



Cultural Dynamics in UK Project Environments: Exploring the Impact of Individualistic and Collectivist Cultures on Project Outcomes

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Abstract

The growing discrepancy between the supply and demand for skilled project managers is a thoroughly studied problem in the field of project management. The aging of the project management workforce, the rise in jobs requiring project management experience, and the need for project managers in rapidly growing industries are driving this trend. The following industries most frequently employ project managers: technology, healthcare, finance, and construction. This study investigates the psychology of project members and their level of work-related dedication, with a specific focus on understanding the impact of cultural orientation and leadership styles on commitment levels. The study employs a theoretical framework that integrates cultural orientation and leadership qualities to guide the investigation into project dedication. To gain a better understanding of the cultural value orientations of project dedication, the research introduced the concept of collectivism, which is the tendency to exhibit high degrees of both individuality and collectivism in project success. The study utilizes a comparative research design to examine the effects of transformational and transactional leadership styles on commitment levels in both individualistic and collectivistic cultures. Data is collected through surveys of 30 respondents with at least five years of project management experience and at least involved in one project. Drawing on relevant literature, improved job performance is tangentially linked to commitment in organisational contexts with observable consequences that could affect the project outcome. Also, a person's level of commitment is determined by their cultural orientation and behavioral traits, and in a team setting, that commitment is determined by the leadership quality of the group. This study compares the effects of transformational and

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transactional leadership styles on the level of commitment demonstrated by members of individualistic and collectivistic cultures. The research literature review suggests there is a stronger correlation between loyalty and transformative leadership in collectivistic societies as opposed to individualistic ones. The research findings suggest that collectivism can boost productivity and loyalty within an organization. The findings reveal a stronger correlation between transformative leadership and commitment levels in collectivistic societies compared to individualistic ones. Additionally, the study identifies that collectivistic strategies can enhance productivity and organizational commitment, whereas individualism may lower them. The study's findings have significant implications for project management practices, highlighting the importance of considering cultural factors and leadership styles in fostering commitment and enhancing project outcomes. This research contributes to the existing literature by providing insights into the interplay between cultural orientation, leadership styles, and project dedication.

Subject Areas

Project Management, Business Management

Keywords

Individualism, Collectivism, Project Management, Project Outcome, Leadership Cultures, Organizational Commitment

1. Introduction

Commitment, project performance, and the concept of “project success” are all connected in key respects. These days, projects are increasingly complex because there are more technology tools, resources collaboration across borders, high quality standards, the need for resource management, and others. The potential for improving project performance stems from its dedication, which can be seen in the project's completion and performance. The idea of project accomplishment examined in past research claims that a wide range of factors are included in the concept of project success, which is intricate and multifaceted. These attributes are not limited to budget, time, and quality, as previous studies by, [1] [2] [3] [4] [5] have shown.

On the other hand, some contemporary researchers see project success as a one-dimensional idea that focuses mostly on fulfilling deadline, budget, and quality standards. The researches by [6]-[11] are among studies that lend credence to this opinion. The text highlights the various viewpoints regarding the notion of project completion. While some scholars perceive it as a multifaceted concept with multiple attributes, others see it as a unidimensional construct that revolves around achieving goals related to time, money, and quality. The passage additionally emphasizes the commitment's vital role in improving project per-

formance and the value of acknowledging excellence in the execution and performance of projects.

Participants in the project must be dedicated to making it successful as well as to improving its quality, which raises the project's productivity. However, this necessitates a major improvement in performance, conflict resolution, teamwork, and coordination. Project leadership therefore had to mould team dynamics and project commitment. Project managers need to understand how their leadership style affects the diverse group members to improve performance in a global setting where teams may consist of people with diverse cultural orientations.

Furthermore, according to [12] the team members' tenacity, confidence, and enthusiasm were key factors in the project's success. These potent skills work even better when combined with several other essential elements, like the project manager's leadership style, team dynamics, organizational culture, and cultural diversity, all of which have an impact on how committed a project team member is. The project scope, cost, schedule, and risk are all covered in the project management plan, which is also required by traditional project management. A list of stakeholders is also required. To meet stakeholder expectations, organizations are gradually implementing project-based work practices. The cultural diversity of this workforce and how it affects various approaches and methodologies are important considerations for project management in these project-based work practices.

Since the idea of project management was first introduced, factors like planning, scheduling, quality control, and time management have all been strongly associated with the success of projects. The behavioral aspects of project management have therefore received less attention despite the wealth of research on this topic. However, it is now widely acknowledged that individuals bear responsibility for an endeavor's success or failure. A team member's commitment to a project is influenced by a variety of factors, such as cultural differences, team dynamics, organizational culture, economic conditions, and the project manager's leadership style. These factors collectively account for the success of a project.

Over the past few decades, a great deal of research has been done to examine the effects of different leadership styles on productivity at work. A concept that comes to mind is transformative leadership. [13] discussed informal team leadership, while [14] discussed transactional management. The impact of various leadership philosophies on workplace productivity was examined by [15]. Numerous studies have been conducted on the correlation between project accomplishment and project dedication. The level of a worker's sense of belonging and engagement with their employer is known as organizational commitment. Employee motivation, engagement, and commitment to achieving organizational goals are all higher when there is a significant level of organizational commitment among them. When it comes to projects, team members' commitment to

the project's success is referred to as project commitment. Research has shown that increased levels of team member commitment to the project are linked to improved project performance and outcomes. Increased organizational commitment is linked to higher employee satisfaction, lower absenteeism, and lower turnover rates, according to [16]. In a similar vein, [17] has underlined the significance of dedication in project environments and highlighted how it affects project success.

Analyzing variables is required to examine the relationship between project commitment and project accomplishment. These factors could be things like job satisfaction, individual motivation, organizational culture, leadership style, and team dynamics. Understanding the factors that affect project commitment is essential for project managers and leaders who want to develop a team of engaged and dedicated workers. Scholars aim to gain insight into the factors that contribute to significant levels of project commitment and explore the relationship between this commitment and project success by examining previous research on the subject. With this information, project managers can create a work atmosphere that motivates team members to give their all and perform well. Therefore, this study aims to find out how participants from individualistic and collectivistic cultures relate to leadership style and project commitment. The focus of the research will be on the impact of human dynamics—such as perceptions, bias, and commitment—which are commonly overlooked. These aspects have garnered significant attention in the field of project management, despite being disregarded within the project framework.

2. Literature Review

Leadership styles and their major influence on project commitment

A project is considered successful if it meets the criteria of the “iron triangle,” which includes cost, time, and quality [18]. In other words, the iron triangle should be the foundation for the general perception of project success and the benchmark for evaluating whether a project was successful and financially beneficial for all stakeholders. According to a study conducted by [19] the iron triangle serves as the driving force behind the completion of a project, as confirmed and observed by their research.

Literature and research that have been performed before, such as [20] [21] [22] are examples of previous works. Both the commitment of the workers and the effectiveness of the leadership have been brought to the forefront as key factors in assuring the success of the project.

According [23] [24] the growing number of stakeholders and management variables, along with the significance of intangible goals, necessitates the use of purposeful strategies and techniques to effectively manage project complexity. Nevertheless, stakeholders evaluate the achievement of a project using different methods, and several studies have been conducted to reveal the essential factors for success. The study identified multiple project management methodologies

and protocols, as well as several factors that impact them. Despite this rationale, numerous studies have been conducted to reveal the essential factors for achieving success in these endeavors. From the late 1960s to the 1970s, there was a growing emphasis on the significance of planning, implementation, and the establishment of a well-defined control system as key factors for success. Academics and business experts regularly analyze and debate the most efficient methods for project management and project's success was attributed to the implementation of a highly structured approach.

The findings of [25] project failure can be attributed to both organizational and technological barriers. Moreover [26] identified expertise, scheduling, monitoring, involvement, control systems, and accountability as the key factors that significantly influence a project manager's performance. To establish a link between success and defined objectives, several key elements are necessary, including an organizational philosophy, managerial support, task delegation, team selection, resource allocation, information methods, planning, and review. The importance of a project manager's management approach in ensuring the successful completion of a project was not widely recognized during the 1980s. Conversely, certain abilities of the project manager started to be recognized as influential factors as time passed. There are several things that help project managers communicate their objectives, methods, and principles to their teams. A few elements come into play here, such as the efficiency of the project managers, the nature of the team members, the external environment, and those in managing the development project. [27] identified several key success criteria in the project manager's guide to project success, including clear objectives, technical uncertainty, innovation, politics, involvement, timing, finances, legal binding, issue resolution, and involvement. Other several key success criteria for projects, includes the project's mission, support from senior management, adherence to schedule, client involvement, recruitment of employees, allocation of technical tasks, and client satisfaction.

Unlike historical research, which suggested that the organizational structure of the project and the level of authority given to the project manager are major elements in predicting the success of the project, the research by [28] [29] suggest that project management expertise is characterized as extensive, difficult to define, and lacking precision. Competency is commonly defined as the amalgamation of knowledge, skill, and attitude, according to [29].

To make a project more manageable while it is being completed, organizational plans related to the project are developed. The management structure of the project ought to be established and supported by the technical capabilities of the company's capabilities. Consequently, there are multiple factors to consider when deciding how to structure a project. Before commencing, the project manager must evaluate the intricacy of the project and juxtapose it with the team's aptitude. The decisions made by the organization's sponsors, clients, and users directly influence its strategy. Moreover, the significance of readily accessible resources cannot be exaggerated. Four primary strategies can be utilized to

organize and structure projects. Administrative, functional, divisional, and matrix structures are all viable options for project organization. The use of functional organizational frameworks is the most common and efficient method of organizing projects. This is attributed to the functional organizational structure of the project, which fosters a meticulously structured and pleasant working environment.

Differentials in collectivistic and individualistic culture commitment

Many managers and human resource departments in organizations are focusing on the concept of organizational commitment to predict employee retention. Most of the referenced research emphasized the significance of continued commitment, which refers to the level of dedication an employee feels toward a company, as a determining factor in establishing their appropriate compensation [30]. **Figure 1** suggests a more suitable clarification to be affective commitment, which is defined as a sense of favourable affiliation, attachment, and engagement with an organization [31].

The difference between people who live in societies that prioritize collective unity even at the expense of individual interests and those who live in cultures that place a greater focus on individualism than collectivism is seen in **Figure 2**. In the field of or organizational psychology, the concept of organizational commitment is a subject of study that is gaining increasingly significance due to the links it has with employee performance and prosocial behaviors. When it comes to absenteeism and turnover rates, one of the most crucial factors to take into consideration is the amount of money that companies invest in offering training opportunities to their employees. However, there is variation in the understanding of the concept and the methods used to measure it, which poses challenges in assessing the findings of the growing body of research [21]. Several researchers have recently debated the suitability of this concept in diverse cultural contexts. However, there is currently a lack of a comprehensive theoretical framework for examining cross-cultural variations in organizational commitment.

The Impact of Diversity on Commitment

Following the assertion in [33], the contributions made by each employee are crucial to the success of the organization. The employees' level of dedication directly affects the productivity and longevity of the company they work for, as they comprise a sizable portion of the company's stakeholders. How much an employee is committed to and feel like they belong to the company they work for is a great indicator of their organizational commitment. Apart from mere allegiance, an individual's commitment to an organization encompasses their willingness to exert additional effort towards its goals and the degree to which its principles and objectives align with their own.

Variety is defined as any characteristic that sets one group of people apart from another. Diversity is a ubiquitous feature of modern culture, and modern businesses are no exception. A company is considered to have a diverse workforce if it actively seeks out and values applicants with a wide range of backgrounds, cultural traditions, and life experiences. To name a few easily identifiable

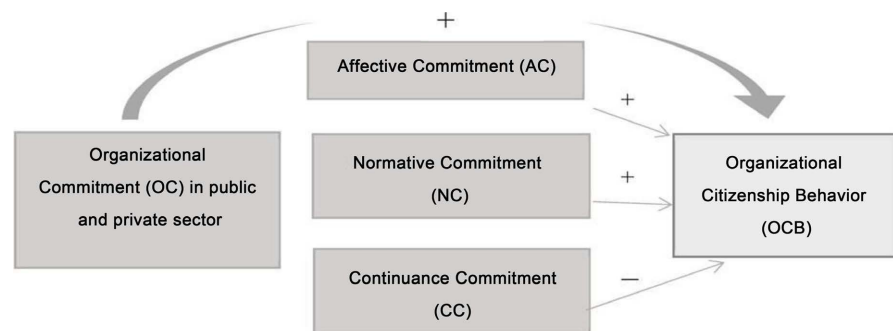


Figure 1. Commitment perception and views adapted from (Chen & Indartono, 2011).

Individualist* (typically reflect western ideals)	Collectivist* (typically reflect eastern ideals)
Independent	Socially interdependent
Self-reliant	Connected
Achievement orientated	Moderate/traditional
Competitive	Cooperative
Assertive	Obedient
Pleasure seeking	Self-sacrificing
Self-assured	Sensitive
Direct	Self-controlled
Self-interest	Equalitarian

Figure 2. Collectivistic and individualistic cultures [32].

characteristics, prejudice can be fuelled by differences in gender, race, ethnicity, age, or the presence of a disability.

Starting with [34] original four dimensions (individualism vs. collectivism, masculinity vs. femininity, power distance, and uncertainty avoidance), the target cultural structures shown in **Figure 3** are presented in chronological order. It was later that the difference between short-term and long-term goals became relevant. In the late 1980s, the notion of vertical vs horizontal orientation superseded the initial concept of individualism against collectivism. Released significant research papers were published in 1991. In the 2010s, three theories were published: the indulgence vs. restraint theory, the tightness vs. looseness theory, and the social orientation theory. These theories are depicted in **Figure 3**. Strong or direct linkages are represented by bold lines, intermediate relationships are represented by wide dotted lines, and weak ties are represented by narrow dotted lines. The presence of a dotted rectangle in the upper right corner indicates that in business research, the top three cultural constructions, particularly marketing studies, are often grouped together as a single construct.

Differences in values, personalities, and career choices become more significant indicators of how similar two people are to one another as people get to know one another better. According to [36] a project is the result of human interactions that encompass tasks, communication, and techniques, with the goal of effectively completing and delivering the project. The research noted that to achieve remarkable performance and efficiency in project management, it is essential to uncover the impact of human influence, ensure effective communication,

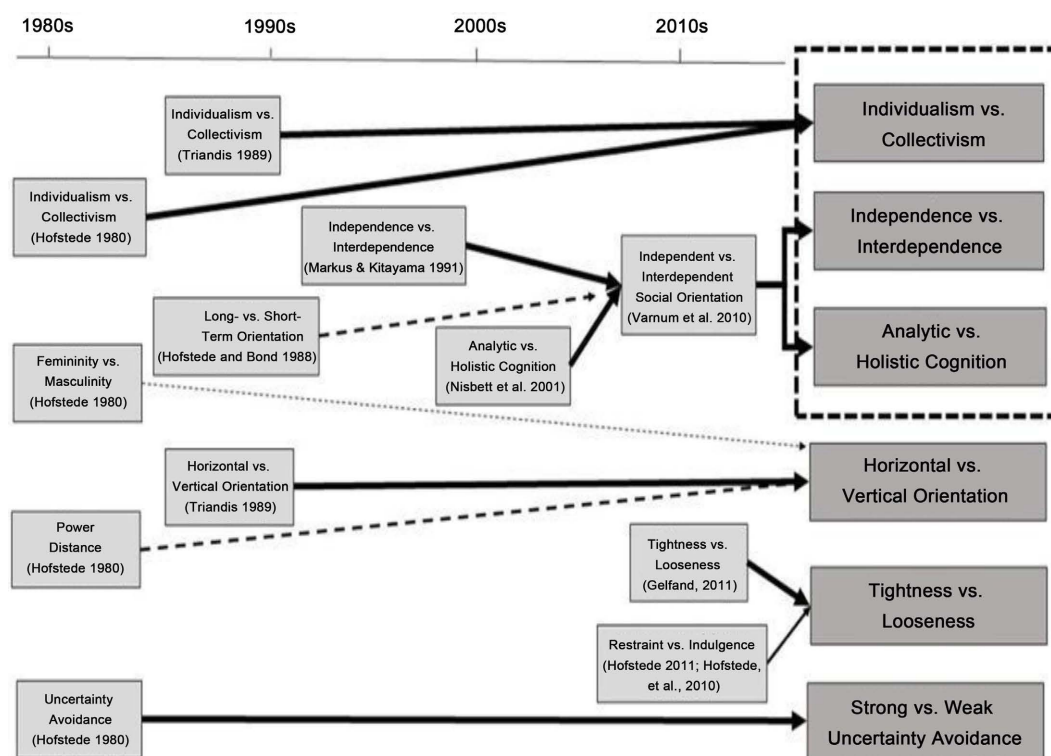


Figure 3. Timeline and cultural linkages [35].

foster ideal team harmony, and possess a thorough awareness of project scope. Cultural variations can present both challenges and opportunities for gaining a competitive edge. Cultural diversity is now seen as a resource that can be used to further the objectives of the organisation rather than as a problem that must be resolved by management intervention or affirmative action. The understanding that cultural diversity can assist organisations in accomplishing their objectives has led to this change [35]. Some of the several ways in which diversity in the workplace can present itself include differences in gender, race, religion, ethnicity, sexual orientation, physical ability, income, work experience, relationship satisfaction, and educational level. These are just a few instances of the many ways that diversity can manifest itself.

3. Methods

This study employed the Bloomfield and Fisher methodological approach to conduct a systematic review of quantitative research. The aim was to examine the factors that affect the impact of project commitment and leadership on project success in organisations in the United Kingdom. The study specifically focused on exploring the disparities between individualistic and collectivist cultures, drawing insights from previous research. The study was designed to accomplish the research goal:

- Can leadership styles significantly affect project commitment?
- How does cultural collectivism and individualism affect commitment?

- Can the project succeed without the level of commitment exhibited by the project team?

The emphasized perspectives were used to draw attention to the major themes that emerged from the thirty interviewee responses. The sample's demographic classification involves representative in terms of individual motivation, skill level, years of involvement, current and previous job experience, and professional perspectives.

3.1. Demographics of Survey Participants

As shown in **Figure 4**, 32% of respondents interacted with many teams and projects in at least four companies, 21% with three, and 18% with two. As said, explicitly and precisely evaluating experience distribution throughout time allowed for a greater focus on acquiring credible data.

3.2. Project Experience Distribution with the Organisation's

The study participants' distribution of project experience was taken into consideration. Concentrating on the distribution of experiences over time, the study reconciles this paradox. The survey intends to ensure that the participants' experience with organisation's enhanced the validity of the research and experience-based learning, it is anticipated that respondents who no project participation prior to the research within a business would produce inaccurate insights.

Based on the responses to the questionnaire presented in **Figure 5**, 37% of the participants have participated in more than five projects within the past five years, 17% have engaged in at least two projects and 20% have been involved in only one project.

4. Results

Can leadership styles significantly affect project commitment?

Previous literature reviewed like [20] [21] [22] have critically highlighted the importance of both staff commitment and effective leadership in ensuring project success. A capable leader gives direction, while an initiative-taking person works harder to complete project goals.

The study discovered that both employees' affective and ongoing commitment was impacted by supportive and purposeful leadership styles.

According to the findings presented in **Figure 6**, nearly all of respondents agree that the leadership styles of the project manager, as well as the efficacy with which the project manager communicated the appreciated contributions of the team members and the degree of support offered for completing task, have had a significant impact on the level of commitment to the project.

Path-goal theory postulates that a leader can, depending on the situation, concurrently display any or all these behaviours. As **Figure 7** of the survey results illustrates, twenty respondents agreed that the project manager always explains a shared set of principles before starting a project.

Number of Organisations Worked with (Including the Current Organisation)

[More Details](#)

● 1	3
● 2	5
● 3	6
● 4	9
● Other	5

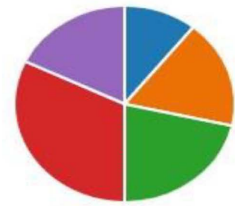


Figure 4. Respondent experience within the organization's.

How many projects have you or are you working in the last 5 years.

[More Details](#)

● 1	6
● 2	5
● 3	4
● 4	4
● 5 and above	11

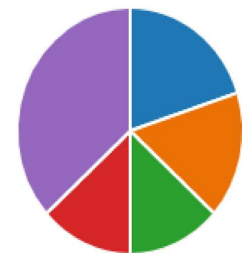


Figure 5. Respondent experience with project management.

The project leader shows his or her team members how much they are valued and supported for the work that they have done.

[More Details](#)

● Almost Never	0
● Rarely	1
● Occasionally	7
● Sometimes	5
● Fairly Often	8
● Very Frequently	9

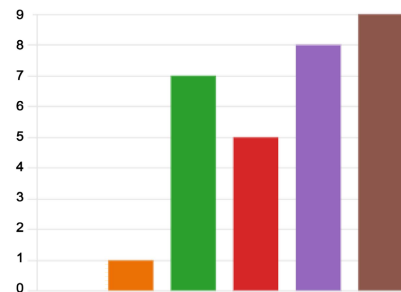


Figure 6. Below interviewees' reflections on leadership styles.

Do you think it's important for a project manager to establish agreement on a shared set of principles before getting a project started?

[More Details](#)

● Almost Never	0
● Rarely	0
● Occasionally	1
● Sometimes	4
● Fairly Often	5
● Very Frequently	20

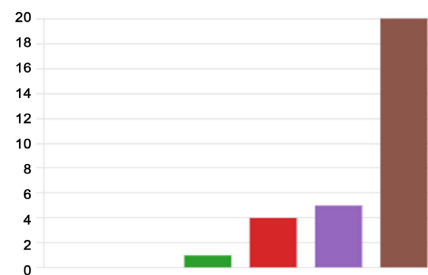


Figure 7. Interviewees' reflections on project manager leadership styles.

Figure 8 below illustrates a heightened level of dedication and focus on ensuring a collective culture, rather than an individualistic one, concerning project performance.

The findings of the study suggest that twenty-four of all respondents agree that project managers often and frequently should place a high emphasis on leadership philosophies that inspire individual dedication with the aim of a collective approach to results. Managers can boost employee commitment by fostering an environment at work that is both friendly and psychologically helpful, as well as by gaining a deeper understanding of the behaviours of their staff members. Therefore, leaders can improve their effectiveness by adjusting their leadership philosophies so that they are more in line with the norms that have been created inside the business.

How does cultural collectivism and individualism affect commitment?

Based on the information presented in **Figure 9**, at least nine of respondents strongly agree and agrees that the existence of individualistic cultures is associated with the accomplishment of personal objectives and permits the search of creativity when resolving problems that have occurred during a project.

Additionally, the data presented in **Figure 10** below indicates that more individualistic project professionals strongly agree and agrees that they tend to enjoy working independently and feel more comfortable taking on greater responsibility when working on a project.

Furthermore, the outcomes of such interactions can be anticipated by employing Hofstede's dimensions. This study has identified the research objective of examining the influence of individuality and collectivism on projects, which is important given the wide range of cultural values.

At least seven respondents' express agreement or partial agreement that individualism has been linked to meritocracy and the fulfilment of one's potential in various organisational projects. This implies that collectivism has been connected to favouritism in the form of clientelism and nepotism. They do not distinguish between people who are part of the group and those who are not because they are confident enough to leave any organisation or projects at any time.

When should the project manager ask for people's opinions on how the project is going to affect their work?

[More Details](#)

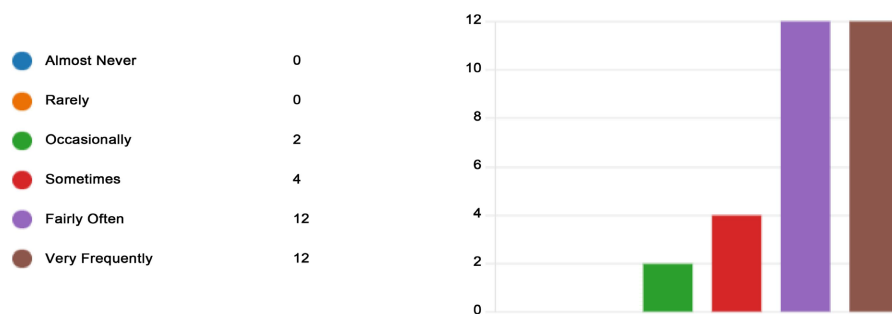


Figure 8. Project managers priority to the leadership style.

When it comes down to a project, I feel responsible for fixing whatever issues have arisen within a project.

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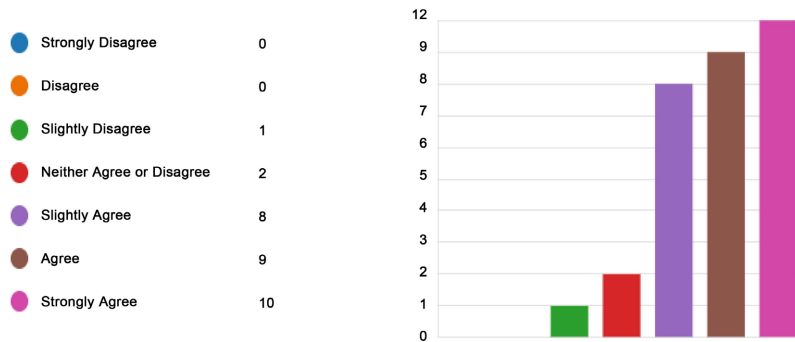


Figure 9. Interviewees’ reflections on individualistic cultures.

When I work on a project, I can have strong feelings about it.

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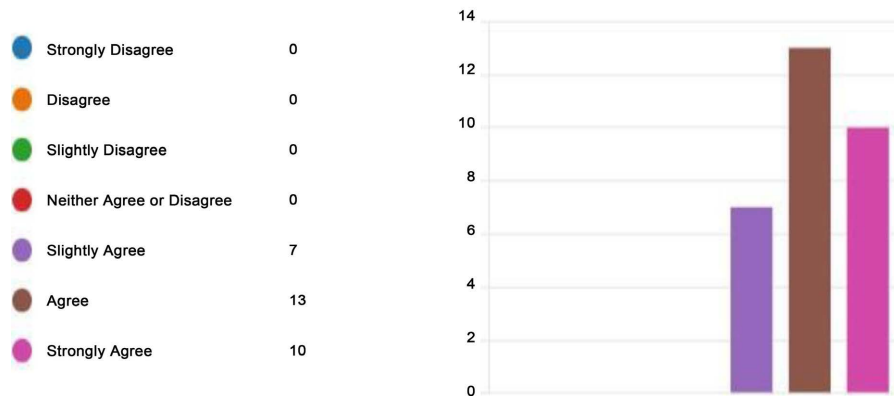


Figure 10. Interviewees’ reflections on individualism and collectivism impact on project.

Also, at least seven respondents tend to move around in social circles and teams, which helps to explain why they typically would like to have many associates while working on a project. (Figure 11)

Can the project be effective without the level of commitment of the project team member.

Given project management is an art as well as a science, it is the project manager’s job to inspire team members to “commit” by using techniques like emotional intelligence training and team-building activities. As a result, the research data findings in Figure 12 below also demonstrate that twenty-one of respondents strongly agreed that it can be difficult to assemble a committed group of professionals; as a result, the dedication and hard work of the team working on a project influence its management and success.

According to the research results shown in Figure 13, nineteen of respondents strongly agree that putting effort guarantees a timely and successful completion of the project while five strongly agrees as well. This implies that if only a

There are moments when I just don't feel like I'm part of the team.

[More Details](#)

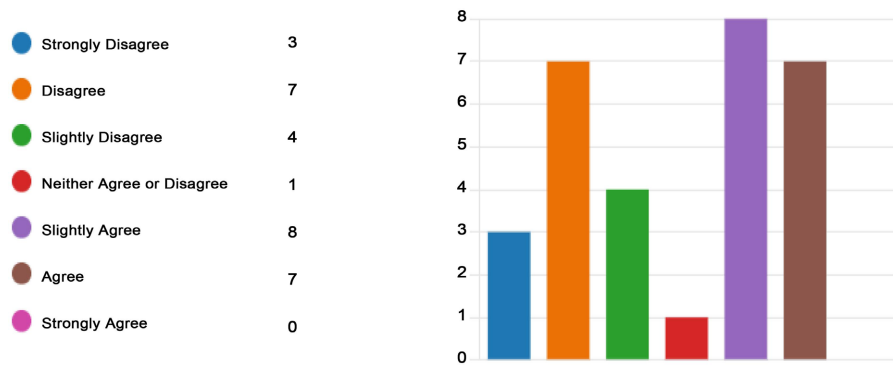


Figure 11. Interviewees’ reflections on individuality and collectivism links to projects.

It's crucial that everyone on a project team knows their specific responsibilities and how much they mean to the overall success of the endeavour.

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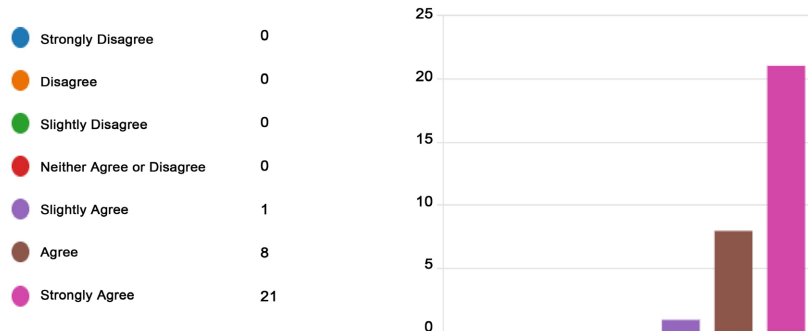


Figure 12. Collectivism commitment to project.

I believe my participation in a project is key and I consider the project outcome to be leaving the project.

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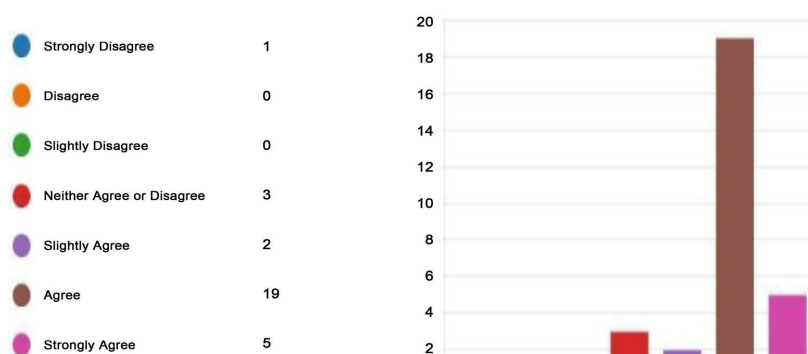


Figure 13. Influence of individual and group on commitment to project.

portion of the labour force were engaged in the projects, the completion time would be significantly extended and there would be a greater prevalence of dis-

tractions and undesirable conduct.

Finding out if the project can be completed without all the team members' involvement is one of the main objectives of the research.

Figure 14 demonstrates that over ten respondents agree or strongly agree with the statement about the significance of both individual and group reflection in promoting a stronger feeling of commitment to the project.

Thus, individualists set themselves apart by highlighting their independence. They embrace individualism, take on challenges head-on, and do not hesitate to voice their opinions. Collectivists are only effective in an in-group setting where they can easily understand the opinions of the team members because they place such a high value on harmony. Individualists, on the other hand, thrive when they use their own creativity to complete a project, which increases their level of commitment.

5. Discussion

The research examined the distinctions between collectivist and individualistic cultures in detail, as well as the wider effects of leadership and project commitment on an organizations' capacity to successfully finish a project in an agile environment. As a result, most research has concentrated on leadership characteristics, which are among the key determinants of teams' performance and level of commitment throughout a project's entire life cycle.

A project manager must be able to control unconscious psychological impulses and continuously assess how this affects the team's commitment to meeting project success indicators, as shown by the data analysis in **Figure 6**. A project manager must also ascertain whether leadership philosophies have a major impact on project commitment. Project managers should make every effort to foster an environment that values and acknowledges important levels of collaborative performance, as shown in **Figure 7**. The fact that the project will require the participation of people with a wide range of talents at distinct stages adds yet another layer of complexity.

The fact that the project manager usually has no direct control over all the people they would like to include in the project makes it challenging for them to put together the team. As a result, the project manager will find it more challenging to assemble the team. They may have to reach a consensus with the numerous parties involved who can supply the necessary quantity of individuals possessing the necessary expertise. **Figure 7** and **Figure 8** illustrate the various leadership philosophies that are required for initiating projects, interacting with people, and leading teams towards successful outcomes. The results support the conclusions drawn from earlier studies that this inquiry investigated. These results demonstrate that project managers ought to give top attention to leadership philosophies that foster loyalty within their teams or among individuals. This gave rise to the second research topic, which examines how culture's emphasis on individuality and collectivism affects commitment.

I find that sometimes I can invest a lot of myself in a project.

[More Details](#)

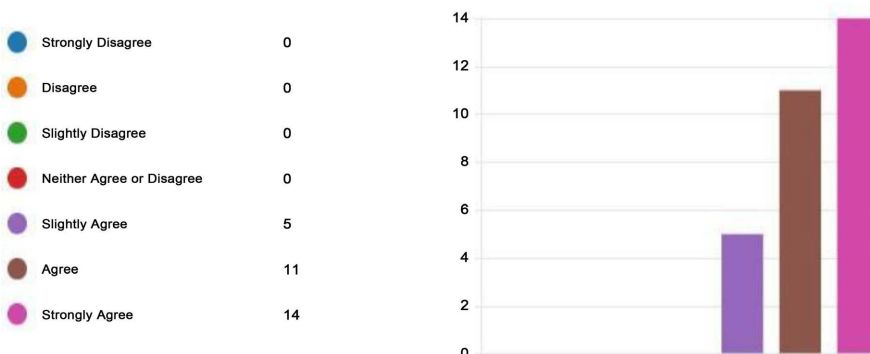


Figure 14. Individualists commitment to project.

Furthermore, the research examined the effects of individuality and cultural collectivism on commitment. Given that each person brings a unique set of social norms and practices to the project, it is not surprising that the findings showed that one's social culture may also be considered to influence the project. **Figures 9-11** show that the respondents' assessments of the study are in line with the findings of the research of [34]. Scholars have examined individualism and collectivism as potential defining traits of national identities and country cultures. Also, [37] asserts that the development of Hofstede's model at the national level of study, rather than the individual level, has substantiated its enduring features within national cultures. Individualism and collectivism are incompatible with one another, according to research on the subjects by [38].

Individualism is associated with concentrating on one's personal goals and interests, whereas collectivism is associated with an individual's involvement in collective endeavors. The individuality and collectivism are antithetical to one another. The responses shown in **Figures 9-11** offer strong proof that a person is capable of exhibiting both notable levels of individualism and collectivism. We discovered this data through our research. Certain individuals demonstrate exceptional dedication in pursuing their personal interests while simultaneously fostering harmonious connections with members of their collaborative project community.

Furthermore, some respondents suggested that they were content with both their personal and professional lives. Whether they were working as part of a team or independently, they were constantly involved in some sort of activity. The examined relationship between individualism and collectivism, shows that culture significantly influences organizational commitment. The cultural dimensions that are most relevant to organizational commitment, according to the researchers, are individualism and collectivism as depicted in (**Figure 11**).

The study examined the commonly held belief about the project's success, without considering the commitment of the team members. The objective of this study is to address the research question by analyzing prior research and eva-

luating the extent of dedication demonstrated by members of the project team. Commitment, as defined in the present study, refers to a continuous and intense emotional connection with a project. This study recognizes the findings of previous research on the subject. Commitment, as defined by scholars, is a deep and enduring attachment to a project. Committed individuals prioritize the success of both their organization's and their employees.

Committed members are more likely to collaborate on projects with members of other groups and dedicate significant effort to allocating resources for the company's long-term success. It is intended that these kinds of behaviors would result in more cohesive networks at the team level. **Figures 12-14** display statistics that suggest the personalities of team members, their interactions with each other, and the team's working environment can all have an impact on the project's overall success. **Figure 14** provides evidence that project team members hold diverse viewpoints towards finished projects, which aligns with the findings derived from the literature research on respondents' differing backgrounds and degrees of expertise. Both **Figure 12** and **Figure 13** illustrate the substantial influence of team dynamics on projects and emphasize the crucial role of effective communication among team members for the success of projects.

This research makes a valuable contribution to existing literature in three areas: project commitment, project management leadership, and the distinction between individualistic and collectivist approaches to project management. The study investigated the differences and similarities between individualistic and collectivist societies. The findings support the research topics, especially those related to cultural individualism and collectivism, project dedication, and project management leadership. The data clusters hold the solutions to the research inquiries. The many literary publications elaborate on the issues of this research and develop correlations with the findings of this investigation.

The idea of individualistic and collectivist cultures, according to [39] is based on the idea that people are concerned with their own interests; individuals can accomplish positive outcomes if they believe that the group is the foundation of social entities.

According to [39] [40] groups whose members combined a reliant self-representation with a collectivistic value orientation performed better than their peers when it came to the generation of innovative ideas. [38] postulated, based on their research, that teams with members who exhibit a range of individuality and collectivism typically outperform teams with members who share a more homogenous personality. The answers provided by the results of these earlier studies lend credence to the second research question that this inquiry is examining.

The study's conclusions regarding the relative advantages of individuality and collectivism show that, even though individualism promoted innovation and collectivism promoted organizational loyalty, independence enhanced the caliber of both. The results also demonstrated that, in a project environment that is changing quickly, collectivism can both increase organizational commitment

and stifle project innovation. Both the preservation of harmony among project team members and collective beliefs has a significant impact on collectivism. As a result of individualism's emphasis on individualism and uniqueness, the study discovered that a preference for one's own interests over those of the group may be harmful to an organization's loyalty. Individualism places a high value on individuality and distinctiveness. On the other hand, the results of this study reinforced previous research, which demonstrated that dynamic collectivism could have both positive and negative effects on creative output.

This research has made the following theoretical contributions to the existing literature on collectivism, individuality, and successful project completion: The research concentrated on the ways that individualism and collectivism show up at the individual and organizational levels. As a result, the study demonstrated how both individuals and groups' individualistic and collectivistic tendencies impacted the project's degree of success. The study welcomed the notion of using leadership creativity to examine the effects of individualism and collectivism on organizational commitment. This is more than just recognizing collectivistic and individualistic tendencies as two different ideas. The research indicates that it is important to know that neither collectivism nor individuality immediately hampered project team members' ability to be innovative or immediately reduced organizational commitment to the project's success. The study's findings indicate that neither individualism nor collectivism by themselves can stifle creativity to the point where projects fail.

The study indicates that, when it comes to completing projects on schedule, within budget, and in compliance with specifications, a project manager's value orientation is strongly correlated with organizational commitment and leadership inventiveness. Therefore, even in the face of continuous change in external project circumstances, project managers in the UK and abroad can establish project commitment for the success of a project with an effective leadership style and within individualistic and collectivist cultures or cultural orientations. This holds true regardless of the cultural context in which project management takes place. Although individualism tends to put the needs of the person first, managers and HR specialists should not use this as justification for their prejudice. In the workplace, both individualism and collectivism have a place and can cooperate to achieve flexibility. We can also defend collectivism using the same logic.

6. Conclusion

The study's participants agree that the project manager has the main responsibility for overseeing the success of the project, considering the various interpersonal obligations and the skills, limitations, and expertise of each project team member. The objective should be to advocate for and execute plans that are advantageous to all parties. Occasionally, gathering the complete team can be advantageous as it promotes introspection, the creation of innovative ideas, and trial and error, all of which can contribute to the effective accomplishment of the project.

Conflicts of Interest

The authors declare no conflicts of interest.

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