

Original article

PROJECT SPONSOR EFFECTIVENESS AND PROJECT SUCCESS

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Received: 23 April 2024

Revised: 5 August 2024

Accepted: 28 October 2024

Abstract: The project sponsor's interactions and relationships with the client, project manager, and other stakeholders impact the project's performance. This study examines the world of projects inside businesses to determine the correlation between project success and sponsor effectiveness. I employed a quantitative approach that comprised factor and regression analysis to investigate the relationship between project success and the effectiveness of the project sponsor. Two unique characteristics, one for sponsor awareness and another for sponsor dedication, are highly connected with project performance, according to data from 173 replies collected globally. These findings shed light on senior managers' perceptions of sponsors' effectiveness inside companies and their role in ensuring project success. It has implications for practitioners to be aware of the many forms and benefits of the project sponsorship position. By establishing sponsorship as a crucial component of project success, the findings help theory development.

Keywords: Organizations; Project sponsor; Project success; Sponsor effectiveness.

1. INTRODUCTION

Prior studies (e.g., Bucero & Müller, 2018) examined the relationship between project success and sponsorship. After researching the subject, I divided the academic literature into four groups: sponsors' roles, sponsors' involvement, sponsors' effectiveness, and sponsors' link with project success. One cannot overstate the significance of the sponsor's contribution to successful project outcomes. Previous studies focused on the actions of different types and sizes of project sponsors. The sponsor's effectiveness and relationship to the project are largely unknown, yet they could significantly impact how it turns out. To tackle the concerns above, I propose the subsequent research question:

RQ: What factors affect the effectiveness of sponsors on project success?

The relationship between project sponsor effectiveness and project success serves as the research study's unit of analysis. I used a post-positivist viewpoint in the sense of Teddlie and Tashakkori (2009), which aims to identify trends and theories that apply in particular contexts but are not generalizable. I collected the data through a worldwide, web-based questionnaire. I used the contingency theory to guide my research approach, as Meyer et al. (1993) explained. From this angle, by breaking the analysis down into its component elements, researchers aim to comprehend the behaviour of a social entity. The study's "separate components" are the project's success and the effectiveness of the project sponsor. Theoretical advancement will benefit academics, and practitioners will better understand what is essential for project success from the sponsor's effectiveness point of view. I structured this document as follows: The next section covers the study's methodology, data

analysis, and commentary after a review of the most relevant literature. I will discuss the study question and conclusions in the last section of this article.

2. LITERATURE REVIEW

This study aims to ascertain how a sponsor's effectiveness affects the outcome of a project. I need to clarify the difference between sponsor effectiveness and sponsor efficiency. Researchers Serrador and Turner (2015) defined project efficiency as meeting cost, time, and scope goals, whereas project effectiveness is meeting the corporate objectives defined by the stakeholders. I used the project management literature to identify

three criteria: sponsor role, sponsor effectiveness, and sponsor success correlation.

2.1 Sponsor role

There are several approaches to comprehending the role of the project sponsor in the project management literature. There are practitioner-orientated books in project management literature explaining how to be a project sponsor (Englund & Bucero, 2015) and research that studies the impact of sponsor behaviour on the outcomes of projects (Kloppenborg & Tesch, 2015). I show some responsibilities like business agent, complexity, criticality, accountability, governance, effective performance, and conduct in Table 1.

Table 1: Responsibilities for the sponsor role

Responsibilities	Description	Exemplary reference
Business agent	<ul style="list-style-type: none"> Definition and benefits realization 	Breese, Couch, & Turner (2020)
Complexity	<ul style="list-style-type: none"> Complexity of Sponsor role 	Breese, Couch, & Turner (2020)
Critical for Project Success	<ul style="list-style-type: none"> Criticality of the role 	Herath & Chong (2021)
Responsible	<ul style="list-style-type: none"> The sponsor's responsibilities Benefits realization 	Breese, Couch & Turner (2020)
Governance and support	<ul style="list-style-type: none"> Sponsor role Governance & Sponsor 	Müller, R., Turner, J. R., Andersen, E. S., Shao, J., & Kvalnes, Ø. (2016) Young et al., 2020
Link	<ul style="list-style-type: none"> Project governance and project success 	Young, Chen, Quazi, Parry, Wong & Poon (2020)
Effective performance	<ul style="list-style-type: none"> Sponsor role Content sponsorship 	Breese, Couch & Turner (2020) Kim & Song (2020)
Behaviour	<ul style="list-style-type: none"> The sponsor's role behaviours Complexity Project prioritization Criticality 	Sampaio, Wu, Cormican & Varajao (2021) Louw, Steyn, Wium, & Gevers (2022)
Project Championing	<ul style="list-style-type: none"> The champion role Crucial role 	Breese, Couch & Turner (2020)
Seniority	<ul style="list-style-type: none"> The importance of seniority Benefits realization 	Louw, Steyn, Wium & Gevers (2022) Ika, Pinto (2022)
Understanding and realizing project benefits	<ul style="list-style-type: none"> Realizing benefits Strategic benefits 	Scheepers, McLoughlin, Wijesinghe (2022) Meredith & Zwikael (2020)

Giving organizations direction requires defining the sponsor's roles and duties within the project and corporate governance frameworks. I have investigated the formal and informal facets of the sponsorship position.

2.2 Sponsor effectiveness

The personal attributes of the individuals who played the role directly influenced their effectiveness (APM, 2018; Barshop, 2016). If the senior sponsor is ineffective or lacking in position or if the sponsor does not fully support it, the project's chances of success will diminish. According to authors Breese, Couch, and Turner (2020), successful project sponsorship is a factor in project success. Studies (Pozzi, Rossi & Secchi, 2023) have shown that the backing of upper management and strong leadership are critical for project success.

2.3 Project success correlation

Research indicates sponsor assignment is critical to project success (Radhakrishnan, Zaveri, David & Davis, 2022). Some researchers investigated how a project manager, in addition to the customary duties and obligations of the project sponsor, may set boundaries, clear up role misconceptions, and promote cooperation to improve project success (Lehtinen & Aaltonen, 2020). Sponsors can significantly boost the project's chances of success. Eventually, some researchers found that sponsorship and project success were correlated (Gemino, Horner Reich & Serrador, 2021).

Specific findings improved the theory by validating project sponsorship as a Critical Success Factor and acknowledging it as a multi-dimensional construct (Nelson, 2020). Project managers and sponsors must continue working together in a partnership to recognize and respect each other's situations. By appreciating one another's environments, sponsors and project managers can better comprehend their needs (Shaukat, Latif, Sajjad, & Eweje, 2022).

According to sponsors' and project manager's preferences, the following dimensions rank highest in terms of their impact on project success: scope management, insight, change management, leadership and development, resource alignment, and process deliverables (Sankaran, Vaagaasar & Bekker, 2020). Project sponsorship creates a direct communication channel between the executive and the project or program manager (Elia, Margherita & Secundo, 2021).

2.4 The relationship between sponsor role and project success

According to study literature, the description of the sponsor position is essential for projects to succeed, yet organizations use various sponsor roles. I may put it this way: sponsor function attributes change according to the circumstances and may affect project performance (Louw, Steyn, Wium & Gevers, 2022). The sponsor's role as a business agent has a complex and essential influence on accomplishing initiatives and companies (Badewi, 2022). This study focuses more on the role's actual impact on project success than on its existence. I therefore hypothesize:

Hypothesis H1: The sponsor's involvement and project success are positively correlated.

2.5 The relationship between sponsor effectiveness and project success

According to studies, effective project sponsorship significantly impacts a project's success (Breese, Couch, & Turner, 2020). Research has indicated that the backing and guidance of upper management play a crucial role in determining whether a project succeeds or fails (Pozzi, Rossi, & Secchi, 2023). Many academics emphasize that good communication is one component of sponsor effectiveness (Cornwell & Kwon, 2020). I hypothesize:

Hypothesis H2: there is a positive relationship between sponsor effectiveness and project success.

See Figure 1.

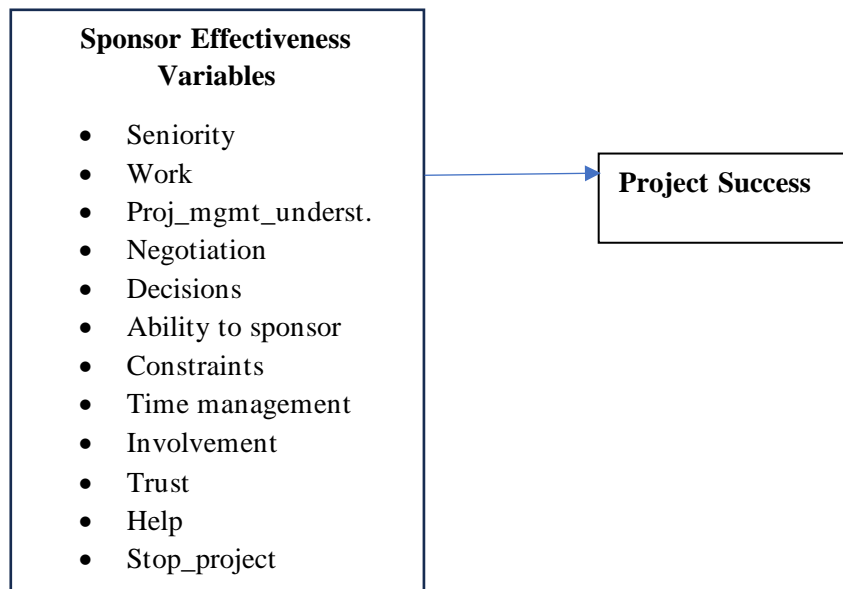


Figure 1: Research model

2.6 Conclusion from the literature review

The literature review addresses and illustrates several characteristics, including leadership, dedication, communication, and involvement, and suggests a possible correlation between project success and the effectiveness of project sponsorship. However, the literature is deficient in that it is not evident what other influential factors the sponsor holds to contribute to project success, if any, and how they work.

3. METHODOLOGY

This research design follows Saunders et al. (2009) 's recommended technique. My

ontological perspective is post-positivist (Teddlie & Tashakkori, 2009), which holds that although generally applicable (natural) principles govern the universe, their application and consequences occasionally depend on the circumstances. I followed a logical strategy, utilizing information from a global online survey to test a hypothesis. I used a snowball strategy to send this questionnaire to international organizations with practitioners I knew and professional associations for project managers. I went after team members and project managers. In a monomethod scenario, I employed a quantitative, cross-sectional approach; I obtained 173 responses from the distribution. Table 2 displays the demographic distribution.

Table 2: Demographic distribution

Country	Frequency	Percent	Project managers	Sponsors
Angola	1	0,57%	1	0
Argentina	3	1,71%	3	0
Australia	2	1,14%	1	1
Austria	1	0,57%	1	0
Belgium	1	0,57%	1	0
Bolivia	1	0,57%	1	0
Brazil	4	2,28%	4	0
Bulgaria	1	0,57%	1	0
Canada	3	1,71%	3	0
Ecuador	1	0,57%	1	0
Emirates	3	1,71%	3	0

France	15	8,55%	15	0
Germany	9	5,13%	8	1
Greece	1	0,57%	1	0
Hungary	19	10,83%	17	2
India	1	0,57%	1	0
Indonesia	1	0,57%	1	0
Ireland	1	0,57%	1	0
Italy	2	1,14%	2	0
Lebanon	2	1,14%	2	0
Mexico	3	1,71%	3	0
New Zealand	2	1,14%	2	0
Netherlands	3	1,71%	3	0
Nigeria	1	0,57%	1	0
Panama	2	1,14%	1	1
Peru	4	2,28%	4	0
Poland	1	0,57%	1	0
Portugal	8	4,56%	7	1
Qatar	1	0,57%	1	0
Russia	5	2,85%	5	0
Saudi	1	0,57%	0	1
South Africa	1	0,57%	1	0
Spain	35	19,95%	31	3
Switzerland	3	1,71%	2	1
Turkey	3	1,71%	2	1
United Kingdom	2	1,14%	1	1
United States	26	14,82%	23	3
TOTAL	173	100%	156	17

The ultimate goal of the survey is for each project to succeed and add value to the firm, even though its primary goal is to gauge how well sponsors support project management in their own companies. Correlating component factors with project success is another objective of gathering benchmarking data.

3.1 Measurement constructs

I used twelve questions to explore the link between construct variables supporting the main research issue.

1. Does the Sponsor hold a senior position within the company? (Variable: Seniority)
2. Does the Sponsor work closely with and mentor the project manager? (Variable: Work)
3. Does the Sponsor know the fundamentals of managing a project? (Proj_mgmt_underst; variable).
4. Does the Sponsor negotiate support and resources for the project? (Variable: Negotiation)
5. Can your project sponsor make decisions based on facts? (Variable: Decisions)

6. Is it possible for the project sponsor to support many projects at the same time, given the projects' size and complexity? (Ability_to_sponsor: Variable)

7. Does the Sponsor have time constraints to focus on the project? (variable: Constraints)

8. Will the project Sponsor be able to manage their time correctly and obtain assistance when required? (variable: Time_management)

9. Does the Sponsor need to feel involved in the project process and require constant, timely information? (Variable: Involvement)

10. Does the Sponsor trust the project manager? (Variable: Trust)

11. Does your Sponsor need help with managing their project commitment and preparing for meetings with stakeholders? (Variable: Help)

12. Will the Sponsor be able to stop a project when there is no objective justification to proceed? Variable: Stop_project).

In Table 3, I explain each variable's meaning, why, and citations.

Table 3: The variables

Variable	Measurement	Why?	Where cited?	Variable type
Seniority	SP seniority	Experience	Campbell, Aven & Chow (2023)	INDEPENDENT
Work	SP-PM work and mentoring	Collaboration	Saurage-Altenloh, & Randall (2022)	INDEPENDENT
Proj_mgmt_underst	Sponsor PM's understanding	The sponsor must understand PM	Sankaran, Vaagaasar & Bekker (2020)	INDEPENDENT
Negotiation	Resources negotiation	How can the sponsor negotiate	Buser, Woratschek & Schönberner (2022)	INDEPENDENT
Decisions	Ability to make decisions	Making organizational decisions	Kerzner (2022)	INDEPENDENT
Ability_to_sponsor	Sponsoring more than one project	Sponsor capacity	Gemino, Horner Reich & Serrador (2021)	INDEPENDENT
Constraints	Sponsor's time constraints	Time availability	Rumeser & Emsley (2022)	INDEPENDENT
Time_management	Sponsor time to support the PM	Time dedication	Gemino, Horner Reich & Serrador (2021)	INDEPENDENT
Involvement	Sponsor's level of participation in the project	Participation	Meredith & Zwikael (2020)	INDEPENDENT
Trust	Sponsor's level of trust with the project manager	Trust relationship	Montenegro, Dobrota, Todorović, Slavinski & Obradović (2021)	INDEPENDENT
Help	The sponsor's level of commitment and assistance	Project Commitment	Yang, Lai & Zhu (2021)	INDEPENDENT
Stop_project	The ability to stop a project when needed	Authority	Devriendt, Berrevoets & Verbeke (2021)	INDEPENDENT
Project Success	Project success	Success determination	Müller & Turner (2007)	DEPENDENT

I measured project success along the following scale:

1. The project did not accomplish any of its objectives (Success Factor: Clear business objectives)
2. The project met only one of its objectives (Success Factor: Clear business objectives)
3. The project met some of its objectives (Success Factor: Clear business objectives)

4. The project satisfied the triple constraints of scope, schedule, and resources (Success Factor: Optimization)

5. Project delighted customer, user, or client requirements (Success Factor: User involvement)

6. The project exceeded expectations by contributing significant value over time (skilled resources were a success factor).

7. The project met or exceeded essential stakeholder requirements and contributed value and benefits far more than its costs (Success factor: Optimization).

3.2 Validity and reliability

I could guarantee the legitimacy of the data by using constructs created from the most often cited journals in the subject or previously utilized and appraised. Twenty-four project professionals participated in my pilot test. I corrected a few mistakes when utilizing our pilot data for the final sample. Item-to-item and item-total correlations are two quantitative metrics that I used to assess validity. I used Cronbach Alpha tests (Cronbach, 1951) to evaluate reliability. I used the same sources to collect information on independent and dependent variables. I put safety procedures in place to lessen the possibility of Common Methods Bias (CMB), which aligns with Podsakoff and Organ (1986). A Haman test revealed that no single factor was

predominating, indicating that CMB was not the problem.

4. Data analysis and results

I performed component analysis to confirm the structures mentioned above, tested the data for missing values eligibility for the analytical approaches, and tested the confidence level from all 12 variables investigated using correlation analysis. According to Aguinis and Gottfredson (2010), I interpreted significance values as follows: 0.10 was considered “marginally significant,” 0.05 was considered “significant,” and 0.01 was considered “highly significant.” The twelve questions had scores ranging from 1 to 7. Table 4 shows that ABILITY_TO_SPONSOR, SENIORITY, TRUST, DECISIONS, and CONSTRAINTS had the most significant values in the “mean” column. The parameters for skewness and kurtosis fall between the commonly recognized ranges of 2 and 3, respectively (Hair et al., 2006).

Table 4: Descriptive statistics

Descriptive Statistics									
	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
WORK	173	1	5	3,38	1,122	-,284	,185	-,726	,367
PROJ_MGMT_UNDERST	173	1	5	3,42	1,181	-,257	,185	-,854	,367
NEGOTIATION	173	1	5	3,76	1,139	-,716	,185	-,357	,367
DECISIONS	173	2	5	4,18	,842	-,835	,185	,072	,367
ABILITY_TO_SPONSOR	173	1	5	4,49	,833	-1,929	,185	3,890	,367
CONSTRAINTS	173	1	5	4,03	,985	-,982	,185	,661	,367
TIME_MANAGEMENT	173	1	5	3,55	1,107	-,464	,185	-,486	,367
INVOLVEMENT	173	1	5	3,49	1,113	-,425	,185	-,702	,367
TRUST	173	1	5	4,24	,869	-1,140	,185	1,269	,367
HELP	173	1	5	3,73	1,039	-,799	,185	,250	,367
STOP_PROJECT	173	1	5	3,84	1,228	-,849	,185	-,349	,367
SENIORITY	173	1	5	4,32	,889	-1,640	,185	3,162	,367
Valid N (listwise)	173								

4.1 Factor analysis

I conducted factor analysis to assess the pre-established structure of project sponsor effectiveness and awareness and decrease the number of variables for hypothesis testing. I

rotated the results of my Principle Component Analysis. Table 5 shows that all of the questionnaire’s items were loaded onto the appropriate factor and had satisfactory reliability (Cronbach alpha).

Table 5: Factor analysis

Rotated component matrix

	Component	
	1	2
INVOLVEMENT	,791	
WORK	,761	
PROJ_MGMT_UNDERST	,754	
TIME_MANAGEMENT	,575	
TRUST		,749
SENIORITY		,634
STOP_PROJECT		,633

Extraction method: Principal component analysis.

Rotation method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Using Varimax and Kaiser’s normalization, I generated nine independent variables (KMO: .744, sign <.001) and could explain 55.46% of the variance overall. The seven variables showed acceptable reliability (Cronbach Alpha >=0,6).

I display the variables’ correlation matrix in Table 5. There is no significance for the regression model. The two characteristics that accounted for all the independent variables were sponsor awareness and sponsor dedication. Participation, effort,

proj_mgmt_underst., and time_mgmt are examples of sponsor dedication. Sponsor awareness encompasses stop_project, seniority, and trust. The factor analysis substituted the nine independent variables for the two components’ scores for additional analysis.

4.2 Hypothesis testing

I used multivariate regression analysis to test the hypothesis. The correlations in Table 6 show that the variables are eligible for this test.

Table 6: Correlation

		Correlations		
		Project Success	Sponsor Dedication	Sponsor Awareness
Pearson Correlation	Project Success	1,000	,296	,204
	Sponsor Dedication	,296	1,000	,334
	Sponsor Awareness	,204	,334	1,000
Sig. (1-tailed)	Project Success	.	<,001	,004
	Sponsor Dedication	,000	.	,000
	Sponsor Awareness	,004	,000	.
N	Project Success	170	170	170
	Sponsor Dedication	170	170	170
	Sponsor Awareness	170	170	170

The correlation matrix shows the links between Sponsor Awareness, Dedication, and Project Success. There was a lesser positive

association (r = 0.204, p = .004) with Sponsor Awareness and a stronger positive correlation (r = 0.296, p <.001) between Project Success

and Sponsor Dedication. According to these results, there is a weaker but still substantial positive correlation between Sponsor Awareness and Project Success, and higher levels of Sponsor Dedication are linked to more excellent Project Success. Furthermore, a moderate positive association between Sponsor Dedication and Sponsor Awareness ($r = 0.334, p < .001$) suggests that projects with higher Sponsor Dedication also typically have higher levels of Sponsor Awareness and vice versa. According to the significance levels (p -values), all correlations are statistically significant, indicating that these relationships are unlikely to have happened by accident. All variables have a sample size of 170, which suggests that a robust dataset underpins the associations. According to the correlation matrix, project success positively correlates with sponsor dedication and awareness. The statistical significance of the correlations highlights how crucial both parameters are in determining project success.

4.3 Regression analysis

A multiple regression analysis explored the relationship between Sponsor Dedication, Sponsor Awareness, and project success. The model was statistically significant, $F(2, \text{def error}) = 9,67, p < .001$, indicating that the predictors collectively explained a substantial portion of the variance in the dependent variable. The constant term in the model was 1.95 ($SE = 0.323, t = 6.039, p < .001, 95\% \text{ CI } [1.313, 2.588]$), suggesting that when Sponsor

Dedication and Sponsor Awareness are zero, the estimated project success is 1.95. Sponsor Dedication showed a significant positive relationship with Project Success ($B = 0.21, SE = 0.064, \beta = 0.256, T = 3.294, P = .001, 95\% \text{ CI } [0.084, 0.335]$). See Table 7 below.

These data indicate that when holding other variables constant, a one-unit increase in Sponsor Dedication is associated with a 0.21-unit increase in Project Success. In contrast, Sponsor Awareness did not significantly predict Project Success ($B = 0.116, SE = 0.076, \beta = 0.119, t = 1.526, p = .129, 95\% \text{ CI } [-0.034, 0.267]$). The confidence interval includes zero, suggesting that the effect of Sponsor Awareness on Project Success is not statistically reliable. Correlation analysis revealed a significant zero-order correlation between Sponsor Dedication and Project Success ($r = 0.296, p < .001$) and a non-significant correlation for Sponsor Awareness ($r = 0.117, p = .204$). The partial correlation between Sponsor Dedication and Project Success, controlling for Sponsor Awareness, remained significant ($r = 0.247, p = .112$). Collinearity statistics indicated acceptable levels of multicollinearity, with tolerance values ranging from 0.888 to 1.126 and VIF values within the recommended range. In summary, Sponsor Dedication emerged as a significant predictor of Project Success, while Sponsor Awareness did not reach statistical significance. The model demonstrated a good fit, and multicollinearity was not a concern.

Table 7: Regression analysis

Model	Coefficients											
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Toler.	VIF
1 (Constant)	1,950	,323		6,039	<,001	1,313	2,588					
Sponsor Dedication	,210	,064	,256	3,294	,001	,084	,335	,296	,247	,242	,888	1,126
Sponsor Awareness	,116	,076	,119	1,526	,129	-,034	,267	,204	,117	,112	,888	1,126

a. Dependent Variable: Project Success

Hence, H1 and H2 are supported. Table 6 shows the significant correlation between

Sponsor Dedication and project success. The standardized Beta correlations indicate a

relatively higher weight of Sponsor Dedication than Sponsor Awareness. The Sponsor Dedication factor is significant for Project Success.

5. DISCUSSION

This study's results support the two hypotheses, meaning that the sponsor's role and effectiveness correlate to project success. I will discuss two factors in this study. One is Sponsor Dedication, which groups the independent variables: involvement, work, progress, and time management; the other factor is Sponsor Awareness, which groups the independent variables: trust, seniority, and stop project.

5.1 Sponsor dedication

This study shows us that there is a positive correlation between Sponsor dedication and project success. That includes sponsor involvement, work, project manager understanding, and time dedication. Scholars Meredith and Zwikael (2020) have shown that sponsor participation affects project success. According to several authors (e.g., Kerzner, 2022), a project's failure could result from a sponsor's lack of dedication and involvement. This study's arithmetic means of the sponsor participation (involvement score) measure was 3.49 out of 7. While they impact project success, those factors don't account for most of the Sponsor Dedication component.

Hengelbrok and Baker (2021) emphasized the connection with mentors and sponsors as guidance for aspiring leaders. The arithmetic mean for the variable work in this study was 3.38 out of 7. It indicates that while certain factors affect project success, they are not the most important. Some researchers (e.g., Sankaran, Vaagaasar & Bekker (2020)) stated that the sponsor must understand the project manager to contribute to project success. In this study, the variables related to project management understanding (Proj_mgmt_underst) were not scored high, 3.42 out of 7 as the arithmetic means respectively.

Several researchers studied the time dedicated by the sponsor to support the project manager (e.g., Gemino, Horner Reich & Serrador,

2021). In this study, the variable related to time management from the sponsor (time_management) scored 3.55 out of 7 as the arithmetic means respectively.

5.2 Sponsor awareness

This study's results indicate a weak but favourable relationship between project success and sponsor awareness. The organization's public support must be mainly known by the project sponsor. According to certain studies in the project management literature, the sponsor and project manager's trust is essential to the project's success (e.g., Montenegro, Dobrota, Todorović, Slavinski & Obradović, 2021).

The variable trust scored 4.24 out of 7 as the arithmetic mean, and being a project awareness variable, it scored high in our survey. A few researchers looked into the effect of sponsor seniority on project success (Campbell, Aven & Chow, 2023). As a project awareness variable, seniority received a high score in our survey and an arithmetic mean of 4.32 out of 7 in our study. Several scholars examined the capacity of the sponsor to terminate a project when necessary (Devriendt, Berrevoets & Verbeke, 2021). The arithmetic mean for the variable stop_project in this study was 3.84 out of 7, and as a project awareness variable medium, it scored in our survey.

The theory's contribution is that two crucial project sponsor factors - Sponsor Dedication, which reverts to four underlying variables: involvement, work, project management, and time management - and Sponsor Awareness, which has the lowest weight and reverts to three underlying variables - Trust, Seniority, and Stop Project - are what contribute to project success. Regarding the relative strengths of project sponsors, the following five criteria scored highest: seniority, trust, decisions, restrictions, and ability to sponsor.

6. CONCLUSION

This study examined a model that proposed a hypothesis about how sponsor effectiveness affects project success. The research produced two elements with seven variables: sponsor dedication and sponsor awareness. The impact of sponsors' effectiveness on project success

was the subject of the research topic. The findings indicate that the success of a project is influenced by both sponsor dedication and sponsor awareness, with sponsor dedication receiving a higher priority. Empirical facts supported the two hypotheses. Therefore, there

is a connection between project success and sponsor effectiveness within the company. This study concludes that a project's sponsor's ability, seniority, trust, choices, and constraints are the main determinants of its success. See Figure 2.

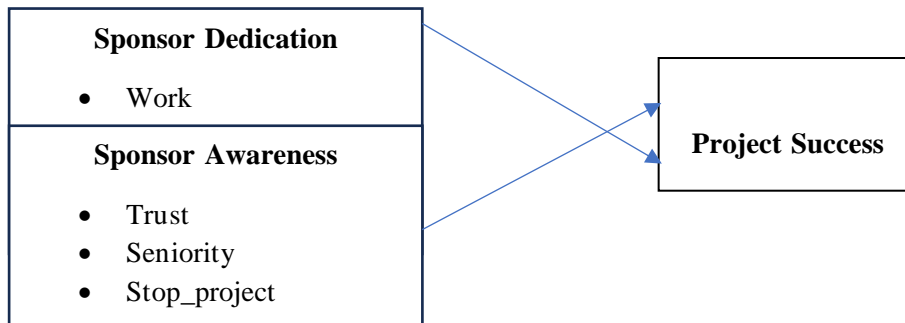


Figure 2: Final research model

6.1 Theoretical implications

The results show that “sponsor dedication” has four influence aspects (work, project_mgmt_underst, time management, and involvement) that optimize project success, theoretically adding to the expanding body of knowledge on executive sponsorship and organizational project management. The study's conclusions spark debate in strategic management over the benefits of senior project sponsorship oversight for long-term organizational strategy and investment in project management. Furthermore, by emphasizing the crucial role of sponsor awareness in project outcomes, the findings expand on the contingency theory in the context of sponsor-manager relationships for project success.

6.2 Managerial implications

The findings of this study suggest that executives investigate the effectiveness of project sponsorship to advance from low levels of sponsor performance to greater effectiveness. Achieving additional higher levels of support from sponsors for projects, programs, and project teams can increase project success rates in cases when project managers perform better on project-based work. Organizations can achieve these situations by being aware of the time the project manager dedicates to them, cooperating as a team with the project management for each

project chosen, and being involved in the project during its whole life cycle.

6.3 Strengths and weaknesses

The deductive method used to define the two criteria (sponsor dedication and sponsor awareness), regression analysis for the data and results analysis, and the substantial quantity and dependability of the data make the study strong. One of the flaws is that I neglected to ask about the sponsor's organization's project management maturity level or the training they have gotten.

6.3 Limitations and future research

More participants would allow comparisons between groups within demographic categories and reveal who was more likely to support project sponsorship. In my poll, I did not ask about the organizations' maturity level in project management. Another suggestion is determining how much corporate leaders know about project sponsorship and how that knowledge level affects project success. The results also pave the way for further investigation into the issue of whether the project sponsor position is a strategic skill deserving of ongoing funding.

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