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PROJECT TEAM SUCCESS FACTOR OF 3C PRODUCTS MANUFACTURE

INDUSTRY

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Abstract

Many enterprise managers have conducted research on enterprise members, but have yet to invest too much attention in project teams. The main purpose of this study is to determine how the success of a project team depends on various influencing factors, such as the ability and leadership art of the project manager, the personal abilities of team members, clear project goals, project team culture, and appropriate incentive systems, which contribute to the success of the project team. Therefore, this study has five objectives: i) the relationship between the project manager's leadership and ability and the success of project teams, ii) The relationship between the personal abilities of team members and project team success , iii) The relationship between clear project goals and project team success , iv) The relationship between project team culture and project team success, v) The relationship between appropriate incentive systems and project team success. In order to investigate the correlation between variables, a total of 58 questionnaires were collected from project team managers, and multiple regression methods were used to answer and analyze all questions. The research results indicate that the project manager's leadership and ability, personal abilities of team members, clear project goals, project team culture, and appropriate incentive systems directly promote the success of project teams. This study also includes suggestions for future research.

Abstrak

Ramai pengurus perusahaan telah menjalankan penyelidikan ke atas ahli perusahaan, tetapi masih belum memberikan terlalu banyak perhatian dalam pasukan projek. Tujuan utama kajian ini adalah untuk menentukan bagaimana kejayaan sesebuah pasukan projek bergantung kepada pelbagai faktor yang mempengaruhi, seperti kebolehan dan seni kepimpinan pengurus projek, kebolehan peribadi ahli pasukan, matlamat projek yang jelas, budaya pasukan projek, dan sistem insentif yang sesuai, yang menyumbang kepada kejayaan pasukan projek. Oleh itu, kajian ini mempunyai lima objektif: (1) hubungan antara kepimpinan dan keupayaan pengurus projek dan kejayaan pasukan projek; (2) Hubungan antara kebolehan peribadi ahli pasukan dan kejayaan pasukan projek (3) Hubungan antara matlamat projek yang jelas dan kejayaan pasukan projek (4) Hubungan antara budaya pasukan projek dan kejayaan pasukan projek (5) Hubungan antara insentif yang sesuai sistem dan kejayaan pasukan projek. Untuk menyiasat korelasi antara pembolehubah, sebanyak 58 soal selidik telah dikumpulkan daripada pengurus pasukan projek, dan kaedah regresi berganda digunakan untuk menjawab dan menganalisis semua soalan. Hasil penyelidikan menunjukkan bahawa kepimpinan dan keupayaan pengurus projek, kebolehan peribadi ahli pasukan, matlamat projek yang jelas, budaya pasukan projek, dan sistem insentif yang sesuai secara langsung mempromosikan kejayaan pasukan projek. Kajian ini juga termasuk cadangan untuk penyelidikan masa hadapan.

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CHAPTER 1

INTRODUCTION

1.0 Research Background

Project management has a significant and far-reaching impact on the production and operation activities of enterprises and companies. In project management, using an efficient project management model to establish a strong project team is crucial for improving management efficiency, strengthening management goal building, and consolidating the company's organizational structure. With the continuous updating and refinement of electronic product technology, the requirements for project management teams in all aspects are also constantly increasing. Project team management knowledge is also constantly being updated and improved, and enterprise personnel are constantly refreshing and improving the application of project management knowledge in project team management. Many studies have advocated control-focused project management practices, such as strict planning and monitoring of change orders to reduce change and improve performance (Doloi et al., 2011, Giezen, 2012, Menches et al., 2008). Based on research on project teams, this study analyzed the composition, needs, and collaborative relationships and actions of employees. To introduce new project team management methods to enterprises, optimize outdated organizational structure management models, and promote the improvement of work efficiency of enterprise teams, it is necessary to analyze the key factors that affect the success of enterprise project teams.

With the development and progress of electronic product market economy, project management knowledge system is more and more favored by enterprises in the production and manufacture of consumer electronic products. In the extensive manufacturing industry of 3C (Computer, communication, and consumer electronics products) products, the further development of project management knowledge is also deeply attributed to a part of enterprise strategy and continuously has a profound impact on the development of the enterprise. Each enterprise has conducted corresponding project management research and various team building practices, and applied project team management knowledge to various stages of product production. The purpose of project management is to foresee or predict dangers and problems as far as possible to plan, organize and control activities so that the project can be completed as successfully as possible in spite of the risks (Lock, 2000). They continuously accumulate and optimize team management experience and knowledge in enterprise practice, including progress management and employee management in projects, namely project team building and management. For project managers, in order to better apply project management knowledge to the specific practice of electronic product enterprise project team building, project team members not only need to have a strong background in electronic information engineering technology, but also need to have corresponding project management experience, be familiar with the basic principles of project team management, and understand the requirements for complete project team building. Based on the above basic activities, the project manager can determine whether the positions applied by candidate members meet the

team's requirements or whether the project team has scientifically arranged suitable positions for employees based on the collected information of project employees. However, due to the lack of scientific guidance on project team management. In a project, team building is only arranged by company leaders based on subjective ideas, rather than determining members based on actual project conditions and requirements. In this situation, team members face the risk of not being able to fully utilize their personal abilities in the project, and in the process of fulfilling their work responsibilities, they cannot feel the sense of belonging and achievement brought by the project, which has a serious negative impact on work enthusiasm. More seriously, the development progress and quality of the entire project will be affected.

The overall structure of a project team is usually set by the management of each enterprise. In addition, the progress and decision-making of company projects must be in line with and beneficial to the company's own business development direction and strategy. Shenhar and Dvir (2007) further argue that emerging projects are part of the strategic management of enterprise or organizational development.

The new product development process in the project is divided into project definition stage, product concept stage, product design stage, product effect verification stage, and mass production and launch stage. Regardless of which stage exists, there is a corresponding project team to control the operation of each stage. In complex projects many tasks and procedures are extremely complicated and non-routine, thus they

require a different project management approach based on flexibility, collaboration, adaptation, and exploration of new knowledge and technologies (Geraldi, 2009, Hobday, 1998, Hobday, 2000). The establishment of the project team is carried out after the project has been approved by the enterprise project review committee. The functional team selected by the enterprise includes a project leader and about 8 project team members to form the core project team, responsible for project product management, detailed project product process setting, determining product manufacturing and optimization processes in the project, while also taking into account project requirements procurement and early product quality inspection tasks. At the end of the project, each member needs to summarize the problems of each stage of the project, conduct a retrospective analysis of the project, learn from the risks experienced in the previous stages, review key issues and how to identify and solve risks, analyze the project cost, and whether there is an opportunity to compress costs to achieve greater profits for the enterprise. The team will provide training to better serve new projects of the product. Only by constantly examining the team's own weaknesses can the project team be continuously optimized.

In China's consumer electronics manufacturing industry, the current industry competition is intensifying, and product cycles are being compressed, Enterprises are constantly transitioning from traditional project management models to lean project management models based on product life-cycle. In order to develop and strengthen their own enterprises, continuously win business orders, and spare no effort to meet

customer needs, each enterprise has adopted a crazy order grabbing model, which fully seizes and integrates social resources, especially human resources (excellent project team members). Explore talents from various business related enterprises in various positions and form the project teams required by your own enterprise. But due to team members coming from different companies, each person's personality, work experience, social experience, corporate culture, work style, and expectations for the new team are different, The intersection of various problems inevitably leads to various problems in the team, The overall ability of the project team directly affects the success of the project. Based on the author's practice and experience in project team management and consumer electronics manufacturing project team management, this study focuses on analyzing the five main factors that affect the success or failure of 3C product manufacturing project team governance, and points out the relationship and impact of these factors on the research topic. This study analyzes some problems that exist in the management process of project teams in the electronic manufacturing industry, and actively seeks effective solutions through research.

1.1 Problem Statement

The company's business and products need the management of the project team, and the overall management ability of the team has a direct impact on the success or failure of the enterprise project. For each project to go smoothly and achieve its goals, it needs a well-coordinated and excellent project team to control it. A good project team can always execute all the tasks in the project well, and break through the

difficulties and achieve success through the integration of various resources, In the process of managing an enterprise's project team, what key factors affect the effectiveness of project team management or even the success of the project team? How to build an excellent project management team or optimize the current team configuration requires the enterprise's management and the core leader of the project team to think seriously and get effective countermeasures.

Teams are typically charged with creating and enacting organizational responses to them (Kaplan and Waller, 2018). Through the management practice and experience of the project team once set up, the success of the project team in the enterprise is directly related to various influencing factors, including the personal ability and project manager's leadership and ability, the personal ability of each team member, having a clear project goal, nurturing an excellent project team culture, and forming an appropriate incentive system.

With the continuous deepening of research on project management teams in enterprises, the importance of project team building is gradually being valued by enterprise managers in 3C electronic manufacturing industry. However, from the current development situation, there are still many enterprise managers who have not realized the importance of managing project teams well, and have not conducted in-depth research on the key factors for project team success. In the project, team members work independently and do not pay attention to teamwork, which seriously

hinders the progress of the project and affects the stability of the enterprise organization and its development. In project management, project managers have different understandings of the job responsibilities of different positions, and are even insensitive to key positions, unable to evaluate the actual abilities of employees, and unable to predict the hidden dangers and adverse consequences caused by mismatches between employees and positions. They subjectively believe that the quality of project team management has little impact on enterprise management, or more enterprise managers have solidified their work methods, followed outdated work experience methods, and are unwilling to accept advanced scientific management methods. Project management is applicable to specific project work, requiring strong leadership and organizational support, and appointing project managers with professional skills based on the actual situation of the enterprise. After the team is formed, it is necessary to clarify the job responsibilities and scope of team members, establish a work performance system that meets the needs of project work, and appropriately increase incentive systems. Fully recognize the importance of project management team building as early as possible, and promote internal management changes and execution efforts of the project.

With the accumulation of project management experience and knowledge, as well as the improvement of management techniques, project team members have gradually become the main executors of projects in various companies. A project team is a small organization formed to accomplish common project tasks, with members playing

important roles in professional positions and executing project tasks and goals. The success or failure of project team management is related to the ultimate outcome of enterprise projects, as the performance of the project team directly affects the progress and quality of the project, as well as customer satisfaction. From the practice of various enterprises, a successful project team should have excellent project managers, excellent personal abilities, clear project goals, excellent project team culture, and appropriate reward systems. These factors have a decisive impact on project management, which is actually the management of the team. Therefore, the success of the project team and project management is directly related to the development trend of this part of the company's business.

Project manager is a necessary member of the project team, and is the soul and core of the team. Single projects are sufficiently large and strategic in nature and have one project manager dedicated full-time to a project, often called a single-project manager (Archibald, 1975). On the other hand, a program, led by a program manager, is a family of projects that are strongly dependent, share common goals, and lead to a single deliverable product or service (PMI, 2005). Whether the ability of the project manager can meet the needs of the project, coordinate related resources and control the overall role of the project directly affects the effect of the project management and the development trend of the project. In the manufacturing of consumer electronics products, the recruitment of professional project managers often lags behind due to the large number of projects. The project managers appointed by enterprise decision

makers in the project are sometimes rather hasty and lack of evaluation of the project. Due to time constraints and lack of understanding and attention to the project, the appointed project managers usually do not have systematic project management knowledge, excellent leadership, management, communication and coordination skills, or even do not have relevant work experience in the current project. Some project managers are unable to find out what each team member is good at, can not arrange matching posts according to the professional ability of members, and can not make each team member give full play to their maximum ability and efficiently complete their responsibilities during the execution of project tasks through effective guidance. In addition, some project managers choose to avoid or cover up the existence of problems in the project, and can not have the courage to take responsibility. During the project, the project manager cannot automatically communicate proactively with the project team members and respect their personalities. Some project managers practice a dictatorial working style and are unwilling to properly delegate relevant project resources and powers to team members, which makes it difficult for team members to give full play to their enthusiasm for work, and team members do not attach importance to their own job responsibilities. Project members cannot cooperate harmoniously with each other and make common progress, and they cannot play a demonstration role in the project team. In the established project team, the project manager is responsible for coordinating the operation progress of the entire project, assigning tasks to members, and participating in the coordination and operation of all project issues. The smooth implementation of the project is closely related to the

management ability, communication and coordination ability and leadership ability of the project manager.

Project team members lack of personal abilities. Hamel and Prahalad (1994) have defined competence as a bundle of skills and technologies that enables company to provide benefits for customers rather than single skill or technology (see also Ivergard, 2000, Sydänmaanlakka, 2003). A good project team member must be competent in the professional work required by the project, be able to clearly understand the project's requirements for his personal performance output, and have good teamwork ability. From the perspective of overall project management, project team members need to have the following main qualities and abilities: professional skills for work needs, professional ability to solve project problems quickly, ability to communicate effectively with project stakeholders, ability to harmoniously cooperate with team members and interest in the project. Every member of the team should learn to continuously improve themselves, which is very important for improving the collective ability and team level of the team. Only with all the above qualities and abilities can the overall level of the project team reach a higher level of process.

The project has no clear project goals. Every enterprise project exists with its own specific mission and goals. The project goal can be used as a guide to lead the project team members to work in a consistent direction. Therefore, the project leader should explain the detailed project objectives to the team members when assigning project

tasks, after all, each team member's project tasks and the final output of the work are different. However, in reality, because the leader does not explain the project objectives in detail or the team members do not have a clear understanding of work objectives, the goals of the team members are inconsistent with the overall goals. At the same time, team members did not understand the importance of the unity of project objectives and the relevance of team members' work performance output. This can lead to conflict between the tasks of the project team members and the project goals. In addition, when the corresponding professional tasks are not completed according to the target schedule or face the risk of temporary projects, team members tend to blame each other and shirk responsibilities, which seriously affects the efficiency of project task execution and team coordination. Generally decided and executed within a control-focused project management paradigm, due to the need for tight pre-determined objectives (Crawford and Pollack, 2004, Karrbom Gustavsson and Hallin, 2014). Therefore, in the early stage of team building, the project leader will state the team goals and project goals several times in the meeting.

Project team fail to form a good team culture. Team culture is a subconscious culture, which is formed when all members of the project work together and cooperate with each other in the process of achieving the overall goal of the project team. Team culture is also a reflection of team atmosphere. A positive team culture can guide and motivate team members to devote themselves to their professional work, give full play to their professional ability and achieve maximum performance output. It also

plays a driving role in realizing the value of each team member. Forming a smooth communication environment and a good working atmosphere in the project team can help the team to help each other before. Team members also exchanged their work experience and lessons, and gave full play to their personal strengths to improve each other or increase their own skills through training and guidance, thus providing better service and skill support for the success of the project. The team culture of unity and knowledge sharing has been formed, which ensures the overall strength of the team, and is extremely beneficial to promoting the timely completion of projects and improving the quality of performance output. The concept of time in team culture also needs attention, All projects are temporary, short and time-bound, and each phase needs to meet its own schedule constraints. Team members in enterprises have a habit of procrastination, which can prolong the completion time of projects.. When the schedule node comes, team members will feel nervous. Meanwhile, the change of customer requirements will compress the schedule, this will cause team members to feel too much pressure during the project, and people often work in an overly tense atmosphere, which will lead to a significant decline in work efficiency. Therefore, the project team leader should arrange the work position according to the working ability and professional knowledge of the team members, and make clear requirements for the output of their project tasks to ensure that the team members are clear about their own work content, and play their skills in their good fields to ensure the work efficiency and physical and mental health . Therefore, excellent team culture is very important for the impact of project team management. Otherwise, the project is at risk

of failure.

Project team members cannot trust each other. For any complex project in an enterprise, the individual tasks taken over by team members are interrelated, The completion of the project task depends on the completion of the tasks of each team member, and even the work part of a member restricts the work of other members. In such a situation, if the project team members do not trust each other, they do not communicate in time when the project work has problems, and members cannot cooperate and share information on the project with the same goal, it will lead to the project can not proceed smoothly, thus hindering the entire project implementation process and seriously delaying the project progress and team efficiency. In addition, important information about the team's needs cannot be shared, and more risks lead to incorrect execution of project tasks, which threatens the success of the project. Secondly, team members cannot communicate and cooperate effectively, and the team's ability cannot be improved will also affect the success of the project team. In some enterprise project teams, each team member has his or her own unique set of experience techniques and expertise. However, if team members can't communicate and cooperate with each other and learn from each other, they can't give full play to their respective advantages, which greatly reduces the efficiency of the team. In addition, team members blindly and arrogantly work behind closed doors, unable to see the advantages of other members and learn from them, and members cannot reach a consensus on the project task that team interests are higher than personal interests.

Of course, such ineffective teamwork does not guarantee the progress and quality of the project. A good project team should have a smooth and efficient communication mode, where team members can exchange ideas and learn from each other, and seek help from each other for their work. In the process of communication, different team members may not express and understand the details and key points of the project task in the same way, and it is inevitable that there will be some misunderstandings and deviations in the reception of goals and tasks. However, correcting and improving errors from team members can avoid affecting the work of other team members.

Project team management without proper incentive system. At present, many enterprises adopt the salary plus project bonus to fully mobilize the enthusiasm of employees. In addition, the enthusiasm and work enthusiasm of project team members can be better stimulated by rewards, so as to improve the quality and efficiency of project completion. However, some enterprises cling to old-fashioned cost saving methods and are reluctant to share corporate or project benefits with employees. Or there is a project reward set up for the project in the enterprise, but the project leader enjoys the project reward alone and is not willing to share with his own members. Such a situation will often lead to low enthusiasm for work, and hold the psychological state of completing their own tasks to work, and even reluctant to sacrifice their own time to help or cooperate with other members in the team. The existence of rewards is an obvious proof that project team members hope that their work is helpful to others, that their work is valuable and can be recognized. The lack

of necessary material and spiritual rewards for the project team management affects the improvement of team members' enthusiasm and initiative, and the completion quality of the project is difficult to be greatly improved.

This study is based on the lack of standards for project team construction in domestic enterprises, imperfect management knowledge, and a lack of understanding and clarity on the success factors of project teams, which has led to the need for new research in this field

1.2 Research Objective

Through the analysis of the practical experience and influencing factors of project team management, the leadership and ability of the project manager, clear project objectives, good project team culture and appropriate incentive system have a very important and direct impact on the success of the project team. In the process of implementing the task of project team management, we should pay attention to these important factors above. Especially when the project team management effect of the enterprise does not meet the expectation and faces the risk of team collapse, the enterprise and the team belonging to the project need to analyze these factors emphatically, so as to find the right medicine to improve the efficiency of project team management. Increase the success of the project team.

- 1) To study the influence of the project manager's leadership and ability on the success of the project team.

- 2) To study the relationship between the personal abilities of project team members and the project team success.
- 3) To study the relationship between the clear project team's goals and project team success.
- 4) To study the relationship between the team culture and project team success.
- 5) To Study the relationship between appropriate incentive system and project team success.

1.3 Research Question

- 1) What's the relationship between the project manager's leadership and ability and the project team success?
- 2) Does the personal ability of team members directly affect the project team ability?
- 3) What's the relationship between the project team's goals and project team success?
- 4) Does project team culture promote project team cooperation and project team success?
- 5) What's the relationship between the incentive system and the project team success?

1.4 Significance of the Study

On the basis of analyzing the actual factors and influencing factors of project team management, the of project managers leadership arts and ability, clear project team goals, good project team culture, and appropriate incentive systems have a very important impact on project team management. It can help enterprises find ways to

build successful project teams in the process of project team management. The same applies to government departments, the same project team management method will also enhance the control of personnel by government departments and improve the efficiency of government affairs.

This study also indicated that the purpose of project team building is to complete the task set up by a specific team at the beginning of the project construction and jointly achieve the project goals that have been decided by the enterprise. Effective teams is the most influential success factors of projects (Rehman et al., 2020). This determines that there is a strong cohesion in the project team, which will have an important and positive impact on the working attitude and behavior of each member of the project team. The project goal guides each team member to complete the project task in accordance with the normal process and finally achieve the success of the project. Project team members translate these individual mission goals into a variety of specific performance indicators and put them into action. The project team is also a special organization. In order to achieve the goals of the project, the members of the team usually come from different departments with various professional skills and are assigned to various parts of the project requirements. Some members have professional skills, some members can solve problems quickly, some members can make correct decisions decisively, and some members are good at interpersonal communication or management. The success of the project team emphasizes the spirit of cooperation, and the whole team has a high degree of creativity, Through constant

communication, project team members can solve project problems and collaborate in difficult situations to achieve common project goals. The project manager who has been appointed is the core person of the project team and the backbone of the entire team. He must have the ability to coordinate the entire project team and control all aspects of team building. The project manager needs to keep a clear mind at all times, understand the development status and trend of the project in real time, pay attention to the working status of each member, encourage the team members in time, lead the team members to promote the good development of the project and finally achieve the project goal. Successful and complete team construction is the organizational guarantee of project success. The success of the project team is an important subject, and the project team culture is a kind of working atmosphere and guiding ideology gradually formed in this subject. An excellent team culture will make each team member consciously abide by the team rules, trust each other, help each other, keep up with the project progress, and maintain an efficient working state to deal with each project task. And solve all problems in the project within the specified time, always consistent with the project objectives. At the same time, appropriate reward mechanism is used to drive the enthusiasm of team members, and the performance output of members is recognized and affirmed.

This study can promote the success factors of these project teams to be valued by the project team or enterprise. With the guidance of a detailed project management plan, team members are determined to ensure that each sub item in the entire project team

management has expected goals and is executed according to the project plan. Core team members need to monitor the implementation of each project work and ensure that it has actionable implementation details to provide important assurance for the smooth progress of each item management work in the project. The entire project team's staff can coordinate with each other, apply relevant skills, methods, and tools, and create a successful project team to meet or exceed the requirements and expectations of project stakeholders.

1.5 Definition of Key Terms

Project Manager: Responsible for all project related matters. The project manager is responsible for coordinating and supervising the implementation process and output results of each member's project tasks, and its main responsibility is to lead the project team members to complete all work contents of the project according to the established project schedule and agreed quality range, and make customers satisfied.

Project team goals: Project team goals are also common tasks that the team must accomplish, and are the sum of each member's work goals.

Project team culture: A working atmosphere (subliminal culture) in which team members assist each other in carrying out assigned project tasks in order to achieve the common goals of the team. It includes working principles, values, supreme goals, codes of conduct, management systems, ethical practices and so on.

Appropriate incentive system: Reward is a kind of recognition and affirmation of personnel performance output. Rewards can stimulate, promote and strengthen

people's motivation and behavior.

Personal ability: people's skills and experience are capable to finish tasks or deal with problems.

Project team success: a team with excellent project manager, great incentive system, good team culture, and all members have ability to achieve project goal together.

1.6 Organization of the Study

This study is divided into five chapters. The first chapter introduces the research background of this study. The next chapter is literature review and mainly in providing a detailed overview of the project manager's leadership skills and abilities, the individual abilities of team members, clear project objectives, project team culture, and appropriate reward systems. The third chapter is to introduce the methods. Chapter four for data analysis. In Chapter five, the research results are discussed and the conclusions are given.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

Chapter two is a literature review for each factors mentioned on chapter one. Especially a review of literature, including analysis of previous studies by different authors. This chapter will discuss the influencing factors of project team success and study the relationship between each factor and project team success. Pay attention to the research of variables such as the project manager's leadership art and ability , personal abilities of team members, project team culture, project goals and appropriate incentive systems. The dependent variable of research is the project team success, and there are 5 independent variables, including the project manager's leadership art and ability , personal abilities of team members, project team culture, project goals and appropriate incentive systems.

2.1 Construction of Project Team

In the current operating environment of enterprises, project management of internal business is already the norm. Building an enterprise project management team is a very challenging task, which requires shaping individuals with strong independence into a cohesive and successful project team. The opening phase of large-scale complex projects (Flyvbjerg, 2013) has a high impact on project outcomes (Edkins et al., 2013; Shiferaw et al., 2012), as well as creating value (Zerjav et al., 2021; Artto et al., 2016). Project success requires the joint efforts of the project manager and team

members to use the latest management theories and scientific project management methods to carry out unified planning, operation, cooperation and regulation of the project process and project-related resources to achieve the established project objectives of the enterprise, At the same time, project management personnel need to apply various skills and accumulate experience, have the ability to provide problem solutions and new ideas, and reserve enterprise experience and ability.

Nowadays, more and more enterprise management has realized the importance of attaching importance to project management methods, especially in the process of managing new projects. Advanced project management models can play an important role in project teams, promoting stable project progress, meeting customer needs, and ensuring continuous business progress. And based on the various experiences of the project team, we continuously learn and draw lessons to avoid repeating mistakes in the next new project, which effectively promotes the improvement of project team skills and team stability. From a practical perspective, building a successful project team is of great value for enterprise management, mainly reflected in the following aspects:

One is that the development of a project must have a strong professional project team, and the team must establish good cooperation and cooperation relationships. The foundation for the joint efforts of the entire team can support the operation and development of the entire project. Only when the entire team members collaborate with each other can the ultimate goal of the project be achieved. The occurrence of

disharmonious factors among team members will have a very important negative impact. Once communication and coordination between team members are inconsistent, it can have an impact on the work efficiency of the project, and in severe cases, it can affect the normal development of the entire project or face business failure of the enterprise. By using project management methods in project management, it first avoids the problem of improper personnel use, while also improving the connection between different positions in the project to a certain extent, allowing employees to have a clearer understanding of their responsibilities and project objectives in the project, and to clearly manage their subordinates, so that members can understand how to execute project commands, Achieve a unified project schedule. Working on this basis can not only promote the improvement of employee work efficiency, strengthen relationships among members, share the progress of their actions, and jointly solve project problems, with close cooperation at each step, In order to ensure the overall progress of the project, avoid the risk of delay or failure caused by some project work problems.

The second is that during the operation of the project, various problems will be faced, and the root cause of these problems is ultimately a problem in project team management. In team building, it can provide a guideline for team building and effectively promote the formation of scientific and excellent teams to achieve project management effectiveness for people, helping to develop appropriate development directions based on project development goals. And based on this, it can avoid

problems caused by team management during the project development process and help the team achieve healthy and stable development.

The third is to proficiently apply project management methods during the project operation process, grasp the core organizational members of the team, and be able to enhance communication and cooperation during the project team construction process based on factors such as the personality and psychological characteristics of team members in the project, combined with job requirements, personnel skills and abilities , Thus meeting the needs of matching project team members with professional positions. On this basis, scientific incentive measures are formulated based on the development of the project to stimulate the internal drive of project team members to work hard, thereby helping project staff to maximize their value and create more possibilities for the development of the project.

2.2 Characteristics of Successful Project Teams

A strong technical team is the key to project success. The project organization is able to develop new working methods according to project needs and work tirelessly to achieve project goals. Goldberger (1999) argues that healthy organizations share the same three characteristics: productivity, creativity and resilience. The project team members are composed of individuals with necessary professional knowledge and experience. Professional team members can work closely with customers to understand their needs more accurately, which can clarify the detailed project goals

and product standards on the client side. In successful projects, project team members are more focused on the end goal of the project and the assignment for project management. Involving all team members in the initial assessment of project expectations, setting deadlines and budgets, assessing project risks, and making project planning decisions helps to increase members' involvement in the project, stimulate positive attitudes, establish a sense of responsibility for the project, and motivate the team to participate deeply. The sense of responsibility for project management is increased by understanding and supporting a common culture of project management.

Successful project team collaboration requires accurate and timely information, as well as clear goals, to drive team collaboration. The effective management of project managers can help team members exert their personal abilities to work, communicate, and collaborate more efficiently. At the same time, a clear division of responsibilities enables timely identification of the corresponding responsible person in case of problems, achieving fair rewards and punishments. The smooth cooperation of project team members often requires the following four requirements:

- 1) Effectiveness of communication : Good communication skills can effectively improve the work efficiency of all project team members, optimize project management methods and summarize the best working methods. In successful projects, the project stakeholders include the end customer, senior management, and

all team members, and there is usually continuous and effective communication on various relevant matters throughout the project. The project manager is the medium for various departments and interest teams, responsible for receiving information, sharing information, and coordinating communication among all relevant parties.

2) Timely feedback : During the project, progress is a fundamental and important reporting indicator. Every task and progress in a project are interconnected, so team members need to provide timely feedback to the person assigned the task or the next position's staff or related personnel in order for the team to operate quickly and efficiently without causing any delay to the task.

3) Strengthen the sense of teamwork: the completion speed of the project team covers all members of the project team. A good team must be that all members can cooperate in the work and assist each other to achieve the overall progress of the project, so as to ensure that the team can complete the overall project task.

4) Building trust: A project team with strong cohesion and high work efficiency, the members can basically recognize their shortcomings in a short time, and continue to learn the strengths of other members to enhance their work ability. He is able to correct his mistakes and know how to use the power of others appropriately to achieve his work goals. Have confidence in your teammates and establish trust among team members.

2.3 Leadership and Arts of Project Manager

After the enterprise project is launched, the most urgent thing to establish the project

team is to hire an excellent project leader for the project. The existence of project managers is largely related to the success or failure of the project, the knowledge, skills, and experience of a project manager that are necessary to lead a project” (Rowe, 1995, Waller, 1997), so their abilities and competencies must be carefully reviewed in the process of selection. An excellent project manager has the ability to balance the relationship between power and responsibility, project managers' responsibility is to manage projects so that each project can achieve its goal (Ireland, 1997, Milosevic and Patanakul, 2002) , and can quickly understand each team member, trust their skills, and delegate work to them. The project manager establishes a system of responsibilities, functions, and communication modes, and then manages this system. A good project manager's job is both efficient and leading a team. To lead a project to success, a project manager should have knowledge and skills in project management (Pinto and Slevin, 1988, Pinto and Slevin, 1989, Brown and Eisenhardt, 1995). The selection of project managers should focus on the following abilities:

2.3.1 Leadership Skills

The project manager is both the leader and the direct person who responsible to the project. Latest management and leadership literature (e.g. Sydänmaanlakka, 2003, Ivergard, 2000, Laughton and Ottewell, 2003) stresses the managers/leaders role , i.e. business competence management inside the organization. Schmidt (2014) elucidated the importance of leadership in today's scenario by explaining who is seen as a leader and how efficient and effective a leader is. Building a new team, planning the project

schedule, organizing team members to implement project tasks, checking the success of the project, adjusting the relevant requirements of the project, etc. are all completed under the overall planning and supervision of the project manager, who also needs to continuously drive the enthusiasm of the team members. Therefore, the ability of project manager in organizing team, guiding communication, coordinating resources, supervising progress, motivating members and so on has become the necessary ability of project manager. At the same time, the project manager must also have the ability to identify project risks and quickly lead the team to find effective countermeasures.

2.3.2 Decision Making Ability

Making the right decisions is an key part of a project manager's job. Project manager decisions made in the project's front end can significantly influence the project's outcome (Morris, 2011). Due to the uniqueness of each project, various problems may occur in the process of the project. Project managers need to make timely and appropriate decisions for different response plans. Project managers make decisions when interacting in their environment is critical(Turner, 2020).If the project manager is indecisive, can not timely judge the development trend of the problem and make the right decision, then the project will face negative impact. Therefore, good decision-making ability is also crucial for project managers.

2.3.3 Management Knowledge and Abilities

The project manager achieves the stated goals by leading and managing his project

team to perform the tasks assigned to his members. Therefore, the project manager needs to disassemble the project tasks and make appropriate and reasonable division of labor among the team members, and establish and maintain the management method and system suitable for the current project. All these need to speed up the improvement of project team management knowledge and enhance their own management ability. An excellent project manager should be very clear about their roles and responsibilities, and be able to further refine the division of project work within the team, and clarify the roles and responsibilities of each team member's position. At the same time, pay attention to the matching of responsibilities and positions, and assign team members to positions with matching skills. In addition, a specific definition of job responsibilities helps employees quickly understand and enter roles and limit their responsibilities, improving work quality and efficiency.

2.3.4 Communication Skills

Project managers should spend 70% of their time communicating. In the 3C industry, project managers need to interface with clients and coordinate internal and team members. Therefore, the project manager needs to ensure that various relevant information in the project is correctly and timely transmitted among team members, and that the explanation is clear, properly handled and rapid response is provided to avoid the adverse impact and loss of the project caused by information transmission errors and poor communication.

2.3.5 Professional Background

That this is necessary reflects project manager as a new 'expert occupation' (Reed, 1996), built primarily upon a specific set of competencies seen as applicable to a range of activities across industries. Having the professional background required by the project is a critical ability for the project manager to make the right decision, in order to ensure the appropriateness of decisions and accurately predict project risks, and to take appropriate contingency measures in advance.

2.3.6 Personality

Previous studies have found that different management methods can affect employee performance output (Hui, Leeand, & Rousseau, 2004). The nature of the project manager's job requires being able to interact with a variety of people, be good at coordinating and resolving various conflicts. The enormous responsibility undertaken by a project manager determines that they must possess strong pressure resistance and be brave in facing various difficulties and challenges. The unique position of a project manager is to be good at absorbing various opinions, have a democratic style, and make decisive decisions without hesitation.

2.3.7 Personal Style

Management style is a preferred way of managing people to bind diverse operations and functions together, as well as to exercise control over employees (Clear & Dickson, 2005). In terms of management style, there are generally three styles, namely

authoritarian, laissez-faire, and democratic. A dictatorial project manager is personally very confident and self-centered, often leading to incorrect decisions. The laissez-faire project manager leads to the team presenting an irresponsible management situation. The democratic style is a decision-making process based on sufficient information, with project team members participating in the decision-making process, thus willing to assume more obligations and responsibilities.

2.4 Personal Abilities of Team Members

Within a project team, having truly reliable team members is crucial for efficiently completing the project. As a qualified team member, one must possess the following 5 abilities.

1) Professional skills: The project needs professionals responsible for the corresponding field, having professional skills is the basic requirement to become a team member. The professional skills and knowledge of the members can identify project risks and quickly solve problems arising from the task. The ability to solve problems is also the standard to test whether you have professional skills, which is crucial in the project.

2) Problem solving ability: Members constantly experience the process of finding problems, analyzing problems and solving problems in their work. Solving problems is a manifestation of the core competitiveness of every professional. Each member gradually grows into an experienced person, backbone, and expert in a certain field in their work, with the core manifestation being their problem-solving ability. In the

actual project process, quickly identify the problem and have a good solution approach, which can quickly solve the problem.

3) Super learning ability and project adaptability: Members with super learning ability can understand the project requirements in a short time and learn and master the skills and knowledge required by the project in a targeted way, and can quickly adapt to team needs and respond to rapid changes through learning. Arie de Geus said: "In the long run, the only sustainable source of competitive advantage is your organization's ability to learn faster than its competitors. A new product, or a new process, is really a learning process." (Senge, 1994).

4) Team communication skills: Members of the team must communicate and fully share information. Continuous and effective communication within the team and between project stakeholders is conducive to the smooth development of the project. Open and effective communication is essential to building cooperation. It can improve and strengthen the bond between project members and promote the formation of mutual trust in the work environment. Therefore, when team members strive for a common project goal, a good sense of teamwork helps to eliminate conflicts among members and improve the ability to solve problems.

5) Team cooperation ability: Team cooperation ability is crucial for a team. Team cooperation ability refers to the ability of members to maximize the work efficiency of the project team by giving play to the unique team spirit formed by the organization, complementary advantages and mutual help. Excellent personal ability as the basis for team members, in addition to the need to maximize personal ability to

output work performance in their own professional positions and responsibilities, and collaborate with other members to complete assigned project tasks. Members must prioritize cooperation rather than competition. A true team must be a community of interests. Without a common interest that connects all members closely, no group of people can form a true team.

2.5 Good Team Culture

2.5.1 Team Culture

Team culture is the product of social culture and the traditional cultural concept formed by the team through multiple stages. Culture refers to the shared values and beliefs of individuals within a unit, such as an organization and team (Sun, 2008). It is also a work habit or concept formed in the process of long-term co-work to realize their own value in the team and achieve the common goal of the project, which is a subconscious culture. It includes consistency in the value identification/orientation of key things, Always work together in one direction to achieve the highest goal, Maintain consistent principles in the code of ethical conduct, but also agree with the project management system and other content. The work object of team culture is all team members. Generally, the team tries to unify the work direction and attitude of employees as much as possible through cultural publicity, collective education and training, cultural entertainment or communication through social networks, so as to standardize the work behavior of employees, condense the strength of team members and serve the ultimate goal of the team.

Team members who are team players tend to stick together. Team members will treat the project as their own business, have a strong sense of belonging to the team, and will make every effort to ensure the quality and smooth delivery of the project, I also sincerely link my personal interests and future with the development direction of the team, and make my best efforts to contribute to the interests of the team and achieve the project goals. Team members trust each other and are absolutely loyal to the team. They do not betray the interests of the team and do not allow others to do anything that harms the interests of the team. The honor of the team is placed in the most important position. Team members trust each other, respect individual interests and labor achievements, help each other in the implementation of project tasks, work together to solve project problems and avoid risks, At the same time, timely sharing of information, knowledge sharing, to help members progress each other. Members obey the norms set by the team and keep the values of team spirit in mind at all times.

Team culture can promote team members to actively learn from each other's practical work experience and develop their own professional skills. Through mutual influence and support, team members can establish confidence in taking risks and determination to solve problems. When project problems occur, team members can calmly find out the root cause and timely find effective solutions by relying on their rich project experience. The existence of team culture makes the project strategic plan and management system formulated by the enterprise management accept various

questions from the members of the grass-roots organization, Allow team members to fail in their work, and guide them to learn lessons from failure and conclude effective ways to solve project problems, so that team members can maximize the release of creative potential and get new work skills. Strengthening the construction of team culture can timely eliminate the bad work mood of team members and create a positive working atmosphere, thus improving the combat effectiveness of the whole team and contributing to the development of the project and the enterprise. Therefore, it is of certain importance and necessity to strengthen the construction of team culture.

After the formation of team culture, the team goal is completely unified, the direction of each member's efforts is the goal to be achieved by the team, and the sum of each small goal assigned to each member is the goal of the team as a whole. Culture is believed to be the single most important factor accounting for the success or failure of an organization (Naqshbandi and Tabche, 2018). A culture of good team spirit and public opinion dominate the working atmosphere of the project organization. Under the influence of team spirit culture, there will be a state of learning and mutual assistance in the team, and team members will learn their advantages from example members in the work, and constantly improve their professional ability, enhance personal quality and establish confidence that the mission will be achieved. In the project team, the members are very clear about their own division of labor, and the project manager will pay careful attention to whether there is anything missing, The team members are treated equally, the rights and responsibilities are balanced and

clear, and all members develop the habit of acting positively and decisively. The team is creative, often creatively solving project problems, and is highly risk aware, able to identify and avoid risks through good early warning systems and detection of changes. Members are alert to respond quickly to changes in customer needs and make adjustments to project plans and related resources. The team forms a democratic and equal atmosphere, and all members can fully and freely express their opinions and suggestions, and put forward different ideas and solutions from different perspectives after discussion, so as to ensure that the decision-making of the leadership is scientific and reasonable. Members are close to each other to ensure timely transmission of important information, smooth cross-departmental communication, and efficient decision-making.

Team culture is mainly reflected through the formation of enterprise team spirit. With the increasingly fierce market competition, more and more large and medium-sized enterprises with 3C electronic products processing business have emerged in the world. In the cruel competitive environment, enterprises pay more attention to the development of enterprise teams and the cultivation of team spirit, that is, control, through the training and guidance of group consciousness. For the enterprise to build one or more members have a common sense of mission, belonging and identity, and constantly strive to forge ahead with the enterprise team. In order to maintain infinite vitality with a good momentum of development, enterprises must build a united and forging ahead of the project team. Enterprises pay attention to the strength of the team,

invest time and capital cost to build and train the team, so that the team has high performance is one of the important management goals of the leadership and decision-making level in the process of enterprise management. The same project team should establish common goals and expectations, and the group behavior of the team also needs to be unified and coordinated. The existence of team spirit can form a kind of conceptual power within the team, and by influencing the atmosphere, It can restrain or guide the members' belief, set up correct values and follow the rules of behavior, so as to realize the self-disciplined behavior pattern.

Teamwork is a long-term theme and a never-ending process for enterprises. Although the success or failure of a project team largely depends on the professional skills and work attitude of each member, it is the responsibility of enterprise managers to establish and maintain a close cooperative relationship between members, which is a kind of human resource management for enterprises. Team work is indispensable for each team member in the process of executing project tasks and pursuing individual performance, because the project goal is the sum of the assigned goals of each member. No one can accomplish a group goal alone, however, the team can make up for its shortcomings and shortcomings by assigning project tasks to members with appropriate professional skills, building interpersonal dependence and promoting mutual help. Because friendly interaction and collaboration among team members is essential for a team. No matter which type you are (power oriented, perfectionist,

bubbly, or peaceful), you can rely on your personality to win the support of your team members. In this way, both individual and team success can be achieved.

Team spirit is the embodiment of collective consciousness, cooperation and service spirit. It aligns the interests of the individual and the interests of the whole, thus ensuring the efficient operation of the project team. Team spirit is conducive to cultivating the affinity between team members and can make each team member show high morale, which is conducive to stimulating their initiative in work and maintaining enthusiasm for work. The same values, the determination to achieve the mission, and the cooperation and friendship established in the team can promote the growth of the collective sense of honor. When the team members are deeply connected, they will voluntarily contribute their wisdom and talents to the team, and the skills and experience of the members can be more fully developed in the internal communication of the team. The formation of team spirit can reduce the internal friction of enterprises, strengthen the construction and dissemination of team spirit can increase the affinity between employees, enhance the cohesion of enterprises, and help improve the overall efficiency of the organization.

2.5.2 Team Cooperation and Trust

Pavez et al. (2021) have shown that affect-based trust and group potency positively relate to project team resilience. Everyone in the team should adhere to the principle of collaboration as the highest principle of work, and all work should be subject to the principle of collaboration. Emphasizing the principle of collaboration requires first

recognizing the principle of collaboration in terms of values and truly understanding its meaning. Without the principle of collaboration, every department and individual in the project team emphasizes their own work and interests, Ultimately, it is difficult to build an effective team spirit and improve the overall strength of the project team. The basis of enterprise operation is the division of labor and cooperation among many employees, so the result output of each employee's jurisdiction and cooperation directly determines the overall operation results and comprehensive benefits of the enterprise. Division of labor and cooperation to perform their respective duties is the performance of the normal operation of the organization, but also the necessary condition for the steady development of the enterprise, but reasonable division of labor and cooperation also depends on the values of the leadership and the rationality of the task. In addition, if team members do not agree on the values, do not comply with the agreed basic principles of cooperation, blindly exaggerate the role of individuals, fail to face up to the important role of team cooperation, and the team consciousness is weak, it will inevitably endanger the overall effective cooperation, and finally make the real strength of the project team difficult to be effectively displayed, thus damaging the overall interests of the enterprise. Several studies have shown a link between project trust, collaboration, and project management success (Bond Barnard et al., (2014), Buvik and Rolfsen, (2015), Holden, (2001)., Manu et al., (2015).

2.6 Appropriate Incentive System

The purpose of setting an appropriate incentive system for the project is to fully mobilize the enthusiasm and creativity of employees, promote the spirit of dedication, continuously motivate employees to innovate, improve service quality, and manage level. To shape an excellent team with high performance standards, correctly induce employees' motivation to work, mobilize the enthusiasm and creativity of all employees, and unleash the wisdom and talent of each employee, so that they can achieve their organizational goals while also meeting their needs. To build an excellent human resources team that meets the development needs of the company, to enhance the core competition for sustainable development of the company, and to strengthen communication between employees and company leaders.

The core competitiveness of modern manufacturing enterprises often depends on the human resources they have, and in industries such as 3C electronic product development, the role of professionals with professional technology and experience is more important. The overall management of human resources is one of the core tasks of the management of OEM manufacturing enterprises. According to the requirements of the project position, the reasonable allocation of personnel to the executive team in their fields of expertise, and the timely coordination of personnel arrangement among the teams according to the project schedule are important prerequisites to ensure the smooth completion of the enterprise project. How to give full play to the role of the members plays a crucial role in the success of the project. The potential of each member needs to be effectively stimulated in a good environment. Reasonable incentive system is the effective power to stimulate the work initiative of members,

and team incentive is also an effective measure to improve the efficiency of team work and ensure the quality of work.

2.6.1 Team Motivation: Two Influential Motivation Theories:

2.6.1.1 Herzberg's Two Factor Theory

Incentive theory - effective factor theory points out that to mobilize people's enthusiasm for something, it is not simply to meet all the requirements put forward by people. Only when the motivating factor is the desired need of the motivated object is satisfied, the initiative of people can be most fully mobilized. If there is no motivating factor, it will not attract the significant attention of the motivating object. Herzberg also made it clear that, In the absence of effective factors, the effect of motivational factors is not significant.

2.6.1.2 Expectancy Theory

It is the correlation between two variables that creates the power to drive people to achieve their goals. If one of the variables does not get attention or interest, then the incentive effectiveness of that variable does not exist. The degree of agreement between the results measured by validity and expectations is the subjective estimate of the benefits and value of an individual after achieving the goals of the enterprise and the team. Expectations are employees' subjective estimates of the likelihood of meeting personal needs and expectations after achieving goals. These two estimates will be constantly adjusted and corrected in the implementation of the project task

because of the actual situation, resulting in the so-called emotional adjustment. For example, members believe that they have the ability to complete this task, and increasing their salary after completing the task is their greatest expectation, so their enthusiasm for work is definitely high, On the contrary, any change in a variable will affect work motivation.

2.6.1.3 Incentive Factors and Types of Incentives

(1) Material factors: material giving or monetary reward distribution. It can stimulate employees' work enthusiasm or children's learning and enterprising spirit.

(2) Psychological factors:

Verbal motivation: Provide verbal motivation to people who lack confidence and say words that can lift their spirits, Spiritual encouragement: Give appropriate spiritual praise and encouragement to the project team members who complete the task or to the people or things that are conducive to the development of the project, so as to meet people's spiritual needs.

2.6.1.4 Basic Principles of Incentives

1) Goal combination principle: Setting clear and achievable goals is a key part of the incentive mechanism. It must meet both the project objectives and the employee's desire for benefits.

2) The principle of combining material and spiritual incentives: material and internal needs are manifestations of psychological needs. The combination of the two will

gradually transform people's spiritual strength and enhance people's spiritual strength to achieve their goals.

3) Guiding principle: When external incentives are converted to satisfy the will, they can encourage people to continue to strive for their goals. Therefore, it is the intrinsic guiding behavior of the motivation process.

4) The principle of rationality: First, the incentive measures implemented should be suitable for the basic condition of the project and should not exceed the project cost. Determine a reasonable amount of incentive based on the value of achieving the goal or completing the task, Second, incentives should be based on fairness and equity.

5) The principle of clarity in motivation: First, clarity. The purpose and method of motivation, Second, openness. The amount of bonus allocation in the incentive and the conditions for identification and other issues of concern to employees need to be fully disclosed. Third, intuitive. In the implementation of material or spiritual rewards, the motivation reasons and rules should be clearly and intuitively expressed, so that the employee's intuition is directly proportional to the psychological effect of obtaining motivation.

6) The timeliness principle: We should seize the incentive opportunity, pay attention to the timeliness of incentive, and timely incentive for employees' excellent performance output will help employees continue to maintain their enthusiasm for work, so that work creativity can be continuously and effectively released and developed.

7) The principle of combining positive and negative incentives: employees are

actively motivated to complete tasks as required and to achieve organizational goals or other expected behaviors. On the other hand, negative incentives are used to punish employees for violating organizational goals. The parallel of positive and negative incentives can form a gap and contrast in the mind of employees, and it can promote the internal competitiveness of team members. It is necessary and effective.

8) The principle of on-demand incentive: the needs of employees are various, and only by meeting desire of employees (leading needs) can the incentive effectively and ensure that the follow-up work of employees has a promoting effect. This requires the leadership to conduct an in-depth investigation of employee expectations, clearly understand employee needs and changing trends, and take personalized incentive measures for each employee to achieve effective results.

2.7 Literature support

2.7.1 Project Manager's Leadership Art and Ability

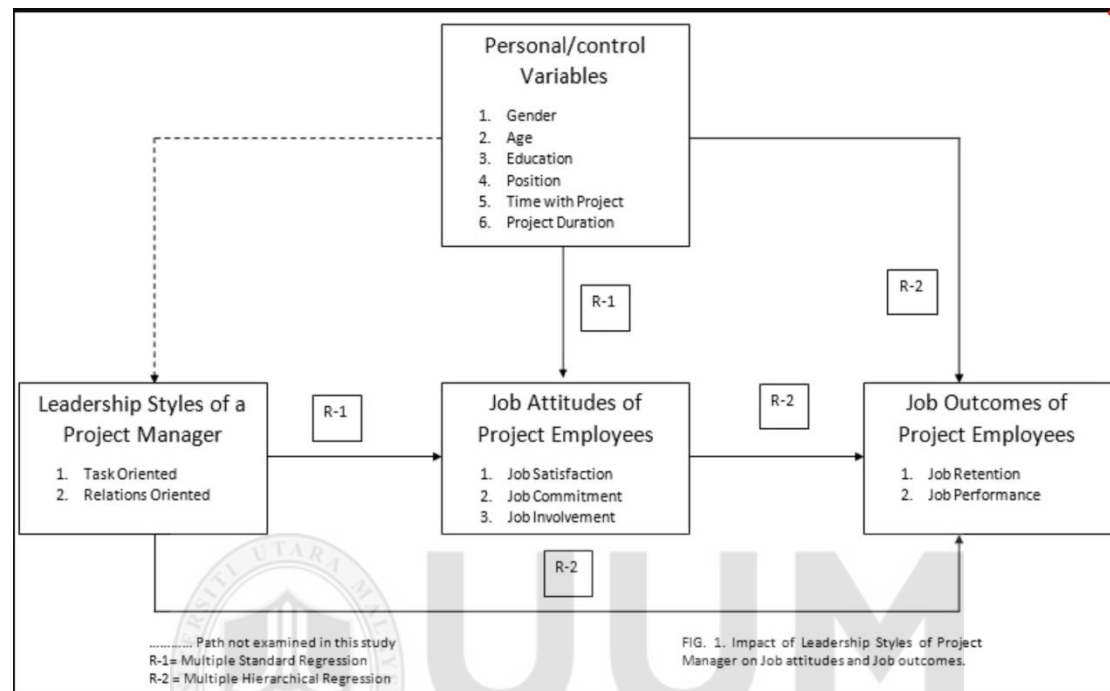
As explained in the seventh edition of PMBOK (2021), the definition of project management knowledge domain content: the roles and responsibilities of the project manager and the scope of jurisdiction are different from those of a functional or operational manager. Appointed by the corporate leadership level and the organization's top executive body, he is responsible for leading the team to achieve project goals and expectations, is responsible for the project, and reports directly to the company's management. The project manager's jurisdiction and scope of influence is the operation of the entire project team. The project manager also acts as an

intermediary between the project sponsor, team members, and other project stakeholders. The project manager should be good at planning and balancing the resources among various project tasks. The outstanding project manager demonstrates exceptional interpersonal and communication skills, as well as a positive attitude. The project manager must possess the talent triangle of the procurement manager index, namely: technical project management, Leading, guiding, motivating, and leading the team, Strategic and business management.

Given the pace of change in today's 3C electronics manufacturing industry, understanding the output requirements for adaptive performance is becoming increasingly important for project success. Fang Weizhu (2021) pointed out that high EQ of project managers has a positive impact on project performance. The research results show that the EQ of project managers influences the output of project performance through the mediating role of project commitment, indicating that the overall planning ability and excellent communication ability of project managers can promote the success of projects.

According to the research findings of Saif UR Rehman Mohsin Shahzad (2020), the attitude and work outcomes of project managers towards driving project employees. That is to say, leadership behavior is a prerequisite for project employees, and the research results of this study will help organization managers maximize the potential of employees, As shown in the following relationship diagram:

Figure 1. The impact of a project manager's leadership style on their subordinates' work attitude and results.



2.7.2 Personal abilities of team members

The role of individuals in a team is very important. A successful team requires each member to contribute. The role of individuals in a team includes but is not limited to specialization in their skill areas, making the right choices, maintaining a positive work attitude, and supporting each other. Each member needs to promote their personal strengths and characteristics, fully utilize themselves in the team, in order to help the team achieve successful results. The collection of individual abilities among team members is a characteristic of high-performance project teams, providing excellent output and promoting successful project implementation (De Leo et al., 2013).

2.7.3 Clear Project Goals

In the PMBOK Guide ® Edition 2021, during project work, the project team's goal is to produce project deliverable that meet the customer's needs, i.e., meet product scope, project schedule, project cost, and product quality requirements. Projects should have the characteristics of driving change and creating business value for the organization. These two are actually the project objectives, which is the fundamental reason for the project team to initiate a new project, choosing a good project team is a key step to ensure the realization of the project strategic goals. The mission of the project team is to achieve the project objectives required by the customer or the enterprise, and to become a successful project team.

Ofer Zwikaël and Jack R. Meredith(2019) pointed out that project objectives led by project discussion and formulation are an important project operation process, which is a kind of planning and strategic deployment for enterprise business. Effective goal setting in line with the business strategy can improve the ability to make investment decisions and contribute to the expansion of the business. The accumulation of original enterprise experience can correspondingly improve the project success rate and improve the operational performance of the team.

The goal is actually a detailed breakdown of the project objectives, which requires the team to complete some of the goals of each member in the plan one by one and

ultimately integrate them into the project objectives. The achievement of various goals of the project team also means the achievement of project goals.

2.7.4 Project Team Culture

Team culture plays a very important role in guiding team members' personal value in the project. A positive team culture can stimulate team members' passion for work, tirelessly contribute to the realization of common goals, promote their professional work skills to be fully displayed, and output the best work performance, so as to maximize project and personal benefits.

The findings of Ofer Zwikael and Jack R. Meredith (2019) suggest that the formal organizational process used by the proposal development team culture to set project objectives is highly effective, and that an appropriate project team culture further reinforces the positive impact of this process on achieving project objectives. However, if proposal development is implemented in an environment with a poor project team culture.

The cultural values of project teams affect their success (Fanta T. Jetu and Ren é Riedl, 2013). The research results show that individual centered cultural values have the most significant impact on project team performance, The cultural values of the project team are in line with the philosophy of the team, which is closely related to the cultural training arranged by the team and the development direction of the members,

the sublimation of team spirit , and the leadership style of the project team manager. The formation of team culture stems in part from the project manager's leadership and artistic influence and the team's goals , An excellent project manager can lead the team to accept a culture suitable for team development and plan for team development, When a positive and upward team spirit is formed, the work styles of each team member will tend to be consistent and continuously contribute personal value to the success of the team.

Communication between project team members is essential. A good project team should have an open mind, honest quality, honest with each other, timely and effective communication, team members should seek help from each other, often discuss and exchange opinions, in order to find a solution as soon as possible. Effective communication and information sharing among team members are more important than in homogeneous teams, as team members bring different perspectives and knowledge to the team (excerpted from Julia Straube&Simone Kauffeld, 2020). Communication between teams can lead to the exchange of perspectives and knowledge, providing new research directions and solutions for problems in the project, while also enhancing mutual trust among members.

2.7.5. Appropriate Incentive System

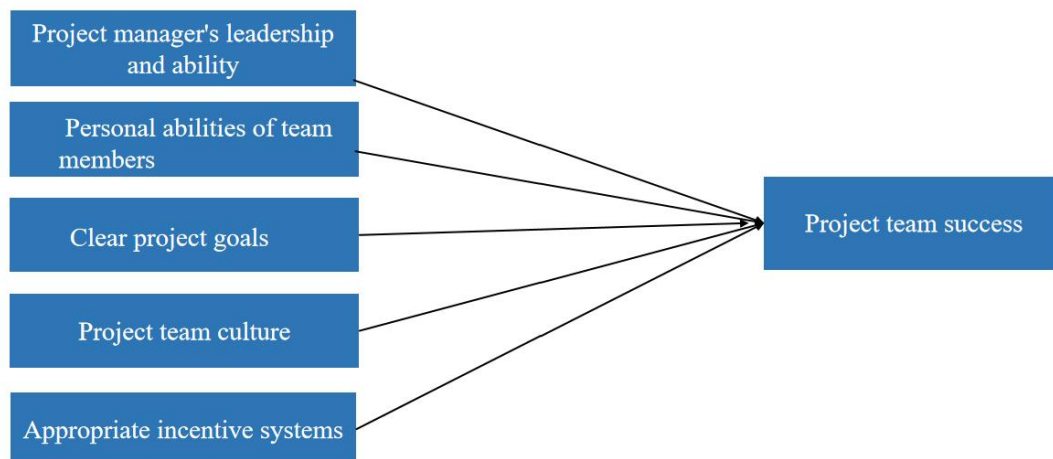
For management personnel in an organization, establishing an incentive system is always very important (Parisa Kamyab, 2020). Providing appropriate incentives for

team members' work performance can bring a sense of achievement to team members and perceive their efforts as recognized, This can enhance their work enthusiasm. For example, in the company where the author is currently located, stock rewards are given to members who have made contributions to a certain level or team, which can be redeemed and meet team members' expectations for the project, At the same time, this incentive method not only rewards members but also increases the stability of member's work, Make employees feel rewarded for their efforts and have more confidence in the team.

2.8 Relationship Diagram of the 5 Elements of Project Team Success:

Communication and cooperation among project team members, mutual trust among members and team spirit are all branches of team culture. The project manager's leadership and arts , the personal ability of the team members, the clear project goals, the project team culture and the appropriate incentive system are the five basic factors that determine the success of the project team.

Figure 2. Relationship diagram of the five basic factors that determine the success of a project team:



2.9 Chapter Summary

This chapter reviews the five factors that contribute to the success of the project team and examines the relationship between the five factors (project manager leadership and arts, team members' personal abilities, clear project goals, good team culture, and appropriate incentive system) and the success of the project team to clarify their mutual influence. This study is based on the lack of standards for project team construction in domestic enterprises, imperfect management knowledge, and a lack of understanding and clarity on the success factors of project teams, which has led to the need for new research in this field.

CHAPTER 3

METHODOLOGY

3.0 Introduction

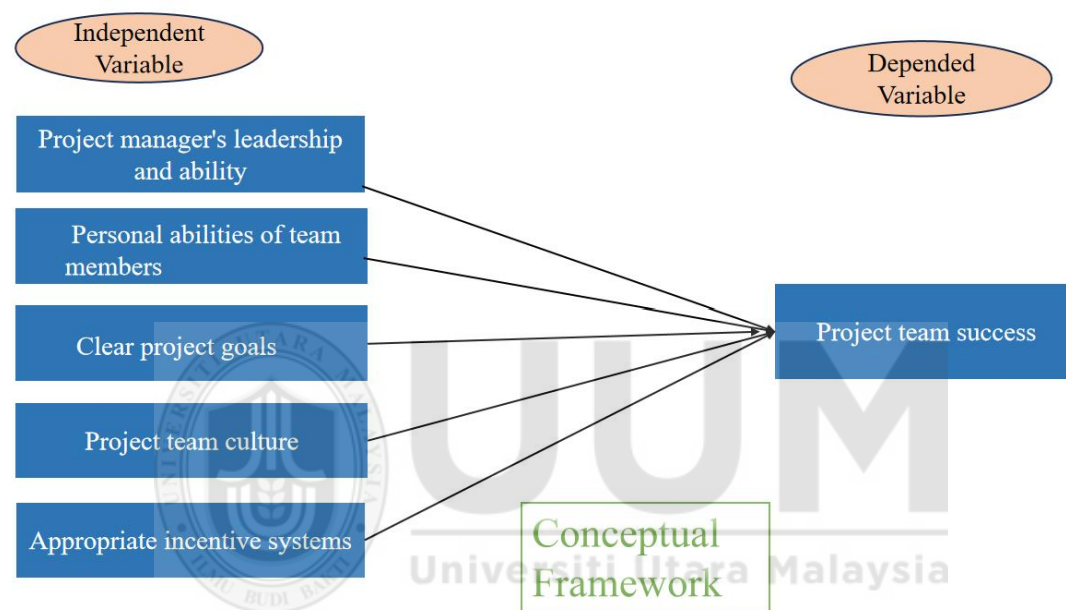
This chapter covers 8 parts to discuss research methods. The first part introduces the research framework of this study. In the second part, five hypotheses about one dependent variable and five independent variables are proposed and summarized. The third and fourth parts describe the study design and the status of the study sample. The fifth to seventh part shows the composition of the whole study and summarizes the data analysis methods. The last part is a summary of the chapter. This study elucidates five hypotheses. Subsequently, this chapter discusses the legal basis of the use of this research. The legal theories in this chapter provide an auxiliary validation basis for answering potential research questions. The following section discusses the project team members and subsequently discusses the selection and sampling. The next section presents the tools. Afterwards, this chapter explained the pilot testing of the study and discussed the reliability and effectiveness of the survey tools. The next section will provide a detailed introduction to data collection methods. Next, this chapter explains the discussion procedures related to data analysis, followed by a summary of the chapter.

3.1 Research Framework

This study explores several key elements of project team success. The study also explores the relationship between each factor and project team success, illustrating the

research framework shown in Figure 3.1. There are 5 main variables in the research framework: project manager's leadership, team members' individual abilities, clear project objectives, project team culture, and appropriate incentive system.

Figure 3.1: Research Framework.



3.2 Assumption Development

According to the research criteria, some testable hypo-study research questions are put forward. A hypo-study is a logical inference and testable formal statement of a relationship between two or more variables. The relationships between the variables are inferred from the network of correlations and built in a theoretical framework developed for research. This is the desire to find a solution to a problem or to improve the situation, and to correct or optimize it.

3.2.1 The Relationship Between Project Manager's Leadership and ability and Project Team Success.

From the PMBOK version 7 content overview, the project manager as the core of the project team, for the entire team, has the absolute leadership, is responsible for the deployment of project-related resources, is the command of the entire team. The project manager is the person who is fully responsible for planning and supervising the execution of the project. In each project stage and during the tenure, project managers need to coordinate across departments, even work, even cross-team, and undertake the task of coordinating the whole team and the supporting organizations around the team. The decision of the project manager on the project problems and risks at each stage largely determines the level of the project team and whether the performance output can meet the project objectives required by the client.

H1: Project manager leadership and ability is strongly related to the success of the project team success.

3.2.2 The Relationship Between the Personal Abilities of Team Members and the Project Team Success.

A project team is consisted of multiple team members whose abilities directly limit the capabilities of the team. A successful team largely depends on each member's project-related professional competence and experience, as well as their attitude towards project work. A good team not only needs responsible and good leadership leaders, but also needs each member to contribute to the project in their own area of

expertise. And the role of individual skills and knowledge in the team is very important.

H2: The personal abilities of team members are directly related to the project team success.

3.2.3 Relationship Between Project Goals and Project Team Success.

The important role of the project team is to work together to carry out the tasks contained in the project and achieve the project objectives at each stage, and finally achieve the overall project objectives. Project goal is the basis and motivation of all team activities, and the formulation of the team goal must meet the needs of the project goal. Adjusting the relationship between team members and project success by clarifying the project team objectives (Mudassar Ali, 2021) so that the team objectives are fully aligned with the project plan and objectives set by a project team. Once the project goal is achieved, the team can become a successful team. The opposite is a losing team.

H3: There is a positive relationship between clear project goals and project team success.

3.2.4 The Relationship Between Project team Culture and Project Team Success.

The excellent project team culture further strengthens the positive working attitude of the project team (Ofer Zwikael et al., 2019). Forming a good team culture within a project team can increase the cohesion of team members, creating a good working

atmosphere where team members trust and help each other, constantly striving for the same project goal, and constantly learning to improve their own problems and enhance their abilities, Continuously enhancing the overall strength of the entire project team through a series of processes. The cultural values of the project team influence their success (Fanta T. Jetu et al., 2013). Team culture, as a subconscious culture of project teams, can stimulate team members' work enthusiasm and promote their work abilities to be fully utilized, thereby achieving the maximization of project and personal interests. The team spirit derived from the sublimation of team culture will unite the team into an intimate team combination, promoting the team to achieve the ultimate project success.

H4: There is a positive relationship between a good project team culture and project team success.

3.2.5 The Relationship Between Appropriate Incentive Systems and Project Team Success

Providing appropriate incentives for good work performance among team members can bring a sense of achievement and a sense of recognition for their efforts, This can enhance their work enthusiasm. A good incentive system is a comprehensive evaluation standard, which is based on the performance output of each team member, and takes into account the contribution of member performance to the success of the project team, the degree of impact and status on the project. The incentive system derived from these quasi tests (such as the current key performance indicator

assessment system in many enterprises) provides guidance on the work results of team members, indirectly infects their work status, forms a virtuous internal competition cycle, and continuously improves their own shortcomings, striving to achieve project team goals together with the team, and achieving personal expectations during all stage of project team.

H5: There is a positive relationship between appropriate incentive systems and project team success.

3.3 Research Design

Research design is a plan of execution for the achievement of research results, which specifies the methods and procedures for collecting data and analyzing the raw data. The purpose of initiating the study design is to allow the study to proceed in an orderly manner, and also to ensure that all information collected is appropriate for verifying the validity of the results and solving the problem (Zikmund, 2003). This study adopts hypo-study testing research.

The object of this study is the 5 main factors of project teams success. This study uses hypo-study testing method to explain the relationship between project manager leadership and art, excellent personal ability of team members, clear project goals, good project team culture and appropriate incentive system and the success of project team. The appropriate incentive system was used as the mediating variable, and five factors (project manager leadership and ability, team member personal ability, clear

project objectives, project team culture) were used as independent variables.

3.4 Population and Sampling

This study included 58 project management personnel from five Chinese companies in the consumer electronics industry. Researchers used convenience sampling method to select five super large and advanced manufacturing technology and enterprise management methods from thousands of enterprises in five developed electronic manufacturing cities in China. These five companies are Chinese companies: Li Xun, Goertek, Guangda, Pegatron, and BYD. The sample box is recommended by friends familiar with the author from various enterprises, with a sample data of 58 people.

3.5 Instrumentation

The questionnaire designed for this study was conducted by integrating research objectives, conceptual framework and hypotheses. Online questionnaire survey was used to investigate the 5 factors affecting the success of the project team to collect relevant information and verify the research purpose.

The questionnaire consists of 7 parts with a total of 56 questions, which are included in the following questionnaire:

A. Part includes questions related to the background of the respondents, explaining the demographic factors or personal information of the respondents. Part B includes project manager skills and art, Part C involves the abilities of team members, Part D

contains the project team objectives, Part E is the project team culture, Part F is the appropriate incentive system, The G&H section is an evaluation of five major factors.

(All questions are measured with the five point Likert scale)

3.5.1 Environmental Factors

The questionnaire for this study starts with the variation of personal background. The questions that respondents need to answer are age, gender, education, position, industry, and years of experience in project management. All respondents are required to choose options and their relevant answers.

3.5.2 Project Team Success

The success of the project team is the dependent variable studied in this study. Implement a questionnaire approach for the study. The questionnaire consists of 7 parts and the research objectives include 5 factors. This questionnaire is designed to measure the impact of five major factors on the success of the project team. Weigh using a five-point Likert scale, ranging from 1(strongly agree) to 5(strongly disagree), Range from 1(excellent) to 5(very poor), It ranges from 1(very important) to 5(very not important). Cronbach Alpha, also known as Alpha coefficient, was used to test the reliability of the questions and prove the consistency of the questionnaire with the internal research.

3.5.3 Appropriate Incentive System

The appropriate incentive system is the dependent variable of this study. A computer-assisted analysis questionnaire was used for the survey, which included 5 items. This questionnaire used a five point Likert scale to measure from 1 (strongly agree) to 5 (strongly disagree), The range ranges from 1 (excellent) to 5 (very poor), The range ranges from 1 (very important) to 5 (very unimportant).

3.5.4 Project Manager's Leadership arts and Ability

The project manager's leadership arts and ability are independent variables of this study. This project measures the role and impact of project manager leadership and abilities on the project team. The questionnaire consisted of seven items and asked all respondents to respond to the importance of the role of the project manager and the role of personal competence in the team. The Likert scale was used to measure these 7 items in the questionnaire, ranging from 1 (strongly agree) to 5 (strongly disagree).

3.5.5 Personal Abilities of Team Members

The individual abilities of team members are independent variables in this study. The project measures the role and impact of individual abilities of team members on the project team. The questionnaire consists of 7 items, requiring all respondents to answer the role of individual abilities of team members. The Likert scale was used to measure these 7 items in the questionnaire, ranging from 1 (strongly agree) to 5 (strongly disagree).

3.5.6 Project Team Goals

The project team goal is another independent variable of this study. This hypo-study was designed to measure the impact of setting clear project team goals on the success of the project team. The questionnaire consists of 5 items, requiring all respondents to answer the role of project objectives. The Likert scale was used to measure these 5 items in the questionnaire, ranging from 1 (strongly disagree) to 5 (strongly agree), The range ranges from 1 (very important) to 5 (very unimportant).

3.5.7 Project Team Culture

Project team culture is one of the independent variables of this study. This hypostudy measures the positive impact of establishing a good project team culture on the success of the project team. The questionnaire included 12 questions about the relationship between the two. All study sample respondents were asked to respond to the impact of project team culture on team success. Likert scale was used to measure the 12 items in the questionnaire, ranging from 1 (strongly disagree) to 5 (strongly agree).

3.6 Data Collection Methods

The data studied in this study was collected from a specific population (PM teams from 5 large enterprises in China). The study included a population of 58 project management-related personnel in the consumer electronics industry from five companies in China. Researchers used convenience sampling method to select five

super large and advanced manufacturing technology and enterprise management methods from thousands of enterprises in five developed electronic manufacturing cities in China. These five companies are Chinese companies: Li Xun, Goertek, Guangda, Pegatron, and BYD

The data are mainly in the form of online questionnaire survey and interviews through social communication tools (WECHAT and E-mail). Then questionnaire survey report on the production line, or manual statistics of interview information.

The survey is designed according to a certain procedure, first send an interview letter, confidentiality agreement, consent form and questionnaire, The interview letter will be sent to a private email and will inform the purpose of the survey or interview, as well as the survey requirements and information submission process. Respondents can answer all questionnaires anonymously. The whole process took one month, and the completed questionnaires were returned by the target respondents.

3.7 Data Analysis Techniques

The data collected by the questionnaire used in this study are recorded in the computer and analyzed by data software. Researchers analyzed the data using the Social Science Statistics Software Package (SPSS) 25.0 program. SPSS may be the most widely and commonly used comprehensive statistical computer package available to project managers. Input the collected data into SPSS for summary,

analysis, and explanation to achieve 5 research objectives and answer 5 research questions.

After receiving the data, the completeness of the questionnaire and whether the interview questions are answered comprehensively should be checked first. Then, use statistical software package software to check the reliability of the data and obtain the value of Cronbach's alpha for measuring the reliability coefficient. Afterwards, descriptive analysis was used for data analysis, with the aim of calculating and interpreting data through frequency and descriptiveness. The basic principle of using descriptive analysis is to analyze demographic variables, independent variables, dependent variables.

3.7.1 Reliability Analysis

In order to test hypotheses, inferential statistics are used to test the proposed hypo-study, and to explore the relationship between variables such as the leadership skills and art of the project manager, the individual abilities of the team members, the project team objectives, the project team culture, and the appropriate incentive system.

3.8 Chapter Summary

This chapter discusses how to study several variables. The research framework shows the relationship between five independent variables and one dependent variable. It

also describes the design of the study and how the relevant data was collected, i.e. questionnaires provided by respondents for measurement or use, including data collection methods and data analysis techniques.



CHAPTER 4

DATA ANALYSIS AND FINDINGS

4.0 Introduction

Chapter four make discussion of the results . This chapter is divided into six parts. The first part describes the data distribution and frequency of the interviewees in this study. The second part describes the descriptive statistical learning of this variable. The third and fourth parts are correlation and reliability analysis and statistical inference. The fifth part is the results of the main hypotheses of almost multiple regression test. The last part discusses the conclusion of this chapter.

4.1 Interviewee Introduction

This part describes the background of the interviewees collected from the questionnaire survey conducted for the purpose of this study. The background of the respondents included age, gender, highest level of education, job level, years of working in the project manager industry up to now, type of personnel, industry attributes and university major.

As shown in Table 4.1, the frequency analysis results using SPSS show the frequency distribution of gender engaged in PM industry in the questionnaire survey. The results showed that 39 men accounted for 67.24% and 19 women accounted for 32.76%. The results of questionnaire statistics show that most of the participants are male.

Then the results showed that the age group with the highest proportion was 26-35

years old, with 38 people in the sample, accounting for 65.52%. Secondly, there were 15 respondents in the 36-45 age group, accounting for 25.86% of the sample. Again, respondents under the age of 25 included four respondents, accounting for 6.9% of respondents. One (9.6%) of the respondents were 45 years old and above, indicating that people engaged in PM work tend to be younger.

In the sample of this study, the highest education of the majority of respondents is a bachelor's degree, accounting for 70.96%. The second largest respondent obtained a college degree, with 22.41% or 13 respondents in the sample. Secondly, both high school and master's degrees accounted for 2 out of the sample, with a proportion of 3.45%. Secondly, the major with the highest education level among the majority of respondents, Mechanical Engineering, accounted for 41.38% of the sample, There are 4 language professionals surveyed, accounting for 6.9%, The proportion of respondents in the field of Electronic Information is 25.86%, with a sample size of 15, The sample feedback shows that the number and proportion of respondents in other majors are the same as those in Electronic Information.

Each respondent has a different work experience in the PM industry. As shown in Table 4.1, the majority of respondents have been a project manage engineer for more than 3 years ,gained over 3 years work experience, accounting for 56.9% of the sample or 33 respondents. The second largest respondent has worked in this industry for less than 1 year, accounting for 14 or 24.14% of the sample. Respondents who have worked for 1 to 3 years account for 11 or 18.97% of the sample.

In addition, the majority of respondents, who account for 30 or 51.72% of the sample

respondents, belong to the 3C electronics industry, while 27 respondents from other 3C related industries account for 46.55%, The minimum sample of respondents is 1, accounting for 1.72% from the semiconductor industry. In addition, the number of respondents in this sample is 58, of which 33 are management personnel, accounting for 56.9%, The other 25 people are non management level, accounting for 43.1%.

Table 4.1: Distribution of Respondents by age, sex, highest level of education, rank, length of working experience, industry, University (N=58)

Variable	Frequency	Percentage (%)
Gender:		
Male	39	67.24%
Female	19	32.76%
Total	58	100.00%
age:		
Below 25	4	6.90%
Age 26-35	38	65.52%
Age 36-45	15	25.86%
Over 45	1	1.72%
Total	58	100.00%
Highest level of education:		
Technical school or senior high	2	3.45%
Professional college	13	22.41%
Bachelor	41	70.69%
Master or above Master	2	3.45%
Total	58	100.00%
Major in school:		
Electronic information	15	25.86%
Mechanical engineering	24	41.38%
Language	4	6.90%
Others	15	25.86%
Total	58	100.00%

Experience in PM industry:		
Below 1 year	14	24.14%
1-3 years	11	18.97%
More than 3 years	33	56.90%
Total	58	100.00%
Level of employee		
Management Staff	33	56.90%
Non-management personnel	25	43.10%
Total	58	100.00%
Member number of team		
1-5 people	16	27.59%
6-10 people	10	17.24%
More than 10 people	32	55.17%
Total	58	100.00%
Industry type		
3C electronics	30	51.72%
Semiconductor	1	1.72%
Others	27	46.55%
Total	58	100.00%

4.2 Descriptive Statistics of Research Variables

Based on the five-point Likert scale used, respondents rated project managers leadership and art from a minimum of 2.00 to a maximum of 5.00. The mean value is 4.655 and the standard deviation is 0.637. The average value of 4.425 indicates that the high level of project managers leadership and art has a strong auxiliary effect on the success of the team.

Next, based on the five-point Likert scale used, respondents rated team members' personal competence from a minimum of 2.00 to a maximum of 5.00. The mean value is 4.345 and the standard deviation is 0.69. The average value of 4.345 indicates that

the high level of personal ability of team members has a strong auxiliary effect on the success of the team.

After that, according to the five-point Likert scale used, the data showed that the lowest score of clear project goal assessment was 2.00, the highest score was 5.00, the mean was 4.724, and the standard deviation was 0.615. An average of 4.724 indicates a high degree of agreement for team success with clear project goals.

As can be seen from Table 4.2, the respondents rated good team culture with a minimum of 2 points and a maximum of 5 points. The mean value is 4.569 and the standard deviation is 0.678. The average value was 4.569, indicating that the team culture level had a high positive impact.

Finally, according to the five-point Likert scale used, sample respondents rated the appropriate incentive system in the lowest range of 2.00 and the highest range of 5.00. The mean value is 4.603 and the standard deviation is 0.699. Table 4.2 shows a summary of the data for the descriptive statistical analysis of the five independent variables.

Table 4.2: Descriptive Statistics of the leadership and art of the project manager, individual competence of team members, clear project objectives, good team culture, appropriate incentives system (N=58)

Variable	Minimum	Maximum	Mean	Std. Deviation
project managers leadership and art	2	5	4.655	0.637
Individual competence of project team members	2	5	4.345	0.69
Clear project goals	2	5	4.724	0.615
Good team culture	2	5	4.569	0.678
Appropriate incentive system	2	5	4.603	0.699

4.3 Reliability Analysis

The reliability analysis of the research objective of this study is carried out. This analysis can ensure the reliability, consistency and stability of the data obtained from the questionnaire survey conducted for this study. The reliability coefficients of the questionnaire are all above 0.8. The Cronbach Alpha of the project manager 's leadership and arts is 0.943, the personal abilities of team members are 0.803, the clear project goal is 0.89, the good team culture is 0.933, and the appropriate incentive system is 0.953. Table 4.3 shows the reliability coefficient results of each measurement variable using Cronbach Alpha.

Table 4.3: Reliability coefficient of the statistics of 5 factors which affect project team Success (Cronbach Alpha)

Variable	Alpha
leadership and art of project managers	0.943
Individual competence of project	0.803
Clear project goals	0.89
Good team culture	0.933
Appropriate incentive system	0.953

4.4 Inferential Statistics

This section discusses inferential statistical results for the 5 factors studied in this study. This section is divided into two parts, with the first part (4.4.1) reporting Pearson correlation results between the 6 main variables studied in this study. The second part (4.4.2) explains the results of multiple regression between project team success and individual variables, and tests the hypotheses studied in this study.

4.4.1 Pearson Correlation

The Pearson correlation coefficient was used to study the relationship (independent, and dependent) between the target variable (project team success) and the other 5 influencing factors. As shown in Figure 4.4, the project manager's leadership and arts are positively correlated with the personal abilities of team members, clear project goals, good team culture, and appropriate incentive systems ($r \geq .755$, $p < 0.05$). Secondly, the research results indicate that the individual abilities of team members are significantly positively correlated with clear project goals, good team culture, and appropriate incentive systems ($r \geq .724$, $p < 0.05$), Clear project goals are positively correlated with good team culture and appropriate incentive systems ($r \geq .845$, $p < 0.05$), A good team culture is positively correlated with an appropriate incentive system ($r = .928$, $p < 0.05$). Table 4.4.1 summarizes the correlation coefficient results of the variables in this study.

Table 4.4.1: Correlations among project manager's leadership and arts, team member personal ability, clear project goals, good team culture, proper incentive system (N=58)

Variable	1	2	3	4	5
Project Team success	1				
project manager's leadership and arts	0.354**	1			
Clear project goals	0.293*	0.917**	1		
Personal ability of team members	0.621**	0.755**	0.724**	1	
Good team culture	0.416**	0.909**	0.845**	0.811**	1
Appropriate incentive system	0.371**	0.948**	0.883**	0.798**	0.928**

4.4.2 Multiple Regression

This part introduces the results of hypo-study testing in this study. Five hypotheses were tested by multiple regression analysis. Examine the relationship between independent variables and each dependent variable in the research objective.

4.4.2.1 Relationship Between Independent Variable and Dependent Variable

In this study, five hypotheses are proposed to examine the relationship between five independent variables (project manager's leadership and arts, personal ability of the team members, clear project goals, good team culture, appropriate incentive system) and the dependent variable (project team success). The following section examines the relationship between independent variables (project manager's leadership and arts, personal ability of team members, clear project goals, good team culture, appropriate incentive system) and dependent variables (project team success).

H1: The project manager's leadership and arts is strongly related to the success of the project team.

H2: The personal abilities of team members are directly related to the project team success.

H3: There is a positive relationship between clear project goals and project team success.

H4: There is a positive relationship between excellent project team culture and project team success.

H5: There is a positive relationship between appropriate incentive system and project team success.

Table 4.4.2: Project manager's leadership and arts, personal ability of team members, clear project goals, good team culture, appropriate incentive system as results of multiple regression analysis of project team success (N=58)

Variable	B	Std. Error	Beta	t
Project manager's leadership and arts	0.1	0.272	0.128	0.368
Personal ability of team members	0.228	0.115	0.317	1.98
Clear project goals	0.318	0.186	0.393	1.712
Good team culture	0.569	0.195	0.777	2.925
Appropriate incentive system	0.311	0.24	0.438	1.296
R ² =0.572 Adjusted R ² = 0.531, F = 13.894, p<0.05				

4.5 Overall Assumption Results

Table 4.5: The results of the hypo-study testing are summarized in below as follows:

Hypo-study	Regression Results	Decision
H1: The project manager's leadership and arts are closely related to the project team success.	$\beta = 0.128, p < 0.05$	Accepted
H2: The personal ability of team members are directly related to the project team success.	$\beta = 0.317 p < 0.05$	Accepted
H3: There is a positive relationship between clear project goals and project team success.	$\beta = 0.393 p < 0.05$	Accepted
H4: There is a positive relationship between project team culture and project team success.	$\beta = 0.777 p < 0.05$	Accepted
H5: There is a positive relationship between appropriate incentive systems and project team success.	$\beta = 0.438 p < 0.05$	Accepted

4.6 Conclusion

The results show that the leadership and artistic level of the project manager are significantly correlated with the success of the project team. A project manager with excellent leadership and artistry helps to improve the overall capability of the project team. This study found that the personal ability of team members was positively correlated with the success of the project team. The stronger the personal ability of team members, the greater the performance output of the team contribution, The greater the impact on the overall level of the team is when individual skills and experience knowledge are shared. Secondly, clear project goals also have an important impact on the effectiveness of team work execution and guidance. With clear goals, members can always properly complete their assigned tasks towards the project goals. The clearer the project objectives, the better the performance of team members. The research results show that a good working atmosphere created by a good team culture can promote the whole team to work together effectively, produce performance output more conducive to the project schedule and quality, and have a

significant positive impact on the success of the project team. The establishment of a reasonable incentive system can become the motivation of the team members to work and effectively mobilize the enthusiasm of the members, which are related to the success of the project team.



CHAPTER 5

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The fifth chapter is a summary of the research results of the study. The chapter is divided into seven parts. The first part provides a brief overview of the discussion of the results and the second part summarizes the research reports relevant to the research objectives. The third part discusses the practical significance of the study of each factor. Parts 4 and parts 5 discuss the limitations of the research and make recommendations for future research. Finally, Parts 6 once again summarizes the conclusions of this study.



5.1 Discussion

In a project team, the leadership and art of the project manager are directly related to the success or failure of the team. From Mohd Nishat Faisal et al.(2022), based on PMBOK, IPMA, and literature, elaborated that talent capability clusters are rated as the most important, followed by perspective, practical, and innovative abilities. Culture/values, interpersonal skills, development and growth become the most important leadership skills. Having an efficient project manager has become the cornerstone of project success. In a study conducted by Mazzetto, S. (2019), the

importance of leaders' knowledge and skills in ensuring successful project completion was evaluated. The research activity highlights the fact that certain counterpart experience and management skills of project managers are critical to the success of their work. The ability of the project manager to lead the team members to complete the tasks at different stages of the project and solve different project problems is considered to be an important factor in the success of the project. As we all know, in order to achieve the efficient completion of work and the success of the project stage, the project manager must implement every basic task, use his own knowledge base to consider the project-related issues thoughtfully, and apply the applicable work experience and good communication skills to the management of new projects (Muller and Turner, (2010), They must also possess sufficient leadership skills (Tabassi et al., (2016) , Muller and Turner, (2007) , Muller et al., (2012) , (2018) , Clark, (2010) , Eisenberger et al., (2010)) to coach their team members to complete their assigned tasks and successfully complete the project.

Project manager is required to have the experience, ability, and personal charm required , enable team members to achieve correct project objectives and output the necessary and positive results of the received tasks, and complete the assigned project tasks in accordance with the project requirements and current work guidelines. The project manager should also give full play to the leadership role of the leader, guide the team members and strengthen team cohesion, and strive to achieve project goals.

The regression analysis in this study supports this statement and shows that there is a positive correlation between project manager leadership and leadership skills and project team success.

Next, another previous researcher explained the relationship between the individual abilities of project team members and the success of project teams. The study by Shannon Lloyd and Charmine Härtel (2010) provides strong evidence that individual abilities play an important role in promoting positive individual level outcomes, theoretically leading to positive project team level outcomes. The output of team members represents a judgment on effectiveness (for quality) and efficiency (for the performance process of the team achieving ideal standards) (Kozlowski and Ilgen, (2006) , Salas et al., (2008)). In a project, the success of team members can be evaluated by the ability to achieve the level of product quality, the level of time and money spent as a result of the team's work content (Sudhakar et al., (2011) , Weimar et al., (2013)). This study found a meaningful correlation between the individual abilities of project team members and the success of project teams.

A clear project goal is the direction of project team members' work and the reference for the output of various projects. The existence of project goals avoids deviation from the output results of team members' work. The research results of Muhammad Mustafa Raziq et al. (2018) indicate a positive correlation between goal clarity and project success. Results from Mudassar Ali et al. (2021): Objective clarity is an

important factor in project success Based on current multiple regression research results, clear project goals are significantly correlated with project success.

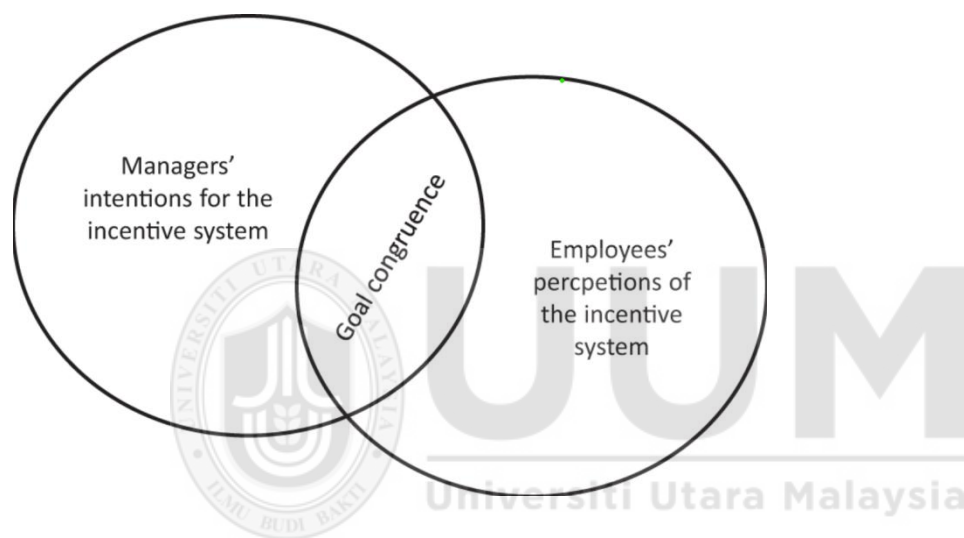
Team culture is a consensus generated by team members when they get along with each other, and it is also the default way of team members to get along with each other. It is also a subconscious culture formed in the process of realizing the overall goal of the project that will cause spiritual guidance to the form of members. A positive team culture can stimulate the enthusiasm of team members and improve the performance of the project team. A team with a good team culture can create a good working atmosphere, so that members will treat the project as their own career and actively cooperate with the team, which greatly promotes the success of the project. Jian Zuo et al.(2014) found that team culture can achieve harmonious working relationship among project participants. It plays a very important role in project progress, team function improvement, members' satisfaction with the implementation of tasks, satisfaction with colleagues, solving the environmental problems of business success, finding further business opportunities and improving the overall performance of the team. Samia Jamshed (2019) showed that team culture has a significant impact on team work, and confirmed the strong correlation between team culture and team work performance output. Bstieler and Hemmert (2010) found that team culture factors promote the interaction among team members in the execution of assigned project tasks, because team members will care about each other's work progress, respect and support the decisions and working methods in their respective fields. Further knowledge sharing among team members can improve their personal ability,

which is undoubtedly an important factor in improving the overall team performance. Therefore, team culture indirectly becomes the promoter of improving the quality of team results. Based on the research data in this study, it is found that there is a positive correlation between project team culture and project team success.

There is a positive and important relationship between the right incentives and the success of the project team. From Isabel Moura et al.(2021) Appropriate rewards can fully motivate project team members to work actively. Research (Beecham et al., (2008), Franpada et al., (2011), Klaus et al., (2014)) showed that incentive is the recognition of employee performance, which can increase members' confidence in solving problems. Financial rewards and compensation that match team members' skills/experience and are associated with work performance output tend to encourage team members to work more effectively, especially in the work environment where projects are unstable. And new professionals joining the team. Appropriate incentive system is the best driving force to improve employees' work enthusiasm, it is the catalyst to enhance work enthusiasm, its emergence can help employees maintain a positive and optimistic work attitude, and can also affect (promote/hinder) the high performance of project team members. Rewarding high-performing employees (with prestige and favorable opportunities (Klaus et al., 2014) can influence members' personal performance in projects and job-related performance outcomes (Rehman et al., 2020). Differentiated employee compensation strategies can also increase employee satisfaction with project teams and organizations (Shahrestani et al., 2019). This study also shows that the appropriate incentive system can mobilize the

enthusiasm of team members, and also shows that the appropriate incentive system is directly related to the success of the project team.

Picture from Sinikka Moilanen et al. (2019), study: Managerial intentions for and employee perceptions of group-based incentives : Social exchange theory-based interpretations.



5.2 Result Summary

This section summarizes the research results of each factor, and then discusses the research purpose of this study. In this study, five research objectives (five factors for the success of project teams) are proposed, and the five factors are discussed separately.

5.2.1 Leadership and Ability of Project Manager and Success of Project Team

The first research objective of this study is to understand the relationship between project manager leadership and ability and project team success. The results show that there is a significant positive correlation between the two. As stated in PMBOK 7th Edition Chapter 3, the project manager is the core person of the team and is responsible for the whole project-related issues. The leadership and art of the project manager are crucial to the operation of the project. His requirements and rules for the team are very important in the construction and control of the project team, which affects the ability of the whole team and the quality of completing the project objectives.



In the early stages of project management research, Hodgetts (1968) identified a qualitative relationship between project manager personality and competence and project success. Boyatzis (1982) and Crawford and Turner (2007) define project manager competence as a combination of knowledge (qualifications), skills (ability to accomplish tasks), and core personality traits (motivation, traits, and self-concept) that lead to superior results. They believe that the success of the project is closely related to the ability of the project manager, who can share knowledge and skills and impart useful work experience to team members, thus improving the overall strength of the team. Therefore, the ability of the project manager represents a part of the success of the project team, and is a factor for the successful delivery of the project and an

important guarantee for the success of the project. In the study of Riaz Ahmed et al. (2021), analysis of the data shows that higher levels of leadership are associated with improved project performance, while from the perspective of project Crawford (2007) , project manager competence is strongly associated with project success. This study shows that project manager leadership is positively correlated with artistic and project team success. Therefore, the first research objective has been achieved.

5.2.2 Personal Ability of Team Members and Success of Project Team

The second objective of this study was to determine the relationship between the individual abilities of team members and the success of the project team. The project team is composed of several members, and their personal abilities directly determine the strength of the overall ability of the project team. Having excellent personal abilities and professional knowledge and skills can help the team quickly solve the problems and tasks that have been decomposed, and their work completion status plays a very important role in the success of the project. Each person is responsible for his or her own area and works together as a team to complete the project. Everyone has different skills, but is an integral part of the team. If a class or skill is missing from the team, high quality team results cannot be achieved. Therefore, the role of an individual in a team is to specialize in his or her skill area and make the team complete. To achieve a high level of performance, project teams need to integrate team members' expertise, useful experience, and correct perspectives into the team Castka et al., (2001), Nesterkin and Porterfield, (2016). High performance

project teams are characterized by individual capacity development and pooling of team members that deliver superior performance outputs and facilitate successful project implementation (De Leoz et al., 2013). Research by authors such as Katzenbach and Smith (1993), Castka et al. (2001), or Bakker and Demerouti(2018), as well as the experience of many organizations, the individual behaviors of team members affect team performance at multiple levels, such as organizational, team, and individual levels. The results of this study show that there is a significant positive correlation between the personal ability of excellent team members and the success of the project team. Thus, the second research purpose of this study is realized.

5.2.3 Clear Project Goals and Project Team Success

The third research goal is to understand the relationship between clear project goals and team success. According to the results after regression, it is understood that there is a positive correlation between the defined project goals and the success of the project team, and the clear goals can guide the members to solve problems and perform job responsibilities, and it also affects the success of the project team. Laura Gent et al.(1998) showed that when the team leader clearly communicated the project objectives and reasonably assigned responsibilities to the team members, the team members could carry out work according to the objectives and cooperate with each other to jointly complete work tasks and solve problems in various projects. Achieving the project goal is the expectation of starting the project, and achieving good work performance is the work goal of every member. Clear objectives are

important for projects and their management because without them, projects will not be completed as expected by stakeholders (Tyssen et al., 2014). Therefore, this study found a positive correlation between clear project objectives and project team success. So as to achieve the third research purpose.

5.2.4 Team Culture and Project Team Success

The fourth research objective is to determine whether there is a positive correlation between a good team culture and project team success. The results show that after linear regression of team culture and project team success, the results show that there is a significant relationship between team culture and project team success. This study found that excellent team culture has a significant positive impact on the success of project teams.

Team culture is a subliminal culture formed by project team members in order to realize their own value in the project and complete the established project objectives. Excellent team culture enables team members to reach a common project vision based on the team's subtle working methods and ideas, Contribute to the success of the project team. The team also provides a knowledge sharing platform, which is conducive to the improvement of each member's personal ability through mutual learning, so as to improve the overall ability of the team and optimize the team performance.

Therefore, previous studies (pemoriz Lopez et al., (2004), Shin et al. (2016),

Willard-Grace et al., (2014), Xue et al., (2011)) believes team culture influences team members' knowledge sharing behavior, thus affecting project team performance. Team culture plays an important role in the working methods of the members, therefore, this study found a certain relationship between team culture and the success of the project team, thus achieving the fourth research goal.

5.2.5 Appropriate Incentive System and Project Team Success

The fifth research objective of this study is to determine the relationship between appropriate incentive systems and project team success. The results show that there is a significant positive correlation between the appropriate incentive system and the success of the project team.

Based on the study of Kangmingu et al. (2022), it is believed that the incentive system based on project goals is the regulator of the integration of cross-functional performance relations, and appropriate incentive system can improve the level of team performance. An effective incentive system that is consistent with team fundamentals is often necessary to promote the best team performance (Geber, 1995, 1995 Gross Domestic Product (GDP), Team Compensation Case Study, 1997). Meanwhile, Nyberg et al.(2018) proved in the analysis that profit sharing and team-based rewards have a positive impact on employee performance output, and appropriate rewards can improve team performance. Therefore, this study found a significant positive correlation between the appropriate incentive system and project team success.

Therefore, the fifth research objective was achieved.

5.3 Research Significance

Competition in modern society is becoming increasingly fierce, creating excellent project team is very important for the development of enterprises. Now, more and more enterprises begin to realize the importance and significance of a successful project team for the steady development of the company. Mastering the key factors that make a successful project team is the source of project success.

First of all, focusing and mastering the key factors to achieve the success of the project team (the leadership and art of the project manager, clear project objectives, good team culture, appropriate incentive system) can build an excellent team in the enterprise, so as to help the enterprise improve efficiency. All the key factors are considered, so that through the effective construction of the project team, members can cooperate with each other, cooperate with each other, accelerate the project progress, effectively improve the efficiency of the completion of the task. In addition, the flexible use of various key factors can also disperse stress in the production environment. Members of the team can share tasks with each other to reduce the stress of each member's personal burden, but also can work together to keep team members motivated when challenges come.

Second, a project team with key factors well controlled can improve the overall

quality of the enterprise. Excellent team members can form an efficient team through scientific construction. Through continuous learning and innovation, they can not only complete tasks and achieve goals, but also improve the overall quality of the enterprise and lay a solid foundation for creating economic benefits.

In addition, all factors are linked to each other, which can also improve the cohesion, flexibility and collaboration ability of the enterprise. Team is also a social organization. Only by finding the right way to establish a good relationship between team members, can the team members feel mutual support and form team cohesion, which is an important factor for enterprises to lead the competition. In the face of market changes, if enterprises lack flexibility, it is difficult to grasp the changes of the market. Team building can enable team members to form effective communication and collaboration, so as to adapt to the rapid changes of the market, so as to improve the flexibility and collaboration ability of enterprises, so that enterprises can maintain competitiveness in the change.

In short, the key factors for the success of a project team are directly related to the development status of an enterprise. A successful project team plays an important role in helping an enterprise improve its efficiency, improve its overall element, improve its cohesion, and enhance its flexibility and collaboration ability. Therefore, when an enterprise sets up a project team, We should carefully select qualified project managers, establish clear project objectives, build a good team culture, establish a team organization of mutual trust, ensure smooth communication and communication

channels among team members, give appropriate rewards and punishments to project team members, and strive to build an efficient and successful project team.

5.4 Limitations of the Study

In conducting this study, some limitations of this research need to be analyzed. First of all, there are limitations in the sample of this study. The respondents for this study were collected from a given population of 58 project management-related personnel in the consumer electronics industry from 5 consumer electronics manufacturing enterprises in China. The researchers used convenience sampling by selecting project managers from these 5 enterprises. These five enterprises are respectively through Lixun, Goertek, Quanta, Pegatron and BYD. All questionnaires in this study are used as tools to collect the data needed for this study, mainly through the creation of online questionnaires and the auxiliary use of social communication tools (WECHAT, E-mail) for interviews. Then the questionnaire survey report was conducted online and the interview information was counted manually.

The study did not look outside the consumer electronics industry, At the same time, only 5 enterprises in China were investigated and foreign samples were not included, so the regional culture factor was ignored.

5.5 Suggestions for Future Research

Due to the limitations of the study, it is suggested that follow-up researchers need to ensure responses from their sample of respondents. Researchers should add a large number of respondents (people engaged in project management, especially members of the project team) to conduct this study and interview different groups of people in different scenarios and projects. At the same time, researchers must constantly follow up on respondents' various questionnaire-based responses and incorporate additional suggestions made by respondents. The research should include respondents from different nationalities and different industries to conduct a detailed survey on key factors of successful project teams, And collect lessons learned from typical projects and summarize them. Because different regional cultures and industries may accumulate different experiences in team building, and different industries have different requirements for project teams, these aspects may affect the research results.

5.6 Conclusion

Finally, the study explores the relationship between individual factors (leadership and art of the project manager, individual competence of team members, clear project objectives, good team culture, appropriate incentive system). The research shows that excellent project manager, excellent personal ability, clear project goal, good team culture and appropriate incentive system are the five important factors affecting the success of the project team. Subsequently, this study also provides an in-depth and important insight that the ability of the project manager is significantly related to the success of the project, and the project manager is the backbone of the entire team and

is responsible for the relevant matters of the project. At the same time, having a good team culture, establishing a team organization of mutual trust, maintaining effective communication and establishing smooth communication channels, and implementing appropriate reward system have positive effects on the success of the project team. The goal of the project team is to complete the project tasks with high quality and according to the schedule requirements. Each of the above factors exists to build a successful project team, and finally successfully complete the project tasks and achieve the project goals.



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APPENDIX

Questionnaires:

Section A: PERSONAL INFORMATION

1. Gender :

Variable	Frequency	Percentage (%)
Male	39	 67.24%
Female	19	 32.76%
Total	58	100%

2. age:

Below 25	4	 6.9%
Age 26-35	38	 65.52%
Age 36-45	15	 25.86%
Over 45	1	 1.72%
Total	58	100%

3. Highest level of education:

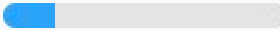
Technical school or senior high	2	 3.45%
Professional college	13	 22.41%
Bachelor	41	 70.69%
Master or above Master	2	 3.45%
Total	58	100%

4. Major in school:

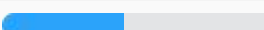
Electronic information	15	 25.86%
Mechanical engineering	24	 41.38%
Language	4	 6.9%
Others	15	 25.86%
Total	58	100%

5. Experience in PM industry:

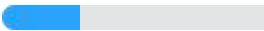
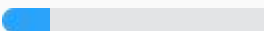
Below 1 year	14	 24.14%
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1-3 years	11	 18.97%
More than 3 years	33	 56.9%
Total	58	100%

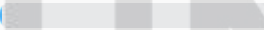
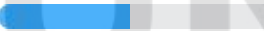
6. Level of employee

Management Staff	33	 56.9%
Non-management personnel	25	 43.1%
Total	58	100%

7. Member number of team

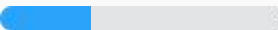
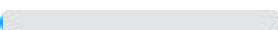
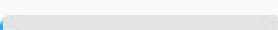
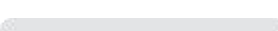
1-5 people	16	 27.59%
6-10 people	10	 17.24%
More than 10 people	32	 55.17%
Total	58	100%

8. Industry type

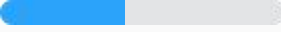
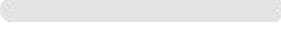
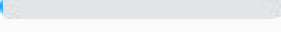
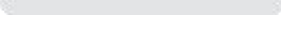
3C electronics	30	 51.72%
Semiconductor	1	 1.72%
Others 3C related	27	 46.55%
Total	58	100%

Section B: Leadership and Art of the Project Manager.

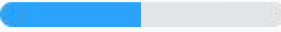
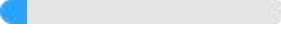
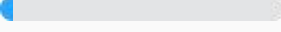
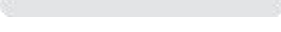
9. The competence of the project manager is very important to the success of the team.

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	37	 63.79%
Agree 同意	19	 32.76%
Not sure/No ideas 不确定/不清楚	1	 1.72%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

10. The competence of a project manager can sometimes make or break a project.

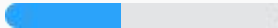
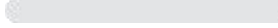
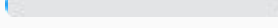
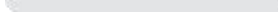
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	31	 53.45%
Agree 同意	26	 44.83%
Not sure/No ideas 不确定/不清楚	0	 0%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

11. For the contradictions between members, leaders can solve them well and let team members live in harmony.

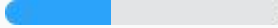
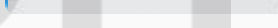
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	20	 34.48%
Agree 同意	29	 50%
Not sure/No ideas 不确定/不清楚	6	 10.34%
Disagree 不同意	3	 5.17%
Strongly Disagree 非常不同意	0	 0%
Total	58	

12. The competence of the project manager is related to whether a team can correctly execute the project task.

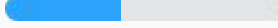
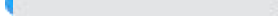
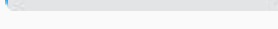
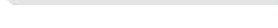
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	33	 56.9%

Agree 同意	24	 41.38%
Not sure/No ideas 不确定/不清楚	0	 0%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

13. An excellent project manager can control the overall project and avoid project risks in time.

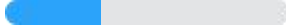
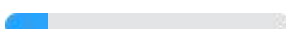
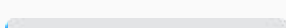
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	35	 60.34%
Agree 同意	22	 37.93%
Not sure/No ideas 不确定/不清楚	0	 0%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

14. The project manager is responsible for the entire project.

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	31	 53.45%
Agree 同意	24	 41.38%
Not sure/No ideas 不确定/不清楚	2	 3.45%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%

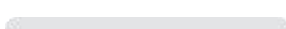
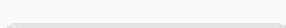
Total	58	
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15. The project manager has a good understanding of each team member's personality/way of doing things and other necessary related aspects

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	20	 34.48%
Agree 同意	28	 48.28%
Not sure/No ideas 不确定/不清楚	9	 15.52%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

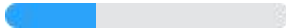
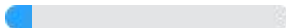
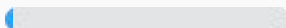
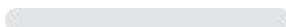
Section C: Individual Competencies of team members.

16. The competence of the team members is the foundation of the project team level.

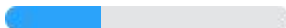
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	28	 48.28%
Agree 同意	29	 50%
Not sure/No ideas 不确定/不清楚	0	 0%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

17. The individual abilities of team members have a significant impact on the achievement of project goals.

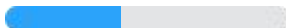
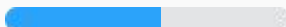
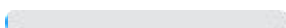
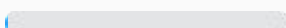
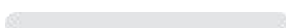
Variable	Frequency	Percentage (%)
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Strongly agree 非常同意	19	 32.76%
Agree 同意	31	 53.45%
Not sure/No ideas 不确定/不清楚	6	 10.34%
Disagree 不同意	2	 3.45%
Strongly Disagree 非常不同意	0	 0%
Total	58	

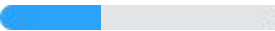
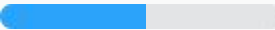
18. Your company will provide professional training for team members.

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	20	 34.48%
Agree 同意	34	 58.62%
Not sure/No ideas 不确定/不清楚	2	 3.45%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	1	 1.72%
Total	58	

19. The sharing of team members' personal knowledge is conducive to team harmony and progress.

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	24	 41.38%
Agree 同意	32	 55.17%
Not sure/No ideas 不确定/不清楚	1	 1.72%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

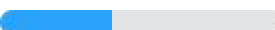
20. You are on a team where each member has the capabilities required for their responsibilities.

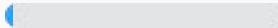
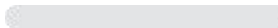
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	21	 36.21%
Agree 同意	30	 51.72%
Not sure/No ideas 不确定/不清楚	5	 8.62%
Disagree 不同意	2	 3.45%
Strongly Disagree 非常不同意	0	 0%
Total	58	

21. The cooperation between team members directly affects the team performance output.

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	31	 53.45%
Agree 同意	26	 44.83%
Not sure/No ideas 不确定/不清楚	0	 0%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

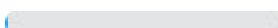
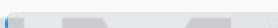
22. Smooth communication among team members can determine whether the team is successful or not.

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	23	 39.66%
Agree 同意	30	 51.72%
Not sure/No ideas 不确定/不清楚	3	 5.17%

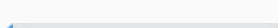
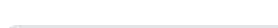
Disagree 不同意	2	 3.45%
Strongly Disagree 非常不同意	0	 0%
Total	58	

D 部分：明确的项目目标。Section D: Clear team goal.

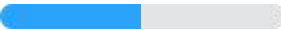
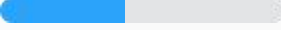
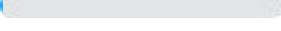
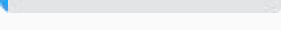
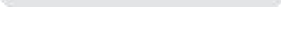
23. Objectives guide the performance of team members.

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	28	 48.28%
Agree 同意	28	 48.28%
Not sure/No ideas 不确定/不清楚	1	 1.72%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

24. The clarity of the project objectives needs to be articulated and controlled by the project manager.

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	28	 48.28%
Agree 同意	25	 43.1%
Not sure/No ideas 不确定/不清楚	3	 5.17%
Disagree 不同意	2	 3.45%
Strongly Disagree 非常不同意	0	 0%
Total	58	

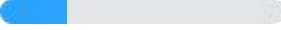
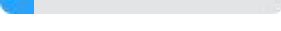
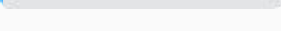
25. During team meetings, project goals are always discussed to prevent team members from performing tasks incorrectly.

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	29	 50%
Agree 同意	26	 44.83%
Not sure/No ideas 不确定/不清楚	1	 1.72%
Disagree 不同意	2	 3.45%
Strongly Disagree 非常不同意	0	 0%
Total	58	

26. A clear project goal is the ultimate goal of a team effort

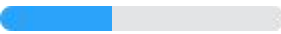
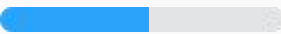
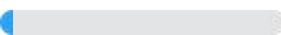
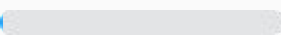
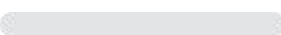
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	31	 53.45%
Agree 同意	26	 44.83%
Not sure/No ideas 不确定/不清楚	0	 0%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

27. You are on a project team with an uniform goal.

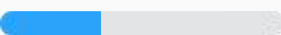
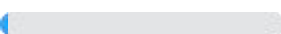
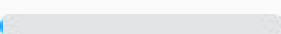
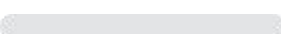
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	14	 24.14%
Agree 同意	36	 62.07%
Not sure/No ideas 不确定/不清楚	7	 12.07%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

Section E: Team culture.

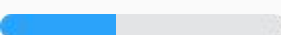
28. Team culture is a subconscious culture formed by project team members when they cooperate with each other to accomplish the overall goal of the project team.

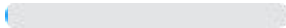
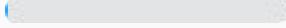
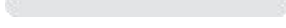
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	23	 39.66%
Agree 同意	31	 53.45%
Not sure/No ideas 不确定/不清楚	3	 5.17%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

29. A positive team culture can motivate team members to work actively.

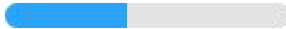
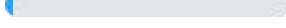
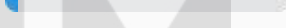
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	34	 58.62%
Agree 同意	21	 36.21%
Not sure/No ideas 不确定/不清楚	2	 3.45%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

30. A positive team culture can motivate team members to work actively.

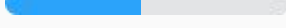
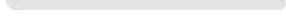
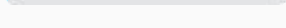
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	32	 55.17%
Agree 同意	24	 41.38%

Not sure/No ideas 不确定/不清楚	1	 1.72%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

31. If there are different opinions among members, the team usually discusses and makes a final decision through meetings.

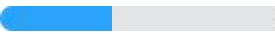
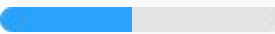
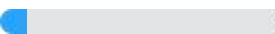
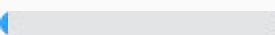
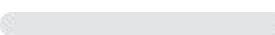
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	25	 43.1%
Agree 同意	28	 48.28%
Not sure/No ideas 不确定/不清楚	2	 3.45%
Disagree 不同意	3	 5.17%
Strongly Disagree 非常不同意	0	 0%
Total	58	

32. The expression of good team culture includes smooth communication among members and knowledge sharing.

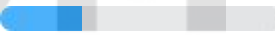
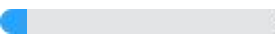
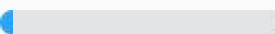
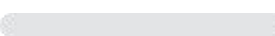
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	29	 50%
Agree 同意	28	 48.28%
Not sure/No ideas 不确定/不清楚	0	 0%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

33. Your organization and project manager can well assume project responsibilities and ensure project progress and quality.

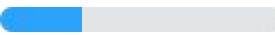
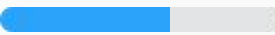
您所在的组织，项目经理以及团队成员都能很好的承担项目责任，保障项目进度和质量。

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	23	 39.66%
Agree 同意	27	 46.55%
Not sure/No ideas 不确定/不清楚	6	 10.34%
Disagree 不同意	2	 3.45%
Strongly Disagree 非常不同意	0	 0%
Total	58	

34. Project team members can quickly identify risks that threaten the progress and quality of the project.

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	17	 29.31%
Agree 同意	32	 55.17%
Not sure/No ideas 不确定/不清楚	6	 10.34%
Disagree 不同意	3	 5.17%
Strongly Disagree 非常不同意	0	 0%
Total	58	

35. The project managers of your project team can well understand the needs of customers, and can provide the solutions needed by customers in a timely manner.

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	17	 29.31%
Agree 同意	35	 60.34%

Not sure/No ideas 不确定/不清楚	4	6.9%
Disagree 不同意	2	3.45%
Strongly Disagree 非常不同意	0	0%
Total	58	

36. In your project team, each team member reports directly to the project manager.

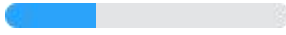
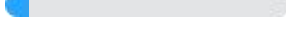
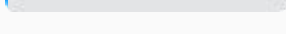
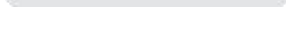
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	13	22.41%
Agree 同意	29	50%
Not sure/No ideas 不确定/不清楚	8	13.79%
Disagree 不同意	8	13.79%
Strongly Disagree 非常不同意	0	0%
Total	58	

37. Project team members can trust each other.

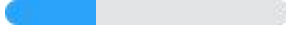
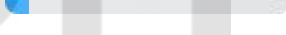
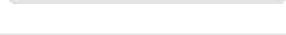
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	22	37.93%
Agree 同意	29	50%
Not sure/No ideas 不确定/不清楚	4	6.9%
Disagree 不同意	2	3.45%
Strongly Disagree 非常不同意	1	1.72%
Total	58	

38. Team members usually discuss with each other the ways to solve problems or share experiences and lessons, and help each other.

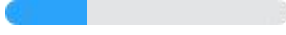
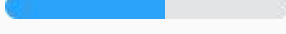
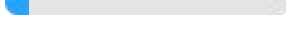
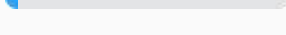
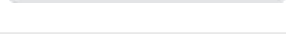
Variable	Frequency	Percentage (%)
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Strongly agree 非常同意	19	 32.76%
Agree 同意	33	 56.9%
Not sure/No ideas 不确定/不清楚	5	 8.62%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

39. When there are problems in the project, all members can consciously reflect on the problems that may exist in their work responsibilities and the risks that may arise in the future.

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	19	 32.76%
Agree 同意	30	 51.72%
Not sure/No ideas 不确定/不清楚	5	 8.62%
Disagree 不同意	4	 6.9%
Strongly Disagree 非常不同意	0	 0%
Total	58	

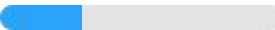
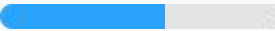
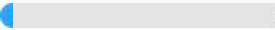
40. The members of the project team have a consistent work style, and the team has formed a relatively stable team culture.

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	17	 29.31%
Agree 同意	33	 56.9%
Not sure/No ideas 不确定/不清楚	5	 8.62%
Disagree 不同意	3	 5.17%
Strongly Disagree 非常不同意	0	 0%

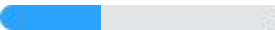
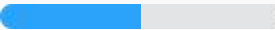
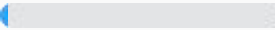
Total	58	
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Section F: Appropriate incentive system.

41. The project team has a fairly fair reward and punishment system for the work performance of team members.

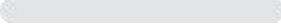
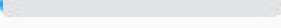
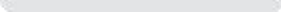
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	17	 29.31%
Agree 同意	34	 58.62%
Not sure/No ideas 不确定/不清楚	4	 6.9%
Disagree 不同意	3	 5.17%
Strongly Disagree 非常不同意	0	 0%
Total	58	

42. The performance/salary/promotion of team members is directly related to their work performance, without considering their working years.

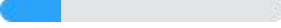
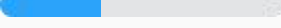
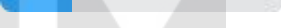
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	21	 36.21%
Agree 同意	29	 50%
Not sure/No ideas 不确定/不清楚	6	 10.34%
Disagree 不同意	2	 3.45%
Strongly Disagree 非常不同意	0	 0%
Total	58	

43. Appropriate reward system can promote team members' work enthusiasm.

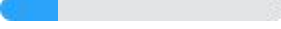
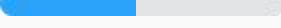
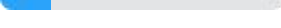
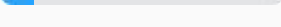
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	30	 51.72%

Agree 同意	27	 46.55%
Not sure/No ideas 不确定/不清楚	0	 0%
Disagree 不同意	1	 1.72%
Strongly Disagree 非常不同意	0	 0%
Total	58	

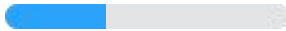
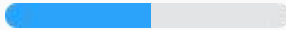
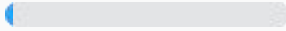
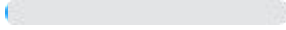
44. The recruitment salary of project team members is generally higher than that of other department members.

Variable	Frequency	Percentage (%)
Strongly agree 非常同意	13	 22.41%
Agree 同意	21	 36.21%
Not sure/No ideas 不确定/不清楚	15	 25.86%
Disagree 不同意	8	 13.79%
Strongly Disagree 非常不同意	1	 1.72%
Total	58	

45. Project team members are usually rewarded in the form of salary increases.

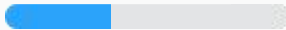
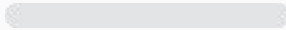
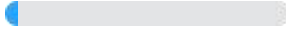
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	12	 20.69%
Agree 同意	28	 48.28%
Not sure/No ideas 不确定/不清楚	11	 18.97%
Disagree 不同意	7	 12.07%
Strongly Disagree 非常不同意	0	 0%
Total	58	

46. There is a direct link between the proper incentive system and the success of the project team.

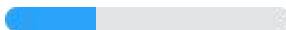
Variable	Frequency	Percentage (%)
Strongly agree 非常同意	21	 36.21%
Agree 同意	30	 51.72%
Not sure/No ideas 不确定/不清楚	4	 6.9%
Disagree 不同意	2	 3.45%
Strongly Disagree 非常不同意	1	 1.72%
Total	58	

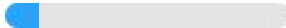
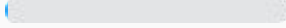
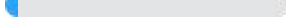
Section G: How would you rate your current team?

47. How do you comprehensively evaluate your current team?

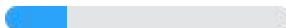
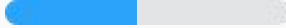
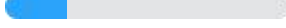
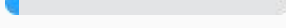
Variable	Frequency	Percentage (%)
Excellent 优秀	20	 34.48%
Good 好	22	 37.93%
Moderate 中等	13	 22.41%
Poor 差	0	 0%
Very poor 非常差	3	 5.17%
Total	58	

48. Your team's prospects for your personal development.

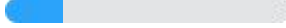
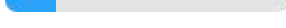
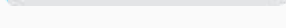
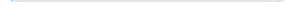
Variable	Frequency	Percentage (%)
Excellent 优秀	19	 32.76%
Good 好	28	 48.28%

Moderate 中等	7	 12.07%
Poor 差	1	 1.72%
Very poor 非常差	3	 5.17%
Total	58	

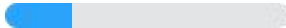
49. The current reward and punishment system of the team.

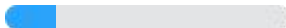
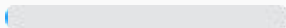
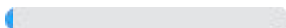
Variable	Frequency	Percentage (%)
Excellent 优秀	13	 22.41%
Good 好	27	 46.55%
Moderate 中等	13	 22.41%
Poor 差	3	 5.17%
Very poor 非常差	2	 3.45%
Total	58	

50. Communication method/art between team members.

Variable	Frequency	Percentage (%)
Excellent 优秀	12	 20.69%
Good 好	32	 55.17%
Moderate 中等	11	 18.97%
Poor 差	1	 1.72%
Very poor 非常差	2	 3.45%
Total	58	

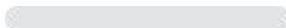
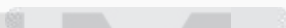
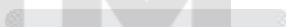
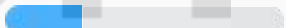
51. Team's ability to manage projects

Variable	Frequency	Percentage (%)
Excellent 优秀	14	 24.14%

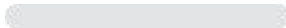
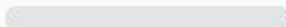
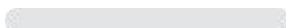
Good 好	30	 51.72%
Moderate 中等	11	 18.97%
Poor 差	1	 1.72%
Very poor 非常差	2	 3.45%
Total	58	

Section G: In the study, five project teams were rated as key factors for success.

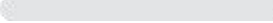
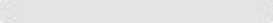
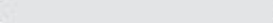
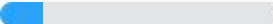
52. The leadership and ability of project managers.

Variable	Frequency	Percentage (%)
非常不重要 Very unimportant	0	 0%
不重要 Unimportant	0	 0%
可以忽略 Negligible	0	 0%
重要 Important	16	 27.59%
非常重要 Very important	42	 72.41%
Total	58	

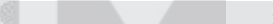
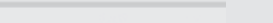
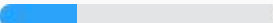
53. Personal ability of project team members.

Variable	Frequency	Percentage (%)
非常不重要 Very unimportant	0	 0%
不重要 Unimportant	0	 0%
可以忽略 Negligible	0	 0%
重要 Important	27	 46.55%
非常重要 Very important	31	 53.45%
Total	58	

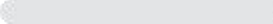
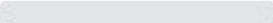
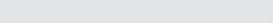
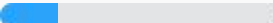
54. Clear project goals.

Variable	Frequency	Percentage (%)
非常不重要 Very unimportant	0	 0%
不重要 Unimportant	0	 0%
可以忽略 Negligible	0	 0%
重要 Important	12	 20.69%
非常重要 Very important	46	 79.31%
Total	58	

55. Good team culture.

Variable	Frequency	Percentage (%)
非常不重要 Very unimportant	0	 0%
不重要 Unimportant	0	 0%
可以忽略 Negligible	0	 0%
重要 Important	20	 34.48%
非常重要 Very important	38	 65.52%
Total	58	

56. Appropriate incentive system

Variable	Frequency	Percentage (%)
非常不重要 Very unimportant	0	 0%
不重要 Unimportant	0	 0%
可以忽略 Negligible	0	 0%
重要 Important	17	 29.31%

非常重要 Very important	41	 70.69%
Total	58	

