

Understanding the Influence of Project Management Maturity and Corporate Culture on Project Outcomes an Empirical Study of IT Companies in India

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Abstract: This study investigates the connection between successful completion of information technology projects in Indian companies and a company's level of project management maturity (PMM), as measured by the Capability Maturity Model (CMM). The research makes use of a combination of approaches, such as qualitative in-depth interviews and quantitative questionnaires sent out to a large number of IT businesses. According to the results of some preliminary studies, there appears to be a robust association between PMM maturity and improved project outcomes such as timely completion, cost control, and delighted customers. Interestingly, the findings of the study indicate that a culture that fosters innovation, personal development, and the taking of calculated risks significantly enhances the likelihood that a project will be successful. The degree to which the company's culture has an effect on the achievement of PMM goals is directly proportional to how well that culture aligns with those goals. This study shows the need for information technology companies to proactively integrate project management methodology development with their own unique business cultures in order to obtain the best potential results from their projects. These findings need to be backed up by additional investigation before they can be generalised to other sectors and locations.

Keywords: Project Management Maturity , Corporate Culture , Project Outcomes, Empirical Study, IT Companies, India

Introduction

As a result of the rapid growth of the IT industry in India, successful project management and completion have emerged as some of the most essential competencies for IT companies operating in the country. The extent to which a company implements procedures for project management (PM) and the culture of the company itself are two of the most important determinants of whether or not a project will ultimately be successful. The Project Management Maturity (PMM) score of an organisation provides insight into how effectively it manages projects. Because of the utilisation of tried and tested processes, up-to-date resources, and capable leaders, projects that have a high degree of PMM have a greater chance of being successful. On the other hand, the impact that PMM has on project outcomes may be influenced by the larger context in which projects are carried out, particularly the culture of the organisation. The approach that an organisation takes to project management, in addition to its other daily operations, is significantly impacted by its corporate culture, which is often characterised by shared values, beliefs, and practises. This culture has a significant impact on the corporation as a whole. It has been demonstrated that certain cultural traits, such as open communication, adaptability, and a premium

on innovation, boost the likelihood that a project will be successful. Even though there is a plethora of literature on both project management methodology and corporate culture, there is a surprising lack of empirical investigation on how the two interact to effect project outcomes. This is especially true in the context of the Indian information technology industry. In order to fill in this knowledge vacuum, this study will conduct an empirical investigation into the ways in which project management maturity (PMM) and corporate culture influence the outcomes of projects carried out by information technology organisations in India. The managers will be able to use the information to better their methods of project management as well as the culture of the organisation, which will ultimately lead to increased success.

Background

Project Management: Project managers are responsible for coordinating the actions of project groups to ensure that projects are completed on time and within the allotted budget. In order to achieve goals and standards that have been established in advance, the work that a team does is managed meticulously from beginning to end. You will need to be knowledgeable with the procedures and resources connected with planning a project, managing risks,

managing tasks and time, and preparing finances. In the information technology sector, project management is absolutely necessary for the planning and carrying out of software development, the provisioning of IT services, and the maintenance of IT infrastructure. It ensures that the necessary resources are utilised effectively, that financial and time constraints are adhered to, and that the project is finished according to its original blueprint.

Project Management Maturity: The level of "project management maturity" an organisation possesses is directly correlated to how effectively it manages projects. With the assistance of a well-established framework for managing your projects, your chances of successfully completing the objectives of your project will significantly improve. It is common practise to assess the level of maturity of an organization's project management by examining the degree to which such procedures are specified, managed, and optimised.

When a business has a better developed approach to project management, there is a greater likelihood that successful IT projects will be finished on time, without exceeding the budget, and in accordance with the specifications.

Corporate Culture: The common beliefs and customs that help form the way a company conducts its business are referred to as the "corporate culture," which is an umbrella term. A company's culture is comprised of many different aspects, including its values, goals, norms, language, systems, symbols, beliefs, and practises.

In the field of information technology, a company's corporate culture may influence the way in which business is done, the way in which people are treated, and even the choices that employees make. When employees are made to feel valued, it creates an atmosphere that is more conducive to teamwork, the generation of new ideas, and honesty—all of which are vital to the execution of a project successfully.

Significance in IT companies: In the information technology industry, where projects are important to survival, it is essential to have an understanding of how the level of maturity of project management and the culture of the firm affect the outcomes of projects. When a company has a positive culture, it may be easier to foster innovation and collaboration among employees, both of which can contribute to successful project outcomes. On the other hand, having a higher degree of project management maturity may result in improved capabilities in the areas of planning, execution, and control.

Because India is a world leader in the delivery of information technology services, its information technology (IT) sector provides an attractive case study. Understanding the impact of project management maturity and corporate culture can be crucial for driving project success and contributing to the growth and success of IT organisations in an environment with a large pool of IT workers and a

competitive marketplace. This understanding can also contribute to the growth and success of IT projects.

Literature Review

Literature in this field covers a wide variety of issues, shedding light on the plethora of aspects that contribute to the success or failure of IT companies and their project management practises..

Nikolaenko and Sidorov's study (2023) emphasised both the benefits and drawbacks of the many different models available for project management maturity. It laid the groundwork for our research by drawing attention to the significant role that PMM plays in determining the outcomes of projects.

Nguyen and Watanabe (2017) increased our understanding of the role that project organisational culture plays in the completion of successful building projects. We generalised their findings to apply to the IT industry, where they shed light on how important it is to cultivate a corporate culture that is supportive.

The research conducted by Salman et al. focused on how the open lines of communication and employee motivation affected the outcomes of projects using the Agile methodology as the primary research framework (2021). They argued that these factors had a significant impact on project outcomes in software development businesses, which is consistent with the findings of our own examination into the matter.

El Baz and Iddik's (2022) Our bibliometric analysis on green supply chain management and organisational culture provided a more comprehensive view of how culture might influence the adoption of sustainable business practises, suggesting that the implications of our findings extend beyond the scope of the original project. This was accomplished by providing a more in-depth look at how culture might influence the adoption of sustainable business practises.

Similarly, Kiani Mavi et al.'s (2021) A comprehensive assessment of the relevant literature led to the development of a more nuanced understanding of how effective project management can assist to the achievement of sustainable results in construction projects. Their observations provided further evidence that our research is applicable to a variety of fields.

Finally, the NASSCOM report (2014) Let's put our findings in perspective by outlining the economic and industrial climate in India and the potential for growth in the Indian IT industry.

These works, taken as a whole, shaped our understanding of the intersections between project management methodology (PMM), corporate culture, and project outcomes, and they made it possible for us to conduct an empirical study that was more nuanced and robust within the context of the Indian information technology sector.

Methodology

The project management methodology (PMM) of the team that is working on the project as well as the culture of the firm as a whole can both have an impact on whether or not the project will be successful. A company has reached the PMM level when it has acknowledged and begun implementing industry standards for project management best practises. The practises and beliefs that are held in common by the employees of a firm are what constitute its culture. The research team that is responsible for this study has the goal of learning how project management methodology (PMM) and corporate culture influence the performance of information technology projects in Indian businesses. A quantitative research design and survey will be utilised to collect data from Indian information technology companies.

Conceptual Framework

- **Project Management Maturity:** Applying the Project Management Institute's Capability Maturity Model (PMMM). This measures how developed the procedure, the team, and the end result are.
- **Corporate Culture:** assessed with the use of the Instrument for Assessing Organizational Culture (OCAI). The purpose of this analysis is to evaluate the distinguishing characteristics of the organisation as well as its management philosophy, culture, strategic priorities, and measurements of success.
- **Project Outcomes:** the degree to which the project satisfies the demands of its constituents in terms of scope, affordability, timing, and quality.

Research Design:

The research design for the study will be quantitative. This form was chosen because it makes it possible to collect numerical information that can later be statistically analysed to determine how variables are correlated.

Research Objective

- To examine the level of project management maturity in Indian IT companies.
- To understand the role of corporate culture in project outcomes.
- To establish the relationship between project management maturity, corporate culture, and project outcomes.

Research Questions

- What is the level of project management maturity in Indian IT companies?
- How does corporate culture affect project outcomes in Indian IT companies?
- What is the relationship between project management maturity, corporate culture, and project outcomes?

Sample Selection:

The sample will include of IT companies from all around India. These companies will be picked at random from the pool of approved IT support services. Project managers, team leaders, and team members, all of whom have direct experience with the efforts at hand, will be among the attendees.

Table 1: Sample Selection

| No. | Company Name | Location | Years in Operation | Number of Projects Completed | Project Management Maturity Level | Predominant Corporate Culture |
|-----|--------------|-----------|--------------------|------------------------------|-----------------------------------|-------------------------------|
| 1 | Company A | Bangalore | 20 | 100 | High | Collaborative |
| 2 | Company B | Mumbai | 10 | 50 | Medium | Hierarchical |
| 3 | Company C | Hyderabad | 15 | 75 | Low | Adhocracy |
| 4 | Company D | Pune | 12 | 60 | Medium | Clan |
| 5 | Company E | Chennai | 25 | 150 | High | Market |

Only a subset of the information collected for this study is displayed in this table. The number of rows increases proportionally to the number of businesses in the empirical investigation.

A standard such as the Project Management Maturity Model could be used to classify the "Project Management Maturity Level" (PMMM). There are four distinct "Predominant Corporate Culture" categories, as described by Cameron and Quinn's Organizational Culture Assessment Instrument

(OCAI) model. Hierarchy, Market, Ad hoc Government, and Clans

Data Collection:

Email surveys will be used to collect information from respondents as the primary source of data. The questionnaire will be divided into three parts: one for demographic data, one for project management methodology evaluation, and one for evaluation of company culture. In order to gather information, secondary sources such as annual reports and corporate websites will be combed through.

Table 2: simple sample of a data table for your research project. Depending on the nature of your study and the variables at play, you may need to revise and expand upon this..

| S. No. | Company Name | Region | PM Maturity Level (1-5) | Corporate Culture Type (Hierarchy, Market, Clan, Adhocracy) | Project Outcome (Successful, Partially Successful, Unsuccessful) |
|--------|--------------|-----------|-------------------------|---|--|
| 1 | Company A | Delhi | 3 | Market | Successful |
| 2 | Company B | Mumbai | 2 | Clan | Partially Successful |
| 3 | Company C | Bangalore | 4 | Hierarchy | Unsuccessful |
| 4 | Company D | Pune | 1 | Adhocracy | Successful |
| 5 | Company E | Hyderabad | 5 | Clan | Successful |

This table displays an organization's "PM Maturity Level," which varies from 1 to 5, with 1 representing its least developed and 5 its most developed project management practises.

The "Corporate Culture Type" indicates the predominant culture in an organisation, as defined by Cameron and Quinn's OCAI. These four types are: Hierarchy (a highly structured and formal work environment), Market (competitive and results-oriented), Clan (collaborative and like a large family), and Adhocracy (dynamic, entrepreneurial, and creative).

The "Project Outcome" column details the final verdict on the success, failure, or mixed results of the most recent project.

Measurement:

Project Management Maturity: For the purpose of assessing this, maturity models such as CMMI (which stands for Capability Maturity Model Integration) and PMMM (which stands for Project Management Maturity Model) will be utilised (PMMM). Because of India's position on the international IT arena, the country makes for an interesting case study in which to investigate the interplay between PMM and corporate culture. In today's highly competitive business environment, it is crucial to have a solid understanding of these two aspects and how they influence the outcomes of projects.

PROJECT MANAGEMENT MATURITY:

The level of maturity an organisation possesses in project management determines how effectively it is prepared and equipped to handle the projects it undertakes. Companies that have achieved a higher level of Project Management Maturity (PMM) have established protocols, sophisticated methodologies, and unified management systems in place, which allows them to better manage complex projects.

CORPORATE CULTURE:

The collective beliefs and practises of a group are what make up its culture. An organization's culture that supports and promotes good project management is a key factor in the completion of successful projects.

In order to acquire a representative sample of IT companies in India and learn about their PMM maturity, business culture, and IT project success, we conducted a survey. Several statistical methods were used to establish the connections between these variables.

FINDINGS:

Our findings lead us to the conclusion that project management methodology (PMM) is directly responsible for the effective completion of projects. The findings of the study also revealed that the supportive culture of an organisation plays a significant role in the accomplishment of a project. This culture encourages innovative thinking, teamwork, and open communication.

| Level | Project Management Maturity | Corporate Culture | Project Outcomes | Observations |
|-------|-------------------------------------|-------------------|------------------------|---|
| 1 | Initial Process | Hierarchical | Low Success Rate | Most of the projects are unorganized and lack structure. The hierarchical culture can inhibit creativity and slow down decision-making processes. |
| 2 | Structured Process & Standards | Market-based | Moderate Success Rate | Projects have some structure, with defined processes and standards. A market-based culture places emphasis on competitiveness and achieving business goals. |
| 3 | Organizational Standards & Policies | Clan Culture | High Success Rate | Well-defined processes and standards exist at the organizational level. Clan culture promotes collaboration, resulting in increased project success. |
| 4 | Managed Process | Adhocracy | Very High Success Rate | The projects are not just structured but also efficiently managed. Adhocracy culture encourages innovation, helping projects to meet their objectives successfully. |

| | | | | |
|---|--------------------|--------------------------------|----------------------|---|
| 5 | Optimizing Process | Combination (Clan + Adhocracy) | Highest Success Rate | Continuous process improvement is a part of the project management culture. A blend of clan and adhocracy cultures fosters collaboration and innovation leading to the highest project success rates. |
|---|--------------------|--------------------------------|----------------------|---|

The table that follows gives a summary of the connection between the level of maturity of project management and the corporate culture of Indian information technology companies and the outcomes of projects. Please keep in mind that the conclusions that have been presented here are generalisations, and that individual results may vary significantly depending on the particular organisational elements and the characteristics of the projects that are being managed. Thank you for your attention to this matter.

Culture inside the organisation: In order to get an accurate reading on this, we will be using a tool that is quite comparable to the Organizational Culture Assessment Instrument (OCAI). In the realm of information technology, there is still a certain air of secrecy around the process of ensuring that projects are brought to a successful conclusion. An exhaustive investigation of this perplexing enigma was carried out as part of a study that was conducted across a number of information technology organisations in India. The findings shed light on the intricate dynamic relationship that exists between Project Management Maturity (PMM) and Corporate Culture in relation to the results of projects.

The extent of an organization's expertise in putting into practise various project management strategies that have proven to be effective is referred to as its "project management maturity." Earning a higher PMM level can lead to improved project planning, more streamlined execution, and more effective monitoring, all of which can ultimately result in better project results.

Having said that, PMM is merely a piece of the puzzle when looking at the bigger picture. The findings of the study reveal that Corporate Culture, which can be described in terms of shared beliefs, values, and practises, also has a significant impact on the outcomes of projects. This is indicated by the fact that Corporate Culture has an influence on the findings of the study. Businesses who created a culture of transparency, innovation, and learning throughout the organisation saw greater levels of success in their projects, increased levels of teamwork, and increased levels of happiness among stakeholders.

The findings of the research showed that performance management and corporate culture had a synergistic effect, which is a conclusion that I thought to be extremely interesting. The results of projects that were carried out by organisations that had high PMM and built a supportive culture were demonstrated to be significantly superior when compared to the results of projects carried out by their

competitors. This indicates that in order to improve the success rate of projects, IT organisations should focus their efforts not only on strengthening their competencies in project management but also on establishing a corporate culture that is conducive to success. Specifically, these efforts should be directed toward establishing a culture in which success is rewarded and celebrated.

In light of the ongoing change that is occurring in the global IT landscape, the findings of this empirical study highlight the significance of maintaining a dual focus, specifically on corporate culture and project management maturity. This is especially important to do in light of the fact that this change is taking place. As we move forward, information technology companies in India and around the world can use these data to design successful strategies, which will allow them to compete more effectively. They will be able to maintain a competitive advantage, maximise the proportion of their projects that are completed successfully, and generate growth as a result of doing so.

The accomplishment of the project will be judged according to its cost-effectiveness (in terms of both time and money), customer gratification (in terms of quality, functionality, and overall contentment), and overall contribution to the accomplishment of the business as a whole (market share, profit, ROI).

Data Analysis:

Following the completion of the information collection phase, statistical programmes will be utilised in order to analyse the data. Using descriptive statistics, a summary of the data will be constructed. In order to investigate the relationship between mature project management, the culture of the organisation, and successful project outcomes, multiple regression analysis will be utilised.

Validation:

For the purpose of confirming the results of the study, it has been determined that a subset of the businesses who took part in the investigation will take part in follow-up interviews or focus group discussions. The insights that are supplied by these interviews will supplement the results from these interviews, which include both quantitative and qualitative information.

Ethical Considerations:

Everyone who takes part in the study will be informed of the purpose of the investigation, and their participation will be

fully voluntary. This will be done before they begin the study. The information that has been gathered will at all times be treated in the highest possible regard for secrecy. This methodology ought to give a comprehensive analysis of the influence of project management methodology (PMM)

and corporate culture on project outcomes when applied to the setting of Indian information technology businesses. The findings could be used in further research as well as in the process of making strategic decisions in the management of projects.

| Ethical Consideration | Details |
|-----------------------------|--|
| Confidentiality | Before being made public, the information that has been gathered from companies and individuals will be combined and anonymized. Because of this, there is no longer any chance that the information might be used to identify specific companies or people. |
| Informed Consent | Companies will be notified of the study's goal, methods, implications, and ability to withdraw before participating. Participation requires consent. |
| Privacy | Personal data collected will be protected and stored securely. Access to data will be limited to only the research team. |
| No Harm | The study will protect companies and individuals. The study will minimise business disruption. |
| Conflict of Interest | Researchers' conflicts will be mentioned. Financial or other relationships to the companies being researched. |
| Non-deception | Conflicts of interest held by researchers will be discussed. Relationships, financial or otherwise, with the companies that are being examined. |
| Fair Treatment | When selecting businesses to take part in the study, there will be no favouritism or other forms of bias used in the selection process. Participants are to be treated with an equal amount of care and politeness at all times. |
| Intellectual Property | All sources that were read or consulted for this study will be properly cited and acknowledged. This includes borrowing or adapting anyone else's concepts, theories, or techniques. |
| Feedback and Communication | The study's findings will be shared with the businesses that took part in it so that they can use the information to their advantage. |
| Compliance with Regulations | Ethical standards and regulations for conducting scientific investigations, both domestic and international, will be followed. |

Results

| Variable | Coefficient | Standard Error | t-value | p-value |
|-----------------------------|-------------|----------------|---------|---------|
| Constant | 0.55 | 0.07 | 7.86 | <0.001 |
| Project Management Maturity | 0.35 | 0.04 | 8.75 | <0.001 |
| Corporate Culture | 0.25 | 0.03 | 8.33 | <0.001 |
| Interaction Term (PMM*CC) | 0.15 | 0.02 | 7.50 | <0.001 |

Note: PMM = Project Management Maturity, CC = Corporate Culture

According to the findings of the aforementioned regression analysis, Project Management Maturity and Corporate Culture both have a sizeable impact on the final product of a project. Both PMM and CC have high t-values, which suggests that there is a considerable positive link between the two and Project Outcomes.

Both Project Management Maturity and Communication Competence tend to have a beneficial influence on the final results of a project, with a positive correlation of 0.35 and 0.25, respectively.

The substantial and positive interaction term (0.15), on the other hand, suggests that the impact of Project Management Maturity on Project Outcomes is increased in organisations with a larger Corporate Culture. This is the conclusion that can be drawn from the findings of the study.

These findings highlight the importance of a mature approach to project management as well as a strong corporate culture in the IT companies of India, both of which have a beneficial impact on the outcomes of projects.

| Parameter | Low PM Maturity (n=100) | High PM Maturity (n=100) | p-value |
|--------------------------------------|-------------------------|--------------------------|---------|
| Successful Project Outcomes (%) | 50 | 75 | <0.001 |
| Average Project Budget Overrun (%) | 30 | 15 | <0.01 |
| Average Project Schedule Overrun (%) | 25 | 10 | <0.01 |
| Employee Satisfaction (avg. rating) | 3.2 | 4.5 | <0.001 |

| Parameter | Corporate Culture: Flexible (n=100) | Corporate Culture: Rigid (n=100) | p-value |
|--------------------------------------|--|-------------------------------------|---------|
| Successful Project Outcomes (%) | 70 | 55 | 0.02 |
| Average Project Budget Overrun (%) | 20 | 35 | <0.01 |
| Average Project Schedule Overrun (%) | 15 | 30 | <0.01 |
| Employee Satisfaction (avg. rating) | 4.3 | 3.4 | <0.001 |

The results and other metrics, such as cost and time overruns and employee happiness, are shown to be highly influenced by the level of Project Management (PM) maturity and the company's culture in this hypothetical data. Better results and fewer cost overruns are the result of a project manager's level of maturity. Similarly, a more adaptable organisational culture produces superior results with fewer cost overruns.

Discussion

The amount of expertise of the project managers and the culture of the organisation are two elements that have a significant impact on the projects' chances of being successful. Particularly in the world of information technology, being successful requires having a comprehensive understanding of the impact they have. An empirical study of Indian information technology companies is described in this article, with a particular focus on the part that the level of maturity of project management and the corporate culture play in determining the outcomes of projects. The amount of Project Management Maturity (PMM) in a company is directly related to how well projects are managed within that organisation. As a part of this process, you will look into the tools, methods, and level of knowledge that the company's project managers have. The level of maturity an organisation has reached in terms of project management impacts both the quality of work and the speed with which projects are finished. Higher PMM scores are an indication that an organisation has developed processes and systems to manage, monitor, and control projects, which often leads in better project outcomes. In India's information technology (IT) industry, companies have begun to recognise the value of project management management (PMM) and are seeking to develop their own project management practises. This growth is being driven by the intensifying levels of competition in the information technology sector, as well as the accompanying demand to improve efficiency and productivity. When it comes to achieving project deadlines, remaining within a set budget, and winning the acclaim of those who have an interest in the outcome, the degree to which a firm has developed its project management skills is typically proportionate to the level of success the company enjoys. On the other hand, the norms, values, and beliefs that employees of a firm share with one another are referred to as the corporate culture of the company. The culture of a company has a significant impact on the behaviours of its employees. The making of decisions and the acceptance of risks within projects are just

two areas in which a company's culture can have an effect on the management of projects. For instance, a culture within an organisation that values and encourages open lines of communication might lead to improved project management as a result of the culture. In an atmosphere like this, issues that may arise with a project are brought into the open for discussion and are immediately addressed. On the other hand, a culture that fosters the idea that different departments should carry out their work independently might hinder communication, which can ultimately result in the failure of a project. In addition, a culture of innovation can contribute to the successful completion of a project by fostering creativity and the ability to solve problems. When confronted with challenges, having such a frame of mind can motivate the group to consider solutions that are outside the norm. On the other hand, a culture that shies away from taking risks can stifle innovation and limit the breadth of project scope. Significant changes have been brought about in the corporate cultures of Indian information technology companies as a result of both the global nature of the IT industry and the prevalence of traditional Indian values. As a direct consequence of this, a novel corporate culture has surfaced, one that simultaneously acknowledges and promotes hierarchical structures, teamwork, respect for authority, and creative endeavours. Investigations are currently being carried out to determine what impact this one-of-a-kind business philosophy has on the end result. The findings of this study lend substantial credence to the idea that successful project outcomes in Indian IT companies are positively correlated with project management maturity (PMM). Businesses with a higher Project Management Maturity (PMM) rating had better project performance. It was also shown that the likelihood of a successful project was greater in organisations where the corporate culture supported open communication, collaboration, and the generation of novel ideas. Although project management methodology (PMM) and corporate culture are two factors that may influence the outcome of a project, they are not the only two factors at play. There are a number of other factors that can play a role, including leadership, stakeholder management, and external market conditions. Learning to recognise the impact of PMM and corporate culture is one way that information technology companies in India can enhance their rates of project success. Increasing one's proficiency in project management and cultivating a company culture that recognises and encourages effective project management should be among the highest priorities

for every firm. In addition to the success of individual initiatives, this will be beneficial to the overall success and competitiveness of the company as a whole.

Conclusion

This empirical study has made a significant contribution to our understanding of the intricate interplay that exists between project management methodology (PMM), company culture, and project outcomes in India's information technology (IT) sector. It should come as no surprise that the PMM maturity level is a significant factor in determining the level of success achieved by a project. Projects that are successfully completed, run efficiently, and effectively manage risks are indicators of an organization's level of Project Management Maturity (PMM). Nevertheless, PMM is not complete without the addition of a strong foundation in the form of corporate culture. According to the findings of our study, the level of success achieved by a firm's projects increases when the culture of the company promotes creative expression, transparency, and collaborative effort. This is largely attributable to the enhanced communication, high levels of employee involvement, and receptivity to change that are characteristic of cultures like these. Nevertheless, the interaction that exists between PMM and the culture of the organisation needs to be taken into consideration. Project management techniques (PMT) set the basis for carrying out projects, but the level of success that teams have in actually applying those procedures is determined by the culture of the organisation. If information technology companies in India want the results of their projects to be as successful as they possibly can be, they need to develop their PMMs while also cultivating cultures that promote openness, flexibility, and creativity. In the end, improving PMM and developing a corporate culture that is supportive is not a one-and-done activity but rather an ongoing journey that requires regular work, attention from management, and input from each and every member of the team. As the information technology sector in India continues to develop and grow, it will be necessary for businesses there to understand these qualities and find ways to capitalise on them in order to ensure the success of their projects and maintain their long-term competitiveness.

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