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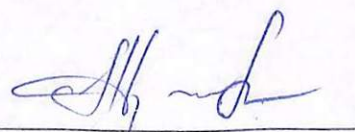
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Abstract

Companies require proper management of both human and financial resources as the global economy develops and new resources emerge. In addition, in a competitive market, it was critical to have a consistent income that would allow you to stay in the market. Such theories and practices as performance management, which includes the management of all company activities are an integral part of the system. This research raises questions about to what extent performance management and project management can influence the success and profitability of IT projects in the company.

Using the theory of project management as a guide, it can be seen that the success and profitability of IT projects require clear management by managers and managers. Where project management and performance management allow you to achieve the desired results

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List of abbreviation

HR	Human Resource
IT	Information Technology
ROI	Return On Investment
USA	United States of America
WBS	Work Breakdown Structure
PM	Performance Management

Introduction

The modern economy is becoming more globalized, and more competitive, and people are beginning to view efficiency management techniques as a crucial instrument for boosting a company's profitability. Because it permits the successful administration of an organization's people resources, performance management is critical to its effectiveness. Any company has human capital, and how well that capital is handled determines how well the company can compete in a given market. The **research question** of the following: "How can performance management in the introduction, operations or development of an IT project be justified from an economic perspective?". The **thesis argues** that by integrating performance management techniques into IT project management, project managers can optimize the work of individuals, teams, and the IT project as a whole. Effective performance management contributes to improving project results, stakeholder satisfaction and organizational success.

The **aim of the study** is to demonstrate the combination of performance management and project management and the impact on the success and profitability of IT projects within the organization and to test the "Project Management Theory". This theory assumes that projects go through several stages, which typically include project start, planning, execution, monitoring and control, and closing. The project lifecycle provides a defined framework for project management by ensuring that all required actions are completed at each stage. The **objects of research** are IT companies such as Brokerage, Global Capital and TrafficWaveScore that develop applications, websites and databases, which have their own data in the document Word Breakdown Structure.

It is obvious that for many years, modern methods of efficiency management that can increase the organization's profitability have been established. The growth of global competitiveness and technological innovation began in the 1970s, demonstrating the value of information, whether financial or otherwise, in business. For many firms, the local rivalry became global as the market expanded, and with the introduction of technology into business, this

meant that up-to-date information about customers, products, services, and organizational activities became a priority.

Many internal branches of large corporations have their own complex accounting and cost analysis systems. Setting specific, quantifiable performance goals for the individuals and teams working on the project is the first step in performance management. This entails outlining the project's objectives, targets, and performance measures. Project managers offer a framework for assessing and controlling performance throughout the project lifecycle by outlining clear expectations. Assessment research, projects for development, design projects, fulfillment projects, upgrade projects, relocation projects, and assistance service projects are just a few examples of the various sizes and shapes that information technology initiatives can take. Administrators and end users are involved in the project management strategy for handling IT problems and possibilities, and it defines the kinds of tasks, phases, and roles. IT project leaders are crucial to maximizing information technology's capabilities.

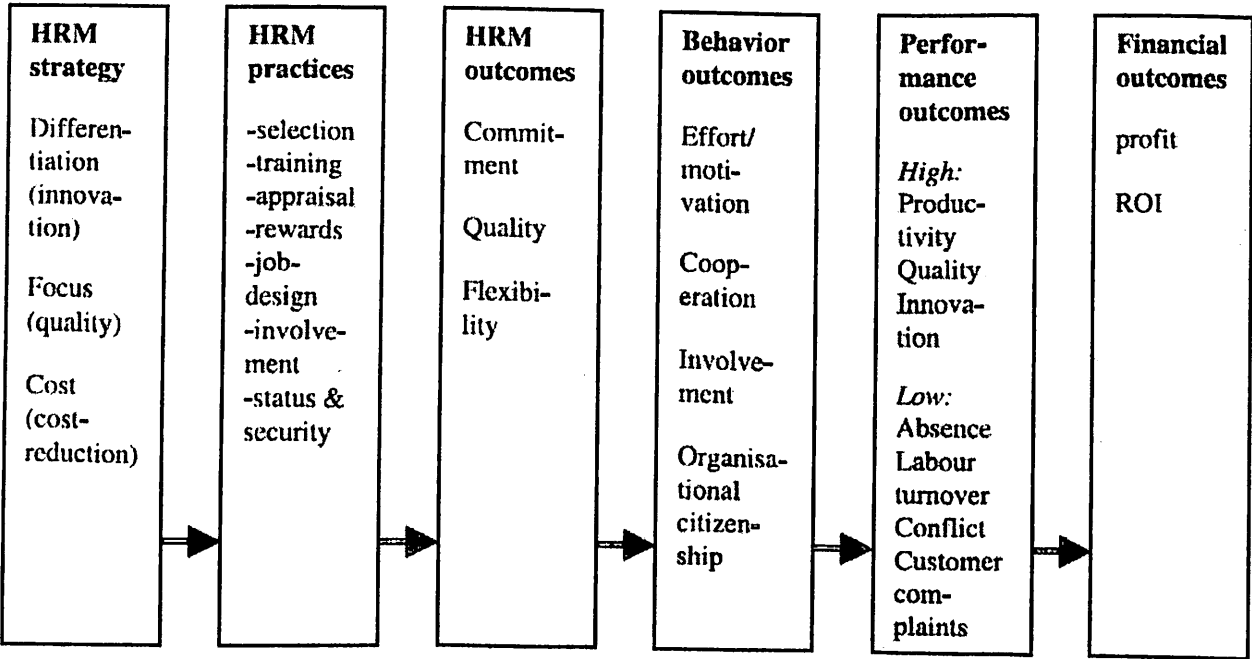
In order to explain the methods of efficient management in IT projects that increase the profitability of the company, the Project Management Theory describes project management theory that encompasses various principles, concepts, and frameworks that define the practice of effective project management. This theory provides a framework for understanding project management processes, tools, and techniques that were chosen as a **theoretical framework**. Organizations that have identified their specialty and goals, as well as improved organizational processes and resources, become competitive with other businesses (Robinson and Pearce, 2011).

Literature Review

The most crucial element of the company's development and survival in the market is the process of managing the efficiency and productivity of employees, which is expressed in organizational efficiency. Performance management does not have a narrow specialization, such initiatives as planning, budget allocation, management methods and the definition of company goals follow from this concept. In order to determine the result, the company needed to determine exactly at the collective and individual levels what results were achieved so that they could be measured (Deanne, 2004). But over time, performance management has expanded in addition to measuring employee productivity. Performance management as a tool began to be used by managers to analyze, measure and future employee results, as well as to introduce feedback and incentives based on the performance of each employee to improve the efficiency of the organization. This term is even used in strategic human resource management, where it was said about a high-quality system of employee activities. Like any other system, performance management has its own models, such as employee performance management, organization performance management and its integration into the work environment. From an administrative point of view, performance management is considered an activity to unite employees and thereby increase the success of the company. The strategic component is to improve the work and productivity of employees and improve skills and knowledge to achieve the effectiveness of the organization. They view performance management as a continuous process that includes performance analysis oriented forward rather than backward. The performance management approach obviously involves monitoring employees' efforts based on measurable results. Therefore, determining what provides good performance and how various aspects of high performance can be controlled is crucial to building an effective approach to performance management (Boselie, 2004).

By Figure 1, HR management practice and performance management are two critical components in improving employee and corporate efficiency. Because of the incorporation of this management style, people management has become one of the most important components of performance management. Human resource management and performance management do not fully integrate. The end result was supposed to boost organizational commitment and employee motivation by enhancing productivity, hence increasing organizational efficiency. HR management procedures (such as selection and training) are derived from HR management techniques (e.g. differentiation, and cost reduction)

Fig. 1. Linking HRM and performance.



Source: Guest (1997)

Performance management covers many different methods and approaches of employee management having in its arsenal many ways to optimize employee productivity. It can be divided into three stages of performance management if we take it as a way of interaction between senior managers and other subordinate employees. The first stage is the establishment of the main goals of the organization and behavioral foundations for managers, the second is the constant monitoring and analysis of progress and development while having

feedback for a faster response, and the third stage is motivation and encouragement for achieving results to improve the efficiency of the company (Saratun, 2016).

Performance management is crucial to an organization's effectiveness because it enables effective management of its human resources. Any firm has human capital, and how well that capital is managed impacts how successfully the business can compete in a given market. While performance management processes may appear less appealing to employees, a performance management system is a satisfactory way for managers and employees to work with other employees. The profitability of an organization is the main activity by which its potential is determined, and labor productivity directly impacts these indicators, so many organizations, faced with management problems, decided to update the system for managing performance for the organization's further development (Cappelli, 2016).

Employee engagement undoubtedly affects how productive employees are. The effectiveness of management inside the company can also be increased by increasing employee engagement, which pays particular attention to enhancing employee cohesion with the ultimate objective of enhancing employee productivity. Coordination of diverse human management strategies is required to complement and enhance one another and aid the organization in achieving its objectives.

Many oppose performance management, arguing that it and the incentive system are incompatible parts of the system. Systematic improvements to employee remuneration and performance management have been suggested. Performance management ought to be based on both an individual's accomplishments and those of the business (Joo, 2011).

The distribution of pay based on performance evaluation, annual bonuses, and employee incentives is one of the most crucial elements of efficient management because it motivates employees to maximize their own

productivity and fulfill their full potential. In addition, because it encourages them, a system like this enables you to control brilliant and seasoned staff within the company. It is crucial for managers to incorporate performance evaluation into their management system because it is a crucial component of performance management. Doing so can alter how employee productivity is improved. Management suffers from performance evaluations without feedback since there are no repercussions, which makes workers less motivated to increase productivity.

Organizations are categorized into three types in the performance management organizational structure: individual, strategic, and operational management. By looking at each of these levels' beginnings and starting activities, an analysis was done to properly grasp each of them. The term "performance management" relates to the so-called administrative science, which leans more toward practice than it does away from it. Additionally, management and performance management was born out of constructivism theory, which links everything to social interaction. Individual performance management is the most common. The use of personal performance management in organizational operations has been around for a while. Initially, such a concept as performance management was not a separate branch in the administration, and only individual people were engaged in evaluation and promotion, and their methods were simple (Aguinis, 2011).

Through the utilization of significant industrial, governmental, and military institutions, efficiency management has started to change. In other words, constructivist theory served as the cornerstone for performance management. Different management strategies and tactics started to emerge over time. Organizations are required to review, analyze, and improve their performance management initiatives, which led to the necessity to implement performance management. To account for numerous elements, psychologists, HR managers, business development consultants, and behavior managers were

involved (Armstrong, 2006). For instance, in the USA, candidates for performance management managers were chosen based on their traits in order to give them a human identity. In the military, a system like this was employed to choose officers during times of conflict.

A performance management system's success can be impacted by a wide range of design factors, many of which have already been empirically investigated. For instance, a key study demonstrates that using behavior-based metrics, setting targets, and hiring assessors all boost the effectiveness of performance management. How closely the performance management system's outcomes are linked to important rewards, however, is one of the possible aspects that could determine the effectiveness of the system but is rarely considered (Gruman, 2011). The issue of the systematic dismissal of employees with lower indicators from the organization utilizing the performance management system highlights the lack of focus on this influence.

The rising demand for educated labor, competent labor, and competitive organizations drove the shift to a more contemporary approach to personnel management. Managers employed a command and control technique to create goals for staff and monitor their progress toward these goals (Seddon, 2008). The primary components of performance management were financial outcomes and performance indicators, which were used to determine whether workers carried out their tasks in line with managers' directives. Our current environment is drastically different. Almost every firm has a performance management system, which should address a number of significant human capital management duties (Seddon, 2008).

Due to globalization and corporate ethics, many firms now face international competition as a result of revolutionary changes and the rapidly expanding technology sector. Thus, there has been a rise in interest in efficiency analysis and personnel productivity management to boost a company's success in the marketplace (Stavrou-Kostea, 2005). Given its vulnerabilities, managing

human resources has grown increasingly difficult. Because organizational effectiveness directly affects employee productivity. From a financial perspective, it becomes clear that an employee's competence depends on their knowledge and experience, and the company, acting as a financial security, can offer them training without affecting their output (Stavru-Kostea, 2005).

Investments in the development of human resources have a positive effect on the business's future direction because these people will decide the company's future plans and objectives when achieving a specific level of financial success and competitive resistance. Investments in the growth and training of firm employees to increase job efficiency are costly in advanced economies like Germany, Sweden, and Japan. Additionally, it has sparked global competition between businesses over staff efficiency and analysis. Instead of adding more human resources, a firm would be better served by raising the qualifications of its current employees. In this instance, the quality exceeds quantity (Rate & Kostea, 2005).

The managerial abilities of the primary managers and leaders have a direct impact on the organization's effectiveness, staff productivity, and a variety of organizational operations. The company's leader is seen as being in charge of all work operations, as well as the growth, management, and promotion of the business and its personnel. Leaders need to constantly improve in order to accomplish their managerial objectives in a global economy where the subject of leadership and managing abilities has been created and examined by scientists multiple times. Additionally, effective organizational management provides a competitive advantage over organizations with less sophisticated staff management (Bukata, 2016).

Since people work for an organization throughout their lives, having the proper management style is crucial to that organization's success. In the twenty-first century, people want flexible working systems where not everything is based on the choice and opinion of the leadership, as opposed to earlier times

when all work activities were controlled by the leader (Rizescu, 2016). The leader encounters a hurdle to further development as a result of the heavy information load carried by production processes and the examination of these facts. The department leaders are split up among these responsibilities. It is the duty of managers to offer accurate information regarding employee work and management decisions in order to improve the efficacy of the organization's management. The most crucial element in determining a company's development potential, profitability, and overall financial stability is its financial indicators. Financial indicators, according to the Business Dictionary, measure a company's policies and operations' financial results, which are displayed in the firm's return on investment, return on assets, return on equity, liquidity, and solvency.

Project Management Theory

Based on operational research, project management theory was created in a positivist paradigm. Because of this, it is worth a good study of its impact on project management and how this paradigm corresponds to this discipline. Project management as a discipline in general attracts more and more attention, which leads to its change. There is a rigid approach to project management that remains unchanged in a competitive and rapidly changing environment. In turn, a strict approach in practice is based on effective work under the guidance of experienced managers, achieving goals and promotion in the structure, so as not to lose interest in the project. A partial description of operations as a flow and process in project theory

In project theory, considerations of time, variability, and the customer are added to the notions offered by the transformational model by the (partial) model of operations as a flow and value creation. The transformational model provides conceptualization (Koskela 2000). The theoretical underpinnings of management also require expansion pertaining to planning. In terms of planning, the notion that human activity is naturally localized is complemented by the "management as an organization" approach (Brennan and Johnston, 1996). Planning should therefore focus on designing the environment to enable specific tasks. The setting should encourage focused behaviors.

There is also a soft approach to project management, which applies an introduction to the project, learning the details, and learning social procedures and project functions. These two approaches have laid the foundation for project management theory, observing their principles and methods of achieving project success, which, due to their radical nature, affects the traditional concept of project management. That is, the traditional concept of project management is based on obtaining results taking into account costs and deadlines, where the main task of the project is the client's values based on his project. On the other hand, Jian, (2002) argued that the project is one of the components of a large

system where all stakeholders have their own interests in relation to the final result, which do not always coincide. However, it is important to note that strict interpretations of project management are neither right nor wrong. When studying the field of project management, a careful look is only one point of view, and its adequacy significantly depends on the concept of what it means to be successful in project management. Setting precedents for the "iron triangle" involves defining the quality of a project with a focus on interested parties (customers, suppliers, partners, competitors, operators, and managers) rather than pre-established demands. Each paradigm addresses a unique issue within the same context. According to Williams, (2005) one of the published studies on the impact of these two schools of project management theory and practice) challenges three tenets of the contemporary discipline. The first presumption is that project management is a logical, normative discipline that places a strong emphasis on planning. Unexpected effects of the project environment's complexity include the possibility of more major flaws or application delays. Projects don't behave causally; instead, they have systemic effects.

Project management theory in modern companies is used in planning, that is, achieving goals by changing the state of the organization from one point to another. To do this, resources and workflows are used together with the team, which will lead to the result. The typical purpose of this type of activity is to create new products, services, processes or other activities that require the concentration of resources over a period of time. Products, services, processes or other activities that require the concentration of resources for a certain period of time. Projects should be treated as official and guided by a clear management charter. Projects should be considered formal activities guided by a clear management charter and aimed at achieving corporate goals (Cicmil, 2006).

In practice, this is not always the case. Based on the nature of the text, projects that are not aimed at improving the objective state of the organization should be rejected. Projects that do not have explicit support from management

should also be rejected. Other initiatives that do not - these are not examples of project chaos. In turn, the project manager develops the necessary skills to manage employees, assign responsibilities, analyze costs and deadlines for work and bring the desired product to life. Also, the product manager, taking into account the new product's characteristics and the client's wishes, distribute roles among team members. But the fundamental processes of creating a product, service, or other things remain unchanged. The readings of the measuring device are followed by further control measures. At this stage of development, there is a reasonable understanding of project management. The first step to avoiding the causes of these failures is to understand them. The fundamental management model described in the article clearly illustrates the steps necessary to achieve this goal. The fundamental management paradigm described in the literature makes it extremely obvious how to achieve this goal. However, there may be elements in the organizational structure of the project that reduce its chances of success. There may be elements in it that reduce the probability of success (Hodgson, 2006).

The **theoretical framework** mentioned above leads me to the first hypothesis:

Hypothesis: The success and profitability of the IT project can be increased if we use project management in the right direction

Methodology

A qualitative case study approach, mainly an instrumental case study, will be used for this work. We will rely on the scientific articles of the authors where the methods of project management will be described and we will look at the tables on how this affects the success of IT projects. Instrumental case studies aim to give an idea of the problem or clarify the theory, and the case study itself is secondary and may be alien to other case studies. This means that the articles will be of a nature where they describe how the project management is implemented and its merger with performance management. Also, data on the impact on the success and profitability of the company will be collected from three companies, such as Brokerage, Global Capital and TrafficWaveScore. The data will be based on employees who participate and contribute. Diagrams will be built based on them. We are interested in projects where the project manager and other employees of the company take part and compare them.

The main goal is to show by example what place the project management occupies in the profitability of the company. To do this, of course, tables will be used to represent the project management. In projects, it is important to always apply management to manage personnel and resources in the right direction, because, without a good introduction to projects, he can fail his task and the end result. We will also describe the methods by which project management affects the profitability of IT projects.

In order to test the hypothesis that the success and profitability of the IT project can be increased if we use project management in the right direction, we will investigate the statistics of different companies where the roles of the project manager will be given and how this affects the success and profitability of the IT project for the company. The resources that we will explore will have to fit our criteria for choosing the material. More precisely, our criteria are mainly for the material to show the place of project management in projects, its methods, results and direct impact on financial indicators.

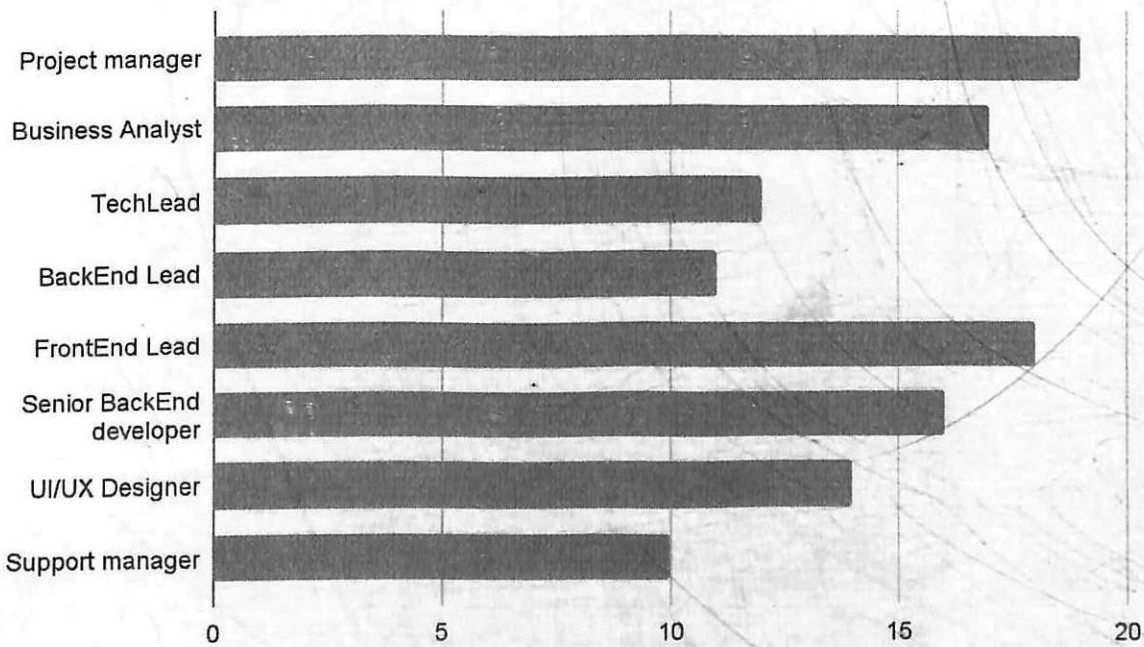
Project Management Information Systems

Project management affects many areas of the company, especially financial performance. This gives companies the advantage of correctly allocating their human, software and financial resources between the company's projects. Project managers also ensure efficient use of resources by allocating the right resources and completing the right tasks at the right time. This reduces downtime and unreasonable costs, while increasing profitability by making you do more with less. Efficient use of resources is an important part of project management, which entails optimizing the allocation and use of resources to optimize productivity and minimize waste. In project management, there are several methods and a plan for how to achieve effective use of the project manager's funds. Since the project consists of several stages of formation and development, initially planning is done for the right amount of resource allocation. Each stage requires different resources and their number. Project managers should assess the needs of the project, identify the necessary resources and create a resource plan that will achieve the goals of the project. This involves taking into account the availability of team members, their knowledge and experience, as well as the necessary equipment, software and consumables.

Each project has a specific character, which project managers assign to roles. According to Fig. 1, it can be seen that for the most part, the planning within the team falls on the project manager so correctly allocating resources and tasks based on skills the project manager affects more than the rest. Once resource requirements are identified, project managers allocate resources based on their availability and suitability for specific tasks. They take into account factors such as workload balance, skill matching, and resource dependence (Adler, 2016). By efficiently allocating resources, project managers can optimize productivity and prevent bottlenecks or underutilization of resources.

Fig. 1. The team's contribution to the profitability of the IT project

Brokerage Inc. (Project Name - Freedom Finance Bank App)



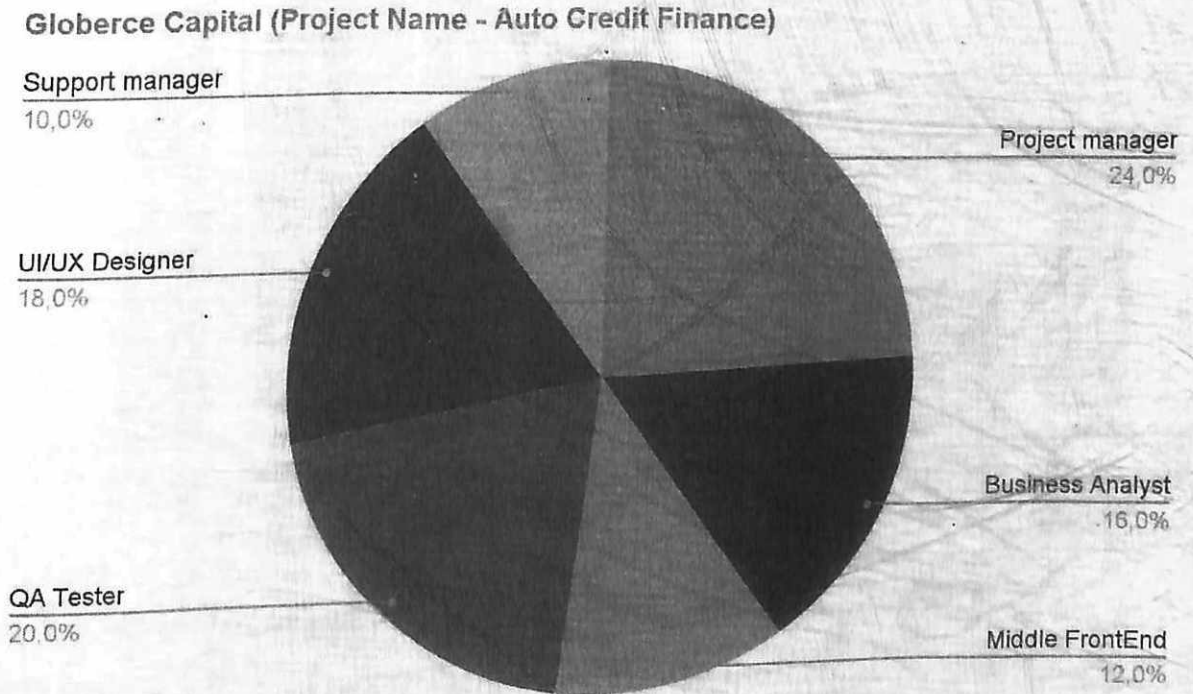
Source: computed by author

IT projects may require large expenditures on equipment, software licenses, infrastructure, and development activities. IT companies can limit project costs by using project management approaches such as cost estimation, budgeting, and monitoring. Project managers can take corrective steps, make informed judgments, and avoid budget overruns by carefully monitoring costs and recognizing cost overruns or inefficiencies at an early stage. In the IT business, effective cost control has a direct impact on profitability.

The process of implementing an IT project includes the basic procedures that project managers and responsible managers must follow. Cost control is the most important aspect of project management and includes project cost management and monitoring to ensure compliance with the approved budget (Lappe, 2014). By effectively controlling costs, project managers can prevent budget overruns, maximize profitability, and ensure project success. There are several methods and strategies to improve project cost control. At the project planning stage, an accurate cost estimate serves as the basis for cost control. Project managers should carefully study the requirements of the project, divide the work into tasks and calculate the costs for each event. This includes labor

costs, consumables, equipment, third-party services and other direct and indirect costs. The basis for cost control will be the stronger the more accurate the first cost estimate is.

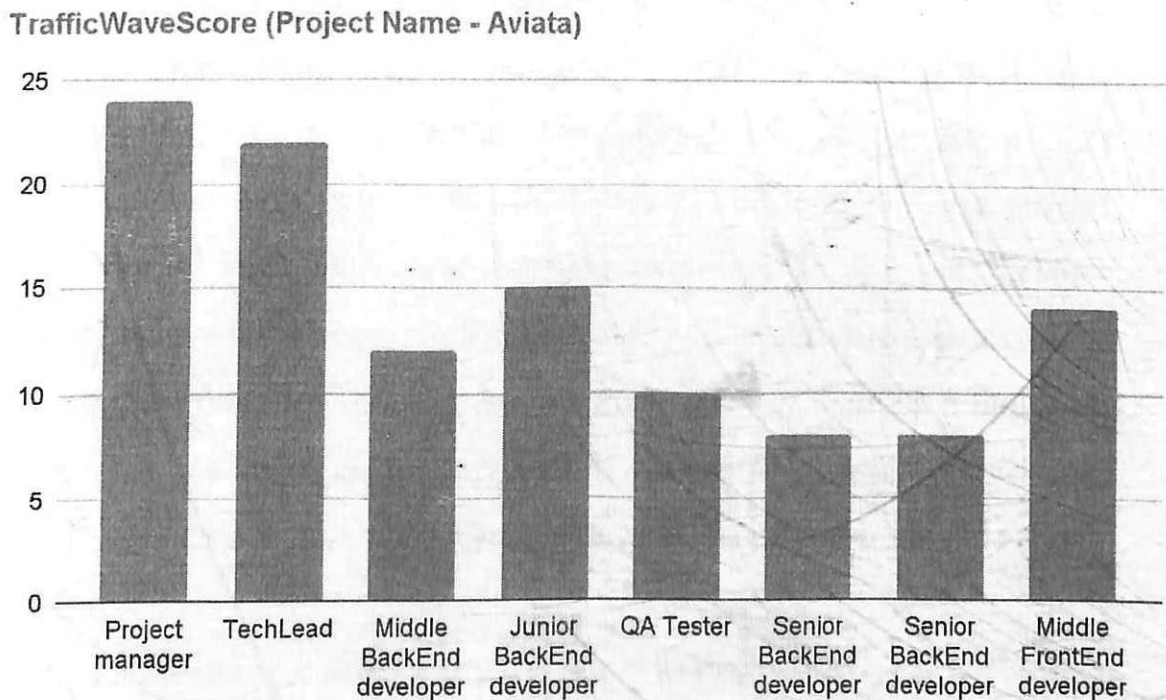
Fig. 2. The team's contribution to the profitability of the IT project



Source: computed by author

The project manager creates a detailed budget after creating the cost estimates in which he allocates money to various project components. The budget serves as the standard against which actual costs for the entire project are measured. The budget and actual expenses are constantly compared, enabling managers to spot variances early and implement corrective action. Efficient use of resources, including human resources, equipment and materials, plays a vital role in cost control. Project managers should select the right resources to perform the right tasks, avoid excessive or underutilization of personnel, and optimize resource allocation. By carefully monitoring resource usage and making the necessary adjustments, managers can control costs while maintaining productivity (Munns, 1996).

Fig. 3. The team's contribution to the profitability of the IT project



Source: computed by author

Furthermore, efficient risk management helps to limit costs by minimizing possible threats and their financial effects. Risks should be identified early in the project cycle, assessed for likelihood and impact, and solutions developed to manage or minimize them. Managers can lower the possibility of costly events and avoid unforeseen expenses within the project by aggressively responding to risks. Timely delivery is crucial in the IT business, as projects must be completed on time (Munns, 1996). Project management helps to set realistic deadlines for project implementation, identify milestones and track progress from start to finish. Project managers ensure the timely implementation of IT projects by effectively managing project schedules and quickly identifying and eliminating any delays. Meeting deadlines is important for customer satisfaction, maintaining competitive advantages and generating revenue, thereby positively affecting profitability.

In project management, timely execution refers to successfully completing project operations within the predetermined time limit. Project success, customer satisfaction, and overall project effectiveness all depend on meeting deadlines. Below is a summary of the essential components and tactics for project management that will help you finish your work on time. A realistic project schedule can only be made with careful project planning. The project manager and the project team must decide on the sorts of project activities, assess their length, and organize them logically. A project manager may develop a thorough project plan that establishes an achievable schedule while considering dependencies, resource availability, and potential risks into consideration. (Bryde, 2007).

We can divide the project into smaller, more manageable tasks by creating a Work Breakdown Structure (WBS). WBS helps to determine the order of tasks and efficiently allocate resources. Each task should have a clear start and end date so that you can better estimate when the project will be completed. In order for projects to be completed on time, resource management must be effective. The availability of necessary resources, such as staff, equipment and materials, should be provided by project managers. Managers can prevent delays caused by resource shortages and bottlenecks by effectively assessing resource needs, resolving resource conflicts and optimizing their allocation. IT projects may entail higher costs and delays due to scalability and uncontrolled expansion of the project scale. Volume management techniques, such as developing clear project requirements, conducting regular volume reviews, and responding to requests for changes, are part of effective project management. By controlling scale expansion and successfully managing scale changes, project managers can reduce excessive costs and keep projects focused and profitable. (Wright, 2007).

The most crucial component of project management is scope management, which entails determining, overseeing, and managing the work necessary to accomplish the project's goals. Its purpose is to guarantee that the project adheres to the specified scope and stop "extensions," which are unplanned expansions past

the initial scope. These are the essential components and techniques for project management that effectively manage volume. The project's objectives, outcomes, and boundaries are laid out in a bigger plan. In order to properly define the project's scope, including what must be included and what must be excluded, project managers collaborate with stakeholders. This entails creating a project scope statement, specifying project limitations, and establishing volume management baselines.

After determining the total scope of the project, the project manager is faced with the task of dividing the volume into specific work packages, tasks and activities. This process involves creating a Work Breakdown Structure (WBS) that organizes the scope of the project into manageable components. Each component should be clearly defined and aligned with the objectives of the project. In many projects, volume changes are inevitable, but effective change management is necessary to prevent volume creep. It is necessary to implement a formalized change management process to evaluate and approve the requested changes. Project managers should assess the impact of volume changes on the goals, schedule, resources and budget of the project and request appropriate permissions before implementing changes.

IT projects are subject to risks such as technical failures, security breaches and changes in market conditions. Project managers analyze and assess potential risks, develop risk mitigation methods and plan for unforeseen circumstances. Proactive risk management can help mitigate potential hazards, reduce the number of project failures, and prevent costly failures. Project management helps to protect project investments and increase profitability by reducing the impact and likelihood of risks. Risk reduction is an important aspect of project management aimed at identifying, assessing and reducing potential risks that may affect the success of the project. By applying risk reduction strategies, project managers strive to minimize the likelihood and impact of risks and thereby increase the likelihood of achieving project goals (Sunindijo, 2015).

The first step in reducing risks is to identify potential risks. Project

managers should conduct a thorough analysis, including project objectives, scope, stakeholders, and external factors. Involving the project team and stakeholders in brainstorming sessions and risk workshops can help identify various risks. Various methods such as SWOT analysis, checklists and lessons learned from previous projects can also help in identifying risks. After identifying the risks, they need to be assessed in terms of the likelihood of their occurrence and potential impact on the project. This allows the project manager to prioritize risks according to their importance. Risks with a high probability of occurrence and impact should be prioritized, since they pose the greatest threat to the success of the project. Prioritization ensures that resources are allocated and the risk reduction process is focused on the most important risks.

Providing high-quality solutions is crucial in the IT industry for customer satisfaction and business survival. Quality assurance processes such as quality control, testing and validation are included in project management. Project managers ensure that IT projects meet the necessary standards, functionality and performance by applying reliable quality assurance methods. High-quality results increase customer satisfaction, reduce the number of alterations and increase profitability by retaining and attracting new customers. IT initiatives often require the direct involvement of consumers (Sunindijo, 2007). Project managers play a crucial role in managing customer connections, recognizing their requirements and effectively informing them about the progress of the project. By maintaining strong customer relationships and managing expectations, project managers increase customer satisfaction, generate positive recommendations, and potentially secure additional projects, contributing to long-term profitability.

Findings and Analysis

The influence of the project manager on the success of projects and the profitability of the company is one of the most important advantages. The implementation helps to analyze the situation more clearly, process information, implement the system and coordinate work. Not all projects require a certain number of people and resources, there are projects where you can cope with an entire team or with several people. The main task of the project manager is to implement it correctly because the correct implementation provides the company with less money and people spending. A project manager is involved in all projects, because everything starts with him, maybe where a product testing specialist is not needed, but everywhere a project manager is put first. Also, a project manager can lead several projects at once, which is economical for the company. The project budget is also handled by the project manager so that there are no expenses on the part of the company and so that the company always has income. Only a project manager can manage several projects simultaneously since others do not have common responsibilities.

In addition, data on the influence on the company's success and profitability were gathered from three companies: Brokerage, Global Capital, and TrafficWaveScore. Employees who participated and contributed to the data were used. They serve as the foundation for diagrams. We were interested in initiatives in which the project manager and other firm workers participated and compared them.

Profitability shows how effectively a project manager copes with projects and in many ways is a defining element in his work. Preparation of budget reports, spent resources and hired employees are the responsibilities of the project manager. Large companies always have good project managers to fulfill the plan and develop the company.

Contribution of a study

The research contributes to the study of performance management, its essence and its role in the existence of the company. Also, research how project management and performance management affect the success and profitability of finding projects in the company. That is, we find out on what is the basis for the process of determining the main management methods in IT projects.

Conclusion

From the key points that we highlighted earlier, profit is a measure that most accurately reflects production efficiency, product volume and quality, labor productivity, and cost level. Profit, on the other hand, has a motivating influence on increasing commercial calculation and intensifying output under whatever form of ownership. An organization's financial outcome is a profit or loss, which is a gain or reduction in an enterprise's capital caused by its entrepreneurial or other operations. Profit signifies that there is an excess of income over expenses (Aguinis, 2007).

Today, almost every company is engaging in a project. A couple of explanations for the importance of projects are the quick rate of shift, and another is the more specialized nature of the modern company. Many of these initiatives are related to information technologies and systems and are of a unique nature. Software efforts are frequently characterized by tight deadlines and periods of continuous change, depending on whether the objective is to design, set up, or restructure.

Performance management is a continual process for recognizing, evaluating, and improving the outcomes of the actions of the organization's employees and bringing the outcomes in line with the company's strategic objectives. It is critical for any firm to achieve organizational efficiency by utilizing all available resources and tools. It is tough to maintain the same level of performance in the face of increasing competition in the globalization sphere (Sherman, 2003).

In general, organizational effectiveness is directly tied to staff management, i.e., management of all employee activities. Because of the difficulty in regulating people, this industry is troublesome. It can be shown that organizational effectiveness is founded on the organizational structure that fosters employee productivity.

Many elements must be considered and assessed for the company's successful operation, and modern methods for enhancing efficiency and cost management provide an advantage over competitors. Managers who rely on statistics from a less advanced technical era, when the competition was regional rather than global, standard rather than customized products and services were used, and speed, quality, and productivity were less important for success, do not have current and up-to-date data. Without cost management, performance management cannot execute basic organizational duties such as financial reporting on remaining inventory and items sold, cost analysis of activities, services delivered, customers, and goods.

In conclusion, performance management and projects have an impact as important tools for increasing the success of IT projects. The methods described by the two systems can allow the company to achieve strategic goals where, on the one hand, there is a powerful structure for human resource management, and the second is a cost calculation and management tool.

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