback that the list and questions were appropriate and easily understandable. Drawing from their lived experience, the expert PMs either agree or disagree on each issue that I presented and could add any other issues they believe should be included. The credibility of each of the participants were established using their profile on LinkedIn to confirm their qualification and confirm their eligibility to participate in the study by making sure that they met the 3 criteria: 1). Live in the U.S, 2). Practicing PM for over 5 years, and 3). Have a PMP certification. The first part of the first survey asked the PM experts who chose to participate to sign a consent form that indicated they were willing participants in this study.

Transferability

This study focused primarily on PMs who work in the U.S as a country. The solutions that developed were applicable to PMs in the USA. The resulting solutions may not be transferable to other countries or communities of PMs. Baumgart et al., 2021 defined transferability as the degree to which a research finding is relevant to other populations as they are not intended to be generalizable in the statistical sense. The transferability of the solutions uncovered by this study should be considered by the reader and depends on the PM issues faced in those communities and the solutions that their experts suggest. I hope that the steps in this study are clear enough that they can be followed in other communities with similar issues.

Dependability

The dependability of this study can be verified using the study journal I kept of the steps that I took to complete the study. Dependability addresses how coherent the relationship between the methodology, methods, data, and findings are (Baumgart et al., 2021). The journal provides the audit trail of documentation completed from literature searches to the literature referenced for the list of issues developed for the study. Further audit trail can be seen in my documented journal of how the initial 3 PM experts helped verify the issues' list, what feedback they provided, and how those feedback helped improved the list of issues. Once the surveys were approved by the IRB Board and they were conducted, the way that the respondent answered the questions and the solutions provided was noted in the journal. How I analyzed their comments and any additional solutions provided were also noted. Survey Monkey survey results from the first survey to the fourth survey were recorded in the journal.

Confirmability

The result of this study is confirmable through the audit trail of the documentation of the study and the journal of steps I took to complete the study and findings. Confirmability assures that findings reflect the perspectives of participants who are not influenced by the researcher's bias.(Baumgart et al., 2021). An audit trail of my study journal shows triangulation of literature source of the issues addressed in this study. How the study progressed from beginning prospectus to proposal to the end of the study are available in the journal as well. As part of this study, I researched and was able to backup with literature the one issue raised by the expert reviewer, which I added to the list of

issues. This led to the 11th issue on the list, which is the issue of PM people, process, and technology knowledge. This addition was also documented in my journal.

Ethical Procedures

Reflexivity in research deals with one's reflection as the researcher, on the process, on representation, to critically examining power relations and politics in the research process, for accountability in data collection and interpretation. Moss et al (2002) argues that it is important to pay attention to reflexivity, positionality, and power relations in the field in order to undertake ethical and participatory research. To be sure that this study is ethical, Informed consent and confidentiality l were addressed.

To conduct this study, I requested approval from Walden University IRB Board with this proposal for the study and waited to have their approval before soliciting participation of PMs in this survey and before collecting any of the research data. Once I had the approval to conduct the study, I started the process of running the surveys by posting the solicitation on LinkedIn PMI Project, Program, and Portfolio group page and asked the interested PMs to contact me through my Walden University email address. I reviewed and confirmed that the PMs who reached out to me on LinkedIn meet the criteria for the study by reviewing their profile on the site. The consent form explained the 4 surveys we performed as part of this study as well as the criteria for their selection. Those who provided me with their email address were sent the link to the First Survey Monkey survey. Their Informed consent was provided by the email addresses they sent. Only those that provide their consent were provided the link to complete the first survey.

Confidentiality of the participants and their responses were maintained by Survey

Monkey design that does not share the identity of each of the participants with anyone. The participants can be rest assured that their set of answers were anonymous as the survey was designed to work that way. No name and answer set were identifiable or were be shared. The data from the survey will live in Survey Monkey response database for 5 years before they are deleted. Before they are deleted, I stored the data on my home computer and password protect it. A copy is saved on my USB and locked in a safe and accessible location only to me. The study is ethical because I did not rely on PMs who I know personally in the country to participate unless they respond to the solicitation.

After the IRB approval to conduct the study, the solicitation letter introducing the study and requesting interested members to contact me was posted on the PMI Project, Program, and Portfolio group on LinkedIn page. Those that were interested in participating were asked to provide their email address as their consent. After I confirmed that they meet the criterial for the study, I sent them the link to the Survey Monkey Survey. Permission to post was granted by 3 members of the administrators of PMI Project, Program, and Portfolio group on LinkedIn to post on the site. These administrators indicated a general understanding of the relevance of the study to the group. This approval ensured that the group administrators were aware of the study and intent and approved the solicitation of members of the group for this study.

Summary

In this chapter, I addressed research method for this qualitative research. I use a Modified Delphi study to answer the question – What are the desirable, feasible, and important forward-looking solutions to PM's job dissatisfaction? The other research

method examined were Case Study and Grounded Theory. The Case Study method was not selected as it would have proven to be time prohibitive and Grounded Theory was not necessary as there are already several theories regarding job satisfaction and this study seeks to solution job dissatisfaction specifically for PMs.

My role as a researcher of this study was to solicit participants, collect data, and analyze the results for the solutions that U.S expert PMs rated highest in terms of their feasibility and desirability. LinkedIn PMI Project, Program, and Portfolio group, a body of PM professionals provided the PMs who participated in this study. I had hoped to have at the minimal 25 interested participants in this study from the group that consist of more than 300 thousand PMs but limit the participant by those that live in U.S, who had practiced for more than 5 years, and who held a PMP certification.

In Chapter 4, I will discuss how I used the methods described in Chapter 3 to conduct the study after I received the approval to conduct the study from the IRB. I will provide details of the Research setting, Demographic, Data Collection, Data Analysis, and Evidence of Trustworthiness of the study.

Chapter 4: Results

The purpose of this study was to find desirable, feasible, and futuristic solutions to PMs' job dissatisfaction in United States and rank the solutions based on importance. This study was used to understand how a panel of U.S.-based PM experts viewed forward-looking solutions as either desirable or feasible or both desirable and feasible to the issue of PMs job dissatisfaction. In Chapter 4, I describe the research setting including participants' personal and organizational experience and conditions that may have influenced the study results, the demographics of the participants based on the criteria set for the study, data collection, data analysis of each of the four rounds of surveys, and the evidence of trustworthiness to include credibility, transferability, dependability, and confirmability. Then I discuss in detail the results from the four surveys conducted for this study.

Research Setting

This research was conducted entirely online with LinkedIn PMs who are members of PMI Project, Program, and Portfolio subgroup, residing in the United States. Using Survey Monkey, the PMs responded to each iteration of the four surveys with one building on the results of the previous one. Prior to posting the solicitation communication on LinkedIn subgroup, I requested and received approval from two of the site administrators to post. They informed me that the only way to keep the post up was to generate some discussions on the post. I posted with additional comments and questions, daily. A new message was posted every week to ensure that PMs knew that I was still seeking participants. Several experienced PMs joined the conversation and

express their interest in being part of the study. Others with less than 5 years of

experience let me know that they would not be able to join due to not meeting eligibility.

My initial post to include only residence of Georgia generated two comments from those

who wanted to join but lived in other states. The PMs' comments led to my changing the

study to cover the whole of United States. I also used snowball sampling and asked the

PMs who had shown interest to invite others that they knew met the criteria to participate.

I kept the discussions and post going until I had a 28-population sample.

Demographics

Working PMs with at least 5 years of experience in the United States were the

participants of this study. There was no distinction between contract PMs and full-time

PMs for the study. The focus of the study was to gather solutions on how corporate PMs

can derive job satisfaction in a high demanding job environment. I polled expert PMs to

gather their suggested futuristic, desirable, and feasible solutions as a way to contribute

positively to the PM field.

The participant demographics that were documented were the same as the criteria

used for their selection:

- U.S PMs currently working in corporate America

- Have 5 years of experience in the field

- Active members of LinkedIn PMI Project, Program, and Portfolio

  Management subgroup

- PMP certified

- Male and Female participants

The focus of this study was PMs who work in corporate America and interact with business leaders and CEOs. These PMs are responsible for creating project plans for company initiatives. They work with matrix groups, and report to directors, vice presidents, and CEOs. PMs spend time completing projects, participating in community work, teaching, and coaching new PMs. enhance their skills by attending conferences, seminars, PMI local charter events, and keeping up with the renewal of their PMP certification.

Data Collection

A total of 28 PMs electronically signed the consent form to show interest in participating in the study. The solicitation was posted on LinkedIn from July 20 to August 7. On the second week, when only two PMs responded by sending me their email address in an email as requested, I changed the instructions with IRB approval so that they could instead indicate consent by clicking on a link within the solicitation letter and provide their email. This streamlined the process and made gathering their consent easier. The other change made with the IRB approval was to open up the survey to the whole United States from the initial Georgia only resident requested. Following these changes consent notices started coming in and at the end, I had a total of 28 PMs who provided their consent. Survey 1 went out to participants on 7/31/22 and on 8/12/22, I had 16 PMs return their Survey 1 responses.

Survey 1 was completed in approximately 2 weeks with 16 participants providing their responses. I moved on to analyzing the results by the third week. A total of 95 solutions were collected for the issues listed from the 100 *Agrees*. The other five

respondents that agreed, they did not provide any solutions. Table 3 shows the beginning

statistics.

Table 3

Survey Statistics

Survey details	List of 11 issues	Open question (#12)	Totals
Total consenting PMs emailed	28	28	28
Total participants who responded	16	16	16
Total issue questions	11	1	12
Total responses	176	16	192
Total "Agreed" or "Yes" responses	100	6	106
Total "Disagreed" or "No" responses	76	10	86
Total solutions provided	95	6	101
Total blanked (no solutions provided)	5	10	15
Total common themes with more than 70% of responses	4	0	4

In Survey 2, 14 participants responded providing their rating regarding

desirability and feasibility of the solutions that were provided by all participants in survey

1, rating them from *Strongly Agree* to *Strongly Disagree*. This provided a total of 28

ratings from the 14 participants. The second survey started on 9/16/22 and concluded on

10/12/22. I received 14 responses over 3-and-a-half weeks. I sent reminder emails on

Wednesdays and on Saturdays of each week to make sure that I gave the group the

maximum opportunity to respond. This same practice continued throughout all the survey

iterations.

Survey 3 started on 10/06/22 and ended on 10/18/22. I asked the participants to

rank the top 4 solutions from 1 to 4, with 1 being most important and 4 being least

important. Eleven responses were collected in 12 days for this round. This survey only

took 2 minutes to complete compared to the 10 minutes I had planned for in Chapter 3. I

used these 2 minutes to encourage participants to complete the survey quickly. At the

end, 11 participants responded with their ranking of the solution provided in Survey 2.

After this, I developed Survey 4 questions. Within 2 weeks, my chair reviewed the questions, and the IRB approved them. Survey 4 was the last survey and was started on 10/31/22. Though majority of the responses came in in less than a week, the last response came in on 11/18/22. Survey 4 collected data on the degree to which the expert PMs agree or disagree on the ranking from Survey 3. It took an average of 2 minutes to complete, and I received 10 responses for this survey.

Data Analysis

Survey 1

The 28 interested PMs who provided their consent were sent Survey 1 link. I asked them to examine each of the issues listed in Questions 1 to 11. They were to agree or disagree that each of the issue is a PM issue that causes job dissatisfaction. They were requested to provide a solution for each of the issue they agreed with. They were then asked in the last question, Question 12, to provide any additional issue they may be aware of that were not listed. Sixteen participants out of the 28 emailed responded to the 12 questions on the survey. There were 16 responses for Question 12, which asked the participants if they had any other issue to add to the list presented from Question 1 to 11. Six "Yes" and 10 "No" responses were received for this question. The six participants who said "Yes" provided issues that after examination I found aligned with the issues list already presented in Survey 1. With this, the responses for Question 12 and suggested issues were removed from the study.

The 11 questions regarding the list of issues presented were all answered by every

one of the 16 respondents. There were no skipped questions. A total of 176 responses

were collected and analyzed for these 11 questions. There were 100 *agree* responses and

76 were disagrees. From the 100 agrees, there were 95 solutions provided, and five of the

agree responses were blank with no solution provided.

I used thematic analysis to analyze the responses I received from participants in

Round 1. All 11 questions yielded remarkably similar solutions on ways that each of the

issues can be addressed and used to foster a win/win situation for both PMs and their

organizations. First, I summarized the solution provided for each issue by each of the 16

participants. I then looked for the main message of the solution and coded each key

messages (see Table 4) like engagement, training, support, communication, and so on. I

also reviewed the different solutions coded and formed themes based on the bigger

pictures that were emerging from the solutions being provided. These themes formed the

bases for Survey 2 questions.

Table 4

Sample of Survey 1 Responses

Stress from lack of organizational support					
Respondent	Response	What solution(s) do you recommend for this issue?	Solutions summarized	Code	Themes
P3	Agree	Management should be involved from the beginning until the end of the project life cycle and only when budget and schedule is out of scope	Organizational management engagement throughout the life cycle	Engagement	Management engagement
P7	Agree	Lack of organizational support comes from a variety of sources: funding, change in management, change in direction, resources leave the organization (e.g., software engineer quits). Some of this can be mitigated through communication, but some of it requires PMs to take care of themselves. Eat right, sleep well, exercise	PM takes care of themselves	Work-life balance	PM practice work-life balance
P8	Agree	Training for leadership on the importance of project management	Training of leadership on project management	Training	Training
P11	Agree	Executive leadership need support rather than subvert PM and execute on escalations requests	Leadership support and not subvert PM	support	Leadership support

Survey 2

In Survey 2 participants rated the solutions provided in Survey 1 to the issues that

PMs face in the United States. Survey 2 asked participants to rate the solution themes

from the panel on a 5-point Likert type scale from *Strongly Agree* to *Strongly Disagree* to

help identify the solutions that are most desirable and feasible. Participants had an

opportunity to rate the solutions twice, by desirability and by feasibility.

I analyzed the responses by the degree to which PMs agreed or disagree with each

of the solution themes for both desirability and feasibility (see Table 5). The solutions

that were *Strongly Agree* or *Agree* were added together and the solutions that were

Disagree to *Strongly disagree* were added together. There were more *Strongly agree* and

Agree responses for all solution for both desirable and feasible to different degrees. By combining the rating on desirable and feasible solutions, all solutions rated by over 70% of participants as both desirable and feasible moved on to Survey 3.

Table 5

Solutions Rating on Desirability and Feasibility

Theme	Strongly agree and agree	Neither agree nor disagree	Disagree or strongly disagree	Percentage of participants who agree
Desirability				
Support, boundaries, and work-life balance	14	0	0	100
Communication and awareness	13	1	0	92.86
PM relationship with governance, stakeholders, and budget	12	2	0	85.71
Experience and training	11	3	0	78.57
Feasibility				
Support, boundaries, and work-life balance	12	1	1	85.71
Communication and awareness	12	2	0	85.71
PM relationship with governance, stakeholders, and budget	12	2	0	85.71
Experience and training	9	4	1	64.29

Survey 3

More than 70% of the participants in Survey 2 rated all four solution themes as both *Strongly agree* and *Agree* for both desirability and feasibility. In Survey 3 participants were asked to rank these top 4 solutions from 1 to 4, with 1 being most important and 4 being least important. I tabulated their ratings in Excel spreadsheet. I then applied weighted mean to the responses so the 1 became a 4, the 2 became a 3, the 3 became a 2, and the 4 becomes a 1. For each of the solutions, the ratings were summed up and divided by the number of participants.

Survey 4

In Survey 4, participants were asked to rate to what degree they agree or disagree

with the solutions ranking of the results of Survey 3. Table 6 shows a sample of their

responses received, where 7 out of 9 either *Strongly agree* or *Agree* with the ranking in

Survey 3 and provided their rationale. Their comments provided insights to why this is

the right order of importance to the solutions arrived at with this study. Two respondents

disagreed with this order of importance. Participant #4 said they did not think that

training of PMs is that important as they are trained on the job anyway. Participant #6

said PM relationship with governance, stakeholders, and budgetary concerns deserves

more attention, and probably should be ranked higher.

Table 6

Sample Rationale to Survey 4 Responses

Respondent	Please indicate below to what degree you agree or disagree with the solutions ranking	Please provide the reason for your selection
P4	Agree	Not that it's the best, but at least it is qualitative and quantitative
P6	Strongly agree	
P7	Disagree	PM relationship with governance, stakeholders' budgetary concerns should be addressed more
P8	Strongly agree	Strongly agree because without having buy-in support from the direct project stakeholders and their leadership for the team and the project manager, Number 3 & 4 would not have impact to the larger organization or individuals included

Evidence of Trustworthiness

Credibility

I established credibility of the participants by ensuring the participants were only

from the LinkedIn PMI Project, Program, and Portfolio subgroup. Non-PMs were not

included in the study. When I could not have PMs join because of the Georgia limitation, I went back to the IRB and changed the study to be for the United States. The participants met the three criteria for the study by having being residence of the United States, been practicing project management for more than 5 years, and have their PMP certification. These participants further consent to the study that they met the criteria by providing their email address as their consent. The first survey asked the expert PMs to state whether they agree or disagree that the items listed were issues for PMs, and majority did. This further solidifies the credibility of the survey.

Transferability

The transferability of this study for any new research should be considered carefully for similar population of PMs. For instance, there may be similar or unique experience with PMs in corporate America compared to PMs who work in Construction industry. PMs in other countries in Middle East or in Africa, where culture and standard of living may be different, may have diverse set of issues and solutions as culture may play a role. For consideration of transferability, I have provided the details of the Participants selection criteria, environment, demography, and sample responses from the participants credibility completed in this study for comparison on a similar population. From these details future research may be able to determine if the findings here can be applicable to their own setting (Baumgart et al., 2021).

Dependability

According to Baumgart et al., 2021, Dependability means that there should be a strong relationship between the research methodology, method, data, and findings. As

stated in Chapter 3, I was able to proceed with the study as planned. My journal contains

the exception where I went back to the IRB to change how the consents were gathered

from the participants when the initial procedure to gather their email address by sending

me an email did not work. I changed from having them send me an email to simply

clicking a link in the solicitation letter to provide the email address. Once the surveys

were approved by the IRB Board and reposted, the respondent provided solutions were

captured and noted in the journal. How I analyzed their comments and solutions provided

were also noted. Results from each of the 4 surveys were recorded in the journal.

Confirmability

I used Confirmation Strategies to include 3 other expert PMs who confirmed the

survey issues that I presented to the participants were appropriate. These experts made

sure that the issues were not only appropriate, but that the survey questions were easily

understandable for the PMs to respond to. The feedback provided by the 3 experts were

used to enhance the survey and confirm that the listed issues were not based on my bias.

The 11th issue on the list was as a result of their early review. One of the experts raised

the issue of PM people, process, and technology knowledge as a skill set lacking in PMs,

but which is important for PMs to have. This addition was also documented in my

journal. Collaboratively, also the first survey asked the PMs to say if they agreed that the

issues listed were issues for PMs. One hundred out of 176 responses were in the

affirmative. At each survey interval, I shared the findings from each survey with my

chair, who reviewed my analysis and provided feedbacks to the way I was coding and

forming themes for the solutions provided. Raw data have been provided in the Appendix

to further enable confirmability.

Study Results

The purpose of this study is to find desirable, feasible, and futuristic solutions to the problem of project managers' job dissatisfaction in the USA and rank the solutions based on importance. Survey 1 asked expert PM if they agree or disagree that the listed issues were the issues facing PMs in the USA and to provide solutions. They responded with Agree or Disagree and provided solutions to each of the issues (Appendix C). These solutions formed the data that were analyzed as results of Survey 1 and the provided futuristic, desirable, and feasible solutions for each of the issues presented from issue 1 to 11 (Appendix D). Finally, a few PMs mentioned 6 specific issues, but that were already covered by the 11 issues listed.

Data collected from the Survey Monkey questionnaires (Appendix D) were analyzed in the response section on Survey Monkey and in excel spreadsheet. Common themes that emerged from the list of coded solutions were identified and noted. There were no discrepant responses, so no response had to be removed from the survey. On Survey 1, 16 participants responded, and the result was based on only their responses. In survey 2, 14 participants responded, and so only these responses were included in the results. Similarly, in Survey 3, 11 participants responded and in Survey 4, 10 participants responded, and the results included.

In Survey 1, I sought to find out if the PM experts agree or disagree with each of the list of issues I provided as the issues facing PMs in the USA. They responded with Agree or Disagree and provided solutions to each of the issues. The result of Survey 1

and the provided futuristic, desirable, and feasible solutions for each of the issues are

presented in Table 7. Finally, 6 PMs added additional issues to question 12 to indicated

as requested issues that were not already listed. However, since the issues and solutions

provided aligned with what was already covered in survey 1, no new issues needed to be

added. Table 7 shows the summary of all Agree and Disagree responses received for

Survey 1, 11 issues listed with totals of Agree and Disagree.

Table 7

Survey 1 Participant Issues Agreement

	Issue #											
	1	2	3	4	5	6	7	8	9	10	11	Total
Total agree	15	13	6	8	10	10	12	7	7	7	5	100
Total disagree	1	3	10	8	6	6	4	9	9	9	11	76

Issue 1: Stress of PM From Lack of Organizational Support

The expert PMs provided valuable insights on Survey 1. They indicated whether

or not they agreed that each item presented on the list is an issue facing corporate PMs.

From the 16 responses for Survey 1, 15 respondents agreed that Stress of PM from lack

of organizational support was a real issue for US PM. The question had the most Agree

response. Only P14 disagree that this was an issue. All 15 that agreed provided solutions

that they believed were appropriate for the issue.

Issue 2: Lack of Strategic Approach from Organizational Leaders

This issue had the second largest Agree responses. Thirteen out of the 16

respondent agreed that lack of strategic approach was a problem for PMs, while the other

3 respondents disagreed. Of the 13 that agreed, 12 provided solutions for the problem.

Issue 7: Lack of Team Respect for the PM

There are 4 expert PMs who disagreed that this is an issue for PMs. P13 also provided a comment to this with her response of disagree. She stated that PMs need to acquire leadership and soft skills training and apply when they experience an individual that brings a previous unpleasant experience bias into their new project team. The other 12 respondent agreed that Lack of team respect for the PM is an issue. Only one of the 12 respondents that agreed here did not provide a solution.

Issue 5: Lack of PM Ownership of The Project from Beginning to End.

Six out of 16 respondent disagreed that Lack of PM's ownership of the project from beginning to end is a problem for PMs. One of the 6 mentioned that organizations need to hire PMs with experience in similar organizations because some PMs are better suited for certain types of projects or phases and their expertise reflects that. For instance, PMs who has only worked in an IT environment may not be the best fit for a Construction project. The other 10 respondent agreed that this is an issue that plague PMs.

Issue 6: Lack of PM's Authority Over the Project

There were 6 disagrees on this question as well and 2 of the 6 respondents provided comments with their respond. Participant 2 stated that it is dependent on the model. There should be a steering committee to help with decision making for the PM and sponsor. The other respondent Participant 6, believes that PMs do not have authority over projects, but rather that they advocate for projects and do what's needed to nurture &

grow the project until it is delivered. The other 10 participants agreed that Lack of PM's

Authority over the project is an issue.

Issue 4: Lack of Schools' Adequate Preparation of PMs

The respondents were split evenly on this issue. Eight of the 16 agreed that lack of

school adequate preparation of PMs was an issue, while the other 8 disagreed. One of the

PMs who disagreed provided a comment stating that PMs have to take ownership of

project management knowledge because schools that train PM principles & knowledge

areas provide the information, examples & case studies that best demonstrate the

tools/skills in action. What a student does with that knowledge is up to the student.

Issue 8: Dead End or Lack of Appealing Career Trajectory

Nine expert PMs disagreed that Dead-end or Lack of Career Trajectory is an issue

for PMs. Participant #6 along with disagreeing, also provided a comment. He submitted

that PMs should pursue opportunities with companies that embrace their natural strength.

Of the 7 PMs who agreed that this is an issue for PMs, one did not provide any solution.

Issue 9: Communication Holdup from the PM

This communication hold up was seen as not being an issue by 9 of the expert

PMs, and non-provided comments. Seven PMs agreed that this is an issue for PMs.

Issue 10: Lack of Work-Life Balance

More PMs, 9 out of 16 disagreed that Lack of work-life balance is an issue for

PMs. Participant 13 commented that while the exceptions, like seasonal or supply chain

impacts may affect PMs, most work-life balance issues (in the US) are self-inflicted. So,

PMs must be responsible for their work-life balance.

Issue 3: Lack of Human Resources Management Support of PMs

This question is one where more people disagreed than agreed. Six expert PMs agreed that Lack of Human Resources Management support of PMs is an issue. The other 10 out of 16 respondents disagreed and provided no comments.

Issue 11: Lack of PM Understanding of People, Culture, Process, Tools, or Integrated Technology to Effectively Manage Projects

This was the least agreed to issue. Only 5 PM agreed, and the other11 PMs disagreed that this is an issue for the PM. Two of these PMs commented. Participant 13 commented that the skills of Understanding of People, Culture, Process, Tools, or Integrated Technology to Effectively Manage Projects are all important, but that often people assigned to the role are without the proper education and training. Participant 15 mentioned that people are often promoted into PM roles but are ill-equipped for the position. The solutions suggested by these comments include ensuring that people playing the role of PMs are giving the proper training on the role of PMs and for organizations to provide adequate PM training for people that are promoted into a PM role. They agreed that PMs should manage various kinds of projects to gain experience.

Summary of Responses

In all, more PMs agreed that Stress of PM from lack of organizational support; Lack of strategic approach from organizational leaders; Lack of PM's ownership of the project from beginning to end; Lack of PM's authority over the project; and Lack of team respect for the PM were issues. The 16 participants were evenly split on Lack of schools' adequate preparation of PMs with 8 agree and 8 disagrees. The other PMs disagreed that

Lack of Human Resources Management support of PMs; Dead-end or lack of appealing

career trajectory; Communication holdup from the PM; Lack of work-life balance; and

Lack of PM understanding of people, culture, process, tools, or integrated technology to

effectively manage projects are issue for PMs. It is important to note that each of the

issues have some PMs agree and some disagree. In all 4 themes were endorsed by 70% or

more of the participants. Table 8 shows the solutions endorsed by more than 70% of the

participants.

Table 8

Themes Formed from Solutions Provided

Theme	Sample statement	Number of participants
Communication and awareness	Ensure organization and leadership understands the role of project management	14
Support, boundaries, and work-life balance	Hard to turn off. Suggest executive support for work-life balance/off hours	14
Experience training	PMs should be rotated within the organization. This will help them sharpen skills and still be interested in their jobs as they were during their first project (Learning different business processes)	14
PM relationship with governance, stakeholders' budgetary concerns	I feel this is most often an accountability issue on part of the PM. Understanding and embracing the fact that you, as a PM, have level of ownership over every aspect of a project (even the ones someone who doesn't understand project management tells you that you don't) is important. Staying engaged and aware of all the pieces and parts—even around resistance—falls under stakeholder management	12

Four themes were endorsed by over 70% of the participants. These solutions

made up the Survey 2 questions where participants were asked to rate the solutions

themes translated into the following sentences:

1. Communication and Awareness: Create awareness of PM value and clear

   communication between PM and all stakeholders.

2. Support, Boundaries, and Work-life Balance: There is a need for Leadership
   support, boundaries, and work-life balance

3. Experience Training: Train PM for experience and train the organization on how
   to work with their PMs

4. PM Relationship With Governance, Stakeholders, And Budgetary Concerns:
   Address PM relationship with governance, stakeholders, budgetary concerns

Table 9 shows combined desirability and feasibility scores. The combination of
Desirability and Feasibility responses yielded the rating in the following order with 100%
or all 14 of the participants in survey 2 agreeing that the need for Leadership support,
boundaries, and work-life balance is a desirable solution. On the other hand, 86% or of
the participants agreed that this solution is also feasible. This solution was rated as the
number 1 solution by 93% of the participants. Create awareness of PM value and
ensuring clear communication between PM and all stakeholders was in second place with
93% or 13 out of the 14 participants agreeing that it is desirability and 86% agreeing to
its feasibility. These yielded an overall 89% participant endorsement. Addressing PM
relationship with governance, stakeholders, budgetary concerns came in third place, with
86% or 12 out of the 14 participants agreeing that it is desirability and 86% of
participants agreeing that it is feasibility, for a total 86% participant endorsements.
Finally, Train PM for experience and train the organization on how to work with their
PMs was in fourth position, where 79% or 11 out of the 14 participants agreed it is
desirability, and 64% agreed that it is feasible. This solution theme was number 4 with a
rating of 71% participants endorsement.

Table 9

Combined Rating of Solutions Rated as Both Desirable and Feasible

Theme	Desirable	Feasible	Combined desirable and feasible rating
	% who agree	% who agree	% who agree
Support, boundaries, and work-life balance	100	86	93
Communication and awareness	93	86	89
PM relationship with governance, stakeholders, and budgetary concerns	86	86	86
Experience and training	79	64	71

The participants' order of ranking in survey 3 was from 1 to 4 from most important to least important as shown in Table 10. In Table 11, I translated the ranking to a weighted score where the theme ranked as 1 received a weight of 4, 2 received 3, 3 received 2, and 4, received 1. The total for each theme was then divided by the number of participants for a weighted mean to arrive at the following results:

1. Create awareness of PM value and clear communication between PM and all stakeholders (Mean value = 3.09).

2. Implement Leadership support, boundaries, and work-life balance (Mean value = 2.82).

3. Train PM for experience and train the organization on how to work with their PMs (Mean value = 2.27).

4. Address PM relationship with governance, stakeholders, budgetary concerns (Mean value = 1.82).

Table 10

Ranking of Solutions by Participants

Participant	Create awareness of PM value and clear communication between PM and all stakeholders	Implement leadership support, boundaries, and work-life balance	Train PM for experience and train the organization on how to work with their PM	Address PM relationship with governance, stakeholders, and budgetary concerns
1	1	2	3	4
2	3	2	4	1
3	1	3	2	4
4	1	2	4	3
5	3	1	2	4
6	1	2	4	3
7	2	3	1	4
8	3	4	1	2
9	1	2	3	4
10	4	1	2	3
11	1	2	4	3

Note. Solutions were ranked 1 to 4, with 1 being most important and 4 being least important

Table 11

Ranking of Solutions Based on Weighted Mean

Participant	Create awareness of PM value and clear communication between PM and all stakeholders	Implement leadership support, boundaries, and work-life balance	Train PM for experience and train the organization on how to work with their PM	Address PM relationship with governance, stakeholders, and budgetary concerns
1	4	3	2	1
2	2	3	1	4
3	4	2	3	1
4	4	3	1	2
5	2	4	3	1
6	4	3	1	2
7	3	2	4	1
8	2	1	4	3
9	4	3	2	1
10	1	4	3	2
11	4	3	1	2
Total	34	31	25	20
Weighted mean	3.09	2.82	2.27	1.82
Ranking	1	2	3	4

Table 12 shows the results of Survey 4 confirming the ratings arrived at in Survey 3 and how well the expert PMs support the rankings. They also stated their degree of agreement and the reasons their ranking as shown in the table.

Table 12

Ranking Rationale

Respondent	Response	Please provide reason for your selection
1	Strongly agree	
2	Strongly agree	Communicating clearly the value of a PM can add to all the different stakeholders helps ensure value is maximized. Having leadership demonstrate support and partnership to set the tone lays the foundation for a PM to be able to function as effectively as their skill level allows
3	Strongly agree	
4	Agree	Not that it's the best but at least it is qualitative and quantitative
5	Disagree	I don't think that PM training is critical to the success of PMs as they have and are given training in general for PM work. There may be training needed at a company level but holistically I don't see that being a need.
6	Strongly agree	
7	Disagree	PM relationships with governance and stakeholders' budgetary concerns should be addressed more.
8	Strongly agree	Strongly agree because without having buy-in and support from the direct project stakeholders and their leadership for the team and the PM, Number 3 & 4 would not have impact to the larger organization or individuals included
9	Agree	Awareness is first when brining change
10	Strongly agree	I believe the role of the PM remains, unfortunately, largely misunderstood. This confusion over what a PM "is," "what he/she does," or "who he/she works with," etc. leads to inaccurate expectations of how a project operates and what outcomes can be expected. Often times, my most challenging clients will expect a laundry list of outcomes. I call this "Everyone wants the juice, but no one is willing to do the squeeze." In this situation, setting clear, unambiguous boundaries is crucial to achieving my goals. More importantly, it is a vital component in creating a work-life balance for the PM and avoiding burnout.

Summary

From the initial list of issues shared with the PM experts in Survey 1, some participants agreed that the issues l found in literature and shared with them were issues that PMs face in corporate America, while others disagree. These issues affect PMs on an ongoing basis, and they prevent PMs from realizing satisfaction from their jobs. Fifteen of the 16 participants in survey 1 provided a total of 95 solutions that were thematically analyzed, and the solution rated and ranked to produce the order of importance. This ordered solutions were sent out in survey 4 to confirm agreement with the PM experts. The result were that 80% of the 10 PM experts that responded agreed that this is the correct order of importance of these provided solutions.

The 4 themes endorsed by more than 70% of the expert PMs and rated for desirability and feasibility by the experts PMs were ranked in Survey 3 for the order of importance attached to each of the solution theme. While the need for Leadership support, boundaries, and work-life balance was rated highest in survey 2, in survey 3 when looked at together for desirability and feasibility and ranked, it became number 2. Create awareness of PM value and clear communication between PM and all stakeholders became number 1. This result aligns with my long time believe in the importance of communication in the project management field or any field for that matter. It is often said that we cannot over communicate. Communication is the vehicle that enable the work to be completed effectively. Zulch (2014) concluded that communication is the foundation that helps integrates cost, scope, time, and quality to achieve the goal of a

project. Address PM relationship with governance, stakeholders, budgetary concerns became 4. Train PM for experience and train the organization on how to work with their PMs was 3. This rearrangement is as a result of factoring in both the desirability and feasibility of each of the solution together.

The final order of importance agreed to in survey 4 was:

1. Create awareness of PM value and clear communication between PM and all stakeholders

2. Implement Leadership support, boundaries, and work-life balance

3. Train PM for experience and train the organization on how to work with their PMs

4. Address PM relationship with governance, stakeholders, budgetary concerns

In Chapter 5, I reflect on the completion of this study, discussing the Interpretation of the findings as they relate to each of the theme solutions formed. I will discuss how in the last survey, 80% of the participants agreed to the ranking of the solutions and their rationale aligned with existing literature. I will also discuss Limitations of the Study, Recommendations, Implication of Social Impact and Conclude with the summation that PMs as employees wants to be motivated and deserves job satisfaction.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this qualitative modified Delphi study was to find desirable, feasible, and futuristic solutions to PMs' job dissatisfaction in United States and to rank the solutions based on importance. It is hoped that the results of this study would aid organizational business leaders, HRMs, and PMs in applying the desirable and feasible solutions that the expert PMs have provided in this study. The solutions that 80% of the 10 PM experts agreed are both desirable and feasible by 80% are to:

1. Create awareness of PM value and clear communication between PM and all stakeholders

2. Implement leadership support, boundaries, and work-life balance

3. Train PM for experience and train the organization on how to work with their PMs

4. Address PM relationship with governance, stakeholders, and budgetary concerns

With strategic implementations of these proposed solutions, PMs and organizations in the United States may be able to reduce PM dissatisfaction, HR can improve their efforts to retain experienced PMs, and organizations can enjoy cost savings from timely and successfully completed projects. This positive change can enable career trajectory for PMs while reducing PM shortages and returning prosperity to communities and organizations.

In this chapter, I interpret my findings as they relate to the literature on PM job dissatisfaction and job redesign for improved job satisfaction. I also discuss the

limitations of this study and provide recommendations for future studies on PM job satisfaction. The chapter ends with a conclusion to the study.

Interpretation of Findings

The findings in this study support what was found in literature. I used Hackman and Oldham's (1980) characteristics model to analyze PM job design and to understand the characteristics that may be important to their job satisfaction. Hackman and Oldham stated that to have job satisfaction one must have (a) skill variety required for the various activities, (b) task identity, (c) task significance, (d) autonomy power, and (e) feedback. All these characteristics can be seen in the solutions provided by the PM experts.

Create Awareness of PM Value and Clear Communication Between PM and all Stakeholders

Eighty-nine percent of the participants provided solutions pointed to creating awareness of the value of a PM in the organization so that everyone understands how to leverage this role. This solution aligns with previous researchers' claim that there is not enough awareness of project management value in the organizations (Nieto-Rodriguez, 2018; Ramazani & Jergeas, 2015). To combat the lack of strategic approach from organizational leaders who do not know what project management is, there has to be awareness and adoption of the principles of project management in the organizations.. Further, project member and sponsor's communication with the PM shows trust in the PM and keeps the PM aware of issues and roadblocks to remove for the team. PM communication with all stakeholders at the appropriate time also ensures the project is moving smoothly as next steps are determined and owners of action items are decided to

move the project forward. Clear communication between PMs and stakeholders is aligned with two of the five Hackman and Oldham (1980) model characteristics, which are task identification and feedback. Giving the PM the required information and feedback ensures satisfaction for the PM in knowing that they are being heard, they understand and interpret their task or duties correctly, and that others understand their value on the team. All stakeholders will also be satisfied as project are delivered on time and within budget with the appropriate level of communication throughout the project duration.

Implement Leadership Support, Boundaries, and Work-Life Balance

Leadership support was recommended by every participant. Support, boundary and work-life balance was rated as agreed by 100% for desirability. When leadership supports PMs, the rest of the organizations will do likewise (Ekrot et al., 2018; Ling et al., 2018). Without this support, the PM job is made more difficult as the team may not follow the PM's directions, and the project becomes more difficult to complete in a timely manner. Leaders, functional managers, and PMs must all also set boundaries for work and family. PMs are responsible for understanding how to implement a work-life balance in order to enjoy their career and life. Participant 6 shared,

> For permanent employee PMs, I feel with good time management, stakeholder management & up-front expectation-setting an individual PM should be able to carve out some level of acceptable balance. For contractor PMs, I feel like organizations sometimes take advantage of contractor status to push activities onto that individual.

Though management have to set the right guideline around required work and

expectations, PMs are in charge of their careers and lives and must be responsible for the balance between the two.

Train PM for Experience and Train the Organization on How to Work With Their PMs

The ranking from Survey 3 placed experience of the PM and training the organization as the third desirable and feasible solution. The ranking was endorsed by 80% of the 10 PMs who participated in Survey 4. In addition to organization support, universities must train PMs to better equip them with tools to manage real-life scenarios and to increase their odds of being hired (Turner et al., 2019). After training in schools PMs need the right experience from being assigned to various kinds of projects. Ongoing training on the job is another way to keep the PMs up to-date on technologies (Ramazani & Jergeas, 2015). In support of the literature, Participant 3 said "Project Management is a skill set and it's learned on the job. Schools should have real life project scenarios for students to work on as an individual first and then as a group." Participant 3 added that

> HR professionals might benefit from getting a clear understanding of the skill set
> a PM candidate with success potential exhibits in their org environment. PMs are
> more than the list makers, and a successful one exhibits strong soft skills often
> missed/overlooked in interviews/screens.

Leaders have to also understand the best way to utilize and allocate PM time. Participant 13 said, "Train leadership to begin with the end in mind so the organization does not waste resources with constantly changing goals and priorities."

Address PM Relationship with Governance, Stakeholders, Budgetary Concerns

Since PMs have no real power over their project except for the perceived authority based on the backing of the sponsor, they complete projects by building good rapport with team members, Stakeholders, and customers alike. There is a large perceptual gap between project managers, functional managers and project personnel. Managers perceive themselves to be using aspirational and personal influence mechanisms, however project personnel perceive the managers to be using positional, punitive mechanisms. Functional Managers and PMs are associated with quite different attitudinal outcomes among project team members (Moodley et al., 2016). PM relationship with governance, stakeholder, budgetary concerns affects PMs ability to perform. Not having a good relationship with any one of these groups could strain the efforts of the team and the progress of the project overall. Twelve participants rated this theme as desirable and 12 participants also rated it as feasible. Addressing this issue was ranked a 4 with 71% of participants. In Survey 4, 80% endorsed this solution as the fourth most important solution theme. Participants 2 shared "Time and time again the PM is engaged late. There does seem to be adequate documentation, business case, or scope". Participants 10 advised "The PM should form the team and encourage collaboration and engagement. Be prompt and timely for meetings and use good follow-up skills for action items and deliverables, while participant 3 "Management should be involved from the beginning until the end of the project life cycle and not only when budget and schedule is out of scope".

Limitations of the Study

This study was limited by the number of PMs who were willing to participate in the study. My preference would have been to have more PMs participate. But, restricting the population to only the PMs that are members of PMI Project, Program, and Portfolio subgroup limited who can participate, but ensured that the PMs meet the study criteria and can provide sound solutions. I found out in the process of recruiting that most PMs who met the criteria for the study and showed interest at the beginning did not always return their survey. Opening up the study from being conducted just on Georgia PMs to all U.S.A PMs ensured the participation needed to complete this study. Even with that, attrition was a key factor as getting each PM response back took time. So, the study was limited to the solutions that the expert PMs that were willing to continue to complete each iteration of the survey to the end. While the change to include all U.S.A PMs on the LinkedIn subgroup netted 28 PM consents to the solicitation, only 16 actually participated in Survey 1 and provided solutions. Survey 2 had 14 participants, Survey 3, 11 Participants, and Survey 4, 10 participants.

At the end, the solutions provided by the16 USA PMs generated the 4 themes that were ranked by 10 USA PMs on Survey 4. While a sample size of 15 PMs was our saturation point, we had 16 PMs to provide the solutions analyzed. It would have been better if all 16 PMs stayed through all 4 iterations of the survey, but there was no way to make the participant respond unless they do it on their own. These PMs represent all of USA PMs. I kept my bias in check by using a reflective journal and made sure that I did not add to the solutions and the rationale the expert PMs provided. I had my Chair review

my coding and themes, to ensure the themes formed came from their provided solutions.

Recommendations

This study was focused on finding the issues that prevent PMs from job satisfaction and to look for solutions from expert PMs that could be applied to address the issues. I used Hackman and Oldham's (1980) Characteristics Model Theory as the base to analyze PM job design as Hackman and Oldham said that job satisfaction can be achieved if the 5 characteristics of a job are applied appropriately to the job design. Understanding what characteristics of the project management work including skill variety, task identity, task significance, autonomy, and feedback will help PMs find satisfaction in their jobs. The solutions provided by the expert PMs aligned to these characteristics that the PM. The PM job should be better defined from the onset of their project. The PM should own an identifiable work, their task should be significant, they should be given the autonomy to run their projects, and they should receive feedback regularly on their performance so they can improve their performance. I would recommend that other studies be completed to better understand the characteristics and to find out at what point they become effective.

Each of the solution themes resulting from this study needs to be evaluated and measured as to what degree they enhance the PMs satisfaction. This study covered what the recommended solutions from PM experts and what order they are desired and favored. The order of the importance defined here could be evaluated in another study to determine if they arrive at the same results. Another study could measure the effect of applying the solutions from this study to a job design. The solutions uncovered in this

study are very applicable and could enhance the working condition of PMs in the industry today, however, organizations may like to see more research that proves these solutions are effective.

Conceptually, looking at the way to improve PMs job satisfaction could be achieved by taking the job design theory and looking at how to apply it to PM jobs specifically. To address PM job requires looking at their job environment, benefits, educational preparation, and Organizational support. All of these elements are required to have a great PM. To deal with the issues that the PM encounters on the job requires some level of experience and the application of the solutions uncovered here. The more these elements are present and the more they are applied to the specific situation the better the result would be for the PM job satisfaction. While employer look at ways to better improve job satisfaction for PMs, higher institutions also have to contribute by preparing students for skills like critical thinking, emotional intelligence, handling complexity, leadership, Interpersonal, virtual and global team handling skills. (Ramazani & Jergeas, 2015). Educating PMs and developing their competencies should be viewed as a multi-dimensional and complex process involving interpersonal and technical skills.

Implications for Social Impact

The finding from this study implies positive social impact to the community of PMs in the U.S.A. These finding provide solutions that could help improve the way PM jobs are designed so that better results could be achieved by the PM, the Sponsor, the Stakeholders, the organization and by extension the community at large. By creating awareness of the role and values of the PM in the company, people will work better with

their PM, with an understanding of how the PM fits into the organizational structure. Communication becomes easier for the PM as well as the whole project team. Communication as discuss earlier is critical for a smooth-running project. The success of the projects ultimately leads to the success of the company.

PMs cannot do what they do without leadership support. By building the support that the PM needs into their job design where their sponsor and stakeholders are also accountable for the success of the PM ensure that everyone works together in harmony. Boundaries are set by leadership of the organizations. This have to be set carefully where the expectations of the company to deliver on a project does not mean no time is left for self and family. With the same token, the PM is ultimately responsible for setting work-life balance as project timeline are set, they have to understand the duration of each of the tasks that makes up their project(s) and plan accordingly. i.e., set time for training when team requires new expertise before they can deliver on a new technology. They have to set time apart from work for their own life with family.

The implication of PM training for experience means that the PM will become more capable in their delivery of assigned projects. On the other hand, training the organization employees on how to work with PMs helps to make the interaction between PMs and their project teams to be smooth with communication happening on a regular basis. When people have not worked with PMs before there is the tendency to have conflict between what their functional manager is requiring them to do and what the PM is expecting them to complete in a specific timeframe. In an organization where there is open communication and dialog, the team members is able to communicate the conflict

with the PM so the PM could discuss and reprioritize with the functional manager for a win/win solution for all. This promotes collaboration and success on all the company efforts.

PMs on their own, cannot complete all the tasks and accomplish the goal of a project. They do not have the technical skills that the Engineers or the Accountant have to complete the project. Their expertise is in knowing and bringing skilled employees to a team of people together who have the skills to deliver the right solution. When companies address PM relationship with governance, stakeholders, budgetary concerns, they clear the way to ensure that the infrastructure to make a project successful is in place.

While several companies just have a few PMs scattered around their companies, this study suggest that having a governance for PMs makes life better for the PM. The governance provide like minds for the PM and could be in the form of an Enterprise Project Management office. This group will set standards and ensure that the PM has structure and standards that they follow in their work. The governance office also provide a place for PMs to feel safe to ask project management related questions, get trainings, as well as a forum for PMs to meet and support each other.

The relationship between PMs and their Stakeholder could make or break both the PM and the project. The earlier the PM takes the initiative to ensure that they build rapport with their Stakeholders and communicate with their Sponsor the better their project goes. The Sponsor in most cases have had several thoughts on the project and what they want to accomplish with the project. Some of these thoughts would be documented in a business case and some may not. By building a good relationship with

the Stakeholder and sponsor at the beginning of the project set the PM up to get the information they need and to be able to approach the Stakeholder or Sponsor on an ongoing basis during the life span of the project and to receive the support they need to succeed with the project.

Organizations run project based on allocated funds for the initiatives they have decided to deliver by completing projects. Unfortunately, not every project is fully funded. While there is a strong desire to complete a project, sometimes not enough employees are assigned. Some projects start out without a PM because of adequate funding. Unfortunately, in the middle of the project, the team realizes that they cannot coordinate all the activities as well as get their individual tasks done. At that time, they request a PM. So, PMs come into projects often when the project has already kicked off without a Charter. The PM have to backtrack, creating a charter and a project schedule before they can help the team make progress. The suggestion from this study is that the PM role be factored into the project from the beginning, if possible during the discovery or ideation phase. If the organization accepts the concept of project management, they should ensure that their management structure includes a Project Management office and PM role is funded from the beginning. The positive change will be that the team with their PMs completes more projects successfully on time and within budget.

Conclusions

In conclusion, PMs like other employees requires motivation and deserve job satisfaction. This study reviewed issues that PMs face in their profession in the U.S and with Hackman and Oldham's Job Characteristics model as the conceptual framework

proposed that the PMs job redesign be addressed with the solutions provided by U.S

experts PM in this study. The solutions are to Create awareness of PM value and clear

communication between PM and all stakeholders; Implement Leadership support,

boundaries, and work-life balance; Train PM for experience and train the organization on

how to work with their PMs; and Address PM relationship with governance,

stakeholders, budgetary concerns. When PMs experience the application of some of these

solutions provided here, the organization and PMs can see positive change in the job

satisfaction of PMs. This ultimately will translate to more successful projects for

sponsors, work-life balance for the PMs, and successful organizations in our

communities.

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Patience Nwosu

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Best,
Linh

Appendix B: Permission to use Copy Right Charts - PMI

PM | Project Management Institute

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Date 02/09/2022

Student Name & Email   Patience Nwosu

Academic Institution & Address   Walden University

Materials: PMI's copyrighted publications, articles, and website content

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(Date)   02/09/2022

(Signature)   Patience Nwosu

(Major)   Leadership and Organizational Change

Appendix C: Copies of Survey 1 Through 4

Survey 1

For each of the Project Manager issues listed below, please indicate whether you agree or disagree that they are issues facing PMs in the United States of America. Where you agree, please provide desirable, feasible and futuristic solutions.

1. Stress of PM from lack of organizational support.

○ Agree

○ Disagree

What Solution(s) do you recommend for this issue?
Comment:

> [   ]

2. Lack of strategic approach from organizational leaders.

○ Agree

○ Disagree

What Solution(s) do you recommend for this issue?
Comment:

> [   ]

3. Lack of Human Resources Management support of PMs.

○ Agree

○ Disagree

What Solution(s) do you recommend for this issue?
Comment:

> [   ]

4. Lack of schools' adequate preparation of PMs.

○ Agree

○ Disagree

What Solution(s) do you recommend for this issue?
Comment:

> [   ]

5. Lack of PM's ownership of the project from beginning to end.

○ Agree

○ Disagree

What Solution(s) do you recommend for this issue?
Comment:

[ ]

6. Lack of PM's authority over the project.

○ Agree

○ Disagree

What Solution(s) do you recommend for this issue?
Comment:

[ ]

7. Lack of team respect for the PM.

○ Agree

○ Disagree

What Solution(s) do you recommend for this issue?
Comment:

[ ]

8. Dead-end or lack of appealing career trajectory.

○ Agree

○ Disagree

What Solution(s) do you recommend for this issue?
Comment:

[ ]

9. Communication holdup from the PM.

○ Agree

○ Disagree

What Solution(s) do you recommend for this issue?
Comment:

[ ]

10. Lack of work-life balance.

○ Agree

○ Disagree

What Solution(s) do you recommend for this issue?
Comment:

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11. Lack of PM understanding of people, culture, process, tools, or integrated technology to effectively manage projects.

○ Agree

○ Disagree

What Solution(s) do you recommend for this issue?
Comment:

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12. Are there one or two other PM issue(s) you are aware of that should be added to this list?

○ Yes

○ No

If you answered "Yes" to this question, please add below the PM issue(s) you want included:

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Survey 2:

1. This Survey 2 will ask you to rate the solutions gathered in Survey 1.

In Survey 1, you provided solutions to issues that PMs face in the US. In analyzing the solutions proposed, 6 themes were formed. The 4 themes that were endorsed by 70% of the panel are listed below in no particular order.

- Communication and awareness
- Support, boundaries, work life balance
- Experience training
- PM relationship with governance, stakeholders, budgetary concerns

In this next step, we ask that you rate the solutions endorsed by 70% of the panel on a Likert scale from agree to disagree. This will help us identify the solutions that are most favorable.

Definition of Desirability: Worth having, seeking, useful, or pleasing.

Please rate these solutions on Desirability. How desirable are the following solutions? Please rate each solution from 5 for Strongly agree to 1 for Strongly disagree.

* 1. Create awareness of PM value and clear communication between PM and all stakeholders.

○ Strongly agree   ○ Agree   ○ Neither agree nor disagree   ○ Disagree   ○ Strongly disagree

* 2. There is a need for Leadership support, boundaries, and work life balance.

○ Strongly agree   ○ Agree   ○ Neither agree nor disagree   ○ Disagree   ○ Strongly disagree

* 3. Train PM for experience and train the organization on how to work with their PMs.

○ Strongly agree   ○ Agree   ○ Neither agree nor disagree   ○ Disagree   ○ Strongly disagree

* 4. Address PM relationship with governance, stakeholders, budgetary concerns.

○ Strongly agree   ○ Agree   ○ Neither agree nor disagree   ○ Disagree   ○ Strongly disagree

Definition of Feasibility: The state of something being possible or suitable.

For the next set of questions, please rate these same solutions for Feasibility. Please rate each solution from 5 for Strongly agree to 1 for Strongly disagree.

* 5. Create awareness of PM value and clear communication between PM and all stakeholders.

○ Strongly agree   ○ Agree   ○ Neither agree nor disagree   ○ Disagree   ○ Strongly disagree

* 6. There is a need for Leadership support, boundaries, and work life balance.

○ Strongly agree   ○ Agree   ○ Neither agree nor disagree   ○ Disagree   ○ Strongly disagree

* 7. Train PM for experience and train the organization on how to work with their PMs.

○ Strongly agree   ○ Agree   ○ Neither agree nor disagree   ○ Disagree   ○ Strongly disagree

* 8. Address PM relationship with governance, stakeholders, budgetary concerns.

○ Strongly agree   ○ Agree   ○ Neither agree nor disagree   ○ Disagree   ○ Strongly disagree

Survey 3:

In this Survey 3, you will rank the solutions rated in Survey 2.

In Survey 1, you provided solutions to issues that PMs face in the US. The 4 themes that were endorsed by 70% of the panel were rated for Desirability and Feasibility in Survey 2. Analysis of round 2 showed that all 4 Solutions were rated as Strongly Agree or Agree by higher that 70% of respondents.

Solutions rated as Strongly Agree or Agree in terms of both Desirability and Feasibility in no particular order are:

- **Create awareness of PM value and clear communication between PM and all stakeholders.**
- **Implement Leadership support, boundaries, and work life balance.**
- **Train PM for experience and train the organization on how to work with their PMs.**
- **Address PM relationship with governance, stakeholders, budgetary concerns.**

* 1. Please rank the top 4 solutions from 1 to 4, with 1 being most important and 4 being least important.

≡ ☐   Create awareness of PM value and clear communication between PM and all stakeholders.

≡ ☐   Implement Leadership support, boundaries, and work life balance.

≡ ☐   Train PM for experience and train the organization on how to work with their PM.

≡ ☐   Address PM relationship with governance, stakeholders, budgetary concerns.

Thank you for participating in this study!

Survey 4:

Survey 4: Agree or Disagree With The Ranking Completed in Survey 3.

In Survey 1, you provided solutions to issues that PMs face in the US. The 4 themes that were endorsed by 70% of the panel were rated for Desirability and Feasibility in Survey 2. Analysis of round 2 showed that all 4 solutions were rated as Strongly Agree or Agree by higher that 70% of respondents. In Survey 3, participants ranked the 4 solutions, with 1 being most important and 4 being least important. I then applied weighted mean so the 1 became a 4, the 2 became a 3, the 3 became a 2, and the 4 becomes a 1. The result in order of ranking were:

- Create awareness of PM value and clear communication between PM and all stakeholders (Mean value = 3.09).
- Implement Leadership support, boundaries, and work life balance (Mean value = 2.82).
- Train PM for experience and train the organization on how to work with their PMs (Mean value = 2.27).
- Address PM relationship with governance, stakeholders, budgetary concerns (Mean value = 1.82).

* 1. Please indicate below to what degree you agree or disagree with the solutions ranking.

○ Strongly agree   ○ Agree   ○ Neither agree nor disagree   ○ Disagree   ○ Strongly disagree

Please provide the reason for your selection:

This is the last iteration of surveys for this study. Results will be shared with this group at the end.
Thank you so much for your participation in identifying futuristic, desirable, and feasible solutions to PMs' job dissatisfaction!

Appendix D: Copies of Survey 1 Results

Issue 1 Results: Stress of PM From Lack of Organizational Support

Respondent ID	Response	What Solution(s) do you recommend for this issue?
P1	Agree	More training
P2	Agree	Organizational Management engagement is expected on a regular cadence.
P3	Agree	Management should be involved from the beginning until the end of the project life cycle get and only when budget and schedule is out of scope.
P4	Agree	Leadership support and project resources
P5	Agree	Continous socialization of PM values
P6	Agree	Outward: Establishing a PM Community of Practice that aligns the hearts, minds & voices of the PM community in the organization & use it to promote the value that the role brings to the organization. Inward: Mindfulness practice by PM to keep stress in check
P7	Agree	Lack of org support comes from a variety of sources: funding, change in mgmt, change in direction of the org, resources leave the org (Software Eng quits, etc). Some of this can be accounted for and mitigated through excellent communication, but some of it requires the PM to take care of themselves. Eat right, sleep well, exercise. There is no substitute.
P8	Agree	Training for leadership on the importance of project management
P9	Agree	Accountable leadership
P10	Agree	Provide PMs with a voice or larger voice at the table when business decisions are being made. They've seen, heard, and experienced many facets of work across organizations and can typically provide goo insight.
P11	Agree	Exec leadership need to support rather than subvert PM and execute on escalations requests
P12	Agree	Use of PMO's
P13	Agree	Most mgt is aware of the value project mgt brings but just a few in key positions who don't understand create significant hurdles for prioritizing resources and processes. So simply an educational focus, especially for leaders who come strictly from a business background (academic or experience) vice those with an operational background (who have normally experienced and appreciate PM roles).
P14	Disagree	
P15	Agree	Awareness of the importance of the position within organizational framework. Buildout of organizational structure to help autonomize the position (not unlike regulatory positions on an org chart)
P16	Agree	When a project is agreed upon by the Sponsors, those Sponsors and upper management must champion the project across the company and always take the stance that it is important that the project is successful and those needed on the project are expected to do the work to complete this project in a professional manner.

Issue 2 Results: Lack of Strategic Approach From Organizational Leaders

Participant ID	Response	What Solution(s) do you recommend for this issue? Comment:
P1	Disagree	
P2	Disagree	Strategy is shared and the PM is aware how their initiatives impact the strategy or roadmap
P3	Agree	Management should be involved in finalizing and planing the project scope with strategic planning.
P4	Agree	
P5	Agree	Include Project management values as part of company strategies
P6	Agree	I feel organizational leaders are often empowered (and equipped) to drive strategy in their departments which often leads to silos & creates a jumbled approach. Education/coaching for these leaders on the importance of integration management at a strategic level might help this dynamic.
P7	Agree	I've found that the more experience I have as a PM, the more my stakeholders are willing to listen to my ideas. Building a business case that can be quantified is always the best place to start when you want your stakeholders to take a different strategic approach.
P8	Agree	Have leaders manage a project from beginning to end
P9	Agree	Educated leadership rather than dependency on vendors
P10	Agree	Affirm organizational leaders support and are on the same page prior to communicating to direct reports, etc. When one or two see things differently than the others, it always shines it face during the time the org is deciding how to prioritize work.
P11	Disagree	
P12	Agree	Defining clear vision and mission statements for the organization to follow.
P13	Agree	Train leadership to begin with the end in mind so the organization does not waste resources with constantly changing goals and priorities
P14	Agree	Communication of underlying objectives will ease anxiety.
P15	Agree	Integration of PM function into organizational initiatives.
P16	Agree	All sponsors and stakeholders must agree on a strategic approach prior to the project official kickoff.

Issue 3 Results: Lack of Human Resources Management Support of PMs

Participant ID	Response	What Solution(s) do you recommend for this issue? Comment:
P1	Agree	Hr needs to have more field training to learn on the job
P2	Agree	HR must become more engaged than just onboarding of the resources
P3	Disagree	
P4	Disagree	
P5	Disagree	
P6	Agree	HR professionals might benefit from getting a clear understanding of the skill set a PM candidate with success potential exhibits in their org environment. PMs are more than the list makers, and a successful one exhibits strong soft skills often missed/overlooked in interviews/screens.
P7	Disagree	
P8	Agree	Training on what project management is and is not
P9	Disagree	
P10	Agree	More engagement between HR and PMs. Our HR Reps rarely connect with PMs.
P11	Disagree	
P12	Disagree	
P13	Disagree	
P14	Disagree	
P15	Disagree	
P16	Agree	No project should begin unless resources are available to do the work.

Issue 4 Results: Lack of schools' Adequate Preparation of PMs

Participant ID	Response	What Solution(s) do you recommend for this issue? Comment:
P1	Agree	Schools have a syllabus to follow.. PM isn't part of it
P2	Agree	Real life scenarios or role playing would improve readiness
P3	Agree	Project Management is a skill set and it's learned on the job. Schools should have real life project scenarios for students to work on as a individual first and then as a group.
P4	Agree	
P5	Disagree	
P6	Disagree	I feel schools that train PM principles & knowledge areas provide the information, examples & case studies that best demonstrate the tools/skills in action. What a student does with that knowledge - how deeply they absorb it, study it, and adapt it to work as best THEY can make it work in unique cases is up to the student.
P7	Agree	Project Management isn't a major available for undergraduates.
P8	Agree	Internship and externships in HS and beyond to introduce students to opportunities in project management
P9	Disagree	
P10	Disagree	
P11	Disagree	
P12	Disagree	
P13	Disagree	
P14	Disagree	
P15	Agree	In addition to frameworks and methodologies, curricula need to include more pragmatic applications.
P16	Agree	Like any school it is hard for them to really prepare someone for what will happen in the real world, but they should go over scenarios that they themselves have faced. Having real PMs with experience teach students is vital to their success.

Issue 5 Results: Lack of PM's Ownership of The Project From Beginning to End

Participant ID	Response	What Solution(s) do you recommend for this issue? Comment:
P1	Agree	PM gets overulled by budget
P2	Agree	Time and time again the PM is engaged late. There does seem to be adequate documentation, business case, or scope
P3	Disagree	
P4	Agree	Be clear on stakeholders roles and responsibilities.
P5	Disagree	
P6	Agree	I feel this is most often an accountability issue on the part of PM. Understanding and embracing the fact that you, as a PM, have a level of ownership over every aspect of a project (even the ones someone who doesn't understand project management tells you that you don't) is important. Staying engaged & aware of all the pieces & parts - even around resistance - falls under stakeholder management.
P7	Disagree	
P8	Agree	
P9	Agree	Leadership lack education of what is included in definition of done
P10	Agree	This can and does occur when either the PM is too inexperienced to understand their role or when their plate is overflowing with work.
P11	Agree	It is typical to jump into middle of project. Exec leader needs to introduce PM taking over and convey support
P12	Disagree	
P13	Disagree	Some PMs are also better suited for certain types of projects or phases and their actions reflect that. Organizations need to hire or contract PMs who are qualified for whatever tasks may lie in that organization's future
P14	Disagree	
P15	Agree	Many PM roles have specialized functionality along the continuum and don't provide end-to-end support of a project.
P16	Agree	All PMs should own a project as if it was their own physical project. Ownership and accountability are very much required to be successful.

Issue 6 Results: Lack of PM's Authority Over The Project

Participant ID	Response	What Solution(s) do you recommend for this issue? Comment:
P1	Agree	Pm is a figurehead... someone to blame when things go wrong. Pm's contribution and role should be highlighted and acknowledged throughout the project life cycle
P2	Disagree	This is dependent on the model. The msg or nay not be a steering committee to help with decision making for the PM and sponsor.
P3	Agree	Project Manager should be given more authority to manage the project. In today's fast changing world the definition of Project Manager is lost that needs to be revived again.
P4	Agree	Set the tone of the PM's role as the project leader from day one
P5	Agree	Ensure organization and leadership understands the role of project management
P6	Disagree	I may misunderstand this question. Ideally, PMs don't exercise authority over projects. They advocate for projects and do what's needed to nurture & grow the project until it delivers the expected outcomes. I've not had formal authority over projects so much as had formal responsibility for driving & reporting progress against corp goals.
P7	Disagree	
P8	Agree	Make PMs project owners and not just admins
P9	Agree	Governance
P10	Agree	Very common when the project team members do not report to the PM. Set the expectations of project work upfront and continue to remind folks as slip-ups occur.
P11	Disagree	
P12	Disagree	
P13	Agree	I've been fortunate to not directly experience this but I have seen it in partner companies and acquaintances. This is an organizational issue and creates inefficiency by not having a single, qualified 'owner'. I've seen this happen especially when an organization doesn't have a true, trained and qualified PM so the organization is not confident letting the PM run the project
P14	Disagree	
P15	Agree	Further elaboration of the role and buildout of proper reporting workflows
P16	Agree	I have seen this, and this should not be the case. There is always over-site, but a good Sponsor should allow the PM to have authority to make decisions.

Issue 7 Results: Lack of team respect for the PM

Participant ID	Response	What Solution(s) do you recommend for this issue? Comment:
P1	Agree	More on hands training for PM
P2	Agree	Sometimes this can be an issue when the SME's on the project are not team players.
P3	Agree	As mentioned above the definition of project manager needs to be revived again.
P4	Agree	Live the values of the organization and ensure that mutual respect is expected across all sides
P5	Agree	Project management should be part of engineering teams and rollouts
P6	Agree	Initiation (unknown PM): PMs might share with the team insight into their work style & give the team confidence that they will support them. Initiation (known PM): If a PM is known to the team and has lost their respect in the past, the PM might have a hard time saying anything to change that up front. During execution: One of the most effective ways to earn respect is to, rhetorically, do battle together. If the team faces problems and the PM steps up & helps remove those problems, it will help build respect.
P7	Disagree	
P8	Agree	
P9	Agree	Management of resources
P10	Agree	The PM should form the team and encourage collaboration and engagement. Be prompt and timely for meetings and use good follow-up skills for action items and deliverables
P11	Agree	Usually stems from lack of exec leadership subverting PM or not actively exhibiting support
P12	Disagree	
P13	Disagree	Most team members will eventually, if not immediately, appreciate the value of a good PM. Exceptions are when an individual has experienced a bad PM in the past and brings that bias into a new team. But this is an example where leadership training and soft skills are so crucial for a PM
P14	Disagree	
P15	Agree	Same as above - Further elaboration of the role and buildout of proper reporting workflows
P16	Agree	This should not be tolerated, but a good PM should be able to get respect based on the manner that they handle situations.

Issue 8 Results: Dead-end or Lack of Appealing Career Trajectory

Participant ID	Response	What Solution(s) do you recommend for this issue? Comment:
P1	Disagree	
P2	Agree	More PM roles with hierarchy need to exist. A lot if time the PM is working in a silo.
P3	Agree	Project Managers should be rotated within the organization this will help them sharpen skills and still be interested in their as they were during their first project (Learning different business processes)
P4	Agree	Work with HR on clear paths for advancement.
P5	Disagree	
P6	Disagree	One of my favorite parts of this field is the ability to use natural skill sets to accomplish things that mystify others. It's a powerful characteristic & it lends itself to creating opportunity customized to your strengths. If the company you're in does not embrace the potential, other companies will.
P7	Disagree	
P8	Agree	PMI should outline career paths for PM starting with coordinators and onward. Leadership program through PMI for career progression through PM career lifecycle
P9	Agree	Seen as a jack of all trades, master of none. "Generalists"
P10	Disagree	
P11	Disagree	
P12	Disagree	
P13	Agree	No real solution to this, and maybe it's not significant. Unless one is in a very large organization the only way to typically progress is to leave for another organization but project management is not the only career field where that is true.
P14	Disagree	
P15	Agree	
P16	Disagree	

Issue 9 Results: Communication Holdup From The PM

Particpant	Response	What Solution(s) do you recommend for this issue? Comment:
P1	Agree	More transparent communication
P2	Agree	Sometimes PM bandwidth is limited and the don't report issues soon enough.
P3	Agree	
		PM should be able to send communication regularly to everyone for project update. Plan pull and push communication with the team when structuring the project team.
P4	Disagree	
P5	Agree	Effective communication to ensure stakeholder alignment
P6	Agree	Establishment of clear expectations about comms cadence up front in a project along with clear expectations set for those whose information feeds into comms. Then hold contributors accountable. Communicate in advance any recourse if contributing data misses the deadline.
P7	Disagree	
P8	Disagree	
P9	Disagree	
P10	Disagree	
P11	Disagree	
P12	Disagree	
P13	Agree	Communication is the key factor in how a team and stakeholders view a PM. Unfortunately, we sometimes get caught up in fixing and crisis management and stop communicating during those key periods. Fix action is to establish communication as a priority and create a communication schedule that adapts to different scenarios (communication is even more critical in a crisis though that's when PMs typically want to stop and communicate)
P14	Disagree	
P15	Agree	Bilateral implications the PM must be actively and not passively play the role of communication liaison.
P16	Disagree	

Issue 10 Results: Lack of Work-life Balance

Participant	Response	What Solution(s) do you recommend for this issue? Comment:
P1	Disagree	
P2	Agree	Not sure, but blackout time period would be nice.
P3	Disagree	
P4	Disagree	
P5	Agree	This is a worldwide plague. Try to create some balance and maintain strong visibility on demand allocation
P6	Agree	For permanent employee PMs, I feel with good time management, stakeholder management & up-front expectation-setting an individual PM should be able to carve out some level of acceptable balance. For contractor PMs, I feel like organizations sometimes take advantage of contractor status to push activities onto that individual. I'm not sure right now how this behavior/perspective might be influenced differently.
P7	Agree	PMs often times can become consumed by their projects. Boundaries are critical. You must make time for life outside of work.
P8	Agree	I think this is across the board not PM specific
P9	Disagree	
P10	Disagree	
P11	Agree	Hard to turn off. Suggest exec support for work life balance / off hours
P12	Disagree	
P13	Disagree	There are exceptions, like seasonal or supply chain impacts, but most work-life balance issues (in the US) are self-inflicted
P14	Disagree	
P15	Disagree	
P16	Agree	Based on the project, the timeline, the agreement, this can happen. If it is short lived it should be ok, but if it is on-going everyone will get burnt out and many mistakes will happen or in this environment the PM will leave.

Issue 11 Results: Lack of PM Understanding of People, Culture, Process, Tools, or

Integrated Technology to Effectively Manage Projects

Partcipants	Response	What Solution(s) do you recommend for this issue? Comment:
P1	Agree	Since covid... everything changed... so should PMs..
P2	Agree	Technology changes do fast. PM's need a 6-12 month technology or industry update
P3	Disagree	
P4	Disagree	
P5	Disagree	
P6	Agree	Much of the responsibility to get to know these areas falls on the PM. But if an organization has a knowledge base or similar that provides some of this insight, it could be a win.
P7	Disagree	
P8	Agree	All employees should have to manage a project from beginning to end or own a portion of a project - own action items, risks, issues, governance etc
P9	Disagree	
P10	Disagree	
P11	Disagree	
P12	Disagree	
P13	Disagree	These are all crucial skills and, fortunately, are usually only seen in people who were granted the title PM without the proper education and training
P14	Disagree	
P15	Disagree	PMs often promoted into roles they are ill-equipped for by virtue of performance in another capacity.
P16	Agree	This will happen if they are new, or its a new type of project, but a good PM will go and ask all of the questions needed to get a good understanding.