



Critical success factors in project management in multinational projects

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I hereby declare that the work submitted is mine and that where I have made use of another's work, I have attributed the source(s) according to the Regulations set in the Student's Handbook.

ABSTRACT

This dissertation was written as part of the MSc in Energy Systems at the International Hellenic University. The purpose of this study is to examine how multiculturalism affects the management of international projects with team members from around the world. The study examines the key factors that influence project performance, the challenges multicultural teams face, and the options available to project managers to achieve project effectiveness. In order to achieve the stated objectives, a structured quality research based on a qualitative questionnaire was conducted. The sample group consists of four Greek employees in high positions. From the research, it was possible to elaborate the success factors for a multinational project by pointing out the concepts that we need to consider in relation to this subject.

Keywords: culture, diversity, multiculturalism, project management, multinational projects

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1 Introduction

1.1 Background Information

With the phenomenon of globalization, it is more important than ever for companies to expand worldwide. This includes awareness of how cultural differences can impact the workplace and, furthermore, affect productivity. In addition, we need to be informed about the concept of culture, diversity and multiculturalism. It is also important to learn how to work with people from different cultural backgrounds and to be aware of differences between employees and people in general. Differences between people can usually lead to confusion and misunderstanding between them, which means we need to understand why it is important to be patient and tolerant of each other. In this way, each person carries their culture within them and expresses it in every aspect of life.

Culture ascertains, to a great extent, the way people and organizations operate on daily basis and the various difficulties that companies encounter, often due to disagreements caused by cultural differences. In situations related to work, these interactions occur frequently in diverse circumstances. Due to the uncertainties created by cultural diversity, there may be difficulties with language and communication, religion, and politics in a culturally foreign situation, resulting in a numerous of misunderstandings and disagreements. (Lin, Chen & Song, 2012). As a result, adapting to changes and variations is a natural aspect of life. Life keeps modifying and over the last 20 years the rate of change has risen rapidly. The rate of change in international markets continues to grow along with Internet development and the speed of universal business. As a result, businesses require human resources, which are now accessible from all over the world. Moreover, we come across ethnic mobility, which results in specific characteristics. This means that more and more nationalities are coming to the fore, resulting in spontaneous and inevitable communication between different nations.

Significant demographic change has been recognized, which means that companies must be at the forefront of these difficulties and develop innovative strategies to address them as part of their continued international ventures (Rainer Strack). Because of technological development, images of progression are brought to the modest corners of our planet, while the economies of developing countries continue to fall behind the developed countries. The inequities are now so clear, and the cost-cutting requirements are so great. These developments have also resulted in changes in cultural standards and a current debate over globalization.

Globalization, like technological progress, benefits society as a whole. First of all, globalization became a weapon for national development and peace after World War II. This is relevant with the idea of creating a better world for humanity, by cooperating and helping to prevent disputes among markets on a global level. Moreover, there are many more scaled-up enterprises, which aim to reach more clients while receiving a larger return on their fixed expenses

of doing business. In this way, competition arises and now organizations are willing to provide better quality and a great variety of products. Furthermore, globalization drives each nation to specialize in what it produces best with limited resources, a phenomenon known as a comparative advantage¹. Last but not least, this environment promotes the idea of innovation and employment opportunities, as many jobs have been created in various fields such as computer experts and programmers, engineers, architecture and so on. (Lutkevich, n.d.)

International markets are places where rapid changes and severe economic pressure are noted. According to economists, companies profit from the flexibility and global competitive dynamics, as well as the economies of scale offered by globalization and the Internet. Although most multinational corporations have well-established worldwide value chains, many businesses must build them from the ground up on a project-by-project basis. Small businesses may now take advantage of cheaper prices for high-quality services delivered globally while avoiding the need to hire additional workers to meet short-term demands. They must, however, build the systems and foster the connections necessary to create such a team in a small company. (Passaris, 2006)

As a result, in a world where technology is evolving and human demands are changing at an accelerating rate, companies and industries must adapt to and efficiently manage the changing environment. By providing the essential background and strong foundations, project management practice may assist businesses in meeting their cost, schedule, and quality objectives. (Ashworth, 2015)

Understanding the influence of cultural elements is critical in international projects, and multicultural knowledge becomes a critical feature for the project manager (PMI, 2013). The global project manager must acknowledge that multiculturalism can have a good or negative impact on the project's success. Furthermore, it is critical for the project manager to recognize the possible opportunities and competitive disadvantages that employees from other cultures can bring to the team, because, regardless of cultural orientation, it can be beneficial if the manager understands how to tackle it (Battistuzzo, F. J., & Piscopo, M. (2015).

Globalization of project management necessitates a constant awareness of global phenomena that are continually evolving across diverse geographic locations and sectors. Any organization that wants to effectively carry out or manage a project in another nation must first get a thorough understanding of the host country's culture (Pheng & Yuquan, 2002). Simultaneously, project managers must adopt a common project approach in order to sustain intercultural cohesiveness. This entails developing a worldwide platform for managing multinational operations.

So, multinational projects come as a direct result of globalization. Multinational by definition is something that consists of different nations, which automatically means diverse cultures. In order to analyze how management in multinational projects works, we first have to comprehend the concept of culture and what its characteristics that affect our behavior and our social and business relationships.

¹ Source: <https://www.piie.com/microsites/globalization/what-is-globalization>

Instead, there are considerable gaps in comprehending how team members cultural origins impact their behaviors. (Jetu, Riedl & Roithmayr, 2010, p.57-77). In addition, examining the cultural aspect and its impact on international project management teams is critical for both human resource management and project management because coordinating global project teams raises a variety of issues that begin when employees from many organizations, nations, and value systems must share power, accountability, and decision making (Shore & Cross, B. J., 2005). It is important to recognize that culture is a crucial aspect that not only helps to explain inequalities, but can also have positive effects, such as the increase in creativity that comes from these diverse environments, but is also the cause of the failure in these kinds of initiatives. (Ashworh, 2015)

So, to speak, there is a lack of knowledge in this domain and the need for better comprehension, symbiosis and cooperation among nations is more crucial than ever. Understanding the differences between us is the best and most effective way to deal with the problems that might occur or even prevent them from happening.

In summary, the objective of this study was to find an answer to the question: What are the critical success factors in multinational projects? The main purpose of this research is to analyze and describe how the cultural diversity of project participants affects the functioning of universal projects in multinational projects. With this in mind, this research aims to develop a better understanding of cultural challenges in project management and how project managers can deal with different cultures when managing global project teams. For this research, we relied on bibliographic literature and a qualitative study whose data were collected through a questionnaire with open-ended questions in accordance with the content of our research. The information was analyzed based on the content of the questionnaires.

1.1.1 What is actually culture?

Culture refers to human patterns or models of existence that are taught and shared in everyday living routines. All areas of human social interaction are influenced by these patterns and models. Culture is humankind's primary adaptive mechanism. It is a concept that relates to the general behavioral patterns and relationships that are acquired via the socialization process. (Damen L. 1987). A cultural group is defined by these patterns that are common among its members and this is what differentiates it from other groups. "It consists of the values, ideas, systems of language, communication, and behaviors that people have in common and that may be used to describe them as a collective", according to sociology specialist Nicki Lisa Cole (2019). Material artefacts shared by a group or community are also considered part of culture. Culture is distinct from the social structure and economic elements of society, yet it is closely linked to them.

Culture is an important and extensively utilized term because it addresses society's and academics' different requirements and interests. The culture promotes stability, emphasizes conceptual ideas, and acts as a connecting mechanism to guide group members toward unity. (Kluckhohn, C., & Kelly, W.H. (1945).

1.1.2 Definition of culture according to sociologists

Sociology sees culture as a highly important concept due to the fact that sociologists admit its basic influence in people's social lives. It is a crucial factor in forming social relations, understanding the world and shaping one's behavior in society. It consists of material and spiritual parts.

Spiritual elements such as ideas, values, language, and methods of communication that are shared by a group of people are examples of non-material cultural components. It is also the laws, rules and morals that navigate a society. Moreover, the words and symbols that we use to communicate concepts and meanings (traffic signs, gestures etc.) Culture is reflected in our behavior and interactions with others, even in the way we walk or sit. It is also the collective activities in which we participate, for example, religious ceremonies and the celebration of holidays.

Objects that we create and use constitute the material part of culture. That includes a great list of things such as buildings, fashion, art, music etc.

According to sociologists these aspects of culture are interconnected. The material culture is formed by the non-material part of civilization. It means that our values and beliefs affect the things that we make. On the other hand, material culture can in turn affect non-material culture. For instance, a song, a movie or a book can influence people's behavior or way of thinking (Nicki Lisa Cole (2019).

1.1.3 Characteristics of culture

Culture is the means of humans' adjustment to conditions and the fact of passing this knowledge and skill on to future generations. Human behavior is usually attributed to culture as it affects people's perceptions and judgments of events, their responses to them and the way they communicate. The concept of culture has become a means to explain economics, politics, progress and setbacks. Culture is different in each society. These differences may be more or less profound. The invisible differences are the ones that actually outweigh and define the visible ones. For that reason, experts parallel this phenomenon with an iceberg. The part of the iceberg that is below the surface of water is far greater and more powerful than the visible part, because you can't tell that it's there. Therefore, understanding culture is imperative and affects the way you manage your business, which leads to either good or bad results. (Białostocka, P., 2010.)

Before expanding to a new market, or buying a new company, organizations spend money and time on "due diligence". The accuracy and complication of the market, product and other features of this attempt are crucial for the decision making and usually determine success. But what about "cultural due diligence"? Usually, it is left aside or diminished. (G.C. Martin, (JDM, 2014) points out the significance of cultural due diligence for business.

There are 10 categories that can help you comprehend either a macroculture or a microculture, regardless of their origin:

- Sense of self and space. Self-appreciation and self-identity can be expressed differently in each culture. Some cultures are more adaptable and casual, while others are more organized and typical. For instance, Americans tend to be more distant one from another, while Latins have the tendency to be closer as individuals.
- Communication and language. The communication system, oral and written, discern a group from another. Besides the variety of foreign languages, there are countries that have fifteen and maybe more major spoken languages (including dialects, accents, slang, jargon, and other variations). Even gestures are given a different meaning in different cultures. For example, the same gesture (fingers all together gesture) that Greek people use to show that something is very good or perfect, for Egyptians it means “be patient”, whereas for Italians it is a gesture that they use to ask “what exactly do you mean?” So, while body language is considered worldwide, how it is displayed may differ from culture to culture. On the other hand, in smaller culture groups, such as the military, we see that signals do have the same meaning universally.

Six gestures and their meanings in various countries and civilizations are listed below.

(Cipolla, 2018)



1. **Thumbs up**

"In Bangladesh, this well-known acceptance or agreement gesture is really employed as an insult. Thumbs-up is undoubtedly an extremely insulting thumbs-down in many regions of the Middle East.



2. **Come here**

This is a gesture used in the United States to invite someone to move forward, however it is disapproved upon in Asia. It's only supposed to be used to call dogs... "You might be arrested if you do it in the Philippines".



3. **The horn fingers**

Rockers in the United States have adopted "the horn fingers" as a symbol of acceptance, so rock on. However, in many Mediterranean countries, such as Spain, Italy, and Portugal, it is considered an insult if you flash this sign at someone.



4. **Looking at your watch**

This indicates 'I have to be somewhere' or 'I'm in a hurry.' In the Middle East, however, a discussion should be allowed to flow naturally, looking at your watch in the middle of a conversation is considered impolite. In Arabic culture, once communication begins, it must "take its time."



5. **The OK**

This hand signal denotes that everything is excellent, fantastic, alright, and/or perfect in most English-speaking nations, as well as in a few other countries. It is, nevertheless, considered an impolite gesture in Brazil.



6. The "V" Sign

There are two versions of this sign: one with the palm facing outwards and the other with the palm facing inside. Both methods speak to "victory" and "peace" in the United States. In the United Kingdom, Australia and South Africa, gesturing with the back of the hand to the other person is considered offensive.

- Dress and appearance. This category includes garments and accessories or body decorations that are characteristic in some cultures. Many subcultures have the same dressing code globally, such as businessmen who have a more formal style, young people around the world usually wear jeans, and uniforms that are distinctive for some professions like policemen or firemen.
- Food and feeding habits. What we eat and even the way we cook our food is often different in cultures. That is why a lot of restaurants attempt to include in their menu's traditional dishes of other cultures so as to satisfy a bigger variety of customers. Even dining equipment range from one culture to the next. For instance, Asians use chopsticks while European and Americans use sets of cutleries.
- Time and time consciousness. The perception of time differs from one culture to another. Some cultures are more punctual with time while others can be looser. For example, Germans are very punctual, while Greeks are less anxious about time. In many cultures eagerness is affected by status or age. That is why in some countries, at staff meetings everyone is expected to be on time except for the boss. Even more in some cultures people do not bother at all with time punctuality.

We can also see differences among cultures in the way they see time in the sense of seasons. Some countries or regions perceive seasons as spring, summer, autumn, and winter, while others focus on more important factors such as dry and rainy seasons. Such an example stands in the United States where the East and Midwest have the conception of the four seasons, whereas the West and Southwest have a different perspective of time according to weather conditions such as rain or drought periods.

Moreover, there are many industries that operate on round-the-clock schedules. Major changes in time that can occur from shift work could lead to working accidents or reduce performance which have negative impact on a business.

- Relationships. Cultures affect relationships due to age, gender, business and financial status. Family is the most basic indication of this characteristic in a culture. In some places, the male is the head of the family, and this type of authority is extended to the community, that is the reason why in some countries a dictator is preferred to be in charge of the community. There are cultures

that show respect and appreciation to the elders, when in others they are ignored. In some cultures, women are undervalued and must be hidden under veils and long garments, while in others they are treated equally and respectfully. The military and some religious subcultures have a classic structure of relationships by rank and titles.

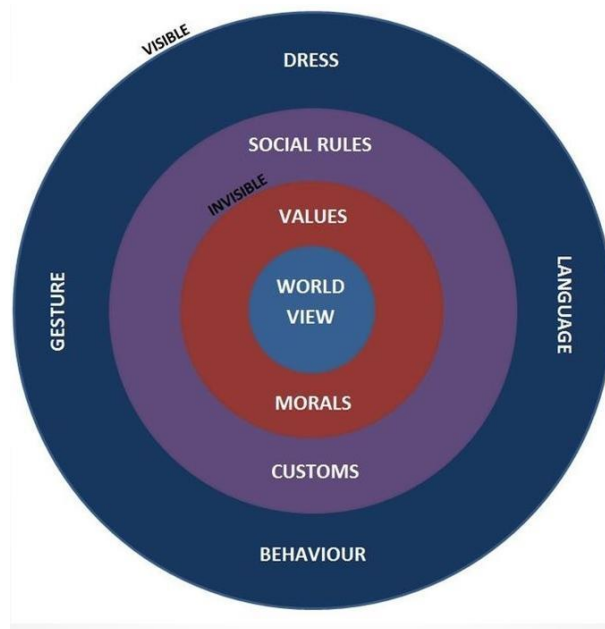
- Values and norms. Values and norms are in fact the invisible layer of culture which explains different attitudes and behavior around you. Different cultural groups may have different needs and those priorities reflect on the behavior of group members. Cultures that work on a survival level focus more on food gathering or forming a shelter to keep them safe, while others who place safety first appreciate more material things such as money, career positions and law. Lots of countries are in the process of reclassification of their values, as things are changing through years. Depending its system of values, a culture affects society's behavior, it set norms. Globalization and the advancement of telecommunications are leading in the establishment of some generally acknowledged shared ideals that exhibit global challenges such as environmental conservation. (Al-Jenaibi, 2011, p. 49)
- Beliefs and attitudes. The most challenging classification is discovering the source of belief of a culture and in what way this in combination with other elements affects people's behavior toward themselves and others. All cultures share in common the curiosity and interest for higher powers something which is obvious in different religions and religious practices. Either way religious traditions form our viewpoint toward issues such as life, death or the afterlife. Cultures of Western countries seem to be mostly influenced by Christian, Jewish and Islamic religions while Asian cultures tend to be largely influenced by Buddhism, Confucianism, Taoism, and Hinduism. Religion, and culture seem to have an interrelated relationship thus one affects the other.
- Mental process and learning. Each culture focuses on certain brain development and for that reason we can notice that people from different cultures have a different way of thinking and different learning process. A person's origin defines the way they will be educated and rewarded for achieving it or punished if not. Germans may focus on logic, while logic for another culture, may be maintaining the fairness of their social system. Some systems appreciate abstract thinking while others value learning.
- Work habits and practices. Another characteristic of cultural groups is its perspective of work and the work habits or practices. Work is the process to produce something. In some cultures, the work principles state that all members are expected to participate in a pursuit that worth the effort. In others the income is a major factor that defines the worthiness of the activity. Variety in cultures can be seen in different workplaces around the world. The following cases are noteworthy (Eileen Hoenigman Meyer 2018):

1. France has a right to disconnect law, which excuses workers from the responsibility to respond to e-mails that come in after hours. This measure was taken so as to protect employees from overwork.
2. According to The Economic Times, meeting start times in India are a bit loose, because being 15 minutes late to a meeting in India is still regarded on time.
3. In Japan Radio taiso is a 15-minute workout program that is enacted by citizens regardless of age or status, from students, as a warm-up before class to staff of many companies. It is considered to be a way of creating unity among colleagues and reduce stress.
4. Swedish people believe that having a break from work increases productivity. They highly appreciate fika, their coffee breaks. For Swedish employees fika is not just a break, it is an opportunity to relax and enjoy a refreshment with their workmates. Even more there are companies which have formal fika, every day at 9 and 3 to encourage companionship amongst workers.
5. Parental leave in Iceland is an example worthy of imitation regarding equality amongst men and women. When a couple greet a new member in their family, each parent gets a three-month parental leave. Later on, they get three more months of leave to share. Each parent earns 80% of their wages while on leave. The point in doing so, is that both parents get the chance to share responsibilities and equally bond with their child.
6. Even though politeness and graciousness are well respected in business practice in the United Arab Emirates, prayer is always in priority, as in any Muslim country.
7. Until 1st of January ,2017 weekends off or any days off were not something to be taken for granted in Taiwan. Taiwanese employees feel a deep loyalty to their companies, the official mark of the Confucian culture that founds Taiwan. In fact, taking time off, is considered to be rude. Economic success for Taiwan was brought in by the hard work of its people and so the time has come to enjoy it. This law points out the necessity to focus on the quality of the citizens' lives.

These seven categories are not the only way to analyze culture it is a way of examining and understanding in general different cultures. Culture is a system whose factors are interrelated and if one is changed this means that the whole is changed.

Culture is both visible and invisible.

Culture layers:

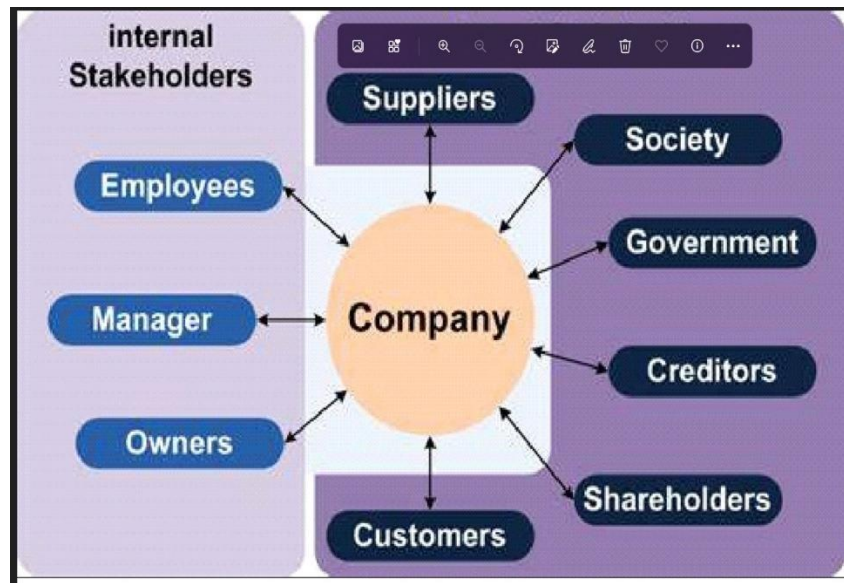


1.2 Stakeholders

1.2.1 What is a stakeholder?

A stakeholder is a natural or legal person who has an interest in a company that affects or can be affected by it. A typical company's major stakeholders include investors, workers, customers, and suppliers. However, due to the growing awareness of social responsibility the concept has broadened its limits to include governments, communities and trade associations. (Jason Fernando 2021)

There are two types of stakeholders: internal and external stakeholders. Internal stakeholders are individuals who are directly impacted by the actions of a business, such as employees, staff, and investors. External stakeholders are those who are not directly connected with the organization but are influenced by its actions and outcomes. Customers, communities, suppliers, and governments are examples of external stakeholders. There are some occasions though, when external stakeholders with their actions, even if there is not a direct link to it, may have an impact on a business. Government for instance, is an external stakeholder. Yet its decisions and alterations of different policies can affect a business' operations. (PMI 2013)



The activities of a company have an impact on its stakeholders. The interests of all stakeholders should be considered at the beginning of the project in order to be successful. The most common problem for a corporation is how to achieve this balance in order to satisfy everyone, since the different stakeholders usually do not have the same interests in a company. (Jason Fernando 2021)

1.2.2 Types of stakeholders.

Below we will make a reference in most common types of stakeholders and figure out what each of them needs from a business, depending on their connection with it. (Heldman, K., 2018.)

1. Customers

Customers are the vital reason for any business's existence. They are stakeholders in a business, that are directly affected by the status of its rendered services and products. For instance, when travelling by train, airplane, or boat, passengers rely on each company to ensure they are transferred safely.

2. Employees

The staff of a business has a direct relationship with a business in the way that employees earn their living through work. This is undoubtedly the most vital need in a person's life. Depending on the working conditions of a company (for instance mining fuels, construction etc.) workers may have concerns about their health or safety.

3. Investors

Shareholders invest some of their money in a company in hopes of profiting from their investment. The main concern of investors is shareholder value. (The amount of money a company's owners receives in exchange for owning stock in the company.)

4. Suppliers and distributors

Suppliers and vendors are the ones who provide goods and services to a business and therefore count on it to be their source of income. Furthermore, in some industries, suppliers may jeopardize their health or safety, as they might be involved in person in the business's activities.

5. Communities

Communities have a significant role in the success of enterprises that are formed in them. They are affected by numerous factors, such as economic development due to job offers, health and safety. It is expected that when a company is founded, especially in small communities, there is a significant rise on job offer which simultaneously upgrades the local financial status. Depending on the business's nature, it is possible to have an effect on health, as some companies modify the environment.

6. Governments

Just like communities, governments are also serious stakeholders in a business as they are directly impacted in financial aspects. The company is obliged to pay taxes (income taxes), which governments collect. In addition, all its employees pay their taxes as well (payroll taxes). Finally, a company's expenses bear sales taxes that also end up in the state fund. Companies often struggle to satisfy stakeholders' interests, as in many cases they may not be align. The most common issue that a company has to deal with is the conflicted interests between shareholders or between investors and their employees. Investors' urge to make a bigger profit presses the business to cut expenses, which may have a negative impact on another type of stakeholders, the employees. The reason is that in the company's effort to satisfy the needs of the first it may have to lower the number of employees or lower their salaries.

In conclusion it is recommended that a company form a stakeholder analysis, in which stakeholders should be listed into categories such as internal or external, positive or negative in order to consider how each of them is affected by a project. This analysis is a key to a successful project and the customer's benefit is always the number one priority.

1.3 Aims & Objectives

The phenomenon of globalization has been taking place over the last few decades so leaders in government and businesses need to deal with it. It encourages them to interact more often with people from different cultures. Companies are expanding across borders, and the global market place becomes even more accessible for any business. As a result, global corporations are becoming increasingly widespread. Diversity in the workplace holds both pessimistic and optimistic points of view. The optimistic view is mostly based on the “value in diversity” hypothesis (Cox, Lobel & McLeod, 1991). This view has its roots in Hoffman’s and his colleagues’ surveys (L. Hoffman, 1959; L. Hoffman & Maier, 1961). He claimed that diverse groups are considered to have a wider range of knowledge and perspectives than homogenous groups. This means that businesses can take advantage of this diverse knowledge base and a variety of perspectives on solutions to different problems. The exchange of ideas and experiences may lead to business breakthroughs, creativity, and improved team performance. Another supporter of this view is Triandis, who especially claimed that projects that required creativity had better outcomes, when they were undertaken by a diverse group of employees (Triandis, Hall, & Ewen, 1965). Hoffman claimed that dispute among heterogenous attitudes was the key to diversity and performance (L. Hoffman & Maier, 1961). More current academics embraced Hoffman’s claim by asserting that diversity improves problem solving due to difference of aspects and cognitive opposition.

However, working with people of different cultures may not always be as easy. While working with people of the same culture means that there are common rules that help us come to an agreement on how to operate in a business. Working with others from a different culture means that these rules may not apply for them. Different ideas, motivations and prospects may cause challenges in business and may also undermine group’s performance. In his article “Organizational Demography”, Pfeffer argues that many activities of an organization such as communication, innovation (cf. O’Reilly & Flatt, 1989), achievement and turnover can be affected by the various ethnicities of its employees (Pfeffer, 1983). In his view, the basic variable is the organizational group which is determined by time spent in office or extent of service. Employees who join a company at the same time become more familiar with the company’s culture and methodology over time, according to this perspective. In order to be antagonistic in the 21st century international market, employees need to be specialized but also able to work in teams that combine different cultural expertise. This, in its turn, forms the necessity for advanced management and coordination of such working groups (Lipnack & Stamps, 1993; Mohrman, Cohen, & Mohrman, 1995). Undoubtedly diverse working groups can have substantial benefits as well as challenges that cannot be undervalued, for today’s companies. Managers of modern companies have the opportunity to use divergent groups to achieve a better outcome. Simultaneously, they must mitigate the negative effects of bad behavior and attitudes, as they are the primary risk factors in increasing diversity inside an organization. Finally, managers of present-day organizations should diversify their team working expertise in order to form a workplace that does not exclude any of the employees. Supporting measures such as fairness, clarity, equal opportunity, and opposition to any form of

discrimination based on religion, nationality, or culture can lead to the effective promotion of diverse working groups.

The purpose of this research is to gain awareness and knowledge about managing a project with people from different country cultures. It aims to examine how a project is influenced by their different cultural backgrounds and how the characteristic of multiculturalism affects project outcomes. The following parameters were selected as critical to achieving the previously stated goals. The critical success factors that influence multicultural or multinational projects performance and the challenges faced by multicultural team members are thoroughly examined. The different mindsets and thinking of individuals in relation to their origins and cultural backgrounds are clarified.

1.4 Research Gap

Project management has long been considered an academic subject for planning-oriented methods as well as integrating engineering science and visualization theory in various ways. Project management manuals and publications provide mostly prescriptive guidance for organizing and managing projects. With technological improvements and faster global change, more research is needed on what model of project management should play a leading role in supporting the changes involved (Jonas Soderlund, 2004). As this field grows, so does the need for discussion, debate, and empirical findings in project management research. There is an apparent lack of clear answers for dealing with global initiatives and the critical success factors that influence their outcome.

Therefore, the aim of this research is to provide more information about project management and to propose better ideas that can help these projects. To fill the gap in this area, our research seems to be crucial and we hope to provide some good and effective ideas for a successful multinational project. We would also like to promote the concepts of diversity, empathy and equality in terms of creating a healthy working environment.

1.5 Structure

The subject of the dissertation consists of five chapters.

The first chapter serves to inform about certain terms of our study in order to make them accessible to a wide audience. We clarify complex concepts such as culture, diversity, multinationalism, stakeholders etc.

The second chapter is the main part of our study as it contains the literature review that was prepared to conduct our study. This includes literature references on project management, success factors for multinational projects, and the challenges that can arise from cultural diversity in the workplace.

The third chapter addresses the methodological approach, the limitations we placed on our study, the samples, and the content of the questions included in the questionnaire. We describe

the method we used to obtain objective results and some of the limitations that resulted from the research.

The data analysis of the questionnaire is presented in the fourth chapter. Before proceeding to the examination of the results, we evaluate the responses.

In the fifth and final chapter, we discuss the results and some recommendations to improve the process and management of international projects.

2 Literature Review

2.1 Project Management

According to the (Heldman, 2018) projects are characterized as temporal and with definite start and end dates. They create a unique product, service, or outcome and are finished when their aims and objectives are fulfilled and approved by stakeholders, or when the project is terminated. On the other hand, project management brings together a set of tools and processes that people use to describe, organize, and manage project operations. Project managers are in charge of controlling project processes and putting in place the tools and procedures required to complete project tasks. Furthermore, project management is a set of procedures that involve starting a new project, planning it, implementing the project management plan, and assessing progress and performance. It entails defining project requirements, setting project objectives, balancing constraints, and taking into account the needs and expectations of key stakeholders. Planning is one of the most important tasks that must be completed over the project lifecycle. It establishes a baseline for the project's duration and is used to monitor future project progress.

Heldman (2018) outlines the methods of project management that are used to organize and explain project activity. These operations are interrelated and dependent on one another, and they are carried out by the project manager:

- **Project initiation**

The initiating process group occurs at the beginning of the project and, for large projects, at the beginning of each project phase. The initiating process group authorizes the project manager to begin work on the project or phase by committing the organization's resources to the project.

- **Project Planning**

The planning processes group includes the phases associated with establishing and revising project goals and objectives, and creating the project management plan to achieve the project goals.

- **Project Execution**

The project management plan is put into action by the executing process group. The project manager is responsible for organizing and directing project resources to achieve the objectives of the project management plan.

- **Project Monitoring and Controlling**

In the Monitoring and Controlling process group, project performance is recorded and reviewed to determine whether the project is adhering to the project management plan. The goal is to identify problems as quickly as possible and take corrective action to keep the project on track and ensure success. Changes to project activities, resources, schedules, budgets, and other factors may require additional iterations through the planning processes

Every organization operates in one of two basic modes: First, an operational mode that focuses on exploiting competitive advantages and current market position to generate profits and renew or increase resources, and second an enterprise mode or project mode that focuses on discovering new positions and competitive advantages, while consuming money and resources. To ensure long-term sustainability and progress, all organizations must incorporate both approaches. (Declerk, Ansoff and Hayes, 1976).

The organization and the project manager consider three factors: time, money, and quality. Projects are considered successful when they are completed on time, within budget, and in accordance with performance standards. There are a variety of techniques, processes, and tools to manage the many components of a large project. Nevertheless, the success of a project is always dependent on the project manager's and team members' abilities.

From this we can conclude that each project is unique in its own way and depends on the industry, size, location, type, complexity, business climate, etc. in which it is undertaken. In certain circumstances, the principle of "one size does not fit all" seems to be an appropriate starting point (Heldman, 2018).

2.1.1 The evolution of Project Management

Organizations ran on the basis of relationships, connections, and trust that developed through time before the development of project management or its history. This was the era when project management operations were carried out without the use of computers or software, and records were kept on paper. All projects were typically planned by experienced technical personnel, while difficult projects were carried on by specialists. Following the concept of project management, the methods for handling and conducting tasks were altered. The development of project management in the engineering business began in the 1950s. The ancestors of this idea are Henry Fayol and Henry Gantt, who created the groundwork for project management and developed it across all industries. Their most significant contributions are strategies for breaking down work into key deliverables (Work Breakdown Structure) and allocating resources for optimal project performance. (Tom Seymour, 2014)

Project management is always changing, and it will continue to gain momentum as a strategic control and important business practice in all sectors. Companies are increasingly adopting a project-based strategy, and there is no reason to believe that this trend will slow or reverse in the

next decade. The project-based strategy model has become the standard for many traditional company divisions. The workplace has evolved, and so has project management as a profession. Project management must evolve and adapt in the face of social, environmental, economic, and technical change in order to be relevant and meet the escalating demands of future-oriented companies. The fourth industrial revolution is driving the advances in technological progress. As a result of technological advancements such as digitalization, augmented reality, 3D printing, and internet of things, a wide range of changes are taking place. These include automation and digitalization as well as integration and analysis of large data via business intelligence (John McGrath, 2020).

According to (Stobierski, 2020) the explosion of data gathering and analysis, that has defined most of the twenty-first century, will have an influence on project management, as it has on practically every other sector. To prepare for these changes, project managers do not need to become specialists but they should try to understand their organization's ambitions in order to anticipate changes in their responsibilities and everyday work.

Also due to consumers' desire to decrease their carbon footprint while being good environmental citizens, Climate Change, and Sustainability have gained prominence. Everything from social, economic, and political life to project delivery has been affected by this. It is consequently imperative that the Project Management Office evaluate energy demands and provide sustainable solutions throughout the whole company environment, from production to procedures. Globally dispersed and diverse remote project teams are being implemented, as well as a rising emphasis on knowledge, training, competency and adaptability of individuals inside the business. They will have a significant influence on how businesses see the art and science of project management, the role of the project manager, and the approaches and frameworks used (McGrath, John, 2020).

Because of technology advancements and virtual communication platforms, project team members from all over the world can be a part of project teams. The number of remote project team members and project managers would grow after 2019 (Rastogi, 2019). It lowers administrative costs, travel and logistics costs, and so on. Work organization, on the other hand, is more difficult because team members are not based in an office. They may work from home, from abroad in the same or other time zones, or as work nomads (Musienko, 2020).

The emergence of the Coronavirus (COVID-19) pandemic necessitated a considerable shift, even though remote work was already on the rise. In an effort to protect workers and limit the spread of the virus, organizations throughout the world have introduced new work-from-home policies that promote digital communication over face-to-face contact. It is anticipated that up to half of all U.S. workers currently telecommute, and that this trend would likely continue long after the epidemic has passed, posing new problems for project managers. This challenge does not automatically indicate that digital or remote teams are useless. Remote employment offers various advantages, including greater flexibility, which may aid a company's recruitment efforts. Because the rise in remote labor is expected to persist long after the global health crisis passes, project managers must identify strategies to eliminate any friction or inefficiencies that may develop. Clear

and open communication has always been an essential technique for excellent project management, but it will become even more critical as this trend continues (Stobierski, 2020).

Overall, project managers must enhance their understanding of diversity management in order to ensure that all members of the team are involved in the project and can contribute to its implementation to the best of their ability (Betchoo, 2015).

2.2 Critical Success Factors of Multinational Project Management

Organizations utilize projects to enhance their competitiveness, increase market share, and provide value to their customers and various stakeholders. As more businesses utilize project management as a means of project delivery, the need for qualified project managers grows in order for a project to be successful (Sandra Mišić, 2015). One of the most unknown factors in project management is project success. This is due to the fact that each project participant (stakeholder) defines project success in his or her own unique way (Pinto, n.d.). As a consequence, a project may be considered a success by certain parties and a failure by others. In general, project success is defined as accomplishing certain predefined project goals, which usually involve many variables (Mohamed, 1999). There are two components to project success. First, there are project success factors, which are critical success factors that contribute to the outcome and can be modified to improve the chances of success, such as communication, project manager, realistic targets, political, cultural, and economic considerations, and second, there are project success criteria, which are measures, principles, or standards by which we assess the success of a project, such as time, cost, quality, and customer satisfaction (MÜLLER, 2005).

Completing projects across many nations, on the other hand, is significantly more difficult. They have different politico-legal framework, economic status, socio-cultural background, and physical surroundings than domestic activities, all of which add to the uncertainty and complexity (Young Hoon Kwak, 2002). Furthermore, language limitations, geographical distances, and cultural variations provide additional problems in the context of a worldwide organization. (Ozguler, 2015) & (Taryn Jane Bond-Barnard, 2017) in their scientific article on increasing project success rate, presents a comprehensive evaluation of factors that affect project outcome for this research. These factors must be taken into account while creating a multi-cultural project management approach. Consideration of the variables contributes in the success of projects, allowing businesses to fulfill their organizational strategy and objectives and thrive in the global market. Table 1 depicts the elements influencing project success.

| | |
|--|--|
| Project Management | The implementation of strategy, skills, tools, and processes to project activities significantly raises the probability of project success. |
| Business Alignment | The success rate of initiatives will progressively improve if they are aligned with the organizational strategy. |
| Knowing the Decision Makers & Influencers | The project manager should be aligned with the team members' mindsets and decision making. |
| Teamwork & Teambuilding | It is vital to form a project team that is both efficient and productive. It may be achieved by hiring the right people for each clearly defined role, fostering teamwork, and rewarding team members for overall project success. |
| Stakeholder Management | Early in the project's life cycle, stakeholders should be identified and informed on the project's goals, objectives, and risks. Stakeholder involvement management may lead to project success. |
| Interpersonal Skills | Negotiation, coaching, motivation, and cultural awareness all play a role in project success. |
| Communication | To minimize misunderstandings during the project's life cycle, it should be well-planned and organized. |
| Human Resource Planning | This will enable each member's competencies to be identified, roles and tasks to be assigned, and relationship and staffing management to be evaluated. |

Table 1 Factors Affecting Project Success

Overall, selecting team members and a project manager with the necessary skills and experience may have a substantial impact on the project's process and outcome, and projects are delivered by people, not processes and systems, according to (Cooke-Davies, 2002).

2.2.1 Cultural diversity in the workplace

As the world has become more globalized, so has the amount of cultural variety in the workplace. One advantage is that people from different cultures tend to think in different ways, allowing them to examine a problem from a variety of perspectives. This is difficult to do when employees from the same culture are expected to examine the same issue (G.C. Martin Volume 9, Number 2). Each employee brings with them in the working field different life and work experiences, and even more a variety of cultural and religious convictions². The most obvious negative effects in

² www.globaldiversitypractise.com

a workplace with diverse employees is miscommunication and dysfunctional behavior due to different beliefs, customs, values, traditions and opinions. Other deeper dimensions for instance religion, politics and culture qualities which constitute the very meaning of diversity, may come in surface after a period of time. (Białostocka, P., 2010)

When culturally diverse workers are asked to perform a task that requires joint effort and partnership, all these differences can obstruct the state of unity and the full achievement of the goal. Diversity can hinder agreement on a particular course of action, which affects productivity and can lead to work disadvantages for minorities. Workplace conflict can arise for a variety of causes that are unrelated to the workplace. More historical and geographical factors may also cause controversy and disagreement among cultural diversity workers. Reasons could be of great or minor importance, but in each case conflicts among employees would only be negative for the productivity and collaboration, which can be harmful for an organization. It has been reported that homogenous groups have better performance than culturally diverse groups where there usually are communication issues which leads to lower contribution to the team effort (Sheridan, 1994).

On the other hand, cultural diversity in the workplace can have a positive effect due to the fact that different cultures imply different way of thinking and so a working matter can be analyzed from diverse points of view. A company made up of culturally diverse employees benefits from the diversity of knowledge and experience that comes from different cultures. According to Al-(2011) Jenaibi's study on the influence and range of cultural diversity in organizations in the UAE, most workers believed that working in groups with individuals from different cultures helps to overcome cultural differences via shared experiences while working as a team. (Al-Jenaibi, 2011, p. 71).

Cultural diversity in the workplace has one more positive effect when it comes to the expansion of an organization into foreign countries which is a very common plan of modern companies. A staff that consists of people with different cultures can provide individual knowledge and valuable information about the laws of a foreign country, tax regulations and local customs and therefore assist the organization to overcome such difficulties that may derive from an expansion. According to Adler, such institutions have a greater awareness of foreign nations' legal, political, social, economic, and cultural characteristics (Adler, 1991). Furthermore, culturally diverse employees can be seen as a living database which could save a company from substantial expenses, time and energy that are required to train and educate workers about foreign cultures.

In the last two decades significant efforts have been made to protect and claim rights for group minorities in order to assimilate them into the main society of a country. This has led to the need to examine new perspectives on how to manage culturally diverse people in the workplace.

2.2.2 Definition of inclusion

Inclusion is the concept that all people with disabilities and other disadvantages should be able to use the same facilities, participate in the same activities, and have the same experiences as everyone else.

Despite the fact that inclusion has received a great deal of attention, it is still regarded as a concept with no consensus on its nature or theoretical grounding. This lack of widespread agreement obstructs the concept's utility, not just in theory but also in practice (Roberson, Q.M 2006). It is a term that is closely connected to, but cannot be replaced by, diversity. Diversity has to do with the representation of an entity, while inclusion has to do with whether the contribution and viewpoints of different groups of people are valued and integrated into an environment. Inclusion has been described by (Mohrman 1995) as "the extent to which an employee is accepted and considered an insider by others in a work system." Inclusion, then, could be interpreted as the extent to which an employee considers himself or herself a valuable member of the work group by receiving treatment that meets his or her need for belonging and sense of uniqueness.

2.2.3 Inclusion in the workplace

There are several advantages to being a recognized member of a team. According to (Brewer, M.B 2007), team members' loyalty and collaboration enhance the safety of individual members. However, if group members are perceived to be too similar, they will interact, and the demand for uniqueness will be unsatisfied (F.W. Schneider (1980).

Hogg and Abrams's (1988) theory of self-categorization also advances the conception that diversity restrains in-work friendships. According to the hypothesis, individuals classify themselves and others into social groups based on criteria such as demographics. So, in order to improve self-identity, they show low regard to members than those of their own. Members of the same social group are seen to be more empathic and trusted than members of other social groups (Tajfel, 1982). Thus, according to self-categorization theory, people who are demographically similar are more likely to trust one another than those who are demographically unlike.

Several research have found a link between heterogeneity and unfavorable work outcomes. Tsui et al.'s (1992) According to the findings, different workgroups had different effects: differences in race and age had a negative influence on individual attachment to organizations, but differences in employment and education had a positive impact. So, while some studies suggest that employee diversity is negative, there is also evidence that inequality can be beneficial.

It is likely that employees who feel included are more committed to a company, which would lead to higher productivity and positive outcomes.

2.3 Multinational Project Management

As the global trend of projects grows, so does the field of project management. Market globalization, multinational firm mergers, and the integration of managerial and business processes in global organizations are changing the foundations of project management. (Juhre, F., 2001). As more and more work is organized through projects and programs, project management methods are becoming increasingly crucial.

The popularity of multicultural team cooperation is expanding as a result of advancements in globalization, technology, and the drive for cost savings, as mentioned briefly in Section 2.1.1. Due to the uncertainty created by cultural diversity, there may be challenges with language and communication, religion, and politics in a culturally varied community, and as a result, numerous misunderstandings and conflicts may emerge. (Yi-chun Lina, 2012). The term "culture" refers to national culture rather than organizational or professional culture.

Furthermore, it is crucial to highlight that, there are still significant gaps in our understanding of how cultural norms influence team member behavior. It's also crucial to think about how cultural differences effect global project management teams, because leading them poses a variety of obstacles, which start when individuals from different firms, countries, and value systems are expected to work. (Fanta T. Jetu, 2013).

Managing diversity demands the development of skills that are vital to the growth and success of the company. This idea is related to employee recognition and acceptance of their uniqueness. As a result, a comprehensive approach to managing cultural diversity is required and to create an environment in which everyone may achieve their full potential and contribute to the company's success. (David A. Thomas & Robin J. Ely, 1996). Cultural variety may have both good and negative effects since, in addition to certain benefits, it can generate motivational issues, disputes, turnover, communication challenges and reducing productivity (Miliken & Martins, 1996). Cultural diversity in the workplace can have a negative impact on both organizational and individual performance.

As more international projects are developed, a number of management difficulties have arisen, as people from many organizations and countries must share authority, responsibility, and decision-making. (Barry Shore & J. Cross, 2005). A multinational project is a short-term multinational venture in which a diverse group of individuals collaborate to improve outcomes by combining resources from various places, organizations, and organizational styles. Due to foreign policy and cultural differences, global initiatives are more complex to manage, and their success or failure has a bigger influence on the organization. Because global efforts must engage with people from many cultures, culture has a greater impact on their success. Because each team member brings their own cultural perspective to the project, the project manager must be aware of and understand how culture may affect the overall project. (Anantatmula & Thomas, 2010).

The success of a project is based on effective teamwork, which can be difficult to manage. A project team in today's global and technologically sophisticated world can be characterized as a group of people chosen for their unique abilities. To develop this working group into a cohesive and

integrated unit, it must pay great attention to the needs, backgrounds, and experiences of its members (Thanhaim, 2012). The project manager must deal with cultural differences among team members in order to facilitate efficient communication, interpersonal relationships, issue resolution, team effort, and synergy, all of which are necessary for successful project design, planning, implementation, and evaluation.

The most important goal of a global project team is to build trust among its members, stay on schedule, and meet budget targets (Hooghe, M., Reeskens, T., & Stolle, D (2007). They also have to deal with spatial distances, cultural diversity, language barriers, and limitations in technical infrastructure. Due to geographical and temporal disparities between teams, global efforts may provide more challenges than typical models (Lee-Kelley & Sankey, 2008). Communication difficulties in global teams are created by virtual distance, cultural diversity, language, time zone differences, and team member trust (Anantatmula & Thomas, 2010).

It's important to remember that multiculturalism in global project teams has a variety of advantages, including a range of perspectives, abilities, and personal characteristics that benefit an organization. Because multicultural teams usually build an internal culture that concentrates efforts and improves team cohesion, enabling communication and effective performance, multiculturalism may be highly beneficial.

3 Methodology

3.1 Methodological Approach

The approach employed in this study was the completion of a bibliographic literature review and a descriptive qualitative study to answer the research question and the general purpose. Semi-structured interviews were used to gather data, with the use of question guides and the use of a questionnaire to assess the degree of agreement of the professionals interviewed with the notions presented in this study. The valuation technique of the data was the analysis of the content of the conducted questionnaires.

A questionnaire is a component of a qualitative survey, which is a structured research method for obtaining detailed information about people's underlying motivations and perspectives. The benefits of this method are the exploratory nature of it, because it can help you understand deeply, information about a topic or issue, especially when it comes to being abstract. The most important asset is that open-ended survey questions allow the respondents to provide a unique answer, while giving them the freedom to express clearly how they feel or think about a topic. This directly provides the data that might reveal hidden opportunities or issues, that average statements don't provide.

On the other hand, the disadvantages of this method are that you have a limited number of people or samples, although you can have rich and detailed information about the topic. At the beginning, the author attempts to provide a brief description of the theoretical background and to describe the study goals to each participant. The goal is not to expose the conclusions of the

literature review, but rather to see if the responses of participants would identify with it. In this approach, he seeks to eliminate pre-judgments and to provide participants with freedom of expression and flexibility.

3.2 Limitations of chosen method

The participants who were selected to give their answers for the present study had an average experience in project management of 2 to 4 years. Due to the nature of the questionnaire, as it was open-ended, there was some flexibility in the responses, which resulted in the survey focusing mainly on experience and limited the author's ability to generalize. Another factor that prevented the results from being generalizable to broader populations and cast doubt on their statistical significance was the fact that there was not a large sample of respondents. Another major limitation was the fact that the subject of the survey was project management, which meant that the participants had to be mainly people in higher positions in a company or organization. It can prove to be quite difficult to get in touch with such highly employed people. In addition, explaining and reviewing the data is a process that takes time and a lot of effort. This is because vagueness is a common phenomenon in communication between people, and turning a loose discussion into a researchable form requires incredible skill.

3.3 Sample

Participant 1:

Head of Training Department. His/her tasks include working with management to evaluate training requirements and organize sessions. He/she has to manage training the team and design effective training programs. He or she is in charge of a worldwide L&D operation that develops high-performing personnel across the company. His responsibilities include leading seminars, workshops, and individual training sessions, among others. Apart from that he/she has to monitor employee's performance and response to training and also to train staff in sales methodology, sales techniques, and products. In addition, he/she is in charge of creating, testing, and implementing a Change Management Plan. Finally, in order to maintain a high level of employee performance, he or she must guarantee that all new recruits receive high-quality training. He has been working in multinational projects for the last two years and he mostly collaborates with Serbians, Egyptians, Ukrainians, Spanish, English, French, Americans and Australians. The language used for communication amongst members is English. The interviewee takes part in skype meetings with his collaborators from other countries or converse via emails in order to discuss, propose ideas and make the final decisions concerning the project equally.

Participant 2:

Facilities Coordinator. His/her job is to organize the facility warehouse and provide equipment, inventory, and an appropriate environment for the technicians. He/she is also responsible for communicating with visitors and partners. In addition, he/she maintains vehicles in best and operational condition. He/she has more than two years of work experience and works mainly with European countries, East Asia and Africa. English is also the language in which the group members communicate with each other.

Participant 3:

Junior Project Manager. His/her primary responsibility is the management and supervision of subcontractors and coordination of the project team for the delivery of the project on time and based on the budget. He/she is also in charge of communicating with stakeholders to ensure that the quality of the project will meet their requirements and objectives. Finally, he/she has to deal with the coordination of project management activities, resources, procurement, equipment and information. The interviewee has two-years of working experience with multinational groups. His/her collaboration is mostly with European countries such as Great Britain, Italy, Serbia, Germany and Bulgaria and with Turkey. English is the language used by group members to communicate with each other. He/she participates in face-to-face meetings but also takes part in Skype or Zoom video chats or exchanges emails as supplements to communication with team members.

Participant 4:

Machine learning engineering consulting for AWS He/she has been working for 4 years with multinational members. He/she works with a wide range of countries, including the United States, Middle Eastern countries such as the United Arab Emirates, Bahrain, and Jordan, South Africa, European countries such as the United Kingdom, Germany, France, Greece, Bulgaria, the Netherlands, Switzerland, Italy, Spain, and others, as well as China, Singapore, and Australia. All collaborators communicate with each other in English. Before the pandemic, he/she would attend meetings with customers in person, but nowadays, he/she has to work remotely nearly all of the time.

3.4 Content of Questions

A questionnaire with open-ended responses was employed to meet the demands of the survey. This is referred to as quality research. The selection of participants was made with relevance to the subject of this assignment which is multinational management. Thus, the author had to address to employees of multinational companies. Their position in the company was in the area of multinational projects, because we wanted to have a wide variety of opinions, especially in different professions, to compare the results between them. The questionnaire was formed with open questions, which makes it differ from other types, in a way that this type of questions may have more authentic and valuable results. However, this is also the main factor that increases the difficulty to analyze the conclusion of the given answers.

The questionnaire starts with the participant's description of their occupation title and obligations. Then it continues with questions about whether the person is working with people from other nationalities, which nationalities, for how long and which is the common language of communication. The questions escalate to being more focused on whether there are trust issues among different culture groups or other disadvantages regarding time zone differences or virtual communication. Finally, the last 8 questions emphasize the personal opinions of participants, concerning working in multicultural groups, the success factors of management of such types of groups and the advantages of these working teams, if any.

4 Data Analysis

4.1 Responses

This section presents the responses of the representative sample described in subsection 3.3 & 3.4. The study continues with the interpretation of the results in subsection 4.2, mentioning the results that emerge from the participants' answers.

Participant 1:

The 1st participant is head of training department and has a two-year experience of working with persons from other cultures.

According to participant 1 nationalities whose culture is similar to ours (Greek), such as Serbians are easier to cope with. For this person sharing cultural characteristics leads to better collaboration. Moreover, trust is also a factor that is affected by diversity of cultures. He/she specifically answers that there is a difference in trust level according to nationality. Communication is also reported to influence trust among members. In fact, this person claims that ***"The lack of understanding might create various problems, not just trust."*** As for other disadvantages of working in a virtual multicultural team participant 1 indicates that people who work from a distance cannot be easily controlled and monitored. He/she supports that ***"detailed reporting and evaluation based on actual results is the key to solving this problem"***. Time zone is definitely considered a factor that affects

efficiency of team members' cooperation, noted in this response; ***if you work with someone from Chile, he is starting his day when you are finishing your day in Greece.*** He/she is giving a tip to overcome this issue ***by adapting flexible working hours or communication via email and chats like Skype.*** His/her suggestions for a team's efficiency are ***"clear instructions and respect to every culture"***. According to this person's opinion ***"one size fits all"*** strategy is a certain failure. In the following question he/she gives 4 answers as the key success factors on managing multicultural teams in multinational projects;

- **Understand each culture and each business mentality.**
- **Try to get the best out of every person**
- **Be there when they need your help. Distance creates more distance.**
- **Make the feel important part of the Company**

Even though, participant 1 strongly suggests that people from the same region have better odds of succeeding a good project's outcome, thus he would prefer this option if it was up to him/her to choose. If this is not possible, then he/she considers all the factors mentioned previously are critical to the success of the project. Furthermore, he/she regards managing a multicultural team as ***"a challenging task"***, which requires adopting one's leadership style and patience. Cultural understanding is a vital need for a project manager, according to him/her. He/she believes, that project team members should, as well, have some kind of training not only regarding multiculturalism but also concerning the project they will work. He/she thinks very highly of training as a means to become more efficient. Participant 1 believes that the major advantages of working with team members with different nationalities are the following; Learn to be flexible. Understand and become a global manager. Allocate tasks based on different profiles. Concluding, in his/her opinion, ***"Being able to understand each culture and allocate the project tasks based on each profile taking into consideration his/her nationality, is a great factor to succeed."***

Participant 2:

The 2nd participant is the Facility Coordinator at Cognizant Technology Solutions. He has been working with multinational team members for approximately two years.

From his/her point of view any nationality can have both advantages and disadvantages within a cooperative effort. In the long run, for this person ***"its basically the same performance"***. Trust is considered to be a factor that lies in ***"verification and acknowledgement"***, so in his/her case provided that these conditions are met there can be trust. It is clear for him/her that communication gaps can have an impact on trust among colleagues.

The 2nd interviewee claims that the major disadvantage of working in a virtual multicultural team is ***"lack of awareness of the status and condition of the facility site."*** In his/her opinion semi virtual communication among team members is more efficient than virtual, even so it is not necessary to be on daily basis. Time zone is an issue for this participant as well, in the way that everything should be arranged accordingly. Regarding a multicultural team's efficiency, the interviewee considers that ethics and compliance are the key factors to resolve issues which might

come up in a divergent environment. Following them ***“teamwork, understanding and being reasonable is a master key for smooth flow of the work space.”*** Additionally, he/she makes reference to his/her personal experience when he/she first entered the current company. He/she was given ***“training briefing slides, informing and reminding that there is no space for racism, sexism and any kind of violence and insults”*** and suggests that all companies should embrace this example.

The key to successful management of multicultural teams, according to the 2nd participant is to pay attention and bear in mind the employee’s opinions, suggestions, methods of improvement in order to achieve ***“efficient, practical and easier results”***. He/she considers that if the key factors mentioned are applied successfully then project quality, scope, time and budget are affected in a positive way.

This interviewee believes that it is not always considered vital for multinational project managers to have cultural understanding at ***“a great extend”*** because the way he/she sees it this factor depends on ***“the product you are selling”***. At the same time, he/she does not consider any kind of training regarding multiculturalism to be imperative need for team members of multicultural projects and just ***“maybe a short briefing to clear everything from starters”***. On the other hand, he/she strongly believes that training regarding the project members will work on is crucial so that ***“everyone must be at the same page with training and same manuals”***.

In his/her opinion there are quite a lot of advantages when working with team members with different nationalities. Diverse cultural points of view may be inspiring and lead to innovations. A company could benefit in terms of competitiveness and profitability by taking advantage of each member’s ***“local market knowledge and insight”***. Even more divergent cultural sensitivity, understanding and local expertise are considered useful supplies that could lead to ***“higher-quality, more-targeted marketing”***. In addition to that, the participant believes that a combination of diversified skills enables a company’s expansion of its range of products and services. For this person diversity in a team is a factor that amplifies productivity. He/she also claims that, in such a working environment more opportunities for personal and professional development are offered. Concluding, the interviewee believes that the advantages mentioned could increase a company’s chances of getting the desired outcome and even ***“get new perspectives on the project and how it integrates into the overall company plan”***.

Participant 3:

The 3rd participant is a Junior Project Manager. He/she has been working as member of a multicultural team for the past two years.

Just like the first participant he/she also claims that working with nationalities with similar cultures is more efficient, in his/her case Serbians have more similarities with Greeks than with other of the collaborating nations. Trust is also an issue amongst different cultures for this interviewee. Once more, communication is considered to be the foundation stone not only of trust but also of

the success of a project. The 3rd participant stated that ***“Not only may a lack of understanding cause trust issues, but it can also cause other problems on the project.”***

This interviewee believes that ***“Face-to-face meetings are the most successful means of communicating, but they are difficult to schedule on a regular basis owing to the greater expenditure”***. As a countermeasure he/she communicates with collaborators from other countries via Skype or Zoom video chats and emails, which is far more economic. The major disadvantage he/she reports is that ***“You can’t have complete control over someone who works remotely. It’s one thing to work at the same region and quite another to work remotely.”*** The participant suggests that thorough reporting and evaluation of actual results is a way to settle this issue. Different time-zones are considered a factor that has an impact on the efficiency of team members’ cooperation. The problem here is that one collaborator’s day might be at the beginning while another one’s is at its ending. Flexible working hours, communicating via email and video chats seem to be a solution to this problem in his/her opinion. Participant 3 suggests ***“Clear instructions and respect to every culture.”*** as a means of success for a multicultural team.

The key factors in management of a multicultural team in a multinational project are in his/her opinion to ***“Overcome Cultural and Linguistic Barriers and Understand each culture and each business mentality.”*** This person identifies cultural, linguistic, and ideological barriers as the key challenges in a multicultural project and thus claims that through empathy multicultural personnel will be assisted to have high-quality performance at work. Furthermore, empathy provides assistance ***“in resolving obstacles that are preventing them from achieving their objectives.”*** and in a rapid and successful resolution of problems. He/she specifically states that, ***“The most effective aspects in a multicultural project are open and trusting communication, cooperation, responsibility, and fair accountability. To do this, you need be able to take responsibility, acquire trust, have a bias for action, and have empathy.”*** Regarding the impact of the key factors on a project’s outcome, participant 3 supports that reluctance of cooperation within team members results in delays and increase of budget. Even more social tensions might sometimes take place and in combination with communication and linguistic problems could lead to misinterpretations and misunderstandings. As he/she says ***“If flexibility and a positive attitude are not present in the team, this can have disastrous consequences for the outcome of the project.”***

In his/her point of view, project managers cannot successfully manage ***“a global team”*** if they aren’t familiar with different cultures and endowed with patience. He/she believes that managers should be culturally cultivated but team members should also get some kind of training regarding multiculturalism. In addition, he/she claims that before attempting to collaborate with other countries or start up a new project all team members as well as the project manager should receive training so as to thoroughly understand their upcoming project. According to him/her professional development programs that focus on the development of problem-solving abilities, the effective use of new technological opportunities, critical thinking, and decision making can be structured.

The 3rd participant believes there are many benefits from being a member of a multinational working team. ***“Individuals may develop their curiosity, live outside of their comfort zones, widen***

their learning, lessen biases, and increase tolerance and mutual respect through contributing in diversity” as well as productivity, creativity and experience in decision-making are some of them. Besides that, through diversity of thoughts and opinions the project’s goals are strengthened in his/her opinion. Concluding, each team member contributes different approaches on a project and if combined with different skills there may be better project outcomes. When an open relationship is established, it leads to increased productivity. He/she points out that a diverse team may experience more disagreement rather than a homogenous team, but this is not negative in the way that ***“Diversity of viewpoints means you’ll hear a variety of perspectives and learn more about the project, which can only lead to additional prospects.”***

Participant 4:

The 4th, and final participant’s job description is Machine Learning Engineering and Consulting for AWS. He/she has the longest working experience among all participants, as he/she has been working in multinational teams for four years.

This interviewee claims that Europeans are mostly used to working in multinational teams, whose members are not native English speakers. In his/her personal experience ***“most nationalities would prefer to work in environments where they would speak their first language (specially Italians, Germans and French).”*** Despite this, he/she has rarely experienced any difficulties in cooperation, that resulted from nationalities’ diversity. In fact, he/she clearly says that ***“everyone is happy to use English”***. This person disagrees that trust should be based on nationality as he/she finds it racist attitude. However, he/she acknowledges that regarding different cultures ***“some tend to be to be more responsible/trustworthy than others.”***, but this is not a factor that would affect his/her choice to trust someone. Trust is influenced by communication issues, and in this person’s opinion people tend to trust those they understand better.

The 4th interviewee before the pandemic used to have a rather close relationship with the company’s customers with him/her visiting them almost weekly. Now that he/she has to work remotely in a virtual environment with his/her team they have noticed that ***“customer satisfaction takes a hit when not establishing a personal relationship with them (while meeting them in person).”*** He/she considers that the major disadvantage of working in a virtual team is ***“Losing this personal relationship (that would be achieved over a dinner, or a drink)”***. Relationships remain only professional when in distance, but in this person’s opinion ***“as humans we enjoy working with friends and thus, we get less satisfactions otherwise.”*** Time zone affects the efficiency of team members’ cooperation for two reasons according to participant 4. The first is that there is a restriction on specific times of the day, when team meetings, standups etc. can take place. The second reason is time zone causes delay in direct communication and ad hoc questions or answers.

This participant believes that one of the most important skills in multicultural teams and generally in business is empathy. It is considered a skill that enables people to understand feelings and points of view of others. Arguments can be avoided or solved quickly thus, the team’s productivity is increased, in his/her opinion. The key factors of success at the management of

multicultural teams are according to him/her ownership, to earn trust, bias for action and empathy. He/she finds it is important ***“Focusing on what really matters, avoiding staring at the tree and missing the forest.”*** These key factors could lead to a project’s success. Actually, he/she claims that ***“Big tech companies usually define these principles and make sure that everyone follows them at all times, to ensure success of delivery.”*** The interviewee believes that the project manager needs to have great cultural understanding in order to successfully lead a multicultural team for all the factors mentioned previously. He/she strongly suggests that project team members should have training regarding multiculturalism by attending inclusivity trainings. The result of these programs would be breadth of mind and acceptance of difference.

Participant 4 believes that different views, mindsets lead to success in business and that is why companies are focusing to create inclusive multicultural teams. In his/her opinion this diversity of team members is the major advantage in working with people with different nationalities, as they ***“tend to have different problem-solving skills, all of which are critical when disassembling and tackling a problem.”*** Finally, he/she agrees that this advantage has a beneficial impact on project performance and operation, because ***“Better problem-solving leads to better, more impactful solutions.”***

4.2 Interpretation of Findings

This subsection mentions the common elements that emerged from the participants' responses. The results regarding the influence of multiculturalism in multinational projects and the critical factors for the success of a project are presented below:

- **Finding 1**

Nationalities with similar characteristics can cooperate more efficiently. Yet, most nationalities would prefer to use their native language when working with others.

When working together, it is ideal to have the same nationality, or at least nations with as many similarities as feasible. Because of the similarities in their cultures, two of the participants desired to cooperate with nations that are more similar to their own. However, Europeans are used to working in a multinational environment and cooperation is rarely affected by nationality.

- **Finding 2**

Trust amongst different nationalities is not always solid and it can be affected by communication issues.

People tend to trust those who have the same nationality more than those who have a different one. Trust comes from proper communication; therefore, any lack of

understanding could have a negative effect on it. This is why people tend to trust those who understand them better.

- **Finding 3**

Semi-virtual and face to face communication is more effective than virtual. The major disadvantage of working in a virtual multicultural team is the lack of control of your associates' work.

Most participants agree that when working remotely, it is not possible to have control over one's own work. Detailed reports and evaluations based on actual results are the suggested ways to overcome this problem. Another major disadvantage of fully remote work environments is that personal relationships, especially with customers, are lost.

- **Finding 4**

Time zone is definitely a factor which affects the efficiency of team members to cooperate.

All respondents agree that different time zones have an impact on the efficiency of collaboration between team members. Obviously, it is not easy to coordinate staff meetings only at certain times of the day when all members are available, and this combined with the fact that in some cases there may be major time discrepancies. Flexible working hours, communication via e-mail and video calls are suggested as countermeasures by most participants.

- **Finding 5**

Understanding and respect to every culture are the assets required for a multicultural team to be efficient.

Multicultural teams, by definition, consist of members belonging to different cultures. In order to achieve satisfactory collaboration and enjoy its positive results, team members must respect each other despite existing differences. It is suggested that companies should promote education on multiculturalism through training slides.

- **Finding 6**

Empathy, trust and the inclusion of all employees are the most important success factors for the management of multicultural teams and ultimately for a positive project result.

When managing people from different cultures, it is critical that a manager show a deeper understanding of the mindset of his or her employees, support them, and encourage them to take action. A strong and considerate relationship between both parties leads to a solid collaboration that ensures the long-term success of a project.

- **Finding 7**

Both project managers and team members should have some training regarding multiculturalism. Employees should also be educated on the project they will work.

The majority of participants agree that leading a multicultural team is a challenging task. Therefore, training in multiculturalism seems to be essential not only for the team leader, but for all team members to be able to understand each other's attitudes. Training on the project is also crucial, as all team members should have a clear understanding of the task they will be dealing with.

- **Finding 8**

The major advantages in working with a multicultural team are increased productivity, creativity, flexibility and innovation due to the variety of mindsets

Participants believe that experiencing the diversity of viewpoints broadens horizons and knowledge, leading to inspiration and creativity. In addition, through this type of collaboration, a person can develop problem-solving and decision-making skills. When exposed to different cultures, a person becomes more flexible and can assign tasks in a way that better fits the cultural profile. For example, Egyptians are generally not punctual and English people do not like to work overtime. So you can get great results in a project if you assign the schedule review to an Englishman and the public relations task to an Egyptian.

- **Finding 9**

All assets mentioned could only prove to be profitable for a project's performance.

A project can benefit from the combination of different approaches and skills. Each team member brings knowledge of the local market, different perspectives, and solutions to problems that may arise.

5 Conclusion

5.1 Results

To realize a multinational project, we must learn to coexist with other cultures. First and foremost, we must understand the condition of being different and be more considerate of diversity and mutual respect. In a world that is constantly changing, with many technological achievements, it is certain that the mobility of people will be worldwide. This means that different nations will appear and operate in workplaces all over the world. This fact inevitably leads to collaboration between employees with different cultural backgrounds. Undoubtedly, multinational projects can bring both benefits and great challenges, and managers can use diverse groups to achieve a better result.

There are some crucial and successful factors that can help in organizing a multinational project. For better understanding, we divide the factors into two categories:

- the success factors according to the literature review
- the findings from our qualitative research.

According to the literature review, the first factor is project management, which includes the application of knowledge, skills, and methods to project activities. This is combined with the business alignment, which requires following an organizational strategy based on the needs of the project and by extension to the business. Also, the project manager should be familiar with the team member's mindsets and abilities. Thus, it is not only important but necessary to assemble an efficient and productive project team. This can be achieved by selecting the right personnel for each clearly defined position, building trust among team members, and rewarding them for the overall success of the project. Another important factor is the management of stakeholders, who should be identified and informed about the project's goals and risks.

All the above factors could not be applied if there is no equivalent interaction among the employees. So, to speak, communication is the key to achieving a better understanding, because it helps to avoid any misunderstandings during the project's life cycle and furthermore, it helps the members to get along with each other. Dialogue can reduce or prevent major challenges and may be used as a tool to learn how to solve a problem with calmness and without any disturbances. It is always more acceptable to avoid a conflict than to create one. Therefore, a project manager should be equipped with interpersonal skills. Project success is influenced by elements such as negotiation, coaching, motivation, and cultural understanding. Last but not least, for the purpose of a successful project there has to be a human resource planning. This will allow each member's abilities to be recognized, roles and responsibilities to be assigned, and relationship and staffing management to be reviewed. Overall, the selection of the team members and of the project manager, with the required abilities and experience, is the main factor that could lead to a successful project, because projects are made of people. To bring a project to life, we need to consider the most important part of the project, which is the people who staff it in the first place. That is why we need a more humanistic approach to this issue.

According to our research, which took place through a questionnaire we managed to gather the success factors for a multinational project. First of all, empathy is the main and most common factor that came through in all the interviews. It is the ability to understand or feel what another person is going through from their perspective, or to put oneself in another's shoes. The definition of empathy covers a variety of behaviors, including empathy for others and a desire to help them, experiencing feelings similar to another person's emotions and interpreting another person's thoughts or opinions (Hodges, S. D., & Klein, K. J. K. (2001). Along with empathy we find the need to embrace diversity, which is a way to be informed about being different and how important it is to understand the nature of the other person.

People who work together on a project begin to learn about each other and this is how they start to build trust among them. Building trust is one of the major factors for succession in a multinational project, as long as each member respects the others equally. Most of the time it is hard to trust a person, especially when there is distance between them. So, face-to-face interaction is a way to bond easily with the other person, rather than to communicate on a virtual level. Besides, distance creates more distance. Unfortunately, there is a different time zone that makes things harder. That is why we should accept the fact that some people have different working hours. We can try to adjust the schedule, so that they can all be part of the project. Another factor is that we must include every member and make them feel an important part of the company, without making any discrimination. Therefore, it is crucial for all members to have some training regarding multiculturalism. Also, all employees should be educated on the project on which they are working, so that everyone can equally participate. The last success factor is to point out the advantages of working on a multinational project such as creativity, flexibility and innovation.

In conclusion, a multinational project can have advantages and disadvantages. To achieve a successful project, we should focus on the advantages of working on a multinational level. Normally, we tend to like and trust nations that have a similar cultural background to ours. But this can be overcome as long as all members are willing to work peacefully and productively. In other words, a willingness to work together for the good of the company is the common goal and affects every member. Getting better at your job can have a positive impact on your self-confidence. The goal is the process and the realization of the project. In this way, people learn how to work and live together with people of different nationalities in a healthy work environment.

5.2 Proposals

Nowadays, multiculturalism is in the center of attention, because the mobility of people can be observed worldwide. More and more jobs are filled with people from different nations. This means that today there are more opportunities and skills for everyone, regardless of their nationality. Employers are also promoting diversity, equity and inclusion efforts and providing resources to ensure their employees are prepared for success. Today, it's less about recruiting employees based on age, gender or ethnicity and more about employing a diverse group of people who add value to the organization. Companies should recognize that promoting diversity and inclusion is beneficial to both the company and its employees.

In 2022, diversity in the workplace will not only mean employing diverse people, but also ensuring that they participate equally. The issue of diversity and equality in the workplace will receive more attention. Companies will commit, to doing more, and rewarding minorities. In addition, companies must to recognize the great value of hiring a diverse range of people who can be profitable for their company. The demand for equal opportunity is more important today than ever before. Equal opportunity means that everyone has an equal chance to succeed. It also prevents people from being discriminated against or treated differently because of their personality or even their appearance. Consequently, any form of discrimination must be rejected by all means.

The value of diversity and inclusion is widely recognized and an essential aspect of corporate culture. First, employee confidence and participation are enhanced in a diverse workplace. So, encouraging everyone to believe in themselves can only help improve overall employee morale and engagement. When employees feel valued and included, they are more engaged and successful. It's important to acknowledge differences.

To achieve the above goals, it is necessary to offer training programs, especially on multiculturalism. Provide all employees with a defined professional development plan. By offering computer classes or language courses to employees whose native language is not English, we can bridge the digital skills gap between generations. Letting people learn by doing is similar to that. This way, you let the other person discover a different perspective on his/her qualifications. In addition, diversity training for certain team members, especially in management or the department HR, is a good way to ensure they show compassion for colleagues in need.

Also, shortening the hiring process could help improve the company's reputation and attract a broader range of people. Fresh employees would bring fresh ideas, provided that a wider range of diverse opinions is beneficial to all departments, from marketing to finance. People with different backgrounds, skills and experiences bring a much wider range of creativity to the workplace.

From the above we conclude that a good organization of the manager is the perfect tool to organize the diverse projects. Diversity in leadership is the first step to improving diversity in the workplace. This can help prevent racial, gender or other prejudices in the project team. A project manager should consider all members of the project to avoid any discrimination. The project manager should foster a diverse environment where all team members feel valued and respected, regardless of their background. Encouraging team members to be open with the manager about their thoughts on diversity will have a positive impact on the company and its employees. Another way to provide diversity is to give team members the opportunity to find out what kind of work style suits them best. They could have a sense of creativity and control over their work.

The most important aspect is to promote a diversity of viewpoints. This is important because individuals from various backgrounds and generations may have very diverse perspectives on a wide range of problems, including as what they wear to work, how they compose emails, how they provide feedback on employee reviews, and what thoughts they have in meetings. Employees in a firm, or even a small team or department, must comprehend the patterns of thought, but it is much more crucial that they know and understand how their coworkers think. Different ways of thinking may help you generate ideas, receive constructive criticism, and create an environment where everyone feels valued and a part of the project's success.

One of the best ways to create an open-minded, global corporate culture is to promote inclusion and diversity in the workplace. As mentioned earlier, diversity can come in many forms, from culture and nationality to gender, ethnicity, sexuality, education level and other factors. In summary, it is critical to embrace the concepts of empathy, diversity, and inclusion, and we must learn to be open-minded and not superstitious.

5.3 Discussion on Related Studies

According to the results of empirical and literature-based research, dealing with cultural differences is an important factor for international projects. This is due to the additional challenges in international projects, such as cross-cultural communication, multicultural understanding, trust between team members, and time zone differences. In terms of communication, the conclusion is consistent with (Anantatmula & Thomas, 2010) who consider communication as a critical component in meeting project objectives due to language barriers, time zone differences, and trust among team members. In addition, the studies (Yi-chun Lina, 2012) and (Miliken & Martins, 1996) mention misunderstandings due to insufficient language barriers. Wilson et al. (2006) and (Lee-Kelley & Sankey, 2008) emphasize the importance of member trust for project execution, stating that the most important task of a global project team is to build trust among its members, stay on schedule, and stay on budget. They must also cope with geographic distance, cultural diversity, language barriers, and gaps in technological infrastructure. Another important point that emerges from the results of the study is that countries with cultural characteristics that are not similar might not be operating efficiently. This is supported by Hooghe, M., Reeskens, T., & Stolle, D. (2007) who found that trust between team members with the same cultural background is much higher than trust between culturally diverse team members. Another important finding in multicultural teams and in business in general is empathy. It is considered a skill that enables people to understand the feelings and viewpoints of others. According to (Hodges, S. D., & Klein, K. J. K. (2001) empathy encompasses a variety of behaviors including compassion for others and a desire to help them feel similar feelings and interpreting another person's thoughts or opinions so that team members can work more efficiently.

Similarly, with the finding 8 of our research (Cooke-Davies, 2002) supports that the selection of team members and project manager with the required skills and experience can have a significant impact on the project process and outcome. The results of Robert Bean 2006 survey highlight the need for training people to interact effectively with multicultural individuals, which is consistent with the finding 7 of our research. Seminars and training programs are useful components for working successfully in a multicultural environment. Finally, participants believe that experiencing diversity of viewpoints broadens horizons and knowledge and leads to inspiration and creativity. Another proponent of this view is (Triandis, Hall, & Ewen, 1965), who specifically claimed that projects that required creativity produced better results when conducted by a diverse group of employees. In summary, the results of the qualitative assessment suggest that each country's culture has its own attitude toward work, which can affect team performance when members come from different cultures. However, the negative effects are magnified when there are significant cultural differences, such as religion, history, and political systems.

5.4 Future Research

People are one of the most important parts of a successful project because at the end of the day, they are responsible for making the project happen. The knowledge, skills and competence of the project manager and the project team are critical. The project manager's ability to motivate the project team increases overall engagement, productivity and success. A project's chances of success are greatly increased when end users are involved early in the process. Understanding the goals of key stakeholders is critical because success is measured by their satisfaction and the fulfillment of their desires and expectations. The scope of the literature review was limited. The participants speak about a wide range of personal experiences from which the author attempts to draw conclusions.

In the future, it will be worthwhile to examine how organizational elements interact with critical success factors to meet a project's budget, quality, and schedule targets. In addition, it would be a breakthrough to examine how the critical elements interact with project management practices in an organization. (Risk management, communication system, human resources, organizational structure, top management, etc.) Therefore, in international projects, that face a number of difficult issues and challenges, organizations need to adapt existing project management structures and processes to the requirements and problems that will be encountered.

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QUESTIONNAIRE

1. What is your job title and what are your responsibilities?
2. How long are you working with multinational members in projects?
3. With which nationalities you mostly collaborate?
4. Which is the language which is used among members?
5. Are there nationalities in which cooperation is more efficient than others? Why?
6. Do you trust members coming from different nationality at the same level as those from the same one?
7. How much influence do you think that communication issues have on trust among members?
8. Which is the major disadvantage of working in a virtual multicultural team? Why? Is semi virtual communication more efficient than virtual?
9. The time zone is affecting the efficiency of the team members to cooperate? Why?
10. What do you think that multicultural teams need, to be efficient?
11. In your opinion which are the key success factors at the management of multicultural team in a multinational project?
12. What is the impact of the key factors, on project's outcome? How does it affect project quality, scope, time and budget?
13. The project manager needs to have a great cultural understanding to lead a multicultural team? Why?
14. Do you believe that project team members should have any kind of training regarding multiculturalism?
15. The members should have any kind of training regarding the project that will work in order to be more efficient?
16. In your opinion what is the major advantage working with team members with different nationalities?
17. Is this advantage has a beneficial impact on project performance and operation and why?