

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**EFFECT OF AGILE PROJECT MANAGEMENT ON
PROJECT SUCCESS AT MAX MYANMAR
CONSTRUCTION CO., LTD.**

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EMBA II – 84

EMBA 20th BATCH (ONLINE)

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ACADEMIC YEAR (2023 – 2025)

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Agile Project Management on Project Success at Max Myanmar Construction Co., Ltd.**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

This study aims to analyze the effect of agile project management on project success and to examine the moderating effect of organizational culture on the relationship between agile project management and project success at Max Myanmar Construction Co., Ltd. The workforce of Max Myanmar Construction Co., Ltd. is 150 project employees. By using Raosoft sample size calculator, the study's sample size is 109 employees. Survey participants are selected by using a simple random sampling method. Primary data are collected through structured questionnaires using a 5-point Likert Scale using personal interviews method. Secondary data are gathered from relevant textbooks, academic journals, previous research studies, and official websites. In this study, descriptive statistics and regression analysis are used to reach the objectives. The findings of this study reveal that agile project management has positive and significant effects on project success. The analysis also show that a significant partial moderating effect of organizational culture on the relationship between project factors and technical factors of agile project management and project success. Based on these findings, the company should work towards nurturing a culture that values open communication, adaptability, and employee involvement to support agile practices more effectively. In addition, leadership of Max Myanmar Construction should actively engage employees in decision-making and ensure that project goals are aligned with both strategic priorities and client expectations.

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TABLE OF CONTENTS

	Page No.
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of the Study	4
1.2 Objectives of the Study	6
1.3 Scope and Method of the Study	6
1.4 Organization of the Study	7
CHAPTER 2 THEORETICAL BACKGROUND	8
2.1 Project Management	8
2.2 Agile Project Management	9
2.3 Organizational Culture	14
2.4 Project Success	15
2.5 Previous Studies	17
2.6 Conceptual Framework of the Study	20
CHAPTER 3 PROFILE, AGILE PROJECT MANAGEMENT AND ORGANIZATION CULTURE OF MAX MYANMAR CONSTRUCTION COMPANY LIMITED	22
3.1 Profile of Max Myanmar Construction Co., Ltd.	22
3.2 Organizational Structure of Max Myanmar Construction Co., Ltd.	25

3.3	Agile Project Management Practices of Max Myanmar Construction Co., Ltd.	27
3.4	Organizational Culture of Max Myanmar Construction Co., Ltd.	30
3.5	Demographic Profile of Respondents	32
3.6	Reliability Analysis	34
CHAPTER 4	ANALYSIS ON EFFECT OF AGILE PROJECT MANAGEMENT ON PROJECT SUCCESS AT MAX MYANMAR CONSTRUCTION CO., LTD.	36
4.1	Employee Perception on Agile Project Management, Project Success and Organizational Culture	36
4.2	Analysis on the Effect of Agile Project Management on Project Success	45
4.3	Analysis on the Moderating Effect of Organizational Culture on the Relationship between Agile Project Management and Project Success	47
CHAPTER 5	CONCLUSION	50
5.1	Findings and Discussions	50
5.2	Suggestions and Recommendations	53
5.3	Needs for Further Research	55
REFERENCES		
APPENDIX		

LIST OF TABLES

Table No.	Particular	Page No.
Table (3.1)	Demographic Profile of Respondents	33
Table (3.2)	Reliability Text Results	34
Table (4.1)	Management Factors	37
Table (4.2)	Process Factors	38
Table (4.3)	Project Factors	39
Table (4.4)	Organizational Factors	40
Table (4.5)	People Factors	41
Table (4.6)	Technical Factors	42
Table (4.7)	Project Success	43
Table (4.8)	Organizational Culture	44
Table (4.9)	Effect of Agile Project Management on Project Success	45
Table (4.10)	Moderating Effect of Organizational Culture on the Relationship between Agile Project Management and Project Success	48

LIST OF FIGURES

Figure No.	Particular	Page No.
Figure (2.1)	Conceptual Framework of Hasan et al.	18
Figure (2.2)	Conceptual Framework of Bergmann	19
Figure (2.3)	Conceptual Framework of the Study	20
Figure (3.1)	Functional Organization Chart of Max Myanmar Construction Co. Ltd	25 .
Figure (3.2)	Project Organization Chart of Max Myanmar Construction Co., Ltd.	26

CHAPTER 1

INTRODUCTION

The construction industry in Myanmar faces growing pressure to deliver projects that meet expectations for quality, timeliness, and cost-efficiency. Rapid development and increasing project complexity have exposed the limitations of traditional project management methods. To meet these challenges, agile project management is gaining attention as a more adaptive and collaborative approach. Agile promotes iterative planning, frequent stakeholder engagement, and continuous feedback, which are valuable in managing construction challenges. Its principles help improve communication, flexibility, and responsiveness across project teams. As a result, a growing number of construction firms in Myanmar are adopting agile project management to improve project outcomes and organizational performance.

Project management refers to the application of knowledge, skills, tools, and techniques to project tasks to achieve defined objectives (PMI, 2017). It typically progresses through phases such as planning, execution, and monitoring to ensure that goals are met within the constraints of time, cost, and quality (Kerzner, 2013). This foundation enables a comparison between traditional approaches and agile practices in achieving successful project delivery. Understanding project management fundamentals is essential, as they form the basis for evaluating how agile methods can enhance project success (Turner, 2009).

Agile project management is an adaptive and iterative approach that promotes short development cycles, regular feedback, and strong teamwork (Highsmith, 2009). It divides work into smaller units known as sprints, which allow for continuous improvement based on user feedback (Beck et al., 2001). This method is relevant for the study as it may provide a more responsive and efficient way to manage construction projects (Moe et al., 2012; Serrador & Pinto, 2015). Its flexible nature can significantly improve project success by enabling faster response to changes and fostering stakeholder satisfaction (Serrador & Pinto, 2015). Bergmann (2018) identified six critical dimensions that influence the effectiveness of agile project management: management, process, project, organizational, people, and technical factors.

Management factors are the leadership styles, decision-making processes, and the allocation of resources during the project lifecycle (Turner & Müller, 2005). These elements help establish direction, align team efforts, and maintain control over project progress (Cleland & Ireland, 2007). Their influence is significant in determining how agile methods can be implemented effectively (Aga et al., 2016; Müller & Turner, 2010). Effective management supports agile execution and directly contributes to the success of complex construction projects (Aga et al., 2016).

Process factors are the standardized procedures and task sequences that ensure the proper execution of project activities (Dvir et al., 2003). These help maintain task order, manage risks, and uphold quality standards (PMI, 2017). The studies of Maruping et al. (2009) and Conforto et al. (2016) confirmed that whether agile processes are better suited than traditional ones to improve project outcomes. Well-defined agile processes provide the structure needed to consistently achieve project goals under dynamic conditions (Conforto et al., 2016).

Project factors are characteristics such as size, timeline, and complexity (Shenhar et al., 2001). These features influence project planning and the selection of suitable management techniques (Mir & Pinnington, 2014). Identifying these factors helps determine which types of projects may benefit from agile practices (Baccarini, 1996; Turner & Cochrane, 1993). Considering project-specific conditions ensures that agile methods are applied where they are most likely to enhance success (Turner & Cochrane, 1993).

Organizational factors are internal structures, systems, and rules that guide how work is carried out within a company (Zwikael & Smyrk, 2011). These factors affect coordination, decision-making, and resource distribution (Jugdev & Müller, 2005), and are therefore critical when assessing the readiness of a company to adopt agile practices (Organ & Koellhofer, 2009; Young & Jordan, 2008). Strong organizational foundations enable smoother agile implementation and positively influence overall project success (Zwikael & Globerson, 2006).

People factors are the skills, behaviors, and cooperation of individuals involved in project work (Belout & Gauvreau, 2004). These factors support communication, motivation, and collaboration, which are essential for project success (Turner & Müller, 2005). Agile methods depend heavily on active team participation and interaction (Hoda

et al., 2013; Moe et al., 2010). The success of agile practices depends largely on the competencies and engagement levels of project team members (Hoda et al., 2013).

Technical factors are the tools, systems, and technologies that support project activities (Jugdev & Müller, 2005). These resources enhance communication, track progress, and help manage tasks efficiently (Lee & Xia, 2010). Their availability affects how smoothly agile methods can be applied (Ramesh et al., 2010; Nerur et al., 2005). Modern technical support systems are vital for effective agile execution and significantly enhance project delivery outcomes (Ramesh et al., 2010).

Project success is defined as achieving project goals within the planned time, cost, and quality, while also fulfilling client expectations and providing long-term value (Atkinson, 1999; Turner & Zolin, 2012). It is commonly measured by the degree to which a project meets its objectives and delivers benefits (Mir & Pinnington, 2014; Ika, 2009; Joslin & Müller, 2015). Joslin and Müller (2015) also identified the factors that influence success helps firms strategically apply agile methods to maximize performance.

Organizational culture refers to the shared values, beliefs, and behaviors that influence how employees work and interact within a company (Schein, 2010). It plays a role in shaping attitudes toward teamwork, adaptability, and communication (Denison et al., 2004). A culture that promotes collaboration and continuous improvement can support the effective use of agile methods (Alvesson, 2012; Cameron & Quinn, 2011). As a moderating variable, organizational culture plays a critical role in enabling or constraining the effect of agile practices on project success (Denison & Mishra, 1995).

The construction industry in Myanmar is experiencing increased pressure to deliver projects with greater speed, quality, and adaptability. Max Myanmar Construction Co., Ltd., founded in 1997, has played a significant role in national infrastructure development, including railway systems and public facilities. Having adopted agile project management in recent years, the company is now focused on using these practices more effectively and efficiently to achieve higher levels of project success. This study investigates the effect of agile project management on project success at Max Myanmar Construction Co., Ltd., while also examining how organizational culture influences the application and effectiveness of agile methods. The findings aim to help industry stakeholders enhance agile adoption in Myanmar's construction sector.

1.1 Rationale of the Study

Project success is a critical goal in the construction industry, particularly in countries like Myanmar where national development depends heavily on large-scale infrastructure projects such as roads, bridges, and buildings. These projects drive economic growth by connecting people and businesses across regions. However, many construction projects in Myanmar encounter challenges such as delays, cost overruns, and quality deficiencies. These issues not only undermine client trust but also pose significant risks to investors and stakeholders. As urban development accelerates, the ability to deliver successful projects becomes increasingly important—not only for individual companies but also for the broader goal of national progress. In the current context, project success is no longer measured solely by time, cost, and quality; it also includes client satisfaction, communication effectiveness, risk management, and alignment with long-term strategic goals.

Project management plays an essential role in ensuring project success by enabling construction firms to plan, organize, and control the various elements involved in delivering a project. It includes setting clear objectives, managing resources, tracking progress, and mitigating risks. A competent project manager acts as a bridge between different stakeholders, such as engineers, workers, suppliers, and clients, ensuring coordination and teamwork throughout the project lifecycle. In Myanmar, many construction companies continue to rely on traditional project management methods that follow a linear, step-by-step structure. While these methods can be effective in stable environments, they often fall short in complex and rapidly changing situations. Consequently, construction firms need to adopt more flexible and adaptive management approaches to meet the evolving demands of modern projects.

Agile project management offers a flexible alternative that addresses many of the limitations of traditional methods. Originally developed for software development, agile principles have proven effective in industries like construction, where projects often face changing client requirements, tight deadlines, and evolving regulatory conditions. Agile focuses on short work cycles, frequent client feedback, continuous improvement, and quick responsiveness to change. It contributes to project success through various factors: management support and decision-making enable quick adaptations; iterative processes reduce delays and improve responsiveness; project characteristics such as complexity and pace benefit from regular updates; and people factors like collaboration, motivation, and

clear communication are essential for team performance. Technical tools that enable real-time updates and task tracking also support agile implementation by improving visibility and efficiency.

Organizational culture plays a decisive role in the successful adoption of agile project management and, ultimately, in achieving project success. Culture shapes how people think, communicate, and respond to change. A culture that encourages innovation, collaboration, open communication, and learning aligns well with agile values and enables teams to work more effectively. In Myanmar, however, many construction firms still operate within a top-down decision-making structure that limits team autonomy and responsiveness. This hierarchical culture can hinder the flexibility and quick decision-making that agile requires. To successfully implement agile practices, companies must gradually shift toward a culture that values participation, feedback, trust, and shared responsibility. Although this cultural transformation takes time, it is essential for fostering an environment that supports continuous improvement, employee engagement, and long-term project success.

Max Myanmar Construction Co., Ltd. applies agile principles across its operations to enhance project success by fostering flexibility, collaboration, and responsiveness. At the management level, project teams are empowered to make day-to-day decisions independently, supported by regular team meetings that function like agile stand-ups to discuss progress and coordinate tasks. The company uses a flexible, phase-based planning process and adopts rolling wave planning, allowing teams to adjust plans as conditions change. Emphasis is placed on real-time progress observed through site inspections rather than relying solely on documentation, enabling faster decision-making and issue resolution. Cross-functional collaboration is encouraged through integrated teams across departments such as engineering, procurement, and safety, with open communication and quick resource allocation.

Skilled personnel are given ownership and support, contributing to high levels of motivation, teamwork, and accountability. Technically, the use of practical tools and feedback loops ensures continuous improvement without overreliance on complex systems. These agile practices are supported by an organizational culture that blends global standards with local adaptability, promoting innovation and resilience in the face of uncertainty. This study examines how agile project management affects project success at Max Myanmar Construction. It also examines how the company's culture supports or

limits agile project management practices. The goal is to provide insights that help the company and others like it improve results through better management and stronger team culture.

1.2 Objectives of the Study

The main objectives of the study are as follows:

1. To analyze the effect of agile project management on project success at Max Myanmar Construction Co., Ltd., and
2. To analyze the moderating effect of organizational culture on the relationship between agile project management and project success at Max Myanmar Construction Co., Ltd.

1.3 Scope and Method of the Study

This study focuses on examining the relationship between agile project management practices and project success at Max Myanmar Construction Co., Ltd. It also examines how organizational culture influences this relationship. The study focuses on the company's internal project operations, specifically projects managed by its 150 project staff members. To ensure accurate and representative data, a sample of 109 respondents is selected using a simple random sampling method, based on the recommended sample size calculated by the Raosoft Sample Size Calculator. The study collects primary data through structured questionnaires designed to capture the project staff's perceptions and experiences regarding agile project management practices, organizational culture, and project success. The questionnaires are administered during personal interviews. A Likert scale is used to quantify responses, enabling statistical analysis. Secondary data from academic sources and relevant research supports the study's theoretical framework. For data analysis, the study applies descriptive statistics and multiple regression analysis.

1.4 Organization of the Study

The study is organized into five chapters. Chapter one presents the introduction, including the rationale of the study, objectives of the study, scope and method of the study. Chapter two provides the theoretical background, covering key concepts such as project management, agile project management, organizational culture, and project success, along with a review of previous studies and the conceptual framework. Chapter three outlines the profile of Max Myanmar Construction Co., Ltd., its organizational structure, agile project management practices, and organizational culture, followed by the demographic profile of respondents and reliability analysis. Chapter four contains the data analysis, focusing on the effect of agile project management on project success and the moderating effect of organizational culture on the relationship between agile project management and project success. Chapter five concludes the study with key findings and discussions, suggestions and recommendations and needs for future research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter provides a theoretical background and literature review on project management, agile project management including management factors, process factors, project factors, organizational factors, people factors and technical factors, organizational culture and project success. It also describes previous studies and conceptual framework of the study.

2.1 Project Management

Project management is a structured approach used to achieve specific goals by managing resources efficiently within defined time, cost, and scope limits (PMI, 2012). It applies specialized knowledge, skills, tools, and techniques to complete project tasks in line with organizational objectives. This structured discipline is widely used in sectors like construction, where the complexity of projects, involvement of multiple stakeholders, and need for compliance with regulations make proper planning and coordination essential (Turner, 2007).

The process of project management typically involves five main phases: initiation, planning, execution, monitoring and controlling, and closing (Kerzner, 2013). During initiation, the project's value and feasibility are assessed. The planning phase involves setting goals, determining resource needs, and preparing schedules and budgets. Execution focuses on completing the work as planned, while monitoring and controlling ensure that project progress aligns with expectations. The final phase, closing, involves final deliverables and project evaluation.

The theoretical foundation of project management is based on the iron triangle of time, cost, and quality (Atkinson, 1999), though more recent perspectives emphasize additional dimensions such as stakeholder satisfaction, team performance, and strategic alignment (Shenhar et al., 2001; Jugdev & Müller, 2005). According to Cooke-Davies (2002), effective leadership, proactive risk management, and strong communication are critical contributors to success. In construction, external factors like site conditions and supply chain issues further influence outcomes (Chan et al., 2004). As such, modern

project management requires flexibility and adaptability, supported by tools and methodologies that respond to each project's unique demands.

2.2 Agile Project Management

Agile project management is an iterative and flexible approach that emphasizes collaboration, adaptability, and frequent customer feedback (Beck et al., 2001). It prioritizes people and interactions, working solutions, customer collaboration, and responsiveness to change. Agile principles emerged in the software industry but have since been adopted across various sectors, including construction, manufacturing, and education, due to their ability to manage complexity and uncertainty (Rigby et al., 2016).

The agile process involves short cycles known as sprints, where cross-functional teams deliver increments of the project. These sprints enable regular reviews and feedback, allowing continuous improvement and real-time adaptation to changing needs (Highsmith, 2002; Augustine et al., 2005). Agile encourages early delivery of value and close involvement of stakeholders throughout the project lifecycle.

The theory behind agile project management emphasizes iterative learning, adaptability, and team empowerment. It moves away from rigid planning to allow greater responsiveness and creativity. Bergmann (2018) identified six major factors in agile project management: management, process, project, organizational, people, and technical factors. These interconnected elements shape the effectiveness of agile implementation and highlight the need for an environment that supports collaboration and transparency.

2.2.1 Management Factors

Management factors in agile project management refer to the elements related to leadership style, decision-making processes, communication patterns, and the strategic alignment of project activities (Highsmith, 2002; Augustine et al., 2005). These factors shape the environment in which agile project management teams operate and influence how effectively they can deliver project outcomes. Unlike traditional command-and-control models, agile project management emphasizes adaptability, collaboration, and the empowerment of team members to make decisions.

The process of agile project management involves creating conditions that foster rapid decision-making, continuous feedback, and decentralized control. Agile project management leaders act more as facilitators than as controllers, guiding teams to self-organize and make timely decisions that align with project goals (Chow & Cao, 2008). They encourage regular interaction with stakeholders, helping to clarify project objectives and adjust priorities based on feedback. This real-time responsiveness makes it possible to adapt quickly to changing project requirements.

Agile project management also requires a balance between flexibility and structured discipline. While agile project management values adaptability, it does not abandon formal standards entirely. Managers may still apply quality frameworks such as ISO 9001 to ensure consistent project performance, especially in regulated industries like construction (Binder et al., 2014). Leadership commitment plays a critical part in sustaining agile project management practices. Managers who actively support team autonomy, align project goals with organizational strategies, and maintain transparency help create an environment where agile project management principles thrive. Furthermore, stakeholder engagement fosters shared accountability and strengthens team commitment to project goals (Moe et al., 2010).

2.2.2 Process Factors

Process factors in agile project management refer to workflows, iterative development cycles, standard ceremonies, and tools that guide how projects are executed (Agile Alliance, 2001). These factors represent the practical side of agile project management implementation and form the operational core of agile project management methodologies.

The process typically includes iterative cycles such as sprints, which involve stages of planning, execution, review, and reflection. These short iterations allow for continuous feedback and ongoing improvements to the product or service being delivered. Ceremonies like daily stand-up meetings, sprint reviews, and retrospectives encourage open communication, help resolve issues quickly, and ensure alignment within the team (Conforto et al., 2014). Agile project management teams use visual tools such as task boards, burn down charts, and digital collaboration platforms to monitor progress and maintain transparency across team members and stakeholders.

Common agile project management frameworks such as scrum, kanban, and extreme programming offer structured approaches to these process elements. Scrum uses time-boxed iterations with clearly defined roles, such as the product owner and scrum master, while Kanban focuses on visualizing tasks and controlling the flow of work. Extreme programming incorporates practices like test-driven development and continuous integration to enhance quality and adaptability (Chow & Cao, 2008; Fernandez et al., 2008).

Effective process management enables agile project management teams to maintain focus, track deliverables, and respond swiftly to changing requirements. By adopting lightweight but disciplined processes, teams reduce inefficiencies, shorten feedback loops, and improve alignment with customer needs that are particularly important in dynamic sectors like construction (Serrador & Pinto, 2015).

2.2.3 Project Factors

Project factors refer to specific characteristics of a project, including size, complexity, scope, duration, and the degree of uncertainty involved (Boehm & Turner, 2005). These attributes influence whether agile project management methods can be applied directly or must be adapted to fit the situation.

The process of evaluating project factors starts with assessing the nature of the project and identifying constraints, stakeholder expectations, and technical requirements. Agile project management is particularly suited for projects that have evolving requirements, high levels of uncertainty, and frequent stakeholder engagement (Augustine et al., 2005). Projects involving fast-changing markets or innovative technologies benefit from the flexibility offered by agile project management practices. Conversely, highly regulated or contract-driven projects may require a hybrid approach, combining agile project management principles with traditional controls (Conforto & Amaral, 2010).

Chua et al. (1999) highlighted that clear project goals, a well-defined scope, and risk mitigation strategies are essential for project success. In the construction industry, teams must also navigate issues such as environmental regulations, permit approvals, subcontractor coordination, and supply chain logistics. These challenges require tailored agile project management approaches, especially in the early phases of planning and

design where iterative reviews and client feedback can improve decision-making and outcome quality.

Agile project management allows for modular planning and phased execution, making it easier to adapt as project variables change. Understanding the unique demands of each project helps organizations determine the level of agility needed and implement suitable practices to optimize performance and stakeholder satisfaction.

2.2.4 Organizational Factors

Organizational factors in agile project management refer to internal elements such as structure, culture, governance systems, and policies that affect how agile project management methods are adopted and sustained (Boehm & Turner, 2005). These factors shape the institutional environment in which projects are executed and directly influence the feasibility of agile project management implementation.

The process of enabling agile project management within an organization includes restructuring authority, reducing bureaucracy, and encouraging cross-functional collaboration. Organizations with flat hierarchies, transparent communication, and decentralized decision-making are more likely to adopt agile project management practices effectively (Chow & Cao, 2008). To create an agile-friendly environment, companies often need to revise standard operating procedures, modify reporting structures, and promote values such as openness and adaptability.

Bourne and Walker (2004) highlighted that a learning-oriented culture which emphasizes feedback and knowledge sharing is more conducive to agile project management adoption. Binder et al. (2014) emphasized the importance of leadership support and governance in scaling agile project management beyond isolated teams. In industries like construction, shifting from traditional, top-down management to collaborative approaches requires changes in s, training programs, and reward systems to support agile project management values.

Organizational readiness and the commitment to transformation determine how effectively agile project management methods can be integrated. An aligned structure allows teams to act quickly, while shared values reinforce behaviors such as continuous improvement, openness to change, and innovation. Without supportive organizational

factors, even well-designed agile project management processes may fail to deliver expected results.

2.2.5 People Factors

People factors refer to the human elements in agile project management, including team skills, motivation, communication styles, and the ability to collaborate effectively (Chow & Cao, 2008). Agile project management emphasizes the importance of individuals and interactions over processes and tools, making people one of the most critical components in agile project management environments.

The process of managing people in agile project management includes forming self-organizing, cross-functional teams that take ownership of their work. Agile project management teams are typically small, diverse in skill sets, and empowered to make decisions without relying heavily on top-down control. Team members share responsibilities and adapt their roles according to project needs (Highsmith, 2002).

Organizations must invest in developing both technical and interpersonal competencies through ongoing training, mentorship, and feedback. Trust among team members, psychological safety, and open communication are essential for agile project management teams to function well (Belout & Gauvreau, 2004). Leaders support people factors by encouraging transparency, resolving conflicts constructively, and ensuring that team goals align with individual strengths and motivations.

Nerur et al. (2005) emphasized the importance of respect, shared vision, and frequent interaction in fostering a high-performing agile project management team. Tools like daily stand-ups, retrospectives, and peer reviews help maintain accountability and promote continuous learning. In sectors like construction, where teams are often large and geographically dispersed, fostering effective people dynamics becomes even more important to agile project management success.

2.2.6 Technical Factors

Technical factors in agile project management refer to the technologies, tools, infrastructure, and technical expertise required to implement and sustain agile project management practices (Chow & Cao, 2008). These elements provide the digital and

operational foundation for agile project management teams to work efficiently and adapt to changes in real time.

The process of managing technical factors involves selecting and using appropriate tools for collaboration, progress tracking, and document sharing. Agile project management teams benefit from digital platforms such as Jira, Trello, and Asana for task management, as well as real-time communication tools like Slack or Microsoft Teams. In the construction sector, specialized software such as Building Information Modeling (BIM), CAD tools, and mobile project management apps enhance coordination and visibility (Conforto et al., 2014).

In addition to tools, agile project management projects also depend on robust IT infrastructure and cyber-security systems to ensure reliability and data protection. The use of modular system design and early prototyping allows teams to test, validate, and refine deliverables throughout the development lifecycle. According to Raz et al. (2002), technical preparedness directly affects a team's ability to manage complexity and respond to project changes effectively.

Strong technical factors support agility by enabling transparency, real-time updates, and informed decision-making. They help reduce miscommunication, minimize delays, and maintain quality, particularly in large-scale or technically complex projects. Effective integration of technology enhances the responsiveness and scalability of agile project management methods, making them more practical and effective across different industries.

2.3 Organizational Culture

Organizational culture is defined as the shared values, beliefs, assumptions, and norms that shape how individuals behave and interact within an organization (Schein, 2010). It represents the underlying mindset that influences communication, leadership, innovation, and employee engagement, forming the foundation for how organizations function. The process of shaping culture involves the consistent reinforcement of values through communication, leadership behavior, and institutional practices. Culture affects how employees respond to challenges, collaborate with each other, and adapt to change.

A culture that supports learning, transparency, and feedback is essential for fostering collaboration and responsiveness. Organizations with adaptive cultures that

promote knowledge sharing and continuous improvement are better positioned to deliver successful projects (Bourne & Walker, 2004). Aligning organizational culture with project objectives is also a critical factor in ensuring effective project implementation (Fortune & White, 2006). A strong organizational culture contributes to project success by creating a sense of purpose, shared vision, and consistent behaviors that support goal achievement (Denison & Mishra, 1995). Moreover, culture influences how risks are perceived and managed, which is particularly important in complex environments like construction (Zuo et al., 2018).

The theoretical perspective highlights that agile project management functions most effectively in environments where culture supports decentralized decision-making, team empowerment, and adaptability. The Agile Manifesto promotes values such as individuals and interactions, customer collaboration, and responsiveness to change (Agile Alliance, 2001). These principles are reinforced by Chow and Cao (2008), who emphasized that agility depends on cultural factors that encourage flexibility, transparency, and open communication. Furthermore, Moe et al. (2010) note that teamwork and trust—both cultural characteristics—are vital for agile teams to function effectively.

However, hierarchical, rigid, and risk-averse cultures often act as barriers to agile adoption. Such environments limit innovation, discourage feedback loops, and centralize control, making it difficult for agile practices to thrive (Boehm et al., 2005). Despite these obstacles, traditional industries such as construction can transition toward more agile-compatible cultures. This transformation requires deliberate cultural shifts, which can be achieved through organizational interventions aimed at enhancing agility and adaptability (Denning, 2018). Key enablers of this transformation include leadership commitment, stakeholder engagement, capacity building, and transparent communication. These factors not only reduce resistance to change but also promote a shared vision and collective ownership of agile values and behaviors, ultimately making cultural alignment with agile practices more attainable (Hasan et al., 2021).

2.4 Project Success

Project success is defined as the achievement of project objectives within the constraints of time, cost, and quality (Atkinson, 1999). This traditional view emphasizes

whether a project is completed on schedule, within the approved budget, and meets the required technical specifications. These three elements—time, cost, and quality—have long been considered the fundamental criteria for evaluating the effectiveness of project delivery. The success of a project was traditionally judged based on its ability to meet predefined targets within these constraints, often through a clear and structured planning approach that emphasized control and predictability.

The process of assessing project success has expanded to include multiple dimensions beyond the conventional constraints. Contemporary scholars highlight that project success must also account for stakeholder satisfaction, alignment with organizational strategy, achievement of intended benefits, and long-term value creation (Shenhar et al., 2001; Müller & Turner, 2007). These broader criteria reflect the changing nature of projects, especially in dynamic sectors such as construction, where the expectations of clients and stakeholders evolve over time. Modern projects are expected not only to deliver results efficiently but also to create lasting effect by supporting organizational missions, enhancing stakeholder relationships, and fostering innovation and learning. As a result, project success is increasingly seen as a multidimensional concept that balances efficiency, relevance, and value.

Theoretical perspectives divide project success into two key components: project management success and product success. Baccarini (1999) emphasized that success involves both the effectiveness of the execution process and the extent to which the final output meets the intended objectives. Project management success focuses on how well the project was executed in terms of managing scope, time, cost, and quality. Product success, on the other hand, is concerned with the usefulness, functionality, and satisfaction delivered by the final deliverable. These two components are interconnected; successful project management creates the conditions for effective outcomes, while the final results validate the project's relevance and effect. A project may be delivered on time and within budget but still be unsuccessful if it does not meet the client's needs or strategic goals.

Pinto and Slevin (1988) identified several critical success factors (CSF) that affect project performance, including clear communication, leadership quality, detailed planning, and active stakeholder involvement. These CSFs emphasize the importance of both internal and external dynamics in shaping project outcomes. Internally, project teams must be aligned in their objectives, well-coordinated in their tasks, and supported by

competent leadership. Communication must be open, frequent, and transparent to ensure that all parties are informed and engaged. Planning must be comprehensive and flexible to anticipate challenges and adjust strategies accordingly. Externally, stakeholder involvement ensures that the project remains responsive to changing requirements and maintains legitimacy throughout its lifecycle. These critical factors reinforce that project success is a collective effort that depends on collaboration, clarity, and adaptability.

Despite these advantages, achieving project success also depends on external environmental factors. In the construction industry, procurement methods, legal regulations, and organizational readiness to adopt new practices significantly influence outcomes (Chan et al., 2001; Jha & Iyer, 2006). The choice of procurement strategy can affect the clarity of roles and responsibilities, the efficiency of resource allocation, and the speed of decision-making. Regulatory frameworks influence the scope and timing of project activities, especially when compliance and permits are required. An organization's willingness and capacity to adopt innovative practices—such as agile project management or digital tools—can determine its ability to adapt to changing circumstances and deliver value. In this context, project success is not only a matter of internal execution but also of external alignment with the broader environment in which the project operates.

Project success has evolved from a narrow focus on time, cost, and quality to a broader, multidimensional understanding that includes stakeholder satisfaction, strategic alignment, and long-term value. Theoretical models distinguish between managing the project process effectively and achieving meaningful end results. Success depends on a combination of internal capabilities and external factors like regulatory context and organizational adaptability. For construction firms operating in complex environments, a holistic approach to project success is essential to ensure that both immediate objectives and long-term goals are achieved.

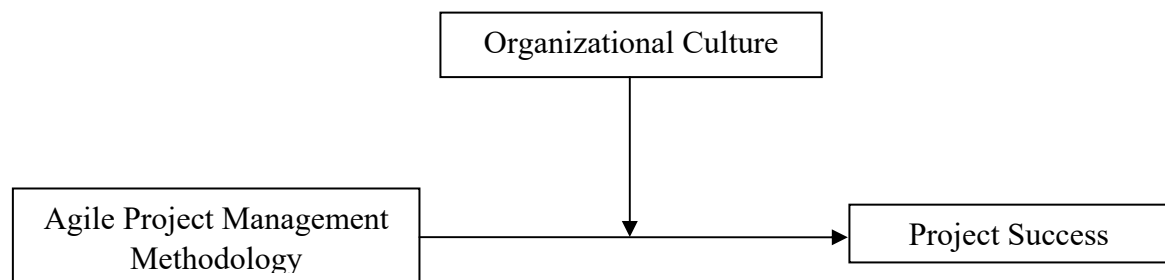
2.5 Previous Studies

Numerous studies have examined the relationship between agile project management and project success, particularly within the context of modern, dynamic organizational environments. The rise of agile methodologies has prompted researchers to assess their effectiveness in enhancing project performance metrics such as time, cost, quality, and stakeholder satisfaction. Additionally, organizational culture has been

recognized as a critical factor that can either facilitate or hinder the implementation of agile principles and, consequently, affect project outcomes.

Hasan et al. (2021) conducted a study titled "Moderating of Organizational Culture between Adoption of Agile Project Management Methodology and Project Success," focusing on the telecommunication services provider industry in Pakistan. The primary objective of the study was to examine the effect of adopting agile project management methodology on project success and to assess whether organizational culture moderates this relationship. The researchers collected data from 197 professionals working in companies such as Huawei, Jazz, Pakistan Telecommunication Company Limited, Telenor, Ufone, Zong, and ZTE through a structured questionnaire. The conceptual framework of Hasan et al. (2021) is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of Hasan et al.



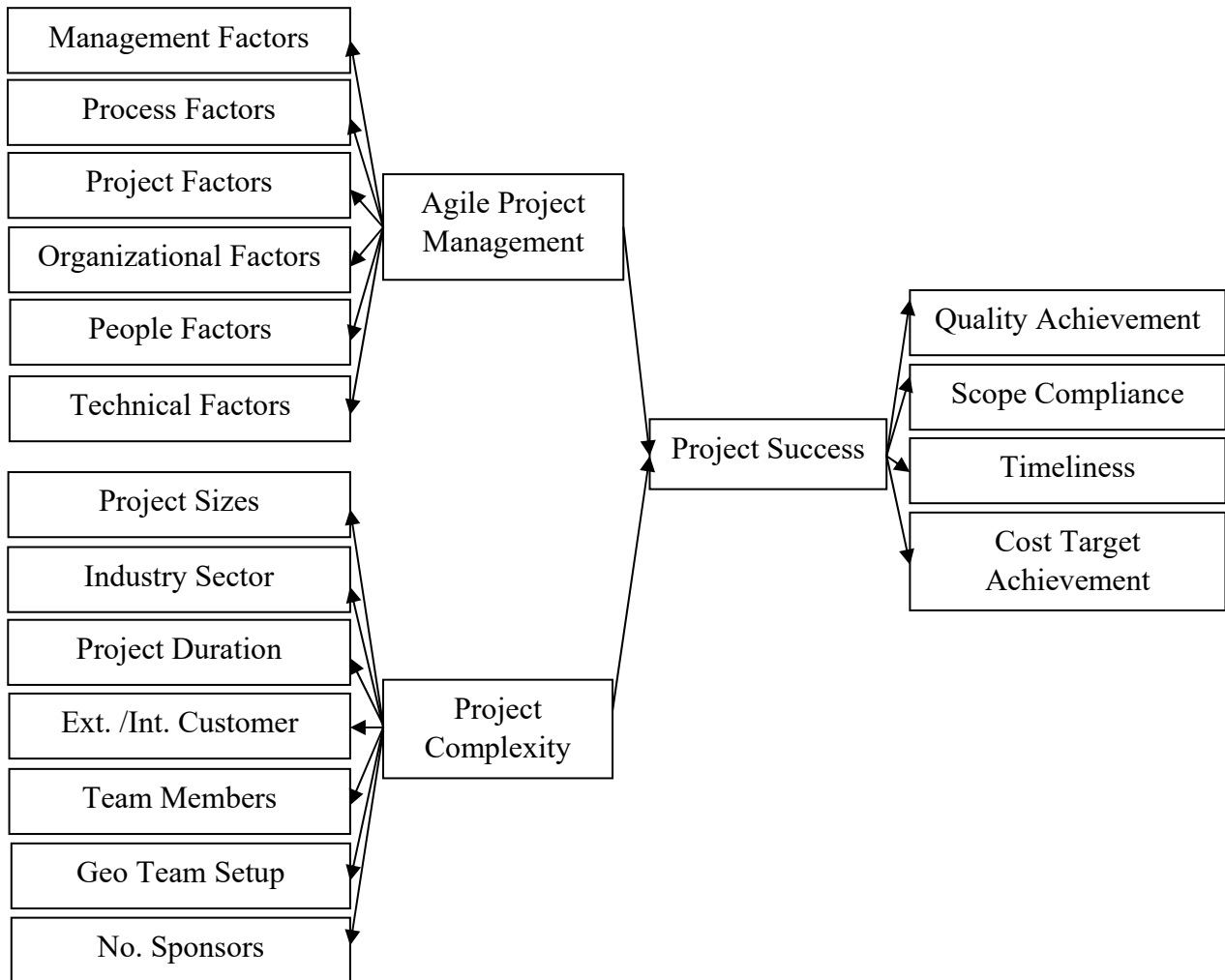
Source: Hasan et al. (2021)

The findings of Hasan et al. (2021) indicated a strong and significant positive relationship between agile project management methodology and project success, highlighting that agile practices improve project outcomes. Although organizational culture showed a weak positive influence on project success, its moderating effect in the relationship was statistically insignificant. This implied that while organizational culture can support project success, it did not significantly alter the effectiveness of agile project management methodology in the context of Pakistan's telecommunication industry.

Bergmann (2018) studied "The Relationship between Agile Project Management and Project Success Outcomes" at the University of Central Florida. The main objective of the study was to investigate how the use of agile project management practices influences project success outcomes, especially considering the effect of project complexity. The research was conducted through an empirical survey targeting project managers across various industries in the United States. This broad scope included a wide

range of project types and complexity levels. The study specifically focused on collecting perceptions of project managers about agile practices and their effectiveness. The conceptual framework of Bergmann (2018) is shown in Figure (2.2).

Figure (2.2) Conceptual Framework of Bergmann



Source: Bergmann (2018)

The findings of Bergmann (2018) revealed a significant positive relationship between agile project management and project success, while also identifying a weak negative association between project complexity and success outcomes. That study concluded that agile methodologies enhance project success across diverse domains and highlighted the importance of further education and certification in agile project management to improve adoption and implementation.

These studies supported that achieving project success in today's complex environments was challenging. Agile project management is widely recognized for

improving team collaboration, reducing risks through step-by-step planning, and increasing transparency and accountability. However, the success of agile also depended on the type of organizational culture in place. A clan-type culture, which values teamwork, participation, and a supportive environment, is often more suitable for agile practices.

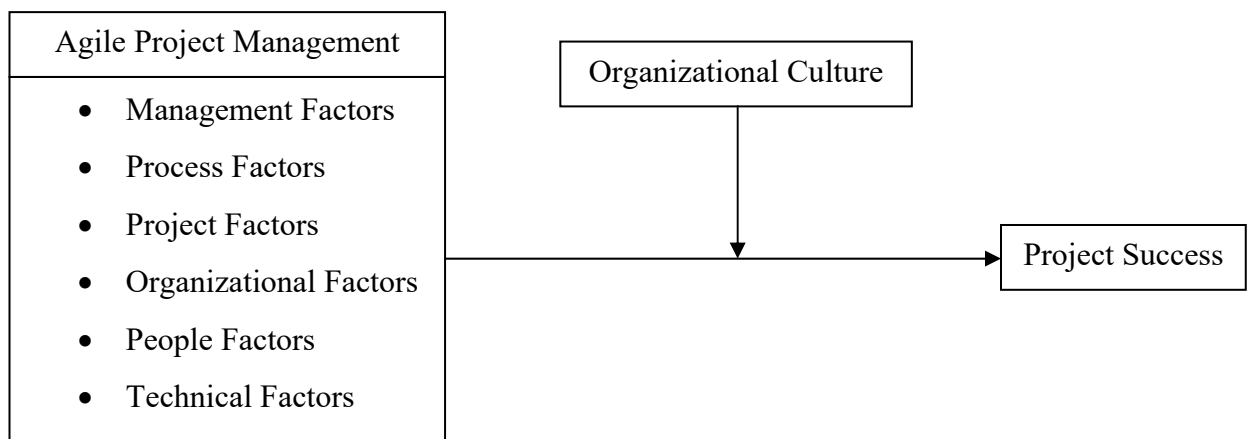
In the construction industry, where traditional, top-down project management methods have been common, agile is a relatively new but increasingly appealing approach. Its flexibility and ability to adapt can help address common challenges in construction projects, such as shifting client needs, multiple stakeholders, and tight schedules. However, adopting agile not only requires changes in processes and tools but also a shift in organizational culture.

2.6 Conceptual Framework of the Study

This study focuses on Max Myanmar Construction examining how agile project management affects project success. It also looks at how the company’s organizational culture influences this relationship.

This framework is based on earlier research, such as that by Hasan et al. (2021), who studied the effect of culture in agile project outcomes, and Bergmann et al. (2018), who examined the direct effect of agile on project success. These studies show that the context in which agile is used is important for understanding its effectiveness. The conceptual framework of the study is shown in Figure (2.3).

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2025)

At Max Myanmar Construction Co., Ltd., using agile in a traditionally structured industry like construction presents some difficulties. However, the company's changing environment, growing project complexity, and need for innovation offer a chance to see how agile can improve project results. By studying how agile practices and organizational culture interact in this setting, the study aims to provide useful insights for both practice and theory.

In this framework, agile project management is defined as the independent variable and is broken down into six core components: management factors, process factors, project factors, organizational factors, people factors, and technical factors. The factors represent the comprehensive scope through which agile principles are applied in real-world construction projects. Project success is identified as the dependent variable, and organizational culture functions as a moderating variable, meaning it influences the strength and direction of the relationship between agile project management and project success.

CHAPTER 3

PROFILE, AGILE PROJECT MANAGEMENT AND ORGANIZATIONAL CULTURE OF MAX MYANMAR CONSTRUCTION COMPANY LIMITED

This chapter provides an overview of Max Myanmar Construction Co., Ltd., one of Myanmar's leading construction companies. It begins with a profile of the company, highlighting its history, vision, mission, core services, and key achievements. Following this, the chapter presents the organizational structure, illustrating how the company is organized to efficiently manage its diverse and complex construction projects. The chapter then examines the integration of agile project management practices within Max Myanmar Construction's project delivery processes, demonstrating how agile principles are adapted to enhance flexibility, collaboration, and responsiveness in the construction industry. In this chapter, the organizational culture of Max Myanmar Construction Co., Ltd. is examined, emphasizing the company's strategic approach to balancing global standards with local market needs while fostering an agile and people-centered work environment. This chapter also outlines the demographic profile of respondents and reliability analysis of the instruments used in the study.

3.1 Profile of Max Myanmar Construction Co., Ltd.

Max Myanmar Construction Co., Ltd., established in 1993, is a leading construction company in Myanmar and an important subsidiary of the Max Myanmar Group of Companies, a diversified Burmese conglomerate with interests spanning construction, banking, hospitality, and other sectors. Over the past three decades, Max Myanmar Construction has solidified its reputation as a major player in Myanmar's construction industry by delivering high-quality infrastructure and building projects that meet both local and international standards. The company is widely recognized for its commitment to quality, timely project completion, and the adoption of innovative construction methodologies, which have enabled it to successfully handle a broad spectrum of projects including high-rise commercial buildings, residential complexes, industrial facilities, and public infrastructure such as roads and bridges.

The company's vision is to exceed global expectations and be a leader in quality, efficiency, innovation, sustainable development, and continued prosperity. This vision reflects the company's aspiration to not only lead within Myanmar but also to set benchmarks on a global scale by continually raising its standards and embracing new technologies and practices. In support of this vision, Max Myanmar Construction's mission is to provide the utmost services for client satisfaction in terms of quality, cost, and time, while navigating the challenges posed by an internationalized, highly competitive market that demands higher specifications and more rigorous standards. This client-focused mission guides the company's operations and drives it to consistently meet and surpass the expectations of its stakeholders.

Max Myanmar Construction offers a comprehensive range of construction services that cover all phases of a project from design and planning to execution and completion. The company's multidisciplinary teams possess the expertise necessary to manage complex construction projects effectively, ensuring quality control, cost management, and risk mitigation throughout the project lifecycle. The company is committed to incorporating advanced construction technologies and modern materials, which enhance productivity, reduce costs, and improve overall project outcomes.

A cornerstone of Max Myanmar Construction's success is its unwavering commitment to quality, safety, and environmental responsibility. The company has implemented a rigorous quality management system aligned with internationally recognized standards, demonstrated through its achievement of several important ISO certifications. These include ISO 9001:2015 for quality management, which ensures consistent delivery of services that meet customer and regulatory requirements, and continuous process improvement to enhance client satisfaction. Additionally, Max Myanmar Construction holds ISO 14001:2015 certification for environmental management, underscoring its commitment to minimizing environmental effect and promoting sustainable construction practices. Furthermore, the company is certified under ISO 45001:2018 for occupational health and safety management, which reflects its dedication to providing a safe and healthy working environment for employees, subcontractors, and other stakeholders. These certifications confirm Max Myanmar Construction's capability to systematically manage quality, environmental, and safety risks, thereby delivering projects responsibly and sustainably.

Innovation is central to the company's operational philosophy. Max Myanmar Construction invests in the latest construction technologies, trains its workforce in current best practices, and fosters a culture of continuous improvement. The company emphasizes sustainability by employing eco-friendly construction techniques, reducing waste, and ensuring energy-efficient processes. Compliance with local environmental regulations and striving to surpass these requirements are integral to the company's approach to responsible construction.

The company's corporate objectives focus on enhancing construction quality and efficiency, protecting the environment, ensuring occupational health and safety, and aligning with international standards. Max Myanmar Construction strives to complete projects on schedule without compromising quality, actively reduces the environmental effect of its operations, maintains high safety standards to protect all workers, and continuously updates its practices to meet global benchmarks.

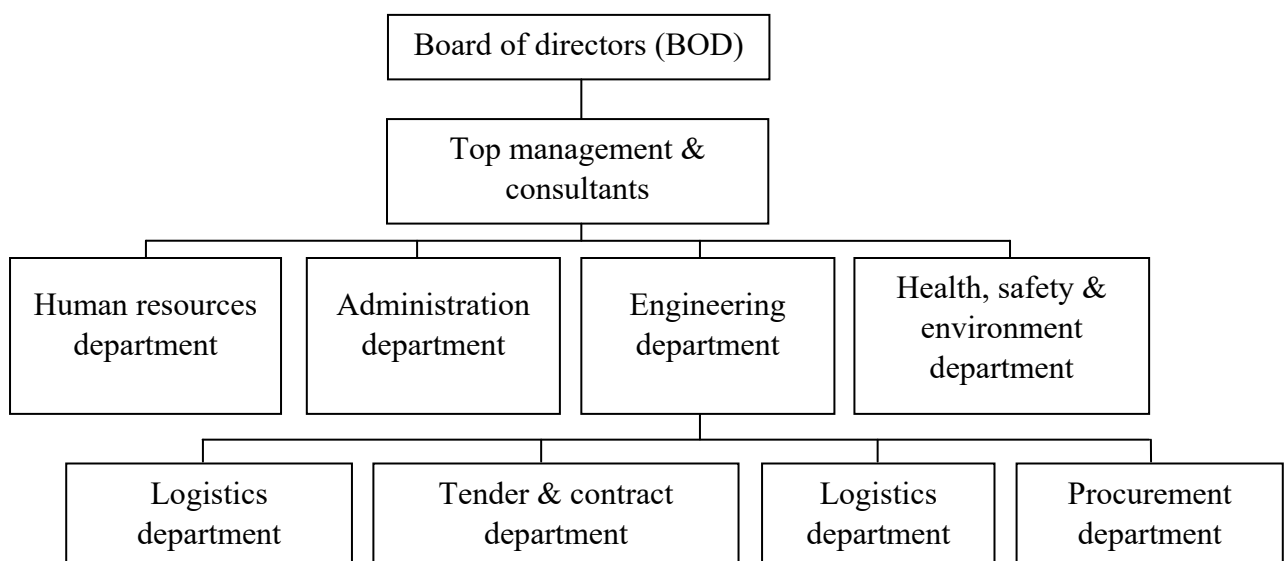
Leadership plays a critical part in the success of Max Myanmar Construction. The company is guided by a team of highly experienced executives and consultants with deep knowledge of construction, engineering, and business management. The experienced management group provides strategic direction and ensures that the company remains adaptable to changing market conditions, technological advancements, and regulatory requirements, all while maintaining its focus on growth and excellence.

Max Myanmar Construction has played a significant role in Myanmar's urban development and infrastructure growth. The company's completed projects have become integral parts of the country's built environment, demonstrating its ability to deliver reliable, high-quality, and cost-effective construction solutions. Through its strong reputation for professionalism and timely delivery, Max Myanmar Construction continues to build trust with both private and public sector clients. Its sustained contribution to Myanmar's development underpins the company's position as a cornerstone of the national construction industry and a driver of economic growth.

3.2 Organizational Structure of Max Myanmar Construction Co., Ltd.

Max Myanmar Construction Co., Ltd., a key subsidiary of Max Myanmar Group, is structured to support the successful execution of a wide range of construction projects throughout Myanmar. At the top of its organizational hierarchy is the Board of Directors, responsible for overall governance and strategic direction. Supporting the Board are senior executives and consultants who play critical roles in shaping long-term goals and ensuring effective management. The company follows a functional departmental structure, in which the organization is divided into specialized departments based on core functions. These departments include human resources, engineering, health, safety and environment, administration, logistics, tender & contract, design, operation, and procurement. Each department is led by a qualified manager who is accountable for planning, organizing, and controlling the activities within their area of responsibility. This structure helps streamline communication, improve accountability, and enhance coordination across the company's operations. The functional setup also ensures that specialized expertise is available to support company-wide objectives, including compliance with safety standards, efficient resource management, and high-quality project execution. The functional organization chart of Max Myanmar Construction Co., Ltd. is shown in Figure (3.1).

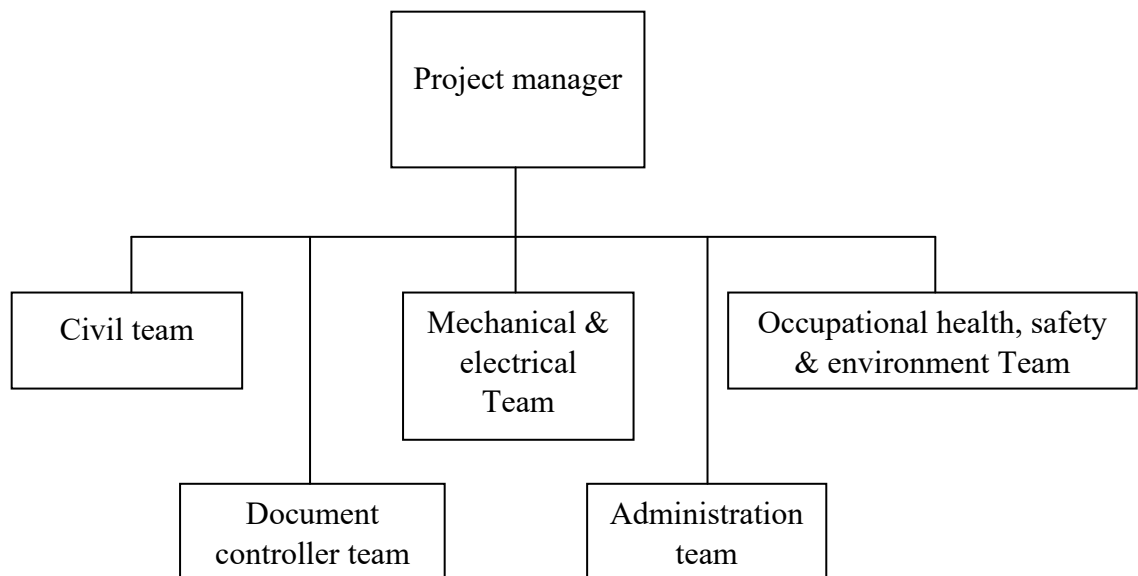
Figure (3.1) Functional Organization Chart of Max Myanmar Construction Co., Ltd.



Source: Max Myanmar Construction Co., Ltd. (2025)

In addition to this functional foundation, Max Myanmar Construction adopts a dynamic project team structure to manage its individual construction projects. For every new project, a dedicated team is assembled to meet its specific requirements, ensuring flexibility and focus. These project teams are self-contained units that operate semi-independently under the supervision of a project manager. Each team typically includes specialists from various disciplines, such as architectural, civil, mechanical, and electrical engineering. In addition, there are team members dedicated to occupational health, safety, and environment (HSE), administration, and document control. This approach allows each project team to work closely on-site and respond quickly to challenges, adapt to client needs, and ensure that timelines and quality standards are met. The dual structure, functional departments for overall operational control and project teams for execution, ensure that Max Myanmar Construction maintains a balance between centralized management and decentralized project delivery, fostering both efficiency and adaptability. The project organization chart of Max Myanmar Construction Co., Ltd. is shown in Figure (3.2).

Figure (3.2) Project Organization Chart of Max Myanmar Construction Co., Ltd.



Source: Max Myanmar Construction Co., Ltd. (2025)

3.3 Agile Project Management Practices of Max Myanmar Construction Co., Ltd.

Max Myanmar Construction Co., Ltd. has been gradually integrating agile project management practices into its project delivery processes. Although the construction industry traditionally relies on linear and phase-based project management models such as the waterfall approach, Max Myanmar Construction recognizes the need for greater flexibility and responsiveness in an increasingly complex and competitive environment. The company operates large-scale infrastructure, commercial, and industrial projects that demand dynamic coordination, rapid issue resolution, and continuous communication. In this context, agile principles, originally developed for software development, have proven to be valuable when adapted thoughtfully to construction operations. Max Myanmar Construction's adoption of agile aligns with the agile manifesto's core values, promoting adaptability, stakeholder collaboration, and iterative planning. The following sections outline how each of the agile values is reflected in the company's project practices.

3.3.1 Management Factors of Max Myanmar Construction

Max Myanmar Construction encourages flexible and practical management at the project level. Each project is handled by a team that includes a project manager, engineers, safety officers, and admin staff. These teams are allowed to make daily decisions without needing approval from higher management. This helps the team respond quickly when problems happen on-site. Regular team meetings are held to talk about progress, issues, and what needs to be done next. These meetings work like agile stand-ups, where everyone shares updates and agrees on the day's tasks. Managers support the teams but do not control every decision. They give resources, remove big problems, and make sure the team's goals match the company's goals. This type of management helps the team work faster and solves problems better. It also creates a more open and trusting work environment. Team members feel more responsible for the results and are more willing to work together. By allowing teams to manage their own work, Max Myanmar can finish projects faster and with fewer mistakes. This management style fits well with agile methods, which focus on teamwork, quick decisions, and adjusting to change. In a fast-changing construction environment, this approach helps the company stay flexible and complete projects successfully.

3.3.2 Processes Factors of Max Myanmar Construction

Max Myanmar Construction uses simple and clear processes to manage its projects. The company breaks each project into smaller phases like site preparation, structure, and finishing. This helps teams to focus on one step at a time. Instead of spending too much time on detailed paperwork, the company checks progress through site visits and inspections. The work done on-site is the best proof that the project is moving forward. While documents are still required for legal and safety reasons, the team gives more importance to visible progress. Teams meet often to plan the next steps and fix problems early. These meetings help keep the work on track without waiting for written reports.

The company also uses basic tools to monitor tasks and timelines, but the main focus is on getting real work done. This process is like agile methods, where the goal is to deliver working results in small steps and keep improving. By using a clear process that is easy to follow and adjust, Max Myanmar makes sure that the team can meet client needs and avoid delays. The process is not too strict, which allows the team to be flexible when problems come up. This way of working helps the company handle complex projects more smoothly and with better results.

3.3.3 Projects Factors of Max Myanmar Construction Co., Ltd.

Construction projects at Max Myanmar often face changes, such as weather delays, supply issues, or new client requests. The company understands that not everything can be planned from the start. That is why it uses flexible project planning. Teams plan details only for the near future and adjust the rest as the project goes on. This is similar to the agile method called rolling wave planning. Teams meet every week to talk about progress and decide what changes are needed. They also look at risks and find solutions before problems grow. When something changes, the team can quickly update the plan, shift resources, or find new ways to do the work. These changes are made without waiting for long approvals. This flexible approach helps the project continue without major delays. The company keeps the project goals in mind but allows changes that improve results or meet client needs. By using real-time updates from the site, the team can react faster and more accurately. This makes it easier to manage project

complexity. In the end, this way of planning and responding helps Max Myanmar deliver better outcomes, even when projects are large or unpredictable.

3.3.4 Organizational Factors of Max Myanmar Construction

Max Myanmar Construction creates a work environment that supports teamwork and communication across all departments. Project teams include staff from different places such as engineering, procurement, safety, and admin. These people work closely together, not in separate units. The company encourages open communication so that information flows quickly between departments. This helps solve problems early and avoids confusion. Teams have the resources they need, including equipment, staff, and support from management. When something is missing, the company acts quickly to provide what is needed. There are also regular site meetings with clients, engineers, and contractors to make sure everyone is on the same page. This structure helps teams work efficiently and finish their tasks on time. It also supports the use of agile practices by making the whole organization more flexible. Everyone understands their positions and how they contribute to the project. The company does not rely too much on strict rules or slow procedures. Instead, it gives teams the space to work in ways that suit the project. This supportive environment helps the team succeed and makes it easier to apply agile methods in construction.

3.3.5 People Factors of Max Myanmar Construction

Max Myanmar believes that people are the key to project success. The company gives teams the power to make decisions and encourages them to take responsibility for their work. Each project team includes skilled professionals who are trained and experienced in construction. These teams meet often to share updates, solve problems, and support each other. This builds trust and makes the team stronger. When people feel trusted, they are more motivated and work better together. Team members also learn from each other and improve their skills during the project. The company values teamwork and makes sure that each person knows their roles. By listening to staff and respecting their ideas, the company creates a positive work culture. This matches well with agile methods, which focus on people and teamwork. When people are given the right tools and freedom

to act, they can adapt to change and deliver better results. Max Myanmar's people-first approach helps improve project quality, teamwork, and job satisfaction.

3.3.6 Technical Factors of Max Myanmar Construction

Max Myanmar Construction uses practical tools and systems to help manage its work. These tools include simple project tracking systems, site reports, and on-site inspections. While not all tools are high-tech, they are useful and easy to use. The company focuses on using tools that help teams respond to changes and solve problems quickly. For example, teams use progress checks and physical walkthroughs to review work and get client feedback. This allows teams to make improvements without waiting for formal reports. Changes are recorded and handled through clear procedures that avoid long delays. When unexpected things occur, like a change in design or schedule, the team can update their plan and move forward. These tools and processes support continuous improvement, which is a key part of agile. The goal is not to use complicated software but to make sure that tools help the team do their work better. Max Myanmar also uses feedback from engineers and workers to improve the way it manages future projects. This focus on useful tools and ongoing learning helps the company deliver better projects, even when conditions change.

3.4 Organizational Culture of Max Myanmar Construction

Max Myanmar Construction Co., Ltd. operates in a dynamic environment that requires the company to balance global best practices with the unique demands of the local Myanmar market. Its organizational culture reflects this dual focus, adopting a philosophy often summarized as act globally, fit locally, while embedding agile principles to enhance adaptability and responsiveness. This culture plays a crucial role in driving the company's sustained growth and competitive advantage in Myanmar's rapidly developing construction sector.

Acting globally means that Max Myanmar Construction embraces international standards, technologies, and management philosophies that are recognized worldwide. The company integrates global quality benchmarks, safety protocols, and sustainable building practices to ensure that its projects meet or exceed international expectations. This global mindset also extends to talent management, where the company recruits

skilled professionals with diverse experiences and promotes continuous learning and innovation. By benchmarking against global leaders and adopting advanced construction methodologies, Max Myanmar Construction positions itself as a forward-looking player capable of delivering world-class infrastructure.

At the same time, Max Myanmar Construction understands the importance of fitting locally. The company is deeply rooted in Myanmar's socio-cultural and economic context, tailoring its operations to meet local needs and regulations. It respects local customs, engages closely with community stakeholders, and collaborates with domestic subcontractors and suppliers. This local alignment ensures smoother project execution, better stakeholder relationships, and enhanced social license to operate. Understanding local market dynamics allows Max Myanmar to respond effectively to challenges such as fluctuating material availability, regulatory changes, and community expectations. By embracing local culture and practices, the company builds trust and a positive reputation, which are vital for long-term success in Myanmar.

Integral to this global-local balancing act is Max Myanmar Construction's commitment to agile organizational culture. The company promotes flexibility, open communication, and continuous improvement across all levels. Agile culture encourages teams to embrace change, learn from setbacks, and rapidly adapt plans based on real-time feedback. This mindset is essential in the construction industry, where projects are complex and conditions frequently change due to technical, environmental, or regulatory factors. Agile practices foster collaboration between project teams, clients, and suppliers, breaking down silos and accelerating decision-making. Daily communication routines, iterative planning, and empowered teams are standard, allowing the company to respond swiftly and efficiently to evolving project demands.

Moreover, the agile culture at Max Myanmar Construction supports a people-centric approach, valuing individual expertise, teamwork, and leadership development. The company invests in capacity-building programs, encouraging employees to take ownership and contribute ideas for process improvements. This culture of empowerment boosts morale, creativity, and accountability, helping the company maintain high performance even under pressure.

Max Myanmar Construction Co., Ltd. organizational culture is a strategic blend of global standards, local responsiveness, and agile adaptability. This culture enables the

company to deliver high-quality projects aligned with international expectations while being sensitive and responsive to Myanmar's unique context. By acting globally, fitting locally, and staying agile, Max Myanmar Construction continuously enhances its operational excellence, stakeholder satisfaction, and sustainable growth in the competitive construction industry.

3.5 Demographic Profile of Respondents

In this study, the randomly selected 109 project staffs from Max Myanmar Construction are interviewed with structured questionnaires. The complete responses are received from 109 employees.

The demographic profile of the 109 respondents from Max Myanmar Construction Co., Ltd. provides important context for understanding the use of agile project management in the construction sector. Most respondents (50.50%) were between 36 and 45 years old, followed by 29.40% aged 46 to 55 and 18.30% aged 26 to 35, indicating a mature and experienced workforce. The majority were male (75.20%), reflecting the common gender distribution in the construction industry.

In terms of education, 67.00% held a bachelor's degree, while 31.20% had a master's degree and 1.80% had a PhD, highlighting a well-educated workforce capable of understanding and implementing agile practices. Regarding work experience, 84.40% had 6 to 10 years of experience, and 10.10% had more than 10 years, highlighting a strong background in construction project delivery.

In addition, 43.10% of respondents had participated in 5 to 10 projects, and 34.90% in more than 10 projects, demonstrating significant practical exposure. Most held mid-level (62.40%) or senior-level (25.70%) positions, with 11.90% in executive positions.

The demographic profile of respondents from Max Myanmar Construction Co., Ltd. reflects a mature, predominantly male, and experienced workforce typical of the construction sector. Most participants were well-educated, held mid to senior-level positions, and had substantial experience in project execution. Their strong background and practical exposure highlight a solid foundation for adopting and applying agile project management practices. The demographic profile of 109 respondents is shown in Table (3.1).

Table (3.1) Demographic Profile of Respondents

Sr. No.	Demographic Factors		No. of Respondents	Percentage
	Total Respondents		109	100.00
1	Age (Years)	26 to 35	20	18.30
		36 to 45	55	50.50
		46 to 55	32	29.40
		56 and above	2	1.80
2	Gender	Male	82	75.20
		Female	27	24.80
3	Education	Bachelor's Degree	73	67.00
		Master Degree	34	31.20
		PhD	2	1.80
4	Years of Experience	1 to 5 years	6	5.50
		6 to 10 years	92	84.40
		10 years and above	11	10.10
5	Number of Projects	1 to 5	24	22.00
		5 to 10	47	43.10
		Above 10	38	34.90
6	Position	Mid-level	28	25.70
		Senior-level	68	62.40
		Executive	13	11.90

Source: Survey Data (2025)

3.6 Reliability Analysis

Reliability analysis is a method used to evaluate whether a measurement scale consistently produces stable results, helping to determine the quality and dependability of that scale. In this research, Cronbach's Alpha is applied to assess the internal consistency of the variables under study. This coefficient is particularly useful when a scale includes multiple items intended to measure the same concept. Reliability testing using Cronbach's Alpha helps to determine how closely related the items are by producing an alpha value that reflects internal coherence.

As noted by Sekaran and Bougie (2017), Cronbach's Alpha generally falls within the range of 0.80 to 0.95, indicating strong reliability. Scores between 0.70 and 0.80 are considered good, while values from 0.60 to 0.70 show moderate reliability. If the Alpha is below 0.60, the scale may lack reliability, and values under 0.50 are usually seen as unacceptable. Although Cronbach's Alpha can technically range from 0 to 1, a value above 0.60 is generally regarded as sufficient for internal consistency. The results of the reliability analysis are presented in Table (3.2).

Table (3.2) Reliability Test Results

	Variables	Number of Items	Cronbach's Alpha	Strength of Association
1	Management factors	5	0.673	Moderate
2	Process factors	7	0.793	Good
3	Project factors	5	0.752	Good
4	Organizational factors	5	0.852	Strong
5	People factors	5	0.823	Strong
6	Technical factors	5	0.733	Good
7	Project success	14	0.915	Strong
8	Organizational culture	8	0.879	Strong

Source: Survey Data (2025)

According to the results, all variables demonstrated Cronbach's alpha values ranging from 0.673 to 0.915, indicating acceptable to strong levels of internal consistency. The items used to assess management factors showed the lowest reliability at 0.673, representing moderate consistency, while project success demonstrated the highest reliability at 0.915, indicating excellent internal consistency. These results confirm that the questionnaire items reliably measured the intended constructs for analyzing the effect of agile project management on project success.

CHAPTER 4

ANALYSIS ON THE EFFECT OF AGILE PROJECT MANAGEMENT ON PROJECT SUCCESS AT MAX MYANMAR CONSTRUCTION CO., LTD.

This chapter presents employee perception on agile project management, project success and organizational culture. Then, it presents the analysis on the effect of agile project management on project success at Max Myanmar Construction Co., Ltd. Finally, it presents the analysis on the moderating effect of organizational culture on the relationship between agile project management and project success. The structured questionnaire use 5 point Likert scale (1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). According to Best (1977), the mean values are interpreted as follows:

The score among 1.00 – 1.80 means strongly disagree.

The score among 1.81 – 2.60 means disagree.

The score among 2.61 – 3.40 means neutral.

The score among 3.40 – 4.20 means agree.

The score among 4.21 – 5.00 means strongly agree.

4.1 Employee Perception on Agile Project Management, Project Success and Organizational Culture

This section is to examine the mean values, overall means and standard deviation of six factors of agile project management, project success and organizational culture which are presented in tables and explanations.

4.1.1 Employee Perception on Agile Project Management

(a) Employee Perception on Management Factors

This section analyzes employee perception on management factors of Max Myanmar Construction, based on five survey items. The perception of employees towards management factors is presented in Table (4.1).

Table (4.1) Management Factors

Sr. No.	Description	Mean	Standard Deviation
1	Management support for projects.	4.08	0.363
2	Management allowance of team autonomy and intervention when necessary.	4.03	0.164
3	Management adjustment of leadership style as needed.	4.11	0.343
4	Management promotion of open communication and feedback.	4.18	0.494
5	Management mentoring and support for team members to achieve goals.	4.17	0.448
Overall Mean		4.11	

Source: Survey Data (2025)

According to Table (4.1), the mean values for management factors (including the overall mean) fall within the range of 3.41 to 4.20, indicating that employees generally agree that management practices at Max Myanmar Construction Co., Ltd. effectively support agile project implementation. Employees agree that management provides project support, allows autonomy with appropriate intervention, and adjusts leadership styles as needed. They also confirm that management promotes open communication and mentors team members to achieve project goals.

(b) Employee Perception on Process Factors

This section analyzes employee perception on process factors of Max Myanmar Construction Co., Ltd., based on seven survey items. The perception of employees towards process factors is presented in Table (4.2).

Table (4.2) Process Factors

Sr. No.	Description	Mean	Standard Deviation
1	Acceptance of change as an inevitable aspect in the organization.	4.28	0.575
2	Flexibility of processes to support frequent changes in requirements.	4.06	0.606
3	Maturity of processes to control scope changes.	3.93	0.619
4	Continuous risk assessment and necessary adjustments.	4.01	0.500
5	Communication of project goals within the organization.	4.04	0.508
6	Measurement of project outcomes.	4.07	0.466
7	Effectiveness in problem resolution of unexpected issues.	4.02	0.430
Overall Mean		4.06	

Source: Survey Data (2025)

According to Table (4.2), the mean values for process factors except the mean value of 4.28 (including the overall mean) fall within the range of 3.41 to 4.20, indicating that employees agree with the effectiveness of process practices in supporting agile project management at Max Myanmar Construction Co., Ltd. Employees agree that processes are flexible enough to accommodate frequent changes in requirements, mature enough to handle scope changes, and effective in assessing risks, communicating goals, and resolving issues.

One item, related to accepting change as an inevitable aspect of projects, falls within the range of 4.21 to 5.00, indicating employee strongly agree with the effectiveness of process practices of Max Myanmar Construction.

(c) Employee Perception on Project Factors

This section analyzes employee perception on project factors of Max Myanmar Construction Co., Ltd., based on five survey items. The perception of employees towards project factors is presented in Table (4.3).

Table (4.3) Project Factors

Sr. No.	Description	Mean	Standard Deviation
1	Variation of project scope due to frequently changing customer requirements.	3.96	0.607
2	Dynamism of project schedules and their quick adjustability.	3.87	0.595
3	Continuous compression of the project schedule.	3.83	0.586
4	Composition of projects with small teams.	4.06	0.524
5	Variation in project activities across different projects.	3.94	0.621
Overall Mean		3.93	

Source: Survey Data (2025)

According to Table (4.3), the mean values for project factors (including the overall mean) fall within the range of 3.41 to 4.20, indicating that employees agree with the influence of project characteristics on agile project management at Max Myanmar Construction Co., Ltd. Employees agree that project scope often changes due to evolving customer requirements, schedules are dynamic and adjustable, and timelines are frequently compressed. They also agree that projects are typically managed by small teams and that project activities vary across different projects.

(d) Employee Perception on Organizational Factors

This section analyzes employee perception on organizational factors of Max Myanmar Construction Co., Ltd., based on five survey items. The perception of employees towards organizational factors is presented in Table (4.4).

Table (4.4) Organizational Factors

Sr. No.	Description	Mean	Standard Deviation
1	Cooperation as a core part of the organizational culture.	4.23	0.603
2	An environment that supports smooth team interactions with few disruptions.	3.96	0.652
3	Free flow of information among team members.	3.94	0.756
4	Organizational focus on effective communication.	4.03	0.569
5	Accessibility of necessary knowledge to all team members.	3.99	0.660
Overall Mean		4.03	

Source: Survey Data (2025)

According to Table (4.4), the mean values for organizational factors except the mean value of 4.23 (including overall mean) fall within the range of 3.41 to 4.20, indicating that employees agree that the organizational environment supports agile project management at Max Myanmar Construction Co., Ltd. Employees agree that the organization provides an environment that enables smooth team interactions, open communication, free flow of information, and access to necessary knowledge.

One item, related to cooperation being a core part of the organizational culture, falls within the 4.21 to 5.00 range, indicating strong agreement.

(e) Employee Perception on People Factors

This section analyzes employee perception on people factors of Max Myanmar Construction Co., Ltd., based on five survey items. The perception of employees towards people factors is presented in Table (4.5).

Table (4.5) People Factors

Sr. No.	Description	Mean	Standard Deviation
1	Technical knowledge and expertise of team members.	4.10	0.526
2	Empowerment of team members in decision-making.	3.98	0.509
3	High motivation among team members.	4.07	0.504
4	Trust-based relationships with customers.	4.17	0.542
5	Customer responsiveness to project-related queries.	4.14	0.461
Overall Mean		4.09	

Source: Survey Data (2025)

According to Table (4.5), the mean values for people factors (including the overall mean) fall within the range of 3.41 to 4.20, indicating that employees agree that people-related elements support agile project management at Max Myanmar Construction Co., Ltd. Employees agree that team members possess the necessary technical expertise, are empowered to make decisions, and are highly motivated. They also agree that trust-based relationships with customers and responsiveness to project-related queries positively contribute to collaboration.

(f) Employee Perception on Technical Factors

This section analyzes employee perception on technical factors of Max Myanmar Construction Co., Ltd., based on five survey items. The perception of employees towards technical factors is presented in Table (4.6).

Table (4.6) Technical Factors

Sr. No.	Description	Mean	Standard Deviation
1	Simplicity of product/service design.	3.90	0.490
2	Prioritization of critical design features in delivery.	3.93	0.466
3	Minimal use of extensive documentation.	3.54	0.674
4	Necessity of documentation provided to customers.	4.02	0.527
5	Use of modern tools and technologies to improve efficiency.	3.99	0.536
Overall Mean		3.88	

Source: Survey Data (2025)

According to Table (4.6), the mean values for technical factors (including the overall mean) fall within the range of 3.41 to 4.20, indicating that employees agree that technical aspects support agile project management at Max Myanmar Construction Co., Ltd. Employees agree that product or service design is kept simple, critical design features are prioritized, and documentation is minimized in accordance with agile principles. They also agree that essential documentation for customers is maintained and that modern tools and technologies are used to enhance efficiency.

4.1.2 Employee Perception on Project Success

This section analyzes employee perception on project success at Max Myanmar Construction Co., Ltd., based on fourteen survey items. The perception of employees towards project success is presented in Table (4.7).

Table (4.7) Project Success

Sr. No.	Description	Mean	Standard Deviation
1	Delivery of products/services with required quality.	4.02	0.527
2	Priority of high quality within the organization.	4.27	0.484
3	Adherence to high-quality standards.	4.09	0.617
4	Goal of achieving zero errors.	4.08	0.579
5	Consistent use of proven quality methods in daily processes.	4.09	0.482
6	Consistent fulfillment of contractual requirements and project objectives.	3.88	0.649
7	Delivery of promised outcomes to customers.	4.10	0.490
8	Completion of projects on or ahead of schedule.	3.80	0.620
9	Importance placed on meeting deadlines.	4.16	0.494
10	Timely delivery of project milestones.	4.15	0.524
11	Inclusion of detailed scheduling in project planning.	4.17	0.631
12	Completion of projects at or under budget.	3.82	0.611
13	Close monitoring of project costs.	4.09	0.501
14	Scrutiny of unplanned costs to prevent future issues.	4.07	0.573
Overall Mean		4.06	

Source: Survey Data (2025)

According to Table (4.7), the mean values for project success factors except the mean value of 4.27 (including the overall mean) fall within the range of 3.41 to 4.20, indicating that employees agree that project success is achieved at Max Myanmar Construction Co., Ltd. Employees agree that the organization delivers products and services with the required quality, adheres to high-quality standards, aims for zero errors, and consistently applies proven quality methods. They also agree that contractual requirements and project objectives are fulfilled, promised outcomes are delivered to customers, projects are completed on or ahead of schedule, and costs are effectively managed through monitoring and control.

One item, related to the priority of high quality within the organization, falls within the 4.21 to 5.00 range, indicating employee strongly agree that project success is achieved at Max Myanmar Construction.

4.1.3 Employee Perception on Organizational Culture

This section analyzes employee perception on organizational culture at Max Myanmar Construction Co., Ltd., based on eight survey items. The perception of employees towards organizational culture is presented in Table (4.8).

Table (4.8) Organizational Culture

Sr. No.	Description	Mean	Standard Deviation
1	Encouragement of creativity and innovation.	3.86	0.569
2	Support for open and honest communication.	3.98	0.561
3	Mutual respect and trust among colleagues.	4.08	0.563
4	Organizational adaptability to change.	3.97	0.552
5	Celebration and sharing of success.	4.05	0.516
6	Value placed on learning and growth.	4.16	0.530
7	Encouragement of employee participation in decision-making.	3.83	0.524
8	Promotion of a healthy work-life balance.	3.84	0.596
Overall Mean		3.97	

Source: Survey Data (2025)

According to Table (4.8), the mean values for organizational culture factors (including the overall mean) fall within the range of 3.41 to 4.20, indicating that employees agree that the organizational culture at Max Myanmar Construction Co., Ltd. supports agile project management. Employees agree that the organization encourages creativity and innovation, supports open communication, fosters mutual respect and trust, and adapts well to change. They also agree that the organization celebrates success, values learning and growth, encourages employee participation in decision-making, and promotes a healthy work-life balance.

4.2 Analysis on the Effect of Agile Project Management on Project Success

Table (4.9) describes the regression model results of the effect of agile project management on project success at Max Myanmar Construction Co., Ltd.

Table (4.9) Effect of Agile Project Management on Project Success

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
Constant	-0.732	0.355		-2.061	0.042	
Management Factors	0.222**	0.087	0.144	2.543	0.013	1.357
Process Factors	0.260***	0.082	0.241	3.165	0.002	2.443
Project Factors	0.151**	0.064	0.163	2.378	0.019	1.991
Organizational Factors	0.159***	0.052	0.213	3.033	0.003	2.075
People Factors	0.126**	0.057	0.127	2.187	0.031	1.421
Technical Factors	0.275***	0.069	0.270	4.018	0.000	1.907
R Value	0.871					
R Square	0.758					
Adjusted R Square	0.744					
F-value	53.321***					

Source: Survey Data (2025)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

The results in Table (4.9) indicate that all six agile project management variables have a positive and significant effect on project success at Max Myanmar Construction Co., Ltd.

Management factors has a positive and significant effect on project success at the 5% level, showing that support from leadership is essential for guiding agile practices. When management allows team autonomy, provides timely interventions, and adapts

leadership styles, it builds trust and enables teams to perform efficiently. This support helps align team actions with project goals, contributing directly to successful outcomes.

Process factors has a positive and significant effect on project success at the 1% level, highlighting that flexible and well-defined processes are key drivers of project success. Agile processes that allow for scope adjustments, regular feedback, and continuous risk assessment help teams respond effectively to unexpected changes. These capabilities increase project adaptability and reduce delays, making processes a strong contributor to project outcomes.

Project factors has a positive and significant effect on project success at the 5% level, indicating that the inherent flexibility and variability of construction projects can benefit from agile methods. Projects with dynamic schedules, scope changes, and smaller teams align well with agile principles, which support iterative progress and fast decision-making. This compatibility allows agile practices to enhance delivery even in complex project environments.

Organizational factors has a positive and significant effect on project success at the 1% level, showing that a collaborative and communicative work culture strengthens agile effectiveness. An environment that encourages information sharing, cooperation, and seamless team interaction supports faster coordination and smoother execution. These conditions improve responsiveness and help ensure that projects meet stakeholder expectations.

People factors has a positive and significant effect on project success at the 5% level, emphasizing the importance of team skills, motivation, and empowerment. Agile practices rely on capable individuals who can make decisions, collaborate effectively, and adapt to challenges. When teams are motivated and trusted, they are more engaged and productive, which leads to better project results.

Technical factors has a positive and significant effect on project success at the 1% level and have the strongest effect among all variables. The use of appropriate tools, simplified designs, and efficient documentation practices supports quick decision-making and clear communication. These technical supports enhance the speed, quality, and coordination of agile project execution.

The overall regression model has a positive and significant has a positive and significant effect on project success at the 1% level, confirming that the combination of

all six agile project management variables explains a substantial portion of the variation in project success. This indicates that agile project management, when implemented across managerial, procedural, project-based, organizational, human, and technical dimensions, contributes significantly to improving project outcomes in the construction sector.

4.3 Analysis on the Moderating Effect of Organizational Culture on the Relationship between Agile Project Management and Project Success

Table (4.10) presents the results of the regression analysis of the moderating effect of organizational culture on the relationship between agile project management and project success at Max Myanmar Construction Co., Ltd.

According to the Table (4.10), Model 1 demonstrates that all six agile project management dimensions, including management, process, project, organizational, people, and technical factors, have significant positive effects on project success. Each agile project management factor independently contributes to improved project outcomes at Max Myanmar Construction Co., Ltd. Organizational culture on its own does not significantly influence project success.

According to Table (4.10), Model 2 examines the interaction terms to evaluate the moderating role of organizational culture in the relationship between agile project management factors and project success. The results show that organizational culture does not have a significant direct effect on project success, indicating that its influence operates primarily as a moderator.

There is a partial positive moderating effect of organizational culture on the relationship between technical factors and project success at the 5% significance level. This suggests that when technical practices—such as iterative development, automation, and tool usage—are supported by a positive organizational culture, their contribution to project success improves.

There is a partial negative moderating effect of organizational culture on the relationship between project factors and project success at the 10% significance level. This implies that in some cultural settings, project-level agile practices may conflict with existing norms or work processes, potentially limiting their effectiveness.

**Table (4.10) Moderating Effect of Organizational Culture on the Relationship
between Agile Project Management and Project Success**

Variables	Model 1				Model 2			
	B	Std. Error	Beta	Sig	B	Std. Error	Beta	Sig
Constant	-0.693	0.357		0.55	2.854	3.714		0.444
Management Factors	0.210**	0.088	0.136	0.019	-0.285	0.806	-0.185	0.724
Process Factors	0.211**	0.094	0.195	0.028	-0.472	0.824	-0.437	0.568
Project Factors	0.168**	0.065	0.182	0.012	1.202*	0.626	1.299	0.058
Organizational Factors	0.134**	0.057	0.180	0.021	0.622	0.582	0.833	0.288
People Factors	0.121**	0.058	0.122	0.038	0.324	0.496	0.327	0.516
Technical Factors	0.241***	0.075	0.237	0.002	-1.224*	0.703	-1.200	0.085
Organizational Culture	0.100	0.092	0.105	0.282	0.665	0.859	-0.701	0.441
Management Factors x Organizational Culture					0.107	0.189	0.655	0.573
Process Factors x Organizational Culture					0.178	0.204	1.355	0.384
Project Factors x Organizational Culture					-0.271*	0.156	-2.010	0.086
Organizational Factors x Organizational Culture					-0.118	0.151	-1.048	0.437
People Factors x Organizational Culture					-0.068	0.128	-0.498	0.598
Technical Factors x Organizational Culture					0.370**	0.173	2.800	0.035
R Value	0.872				0.883			
R Square	0.761				0.780			
Adjusted R Square	0.744				0.750			
F-value	45.948***				25.929***			

Source: Survey Data (2025)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

All other interaction terms, including management, process, organizational, and people factors, are not significant. Organizational culture does not act as a moderator in

these areas, and its presence does not change the relationship between these agile project management and project success.

The overall model comparison reveals a slight improvement in explanatory power with the inclusion of interaction terms. Model 2 shows a higher R² value (.780) compared to Model 1 (.761), confirming that the presence of interaction effects adds further explanatory value to the model.

As per above results, the findings confirm that organizational culture partially moderates the relationship between project factors and technical factors of agile project management and project success. Other factors remain unaffected by moderation of organizational culture, indicating that the influence of organizational culture is selective and factors-specific in the case of agile implementation in the construction industry.

CHAPTER 5

CONCLUSION

This chapter is the conclusion of the study on the effect of agile project management on project success at Max Myanmar Construction Co., Ltd. It includes the main findings from employee perceptions, the discussion based on the analysis, and the suggestion and recommendation for improving agile project management practices in the company. It also describes the needs for further research to expand on the current results and to explore how agile project management can be used more effectively in other organizations and industry settings. The chapter is organized into three main parts: the finding and discussion of the study, the suggestion and recommendation for improvement, and the needs for further research based on the study's result.

5.1 Findings and Discussions

This study sets out to analyze the effect of agile project management on project success at Max Myanmar Construction Co., Ltd., and to analyze how organizational culture moderates this relationship. The main aim of the study is to assess the contribution of agile project management contributes to the success of construction projects. Data are collected from 109 employees using a structured questionnaire, and the findings provide insight into how agile methods, together with a suitable organizational culture, can improve project outcomes in the construction industry.

The demographic profile of the respondents shows a mature and experienced workforce. Most of the participants are between 36 and 45 years old and hold at least a bachelor's or master's degree. More than half of the respondents have over six years of work experience, and many have worked on more than five projects. Most of the respondents occupy mid- to senior-level positions, indicating that the participants are knowledgeable and capable of evaluating agile practices. The consistency in their responses highlights a shared understanding of the company's internal practices and systems.

The findings related to management factors reveal that employees agree management supports agile practices. Leaders are viewed as flexible and empowering,

adapting their leadership style while still offering necessary guidance. Communication and feedback systems are promoted, and mentoring is available to help teams reach their objectives. This leadership style reflects the agile values of autonomy, shared responsibility, and adaptability.

Regarding process factors, the results show that employees generally agree that the company's workflows are flexible, capable of adapting to frequent requirement changes, and effective in managing project complexities. Continuous risk assessment, clear communication of goals, and structured problem-solving systems are evident, supporting the implementation of agile practices. Furthermore, employees strongly agree that embracing change is an essential and accepted part of project execution. These outcomes indicate that agile principles are not only present but are actively embedded within the operational processes at Max Myanmar Construction Co., Ltd.

Project factors are also positively perceived. Employees acknowledge frequent changes in customer requirements and the team's ability to adjust project timelines. Most projects are handled by small, flexible teams that improve responsiveness. Although challenges exist with project scope and time constraints, the company manages to remain coordinated and effective, which is necessary for agile project execution.

Regarding organizational factors, the results show that employees generally agree that the organizational environment supports agile project management at Max Myanmar Construction Co., Ltd. They perceive that the company fosters open communication, smooth team interactions, free information flow, and access to essential knowledge, all of which facilitate agile practices. In addition, employees strongly agree that cooperation is a core part of the organizational culture. These outcomes suggest that the organizational setting is conducive to agility, promoting collaboration and knowledge sharing across teams.

People factors receive strong agreement. Employees believe team members have the required skills, are empowered to make decisions, and are motivated to achieve goals. Trust between clients and the organization is noted, and responsiveness to project-related issues is evident. These qualities are critical for agile teams that rely on motivation, decision-making power, and strong client engagement.

For technical factors, employees agree that the use of modern tools and simple system designs within the organization. While documentation for clients is considered

important, there are concerns about excessive internal paperwork. A more balanced documentation approach that supports agility and satisfies industry standards is required.

For project success, employees generally agree that the organization performs well. They report strong quality standards, minimal errors, and good alignment with client needs. Project scope, time, and cost are positively reviewed, although time and cost management receive slightly lower ratings. This shows that, like many construction firms, the company faces challenges in managing schedule and budget under changing conditions.

Regression analysis reveals that all six agile factors significantly and positively affect project success. Among them, technical and process factors have the greatest effect, followed by organizational and project factors. Management and people factors also show meaningful contributions. These results confirm that agile project management improves project outcomes when applied across leadership, processes, people, and tools.

According to the regression analysis, the findings indicate that organizational culture plays a partial moderating role in the relationship between project factors and technical factors of agile project management and project success at Max Myanmar Construction Co., Ltd. When agile practices are applied, all six variables—management, process, project, organizational, people, and technical—positively contribute to successful project outcomes. However, the influence of some of these factors changes when organizational culture is considered as a moderating factor. Specifically, technical practices become more effective in achieving project success when supported by a strong organizational culture. This indicates that tools, automation, and iterative methods work better in a culture that supports agility. On the other hand, project-level practices may face challenges if they do not align well with the company's internal norms, which can reduce their positive effects. Other agile dimensions do not show noticeable changes when combined with organizational culture.

This study confirms that agile project management has a positive and significant effect on project success at Max Myanmar Construction Co., Ltd., especially when supported by a culture that values teamwork, communication, and flexibility. The findings highlight the importance of combining agile methods with a supportive culture to improve overall project performance.

5.2 Suggestions and Recommendations

According to the findings of this study, several practical suggestions and recommendations are proposed to improve the application of agile project management and enhance project outcomes at Max Myanmar Construction Co., Ltd. These recommendations are aligned with the two core objectives of the study. The first objective is to analyze the effect of agile project management on project success at Max Myanmar Construction Co., Ltd., while the second objective is to analyze the moderating effect of organizational culture on this relationship between agile project management and project success. The following recommendations are suggested to address each agile factor identified in the study, with the goal of reinforcing strengths and addressing areas that require improvement.

Based on the findings of first objective, several practical steps Max Myanmar Construction should take to enhance its project outcomes. In relation to management, while leadership is already supportive of agile practices, adopting a more participative leadership style is recommended. Managers should empower employees to take initiative, engage in decision-making, and share responsibility. This can be facilitated through leadership coaching, mentoring programs, and team-building activities that encourage mutual trust and collaboration. Emphasizing feedback and learning will further support continuous improvement.

Regarding processes, although the company demonstrates flexibility in managing change, it should implement agile tools such as Kanban boards, sprint planning, and iterative review mechanisms more consistently. These tools improve transparency, responsiveness, and communication. Additionally, documenting lessons learned after each project phase and integrating them into future planning can reinforce a culture of learning and adaptability. For projects aspect, the company faces dynamic client requirements and tight timelines. To manage these effectively, the adoption of planning techniques like rolling-wave planning and timeboxing is recommended. Organizing small, cross-functional teams can enhance coordination and responsiveness, particularly in fast-paced project environments.

In terms of people, the study highlights that employees are already capable and motivated in agile contexts. To sustain this strength, continuous professional development should be promoted through training programs focused on both technical and

interpersonal skills. Creating internal coaching systems and recognizing agile-aligned behaviors such as adaptability, collaboration, and initiative will further embed agile values into the workforce. With regard to technical aspect, while tools and technologies are being utilized effectively, issues with excessive documentation remain. Implementing lean documentation practices and reducing redundancy will streamline operations. The use of integrated project management systems can further enhance efficiency, while ensuring client-facing documentation remains clear and accessible will support project transparency.

Although agile practices are perceived positively, Max Myanmar Constructiton should formalize their implementation to ensure consistency and sustainability. Structured routines such as daily stand-up meetings, sprint reviews, and retrospectives are encouraged. Introducing a lightweight, construction-specific agile framework will provide clarity while maintaining flexibility. Organization-wide training should also emphasize the long-term benefits of agile methods to secure buy-in and alignment. Finally, to address persistent challenges in time and cost management, Max Myanmar Construction should adopt real-time tracking systems for project timelines and budgets. Visual dashboards, milestone reviews, and short debriefings can help detect and resolve issues early, leading to more predictable and efficient project execution.

According to the findings of second objective, Max Myanmar Construction should take deliberate steps to align its organizational culture with the principles of agile project management to enhance project outcomes. Max Myanmar Construction should promote a culture of innovation, adaptability, and continuous learning by encouraging openness to new technologies and providing regular technical training tailored to agile practices. Leadership should support experimentation and iterative development by modeling agile-aligned behaviors and reinforcing a mindset that embraces change and proactive problem-solving.

To strengthen internal alignment, Max Myanmar Construction should revise communication protocols and decision-making structures to support greater flexibility and collaboration across teams. Establishing agile culture champions within project teams can help embed agile values in daily operations and act as a bridge between management and frontline staff. These champions can also lead by example and facilitate the adoption of agile routines.

Max Myanmar Construction is also encouraged to conduct regular culture audits and employee feedback sessions to identify potential gaps between current cultural norms and the requirements of agile work. Insights from these assessments should inform targeted interventions such as workshops, team-building activities, and customized orientation programs that reinforce agile principles and practices.

Furthermore, Max Myanmar Construction should integrate clearly defined agile values into its human resource policies, team charters, and performance evaluation systems to maintain consistency across departments. Facilitating cross-functional collaboration and shared learning opportunities can help teams better understand how to adapt agile methods within Max Myanmar Construction's cultural context. By embedding cultural transformation into its broader agile strategy, Max Myanmar Construction can ensure sustainable alignment and long-term success in its project management efforts.

5.3 Needs for Further Research

Although this study provides meaningful insights into the relationship between agile project management and project success at Max Myanmar Construction Co., Ltd., there are several areas that warrant further investigation. The scope of this research is confined to internal perceptions within a single construction company. While this allows for an in-depth understanding of company-specific practices, it limits the generalizability of findings to the broader construction sector. Future research should aim to replicate and validate these results across various organizational settings to strengthen external validity and provide a more comprehensive view of agile project management in the construction industry.

One limitation of the study lies in its organizational scope, as data were collected exclusively from Max Myanmar Construction. While the findings accurately reflect current agile practices within the company, they may not represent the experiences of other construction firms in Myanmar or similar developing economies. Future studies are encouraged to include multiple companies for comparative analysis. Such research could examine differences in agile implementation across small, medium, and large enterprises, offering valuable insights into how company size and structure influence agile adoption and outcomes.

This study utilized a cross-sectional design, capturing employee responses at a single point in time. Given that agile project management is an iterative process that evolves with continued practice, a longitudinal approach is recommended for future research. Long-term studies can assess how agile maturity affects project outcomes over time and whether the effect of agile practices strengthens or diminishes as organizations become more experienced in their application.

While the results confirm that agile project management positively contributes to project success, they also reveal that time and cost factors received relatively lower ratings compared to quality and scope. This suggests the need for further research into the challenges that limit agile effectiveness in improving time and cost efficiency. Qualitative research methods, such as interviews with project managers or detailed case studies, may uncover specific barriers including regulatory restrictions, changing client expectations, or resource limitations that affect agile performance in these dimensions.

Organizational culture emerged as a significant moderating variable in this study. However, the cultural aspects were explored only in terms of general themes such as communication and adaptability. Future research should investigate specific cultural characteristics that either facilitate or hinder the effectiveness of agile practices. Mixed-method approaches or ethnographic studies can help uncover how leadership styles, team norms, and shared values influence agile adoption and integration within construction environments.

This study focused primarily on agile practices at the organizational level and did not examine team-level dynamics in detail. Future studies are encouraged to explore psychological and behavioral factors such as psychological safety, emotional intelligence, and collaborative behavior within agile teams. These factors are especially important in the construction industry, where coordination among diverse teams is essential for successful project delivery.

Additionally, the reliance on self-reported data through a Likert-scale questionnaire introduces the possibility of response bias. Although this method is effective in capturing employee perceptions, it does not account for objective measures of project performance. Future research should incorporate quantitative performance indicators such as budget adherence, schedule compliance, and client satisfaction to provide a more holistic assessment. The combination of subjective and objective data

would yield more accurate insights into the real-world effectiveness of agile project management.

As the construction sector continues to evolve with increasing complexity and uncertainty, future research should continue to explore how agile methodologies can be adapted and refined to suit diverse project conditions. Broader studies that employ varied methodologies, span multiple industries, and consider longer timeframes will be essential for advancing both theoretical knowledge and practical implementation of agile project management in construction and related sectors.

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APPENDIX A

QUESTIONNAIRE SURVEY

Questionnaire for the Effect of Agile Project Management on the Project Success at Max Myanmar Construction Co., Ltd.

This survey is a partial fulfillment of the requirements for the Master Degree of Business Administration Program, aiming at studying the effect of agile project management on project success of Max Myanmar Construction Co., Ltd. This survey is only concerned with MBA thesis papers and is not related to other business purposes. Kindly respond to the questions provided below. Thank you for your valuable time.

In Section – A , Please tick one of the boxes where applicable.

Section – A

Demographic Data

1. Age:

- 18 to 25
- 26 to 35
- 36 to 45
- 46 to 55
- 56 years and above

2. Gender:

- Male
- Female

3. Educationa :

- Matriculation
- Diploma
- Beachelor Degree

Master Degree

PhD

4. Years of Experiences:

Below 1 year

1 to 5 years

6 to 10 years

10 years and above

4. Number of Projects Involved In:

1 to 5

5 to 10

Above 10

For Section B, C and D, please rate the following statements by circling only on appropriate box of each question.

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Section – B

Agile Project Management

No	Statement	Scale				
1	Management Factors					
1.1	Our executive management strongly supports our projects.	1	2	3	4	5
1.2	Our managers lead with a light-touch and engage only if required.	1	2	3	4	5
1.3	Our managers have an adaptive leadership style.	1	2	3	4	5
1.4	Our managers encourage open communication and feedback within the team.	1	2	3	4	5
1.5	Our managers actively mentor and support team members to achieve goals.	1	2	3	4	5
2	Process Factors					

2.1	Change is considered inevitable in our organization.	1	2	3	4	5
2.2	Our processes are flexible enough to support frequent changes in requirements.	1	2	3	4	5
2.3	We have a mature process to control scope changes.	1	2	3	4	5
2.4	Risks are continuously assessed and adjustments made as needed	1	2	3	4	5
2.5	Project goals are widely communicated within the organization.	1	2	3	4	5
2.6	Our project outcomes are measured.	1	2	3	4	5
2.7	We are able to resolve unexpected problems effectively.	1	2	3	4	5
3	Project Factors					
3.1	Project scopes vary with frequently changing customer requirements.	1	2	3	4	5
3.2	Project schedules are dynamic and can be adjusted quickly.	1	2	3	4	5
3.3	There is continual compression of the project schedule.	1	2	3	4	5
3.4	Projects consist of small project teams.	1	2	3	4	5
3.5	Project activities differ from one project to another.	1	2	3	4	5
4	Organizational Factors					
4.1	Cooperation is a core feature of our organizational culture.	1	2	3	4	5
4.2	The environment fosters seamless interactions among team members with minimal disruptions.	1	2	3	4	5
4.3	Information flows freely among team members.	1	2	3	4	5
4.4	The organization is focused on effective communication.	1	2	3	4	5
4.5	Necessary knowledge is accessible to all team members.	1	2	3	4	5
5	People Factors					
5.1	All team members have the required technical knowledge and expertise	1	2	3	4	5

5.2	Team members feel empowered to make decisions.	1	2	3	4	5
5.3	Our team members are highly motivated.	1	2	3	4	5
5.4	Our relationships with customers are built on trust, respect, and commitment.	1	2	3	4	5
5.5	Customers are very responsive to project-related queries.	1	2	3	4	5
6	Technical Factors					
6.1	The design of our products/services is characterized by simplicity.	1	2	3	4	5
6.2	We deliver the most critical design features first.	1	2	3	4	5
6.3	The amount of documentation we use is not extensive.	1	2	3	4	5
6.4	Some documentation provided to customers is really necessary.	1	2	3	4	5
6.5	Modern tools and technologies are prioritized to enhance project efficiency.	1	2	3	4	5

Section – C

Project Success

No	Statement	Scale				
1	Projects deliver products/services with the required quality.	1	2	3	4	5
2	High quality is a core priority in our organization.	1	2	3	4	5
3	The organization adheres to high-quality standards.	1	2	3	4	5
4	Achieving zero errors is one of our main goals.	1	2	3	4	5
5	We consistently use proven quality methods in our day-to-day processes.	1	2	3	4	5
6	Contractual requirements and project objectives are consistently met.	1	2	3	4	5
7	I deliver exactly what I have promised to customers.	1	2	3	4	5
8	Projects are finished on or ahead of schedule.	1	2	3	4	5
9	Meeting deadlines is of utmost importance in our projects.	1	2	3	4	5

10	Delivering project milestones on time is essential.	1	2	3	4	5
11	Detailed scheduling is integral to our project planning.	1	2	3	4	5
12	Projects are completed at or under budget.	1	2	3	4	5
13	Project costs are closely monitored.	1	2	3	4	5
14	Unplanned costs are scrutinized to prevent future issues.	1	2	3	4	5

Section – D

Organizational Culture

No	Statement	Scale				
		1	2	3	4	5
1	The organization encourages creativity and innovation.	1	2	3	4	5
2	Our culture supports open and honest communication.	1	2	3	4	5
3	There is mutual respect and trust among colleagues.	1	2	3	4	5
4	The organization adapts easily to change.	1	2	3	4	5
5	Success is celebrated and shared across the team.	1	2	3	4	5
6	We value learning and growth within the organization.	1	2	3	4	5
7	Employees are encouraged to participate in decision-making.	1	2	3	4	5
8	The organization promotes a healthy work-life balance for employees.	1	2	3	4	5

APPENDIX B

STATISTICAL OUTPUT

Effect of Agile Project Management on Project Success

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.871 ^a	.758	.744	.19494	1.448
a. Predictors: (Constant), Technical_Mean, Management_Mean, Project_Mean, People_Mean, Organizational_Mean, Process_Mean					
b. Dependent Variable: Success_Mean					

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.158	6	2.026	53.321	.000 ^b
	Residual	3.876	102	.038		
	Total	16.034	108			
a. Dependent Variable: Success_Mean						
b. Predictors: (Constant), Technical_Mean, Management_Mean, Project_Mean, People_Mean, Organizational_Mean, Process_Mean						

Coefficients^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
		1	(Constant)	-.732			.355		-2.061	.042
	Management_Mean	.222	.087	.144	2.542	.013	.049	.396	.737	1.357
	Process_Mean	.260	.082	.241	3.165	.002	.097	.424	.409	2.443
	Project_Mean	.151	.064	.163	2.378	.019	.025	.277	.502	1.991
	Organizational_Mean	.159	.052	.213	3.033	.003	.055	.263	.482	2.075
	People_Mean	.126	.057	.127	2.187	.031	.012	.240	.704	1.421
	Technical_Mean	.275	.069	.270	4.018	.000	.139	.411	.524	1.907
a. Dependent Variable: Success_Mean										

Moderating Effect of Organizational Culture on the relationship between Agile Project Management and Project Success

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	.761	.744	.19478
2	.883 ^b	.780	.750	.19264

a. Predictors: (Constant), OrgC_Mean, Management_Mean, Project_Mean, People_Mean, Technical_Mean, Organizational_Mean, Process_Mean

b. Predictors: (Constant), OrgC_Mean, Management_Mean, Project_Mean, People_Mean, Technical_Mean, Organizational_Mean, Process_Mean, Int_People, Int_Project, Int_Organizational, Int_Management, Int_Technical, Int_Process

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.202	7	1.743	45.948	.000 ^b
	Residual	3.832	101	.038		
	Total	16.034	108			
2	Regression	12.509	13	.962	25.929	.000 ^c
	Residual	3.525	95	.037		
	Total	16.034	108			

a. Dependent Variable: Success_Mean

b. Predictors: (Constant), OrgC_Mean, Management_Mean, Project_Mean, People_Mean, Technical_Mean, Organizational_Mean, Process_Mean

c. Predictors: (Constant), OrgC_Mean, Management_Mean, Project_Mean, People_Mean, Technical_Mean, Organizational_Mean, Process_Mean, Int_People, Int_Project, Int_Organizational, Int_Management, Int_Technical, Int_Process

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.693	.357		-1.942	.055
	Management_Mean	.210	.088	.136	2.383	.019
	Process_Mean	.211	.094	.195	2.234	.028
	Project_Mean	.168	.065	.182	2.572	.012
	Organizational_Mean	.134	.057	.180	2.351	.021
	People_Mean	.121	.058	.122	2.102	.038
	Technical_Mean	.241	.075	.237	3.203	.002
	OrgC_Mean	.100	.092	.105	1.083	.282
2	(Constant)	2.854	3.714		.768	.444
	Management_Mean	-.285	.806	-.185	-.354	.724
	Process_Mean	-.472	.824	-.437	-.573	.568
	Project_Mean	1.202	.626	1.299	1.920	.058
	Organizational_Mean	.622	.582	.833	1.069	.288
	People_Mean	.324	.496	.327	.652	.516
	Technical_Mean	-1.224	.703	-1.200	-1.742	.085
	OrgC_Mean	-.665	.859	-.701	-.774	.441
	Int_Management	.107	.189	.655	.566	.573
	Int_Process	.178	.204	1.355	.874	.384
	Int_Project	-.271	.156	-2.010	-1.738	.086
	Int_Organizational	-.118	.151	-1.048	-.781	.437
	Int_People	-.068	.128	-.498	-.528	.598
	Int_Technical	.370	.173	2.800	2.143	.035

a. Dependent Variable: Success_Mean