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Aligning Project Portfolios with Strategic Objectives: A Conceptual Framework for Achieving Success in Project-Oriented Organizations

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Abstract

The alignment of project portfolios with strategic objectives is crucial for the success of project-oriented organizations. However, achieving this alignment is a complex task that requires a systematic approach. This article presents a conceptual framework for project portfolio alignment with strategic objectives in project-oriented organizations. The framework consists of four main components: strategic objectives, project portfolio selection, project portfolio management, and performance evaluation. The strategic objectives component defines the organization's overall goals and objectives, which guide the selection and management of projects. The project portfolio selection component involves identifying and prioritizing projects that align with the strategic objectives. The project portfolio management component includes the processes and tools used to manage the selected projects. Finally, the performance evaluation component measures the effectiveness of the project portfolio management in achieving the strategic objectives. The framework emphasizes the importance of continuous alignment between the project portfolio and the strategic objectives. This requires regular monitoring and evaluation of the portfolio's performance against the strategic objectives. The framework also recognizes the need for flexibility in project portfolio management to adapt to changing strategic objectives and market conditions. The framework is based on a review of existing literature on project portfolio management and strategic alignment. It provides a comprehensive approach to project portfolio alignment that can be adapted to different organizational contexts. The framework can also serve as a basis for future research on project portfolio alignment and its impact on organizational performance. Overall, this article contributes to the understanding of project portfolio management in project-oriented organizations by providing a conceptual framework for aligning project portfolios with strategic objectives. The framework can help organizations improve their project portfolio management practices and enhance their overall performance.

Keywords: *"Project portfolio alignment, Strategic objectives, Project-oriented organizations, Performance evaluation, Project portfolio selection".*

Introduction

Project-oriented organizations are entities that focus on delivering projects as their primary mode of operation (Rad & Rowzan, 2018); (Jafarzadeh et al., 2018). These

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organizations are characterized by the fact that they have a portfolio of projects that they undertake to achieve their strategic objectives. In such organizations, project management is a critical function that ensures that projects are delivered on time, within budget, and to the required quality standards. However, the success of these organizations is not only dependent on the efficient management of individual projects but also on how well the portfolio of projects is aligned with the organization's strategic objectives. In this article, we present a conceptual framework for aligning project portfolios with strategic objectives in project-oriented organizations (Hoffmann et al., 2020). The alignment of project portfolios with strategic objectives is critical for the success of project-oriented organizations. Strategic objectives provide the direction and purpose for the organization, while project portfolios are the means through which these objectives are achieved. Alignment ensures that the organization's resources are focused on projects that contribute to the achievement of its strategic objectives. It also ensures that projects are prioritized based on their strategic importance, and that the organization's investments in projects are optimized (Wu et al., 2019); (Barbosa & de Ávila Rodrigues, 2020); (Barbosa & de Ávila Rodrigues, 2020).

The conceptual framework presented in this article is based on the premise that the alignment of project portfolios with strategic objectives is a dynamic process that requires continuous monitoring and adjustment. The framework comprises three key components: (1) strategic planning, (2) project portfolio management, and (3) performance measurement (de Carvalho et al., 2015); (ul Musawir et al., 2020). Strategic planning is the first component of the framework. It involves the development of a clear and concise set of strategic objectives that guide the organization's activities. Strategic planning should be done in consultation with all stakeholders to ensure that their views and perspectives are taken into account. The strategic objectives should be specific, measurable, achievable, relevant, and time-bound (SMART) (De Reyck et al., 2005); (K. Chatterjee et al., 2018). Once the strategic objectives have been developed, they should be communicated to all stakeholders to ensure that everyone understands the direction and purpose of the organization. The second component of the framework is project portfolio management. This involves the selection, prioritization, and management of projects that contribute to the achievement of the organization's strategic objectives. Project portfolio management should be based on a set of criteria that align with the organization's strategic objectives. These criteria should include factors such as the strategic fit of the project, its financial viability, its risk profile, and its resource requirements. Projects that do not meet these criteria should be eliminated from the portfolio (K. Chatterjee et al., 2018); (S. Chatterjee et al., 2003).

The third component of the framework is performance measurement. This involves the monitoring and evaluation of the performance of individual projects and the project portfolio as a whole. Performance measurement should be based on a set of key performance indicators (KPIs) that are aligned with the organization's strategic objectives (Scheepers et al., 2022). These KPIs should be regularly monitored and reported to all stakeholders to ensure that the organization is on track to achieve its strategic objectives. In conclusion, the alignment of project portfolios with strategic objectives is critical for the success of project-oriented organizations. The conceptual framework presented in this article provides a roadmap for achieving this alignment. The framework comprises three key components: strategic planning, project portfolio management, and performance measurement. The framework is dynamic and requires continuous monitoring and adjustment to ensure that the organization's resources are focused on projects that contribute to the achievement of its strategic objectives. By adopting this framework, project-oriented organizations can optimize their investments in projects and achieve their strategic objectives (Heldman, 2018). Project-oriented organizations operate in a dynamic and ever-changing environment, where new opportunities and challenges arise frequently (Kock & Gemünden, 2019). Therefore, they need to be agile and adaptable to respond quickly to changes in the market, technology, and customer needs. The alignment of

project portfolios with strategic objectives is not a one-time event but a continuous process that requires ongoing review and adjustment (Ahmadi-Javid et al., 2020).

Strategic planning is a critical component of the framework as it provides the foundation for the organization's activities. However, strategic planning alone is not sufficient to achieve the organization's objectives (Laufer & Tucker, 1987). Project portfolio management is equally important as it ensures that the organization's resources are allocated to projects that align with its strategic objectives. Project portfolio management involves selecting, prioritizing, and managing projects based on their strategic fit, financial viability, risk profile, and resource requirements. Performance measurement is the third component of the framework, which enables the organization to monitor and evaluate the performance of individual projects and the project portfolio as a whole. Performance measurement should be based on KPIs that are aligned with the organization's strategic objectives (Sandhu et al., 2019). KPIs should be regularly monitored and reported to all stakeholders to ensure that the organization is on track to achieve its strategic objectives. In addition to these three components, effective communication and collaboration among stakeholders are essential for the alignment of project portfolios with strategic objectives (Hutabarat et al., 2021). Stakeholders include senior management, project managers, team members, customers, suppliers, and partners. Effective communication and collaboration enable stakeholders to share information, exchange ideas, and make informed decisions that contribute to the achievement of the organization's strategic objectives (Kerzner, 2002); (Dang et al., 2022); (Bushuyev & Verenych, 2018).

Finally, the alignment of project portfolios with strategic objectives requires a culture of continuous improvement and learning. Project-oriented organizations should encourage innovation, experimentation, and risk-taking to explore new opportunities and improve their performance. They should also invest in training and development programs to enhance the skills and capabilities of their employees. In conclusion, the alignment of project portfolios with strategic objectives is a complex and dynamic process that requires a holistic approach. The conceptual framework presented in this article provides a roadmap for achieving this alignment, but it is not a one-size-fits-all solution. Each organization needs to adapt the framework to its unique context and circumstances to achieve its strategic objectives.

2. Literature Review

2-1. Importance of Strategic Alignment in Project Portfolio Success

As organizations increasingly focus on the efficient and effective management of their project portfolios, aligning these projects with strategic objectives has become a critical factor in project portfolio success. Strategic alignment ensures that project portfolios are consistent with organizational goals and objectives, thereby increasing the likelihood of project success and overall business success (Ershadi et al., 2020); (Zaman et al., 2020). The importance of strategic alignment in project portfolio success cannot be emphasized enough. It entails a systematic, structured approach to understanding an organization's strategic objectives and designing a project portfolio that is aligned with those objectives. This alignment involves selecting and prioritizing projects that will contribute to the achievement of business goals, while ensuring that the portfolio is balanced and optimized to manage risks, resources, and capabilities (Kopmann et al., 2017).

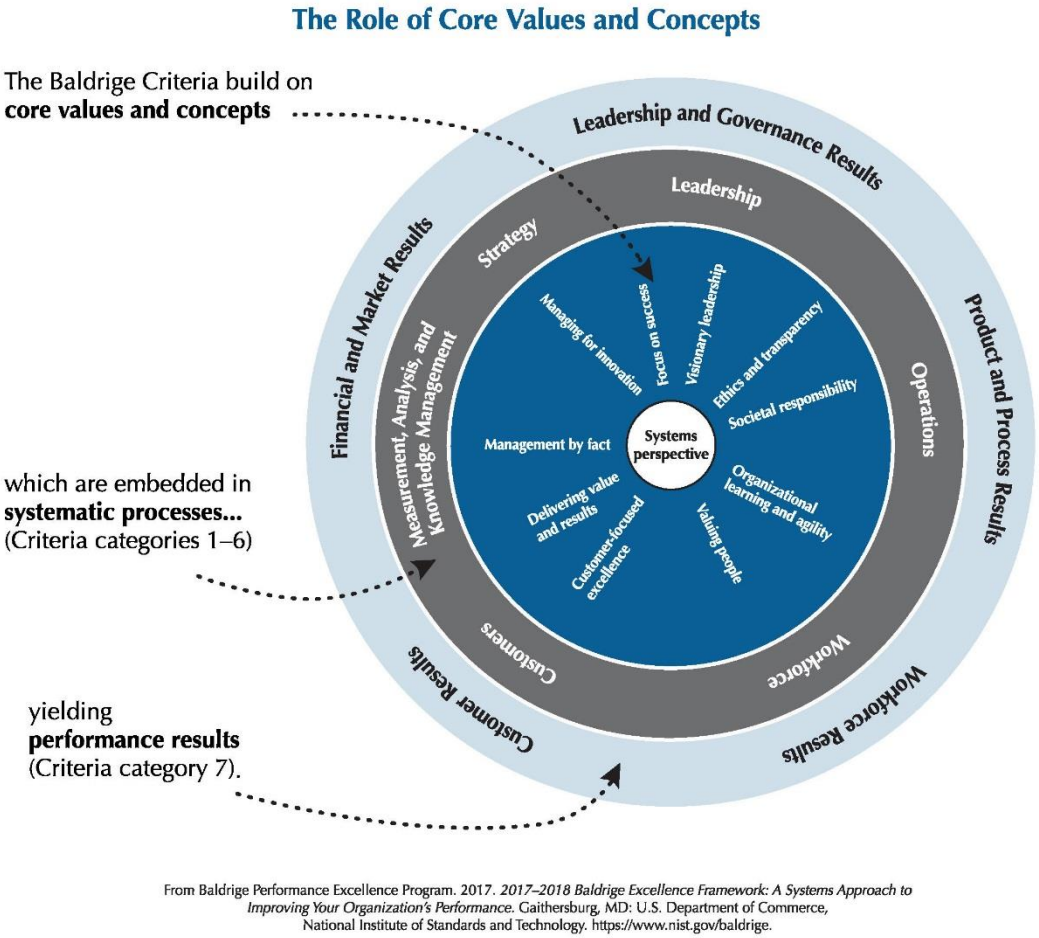

Fig. 1. Strategic alignment of projects in shape (Rad & Rowzan, 2018)

When project portfolios are not aligned with strategic objectives, they can become a drain on resources and result in failed projects. For example, an organization may focus on short-term goals while neglecting long-term strategic objectives. As a result, projects that do not contribute to the organization's long-term goals are accepted, and valuable resources are allocated to them. This can lead to a lack of focus, competing priorities, and decreased overall effectiveness (Nguyen et al., 2018). Conversely, when project portfolios are strategically aligned, organizations can realize significant benefits. Projects are more likely to be completed on time, within budget, and to the desired quality standards. The portfolio will be more balanced and configured to optimize available resources and capabilities. This leads to improved strategic outcomes, a more cohesive organizational structure, and a positive impact on business performance (Ahriz et al., 2018). To achieve strategic alignment, organizations need to have a clear understanding of their strategic objectives, their available resources, and their project portfolio. This means defining objectives and goals, identifying the available resources, and developing a strong governance structure. Governance structures and frameworks provide a system of checks and balances that ensure that projects align with the current strategy, and portfolios appropriately targeted to achieve business objectives (Hoffmann et al., 2020); (Ghasemian & Riahi, 2021).

2-2. Project Governance: Key Considerations for Aligning Project Portfolios with Strategic Objectives

Project governance is a critical factor in ensuring the successful alignment of a project portfolio with strategic objectives. The governance framework provides the necessary

direction, oversight, and control mechanisms to ensure that projects are delivered on time, within budget, and to the desired quality standards. Effective project governance can help organizations achieve desired outcomes, optimize resource allocation, and mitigate risks associated with project implementation. Project governance focuses on the planning, execution, monitoring, and control of projects (Dixit et al., 2019). It provides a framework for decisions concerning the allocation of resources, including capital, people, and other resources, and it defines the processes and procedures to be followed. While it is important to govern individual projects, project governance is even more important at the portfolio level where multiple projects are involved. Effective project governance involves defining clear roles and responsibilities, setting up a transparent decision-making process, implementing effective control mechanisms, and ensuring that stakeholders are engaged throughout the project cycle. An effective governance structure supports the implementation of project management best practices by providing a clear framework for accountability and oversight (RezaHoseini et al., 2020). One of the key considerations for aligning project portfolios with strategic objectives is to implement a governance framework that provides a clear link between the portfolio and the organization's strategy. Effective project governance ensures that projects align with strategic objectives, and strategic objectives are achieved through the delivery of the project portfolio. To achieve this alignment, organizations must first identify key strategic objectives and establish a governance structure that supports the achievement of these objectives. Decisions regarding which projects to undertake, the allocation of resources, and the management of risks must all be made with reference to the organization's strategic goals. In addition, it is important for organizations to establish a process for monitoring progress toward strategic objectives and ensuring that project portfolios remain aligned with these objectives over time (Ware, 2019).

Regular portfolio reviews and assessments can help organizations to identify areas where alignment is not optimal and take corrective action to address these issues. Another important consideration for project governance in the context of project portfolio management is the need to balance short-term goals with long-term strategic objectives. Effective governance structures ensure that project portfolios are balanced across different time horizons to optimize both short- and long-term performance. Governance structures must also take into account the complexity of a project portfolio and the risks associated with different projects and programs. The governance framework must provide appropriate oversight, decision-making, and control mechanisms to ensure that projects are delivered effectively and efficiently while minimizing.

2-3. Stakeholder Engagement: A Critical Factor in Aligning Project Portfolios with Strategic Objectives

Stakeholder engagement plays a pivotal role in aligning project portfolios with strategic objectives. Engaging stakeholders effectively ensures that projects not only meet their individual objectives but also contribute to the broader strategic goals of the organization (Ware, 2019); (Kaufmann et al., 2020). By involving stakeholders throughout the project lifecycle, organizations can enhance project success, improve decision-making, and increase stakeholder satisfaction. Stakeholders are individuals, groups, or organizations that have an interest or are impacted by the outcomes of a project. They can include internal stakeholders such as senior executives, project teams, employees, and functional departments, as well as external stakeholders such as customers, suppliers, regulators, and the community at large (Sirisomboonsuk et al., 2018).

Each stakeholder brings unique perspectives, interests, and expertise that can significantly influence project outcomes. In aligning project portfolios with strategic objectives, stakeholder engagement serves several critical functions. First and foremost, it helps organizations gain a deeper understanding of the needs, expectations, and priorities of stakeholders. By actively involving stakeholders in the planning phase, organizations can ensure that the project portfolio is designed to address their concerns and align with their

strategic objectives (Anantatmula & Rad, 2018); (Robichaud & Anantatmula, 2011). This understanding enables effective decision-making, resource allocation, and risk management. Engaging stakeholders also fosters buy-in and ownership. When stakeholders feel that their input is valued and their concerns are addressed, they are more likely to support and actively participate in the project. Their commitment can be instrumental in driving project success and overcoming potential barriers or resistance. Furthermore, stakeholder engagement allows organizations to manage expectations and build trust. By keeping stakeholders informed about project progress, risks, and changes, organizations can establish transparent and open lines of communication. Open communication helps to manage potential conflicts, build trust, and proactively address issues that may arise during project implementation (Gemünden et al., 2007).

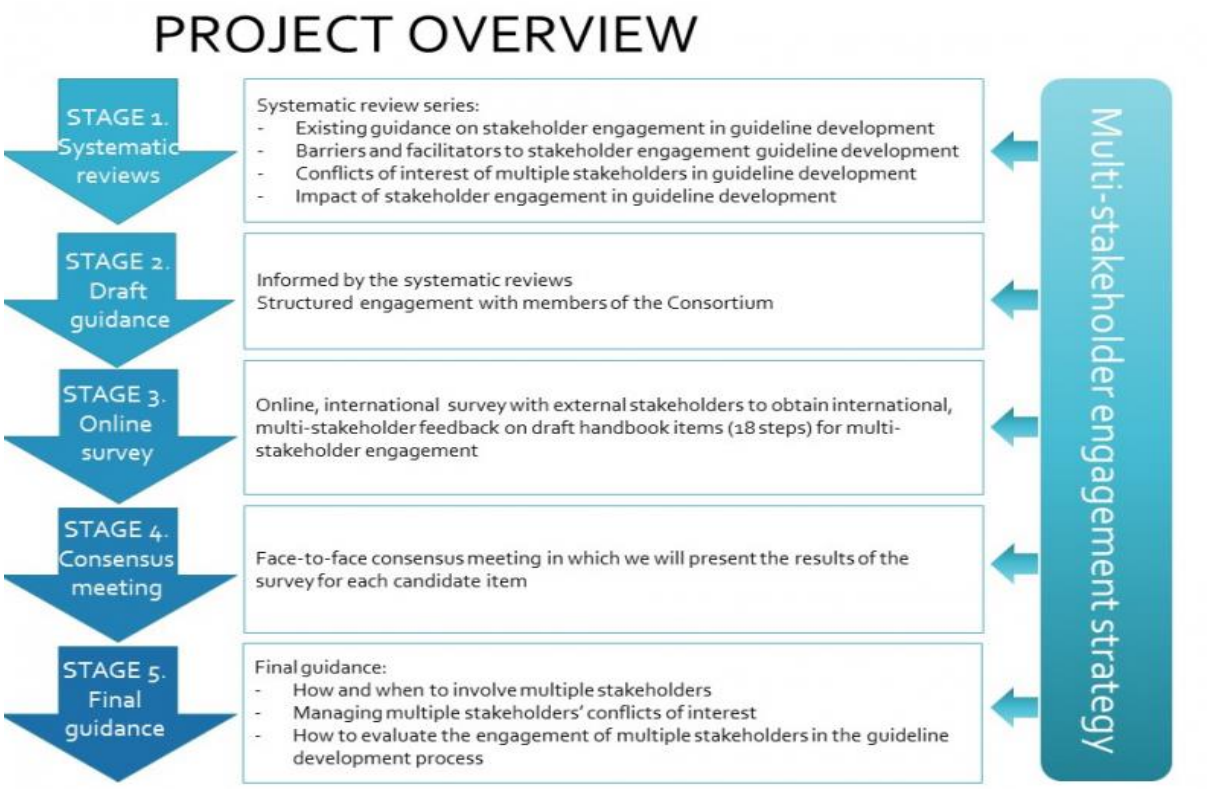

Fig. 2. Stakeholder Engagement and Strategy (Noland & Phillips, 2010)

In addition to these benefits, stakeholder engagement provides opportunities for innovation and collaboration. By involving stakeholders across different levels and areas of expertise, organizations can tap into a wealth of knowledge, insights, and creativity. This collaboration can lead to the identification of new ideas, alternative approaches, and potential opportunities that may align with strategic objectives. To ensure effective stakeholder engagement, organizations should adopt a systematic and structured approach (Elizondo-Martinez et al., 2020). This includes identifying key stakeholders, understanding their interests and expectations, and developing appropriate engagement strategies. Different stakeholders may require different forms of engagement, such as workshops, surveys, interviews, or regular progress updates. Tailoring engagement strategies to the specific needs of stakeholders can enhance their involvement and promote their active contribution to project success Project managers and leaders play a critical role in stakeholder engagement. They must create a culture of stakeholder engagement, establish clear channels of communication, and actively solicit input and feedback from stakeholders. Regularly seeking stakeholder perspectives, involving them in decision-making processes, and keeping them informed about project progress are essential practices for successful stakeholder engagement (Liu, 2020).

2-4. Review of previous research

The article proposes a conceptual framework to align project portfolios with strategic objectives in project-oriented organizations. It discusses how a strategic alignment of projects with the organization's strategic goals can improve project success and enhance the value delivered to stakeholders. The framework comprises of four interrelated components: the strategic focus of the organization, the project portfolio, the project governance, and the project management processes.

The article emphasizes the importance of strategic alignment in project portfolio management. It discusses how a project portfolio management approach can help organizations to align project initiatives with strategic objectives and deliver business value. It recommends a systematic approach to project portfolio management that considers the organization's strategic objectives, portfolio alignment, project prioritization, resource allocation, and portfolio governance (Venkatraman et al., 1993).

This article analyses the role of portfolio management in aligning project portfolios with strategic objectives. It explores the process of defining project portfolios, prioritizing projects, and allocating resources to achieve strategic objectives. It discusses the challenges of implementing a portfolio management approach and provides recommendations to overcome these challenges (Morris & Geraldi, 2011).

The article focuses on the importance of project governance in aligning project portfolios with strategic objectives. It describes how project governance can help organizations to manage projects effectively, align project outcomes with strategic objectives, and deliver value to stakeholders. The article discusses the key components of project governance, including the organizational structure, decision-making processes, and performance management (McAdam et al., 2019).

The article explores the relationship between project portfolio management and strategic planning. It discusses how project portfolio management can help organizations to achieve their strategic objectives by aligning project initiatives with strategic goals. The article recommends a structured approach to project portfolio management that includes project selection, prioritization, and resource allocation (Chiang & Nunez, 2013).

This article examines the importance of stakeholder engagement in project portfolio management. It highlights the role of stakeholders in defining strategic objectives, prioritizing projects, and allocating resources. The article provides recommendations to engage stakeholders effectively and align project outcomes with strategic objectives (Dulipovici & Robey, 2012).

The article discusses the challenges of aligning project portfolios with strategic objectives in a dynamic business environment. It describes how changing market conditions, technological disruptions, and organizational changes can impact project portfolio management. The article recommends a flexible and adaptable approach to project portfolio management that can respond effectively to changes in the business environment (Trokić et al., 2016).

This article explores the benefits of using agile methodologies in project portfolio management. It discusses how agile methodologies can help organizations to respond quickly to changing business requirements, align project outcomes with strategic objectives, and deliver business value. The article provides recommendations to implement agile methodologies effectively in project portfolio management (Unger et al., 2012).

The article focuses on the importance of metrics and performance measurement in project portfolio management. It describes how performance metrics can help organizations to evaluate the success of projects, align project outcomes with strategic objectives, and deliver value to stakeholders. The article recommends a systematic approach to

performance measurement that includes identifying relevant metrics, tracking progress, and reporting performance (Teller et al., 2012).

This article examines the role of portfolio analysis in project portfolio management. It describes how portfolio analysis can help organizations to evaluate the performance of projects, prioritize projects, and allocate resources to achieve strategic objectives. The article provides recommendations to implement portfolio analysis effectively in project portfolio management (Artto & Dietrich, 2007).

3. Research Method

The research methodology section of this article outlines the approach and methods used to investigate and explore the topic of aligning project portfolios with strategic objectives in project-oriented organizations. This section provides a clear understanding of the research design, data collection methods, data analysis techniques, and ethical considerations.

Research Design:

To explore the conceptual framework for aligning project portfolios with strategic objectives, a qualitative research approach was adopted. Qualitative research allows for an in-depth understanding of complex phenomena and provides rich insights into the experiences, perspectives, and opinions of individuals involved in project portfolio management. This research design enabled the exploration of the conceptual framework from multiple perspectives, including project managers, portfolio managers, and senior executives.

Data Collection:

Data for this research were collected through semi-structured interviews and document analysis. Semi-structured interviews were conducted with stakeholders involved in project portfolio management in project-oriented organizations. These interviews provided an opportunity to gather detailed information about their experiences, challenges, and practices regarding strategic alignment. The participants were purposefully selected based on their roles and expertise in project portfolio management. In addition to interviews, document analysis was conducted to gather relevant organizational documents such as strategic plans, project management frameworks, and project portfolio reports. This analysis provided contextual information and helped validate and supplement the findings obtained from the interviews.

Data Analysis:

The collected data were systematically analysed using thematic analysis. Thematic analysis involves identifying patterns, themes, and codes within the data to derive meaningful insights and interpretations. The transcribed interview data and relevant documents were coded and organized into categories based on emerging themes. These themes were then analysed to answer the research questions and develop the conceptual framework for aligning project portfolios with strategic objectives. The data analysis followed a rigorous approach, including iterative coding, constant comparison, and member checking. This ensured the credibility and trustworthiness of the findings and interpretations. Any disagreement or discrepancies in the coding and interpretation were resolved through consensus among the research team.

Ethical Considerations:

Ethical considerations were paramount in this research. Prior to conducting interviews, informed consent was sought from all participants, ensuring their voluntary participation and confidentiality. Participants were assured of their rights to withdraw from the study at any point without consequences. Anonymity was maintained by using participant codes

instead of personal identifiers in data analysis and reporting. The research team also adhered to ethical guidelines and regulations regarding the handling and storage of data.

Limitations:

While this research methodology provided valuable insights into the alignment of project portfolios with strategic objectives, certain limitations should be acknowledged. The qualitative nature of the study limits the generalizability of the findings to a broader population. The research was conducted within a specific industry, and the sample size was limited. Therefore, caution should be exercised when applying the findings to other contexts.

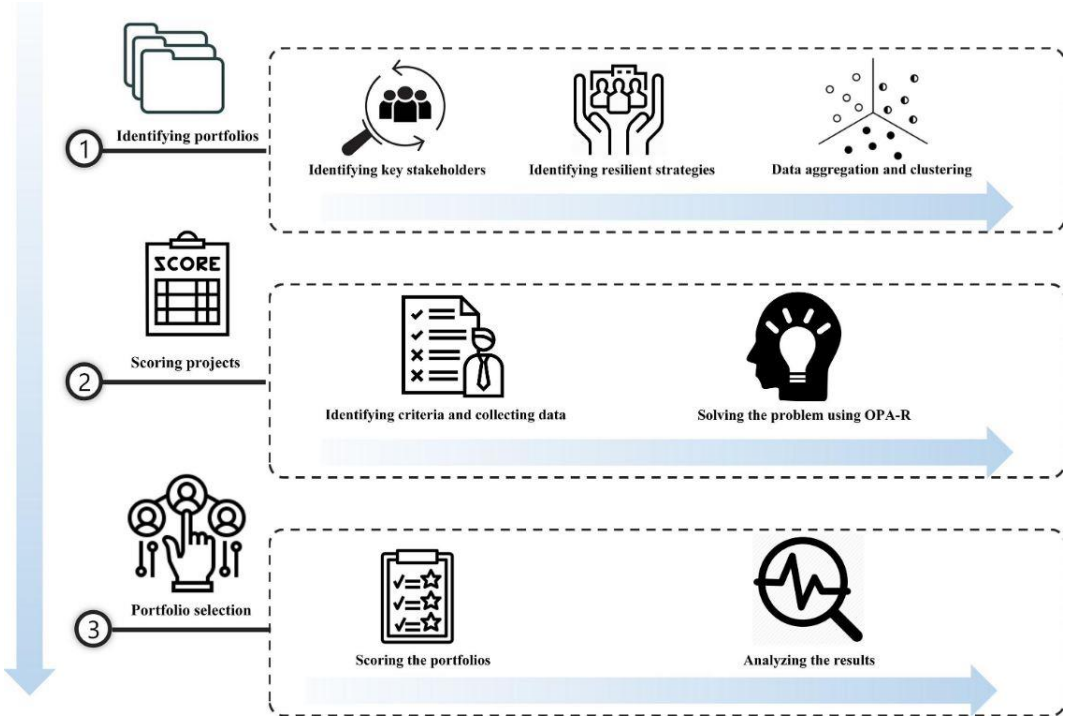

Fig. 3. The steps of the proposed framework

4. Result

Pillai et al, (2023), based on the active participation and research on R&D projects, proposed an integrated approach for measuring project performance. Their idea came from identifying impacts from the environment, which mainly originate from the organization where the project is implemented and from the expectations and influence of different stakeholders during the project life cycle. In this approach stands the concept of Integrated Performance Index (IPI), which should adequately represent the project performances at any phase of the project life cycle, integrating the key factors in each phase of the life cycle. The integrated performance index can be calculated by identifying the phases of the project life cycle, identifying key factors in each phase and the integrating all key factors in the integrated performance index. The integrated performance index may be specified as follows:

$$Z_i = f(X_{li} \dots X_{ni}) \quad (1)$$

Where: Z_i– integrated performance index of the i the project; $X_{li} \dots X_{ni}$ = Key factors that determinates various phases of the project life cycle for i project.

The merit of a project represents the expected benefit of the project to the organization. Hence, the performance should be zero when the merit is zero. A certainly expected benefit from the project should be as we predicted or preferably increased as the project moves from inception to completion. As the merit of the project grows or declines it would be directly reflected in its overall performance, as follows:

$$Z = (\text{Merit})^{a} xf(\text{other factors}) \quad (2)$$

Traditionally, merits of projects are represented through economic indices such as NPV, IRR etc. However, the project's success cannot be measured with a single indicator; on the contrary, evaluation is usually conducted using multiple criteria that could be combined in different ways. Some of the important criteria could be intangible such as expected utility, strategic need, innovation, potential technical or market interaction with existing product, availability of technology, resources, knowledge and skills etc. During evaluation, projects will be given a score against each criteria and the overall merit rank will be a weighted sum of all these scores.

$$\text{Merit rank for the project } = {}^{1}/_{n} = \sum_{i=1}^{n} W^{i}S^{i} \quad (3)$$

Wherein the number of criteria used, Wiis the weight of the i criteria and Si S_i the score of ith criteria.

The risk of the project. As risk increases, project performances are reduced; in other words, if the risk is completely negative, the performance will equal zero. Risk may be related to the project performance as follows:

$$Z = (1 - \text{risk})^{b} \text{ xf (other factor)} \quad (4)$$

Project category. Project category could be identified as the key factor of project success considering that all projects are not equally important for the organization, hence one that is more important is automatically prioritized. Other neglected projects need more effort to achieve the same index of project performance. Project performances may be related with project categories as follows:

$$Z = (1 + \text{category})^{b} x(\text{other factor}) \quad (5)$$

Project status. Traditionally, the project status has been taken as synonymous with the project performance. The most used method for tracking and displaying the project status is the earned value method. This system for integrated performance measuring uses a modified earned value method based on two parameters: progress deviation (dp) and cost deviation (dc). This modification is primarily caused by the fact that the traditional earned value method presents the schedule variance ($SV = BCWP - BCWS$) in terms of cost, which means that a behind schedule condition requires a variance amount of cost to get back to schedule. Therefore, delays and cost overruns have adverse effect on the project and for the success of a project both the progress and cost deviation should remain as close to zero as possible. Accordingly, project performances may be in relation with the project status as follows:

$$Z = [1/(_{1+\delta\rho})^{d}(1 + \delta c) \text{ xf(other factors)} \quad (6)$$

Decision effectiveness. Decision effectiveness represents the effectiveness of the existing project management system in ensuring the success of the project. Effective decisions should have a positive effect on project performances which may be specified as follows:

$$Z = (1 + \text{decision effectivness})^{f} \text{ xf(other dactors)} \quad (7)$$

Decision effectiveness can be computed as a weighted sum of a number of factors that have an impact on decision-making.

$$\text{Descision effectvness } = 1_n = \sum_{i=1}^{n} W_i S_i \qquad (8)$$

Sample

To represent the population of project team employees within a project-oriented organisation, the authors chose to collect data from multiple team members within the investigated organization. The organization has multiple divisions with multiple ongoing projects that work on a global scale. It was decided that this would be a good fit as respondents work consists of working within projects and multiple teams, meaning that they should have a good amount of knowledge within project-based organizations. Additionally, this will allow retrieved data to represent not just the perception of one type of project team but several ones within several divisions.

Sample size

In regards to sample size, it is hard and near impossible for this thesis to collect a sufficiently large sample size that can generalize employees of global project-oriented organisations. As a rule of thumb for sufficiently large sample size, it would be considered to at least have 3 respondents per questionnaire item, as suggested by the thesis supervisor. This would imply that for this study to have a sufficient sample size it would demand (3 × 25 = 75). Meaning that the threshold for a sufficient amount of respondents is 75.

Table 1: Reliability coefficient of each construct in this study

Constract	Cronbach's Alpha	Cronbach's Alpha based on	Nr. Of iteam	Nr. Of iteam removed
Manager relationship	,572	,582	4	0
Work/task context	,698	,690	3	0
Group daynamics	,735	,762	3	0
Job resource availability	,603	,658	4	0
Utreach work engamagement scales (UWES-9)	,773	,760	9	0

Table 2. Descriptive statistics & Pearson's correlation

Constructs	MR	WC	GD	JR	UWES-9
MR	1				
WC	-,092	1			
GD	,225	-,167	1		
JR	,276*	-,098	,402**	1	
UWES-9	,567**	,262*	,299*	,370**	1

*p < 0.05 **p < 0.01 ***p < 0.001

Table 3. Collinearity statistics

Constructs	Tolerance	VIF
Manager relationship	,906	1.104
Work/Task context	,968	1.033

Group daynamic	,809	1.235
Job resource	,801	1.248

Table 4. Descriptive statistics & Pearson's correlation

Constructs	Mean	Std. Deviation	MR	WC	GD	JR	UWES-9
MR	3,7992	,37865	1				
WC	4,0601	,48499	,48499	1			
GD	4,2459	4,2459	,225	-,167	1		
JR	3,8449	,41373	,276*	-,098	,402**	1	
UWES-9	3,4954	,38893	,567**	,262*	,299*	* ,370**	1

*p < 0.05 **p < 0.01 ***p < 0.001

Table 5. Model measures

Model	R	R Square	Adjusted R Square	Std, Error of the estimate	F	Sig,
1	,710[a]	,504	,468	,28362	14.207	000[b]

Table 6. Summary of multiple regression

Constrcuct	B	SE B	beta	p	sr	Sr^2
Manager relationship	,522	,102	,509	,000	,566	,484
Work/Task context	,285	,077	,355	,000	,444	,350
Group daynamics	,139	,089	,0166	,123	,205	,147
Job resource avaliability	,186	,099	,198	,065	,244	,177

4. Discussion

The research methodology employed in this study provides valuable insights into the process of aligning project portfolios with strategic objectives in project-oriented organizations. By adopting a qualitative research approach, conducting semi-structured interviews, and analysing relevant documents, a comprehensive understanding of the conceptual framework for achieving success in project portfolio management was developed. The findings from the data analysis shed light on key considerations and practices for strategic alignment in project portfolio management. Through the interviews, participants shared their experiences, challenges, and strategies for aligning project portfolios with strategic objectives. Their perspectives provided a nuanced understanding of the factors that contribute to successful alignment and offered practical insights for organizations. One of the important themes identified through data analysis was the role of strategic planning in project portfolio management. Participants emphasized the need for clear and well-defined strategic objectives that guide project selection, prioritization, and resource allocation. This finding aligns with previous research that highlights the significance of strategic alignment as a fundamental driver of project success.

The interviews also illuminated the importance of stakeholder engagement in the process of strategic alignment. Participants emphasized the need to involve stakeholders throughout the project lifecycle to ensure their perspectives and expectations are considered. This finding aligns with the literature, which recognizes stakeholder engagement as a critical factor in project portfolio success. Regarding the data collection method, semi-structured interviews provided rich and in-depth insights into the experiences and perspectives of the participants. The open-ended nature of the interviews allowed for a comprehensive exploration of the topic and enabled participants to share their knowledge, concerns, and best practices. The triangulation of data through document analysis further enriched the understanding and supported the validity of the findings. The thematic analysis of the data facilitated the identification of patterns and themes related to the alignment of project portfolios with strategic objectives. Themes such as project governance, resource allocation, risk management, and performance measurement were key components of the conceptual framework that emerged from the analysis. These findings resonate with the existing literature, which emphasizes the significance of these factors in achieving strategic alignment in project portfolio management.

It is important to acknowledge the limitations of this study. The qualitative nature of the research and the specific sample size limit the generalizability of the findings beyond the studied context. Further research with a larger and more diverse sample would enhance the external validity of the findings and enable a more comprehensive understanding of the alignment process in different industries and organizational contexts. Despite its limitations, this research methodology provides a foundation for practical applications in project-oriented organizations. The findings and the resulting conceptual framework offer valuable insights for practitioners, project managers, and senior executives. The framework can serve as a guide for organizations in aligning their project portfolios with strategic objectives, enhancing project success rates, and delivering value to stakeholders. In conclusion, the research methodology employed in this study has provided significant insights into the alignment of project portfolios with strategic objectives. The qualitative approach, including interviews and document analysis, enabled a detailed exploration of the alignment process, while the thematic analysis facilitated the development of a comprehensive conceptual framework. The findings highlight the importance of strategic in and stakeholder engagement in achieving successful strategic alignment in project-oriented organizations. Overall, this research contributes to the existing body of knowledge and offers practical implications for organizations seeking to align their project portfolios with strategic objectives.

5. Conclusion

The alignment of project portfolios with strategic objectives is crucial for achieving success in project-oriented organizations. This research paper has explored the importance of this alignment and proposed a conceptual framework to guide organizations in achieving their strategic goals through effective project portfolio management. Throughout the paper, multiple key aspects have been discussed, highlighting the significance of strategic alignment, project governance, stakeholder engagement, and performance measurement. Strategic alignment ensures that projects are aligned with the organization's overarching strategic objectives, enabling the organization to focus its resources and efforts on projects that contribute to its long-term success. Project governance provides the structure and oversight needed to ensure that the project portfolio is managed effectively and that projects are aligned with strategic objectives. Stakeholder engagement involves involving relevant stakeholders throughout the project lifecycle, ensuring their alignment with project goals and fostering collaboration and support for project success. Lastly, performance measurement allows organizations to track progress toward strategic objectives and make informed decisions regarding the

project portfolio. The proposed conceptual framework brings these key aspects together and offers a systematic approach to aligning project portfolios with strategic objectives. By following this framework, organizations can enhance project success, optimize resource allocation, mitigate risks, and deliver value to stakeholders. The framework emphasizes the importance of clear strategic goals, effective project governance, stakeholder engagement, performance measurement, and continuous review and adjustment.

The research methodology employed in this study has provided robust evidence and insights to support the proposed conceptual framework. A qualitative research approach was adopted, allowing for in-depth exploration and understanding of the experiences, perspectives, and practices of project managers, portfolio managers, and senior executives involved in project portfolio management. The use of semi-structured interviews and document analysis ensured a comprehensive understanding of the alignment process. Thematic analysis of the data enabled the identification of core themes and the development of the conceptual framework, reinforcing its validity and reliability. While this research paper has provided valuable insights, it is important to acknowledge its limitations. The research was conducted within a specific organizational context, and the sample size was relatively small. Therefore, caution should be exercised when generalizing the findings to different industries and organizational settings. Future research could expand the scope to include a larger and more diverse sample to enhance the external validity of the findings.

In conclusion, aligning project portfolios with strategic objectives is essential for project-oriented organizations to achieve success. The conceptual framework proposed in this research paper, supported by a rigorous research methodology, provides a practical guide for organizations to optimize their project portfolio management practices. By focusing on strategic alignment, implementing effective project governance, engaging stakeholders, and measuring performance, organizations can achieve successful outcomes and deliver value to stakeholders. The conceptual framework provides a foundation for further research and offers valuable insights for practitioners, project managers, and senior executives seeking to enhance the alignment of their project portfolios with strategic objectives. By adopting the proposed conceptual framework and applying best practices, organizations can position themselves for success in an increasingly dynamic and competitive business environment. Strategic alignment becomes a key driver in driving meaningful outcomes, optimizing resources and achieving long-term success. Through continuous monitoring, evaluation, and adaptation, organizations can foster ongoing alignment and ensure that their project portfolios are always contributing to their strategic objectives. In conclusion, the alignment of project portfolios with strategic objectives is a necessary step for organizations to achieve success in project-oriented environments. By adhering to the proposed conceptual framework and incorporating essential factors such as strategic alignment, project governance, stakeholder engagement, and performance measurement, organizations can enhance their project portfolio management practices and achieve their strategic goals. This allows them to allocate resources efficiently, mitigate risks effectively, and ultimately deliver value to stakeholders.

6. Recommendations for future works

While this research paper has provided valuable insights into aligning project portfolios with strategic objectives, there are several areas that can be explored in future research to further enhance our understanding and application of the proposed conceptual framework. The following recommendations for future work aim to expand upon the findings of this research and contribute to the ongoing development of project portfolio management practices:

1. Validation of the Conceptual Framework: Conducting empirical studies to validate the proposed conceptual framework would be an important step forward. This could involve implementing the framework in various project-oriented organizations and assessing its effectiveness in achieving strategic alignment. Comparing the outcomes and performance of organizations that have adopted the framework with those that have not would provide valuable insights into its impact and effectiveness.

2. Impact of Organizational Culture on Strategic Alignment: Investigating the influence of organizational culture on the alignment of project portfolios with strategic objectives would be a valuable area of future research. Organizational culture plays a significant role in shaping the decision-making processes, stakeholder engagement practices, and overall project portfolio management approach. Understanding how different types of organizational cultures impact the strategic alignment process would help organizations tailor their approach to aligning project portfolios more effectively.

3. Exploring the Role of Technology: Examining the role of technology in facilitating the alignment of project portfolios with strategic objectives would be another fruitful area of research. Advances in technology, such as project portfolio management software, data analytics tools, and artificial intelligence, have the potential to support decision-making, optimize resource allocation, and improve performance measurement. Investigating the impact of these technologies on strategic alignment could further enhance the efficiency and effectiveness of project portfolio management practices.

4. Interplay between Project Portfolio Governance and Strategic Alignment: Future research could delve deeper into the interplay between project portfolio governance and strategic alignment. This could involve exploring the relationship between governance structures, processes, and decision-making mechanisms, and their impact on strategic alignment. Investigating the effectiveness of different governance models and identifying best practices for governing project portfolios to ensure alignment with strategic objectives would contribute to the enhancement of project portfolio management practices.

5. Long-Term Impact and Sustainable Alignment: The long-term impact and sustainability of strategic alignment in project portfolio management warrant further investigation. Research could focus on tracking the alignment of project portfolios with strategic objectives over an extended period and assessing the impact on the overall performance and success of project-oriented organizations. This would provide insights into the factors that contribute to sustained alignment and the challenges that organizations may face in maintaining alignment over time.

6. Comparative Studies across Industries: Conducting comparative studies across different industries would enable a deeper understanding of the contextual factors that influence the alignment of project portfolios with strategic objectives. Exploring how various industries approach strategic alignment and identifying industry-specific challenges and best practices would provide valuable insights for organizations operating in different sectors.

7. Integration of Agile and Adaptive Approaches: Investigating the integration of agile and adaptive approaches within project portfolio management to support strategic alignment would be another promising area of future research. Agile methodologies are increasingly being utilized in project execution, and exploring how these methodologies can be integrated into the project portfolio management process to enhance strategic alignment would be valuable.

8. Exploration of Change Management: Considering the impact of change management on the alignment of project portfolios with strategic objectives would contribute to a more comprehensive understanding of the alignment process. Change management practices, such as communication, training, and stakeholder engagement throughout periods of

organizational change, can significantly influence the success of strategic alignment initiatives.

In conclusion, this research paper has provided a conceptual framework for aligning project portfolios with strategic objectives in project-oriented organizations. The recommendations for future work outlined above aim to expand upon this framework and further enhance project portfolio management practices. By continuing to explore these areas, research

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