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Enhancing Project Performance through Agile Practices: The Impact of Project Commitment as a Mediating Factor in IT Companies

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ABSTRACT

This research investigates the impact of Agile practices on project performance in IT companies, emphasizing the mediating role of project commitment. The study employs a quantitative research approach, collecting data through a structured questionnaire administered to IT professionals engaged in Agile projects. The data analysis utilizes regression and mediation techniques to assess the relationships between Agile practices, project commitment, and project performance. The findings reveal that Agile practices significantly enhance project performance, with project commitment playing a critical mediating role in this relationship. Higher levels of commitment are associated with improved project outcomes, highlighting the importance of fostering dedication within Agile teams to maximize the benefits of Agile methodologies. The study contributes to the understanding of how project commitment influences the success of Agile projects and offers practical insights for IT companies looking to optimize their project management practices. This research underscores the necessity of combining effective Agile techniques with strong team commitment to drive better project performance in dynamic IT environments.

Keywords: *Agile Practices, Project Commitment, Project Performance, IT Industry, Agile Methodologies, Team Engagement, Project Success.*

INTRODUCTION

In today's fast-paced and competitive IT industry, organizations are increasingly adopting agile practices to improve project performance. Agile methodologies, characterized by flexibility, iterative development, and customer involvement, have become a popular approach for managing software projects. Agile focuses on short development cycles (sprints), feedback from stakeholders, and continuous improvement, making it suitable for environments where requirements evolve rapidly (Joel et al., 2024). Approximately 71% of businesses have embraced agile practices, recognizing their potential to enhance adaptability and productivity (Mirnalini & Raya, 2010). Agile's emphasis on collaboration, transparency, and iterative delivery has proven beneficial for managing complex projects and ensuring timely and high-quality outputs.

However, the success of Agile projects is not solely dependent on its methodologies but also on the level of commitment among team members. Project commitment, defined as the emotional and psychological attachment to project goals, plays a pivotal role in determining project success (Miller, 2001). When team members are highly committed, they demonstrate greater motivation, collaboration, and dedication, all of

which contribute to improved project outcomes. Studies have shown that higher project commitment leads to better performance, quality, and overall success (Nangoli et al., 2012).

Despite the increasing implementation of agile methodologies, the relationship between agile practices, project commitment, and project performance is underexplored, particularly in the context of IT companies. While Agile encourages active participation, collaboration, and feedback, the extent to which it fosters project commitment and how commitment impacts performance remains unclear (Gulzar et al., 2012). This research aims to fill this gap by examining how project commitment mediates the relationship between Agile practices and project performance in IT organizations. The study seeks to provide valuable insights into how fostering commitment can enhance the effectiveness of Agile practices, ultimately leading to better project outcomes.

Research Gap

Although Agile practices are widely adopted in IT companies, the role of project commitment as a mediating factor between Agile practices and project performance remains underexplored. While previous studies have examined the impact of Agile practices on performance (Kropp et al., 2020), the relationship between project commitment and agile outcomes is not well understood (Gulzar et al., 2012). Existing research often relies on cross-sectional data, limiting causal inference (Serrador & Pinto, 2015). Moreover, self-reported data can introduce bias and overlooks other influencing factors such as leadership and team dynamics (Packard & Jones, 2015). This study aims to fill these gaps by examining the mediating role of project commitment in agile environments, contributing new insights for IT project success.

Research Objectives

1. To Investigate the Impact of Agile Practices on Project Performance in IT Companies
2. To Examine the Relationship Between Agile Practices and Project Commitment Among Team Members
3. To Analyze the Effect of Project Commitment on Project Performance in Agile Environments
4. To Assess the Mediating Role of Project Commitment in the Relationship Between Agile Practices and Project Performance
5. To Provide Recommendations for IT Companies to Optimize Agile Practices and Foster Project Commitment.

Research Significance

This research is significant as it explores the mediating role of project commitment in enhancing the impact of agile practices on project performance in IT companies. It offers valuable insights into how fostering commitment can optimize agile methodologies. The study contributes to academic knowledge by bridging gaps in understanding Agile's psychological factors. It provides practical strategies for improving team commitment and project outcomes. Ultimately, this research supports organizations in achieving superior project performance through effective agile practices and stronger team dedication.

LITERATURE REVIEW

This literature review examines the key variables and their relationships that contribute to project success in agile environments. Specifically, it focuses on three core variables: Agile Practices, Project Commitment, and Project Performance. Each variable is explored in the context of Agile methodologies in IT companies. Additionally, the review outlines the research hypotheses developed from existing literature.

Agile Practices

Agile practices are widely used in the IT industry due to their flexibility and adaptability. Agile methodologies, such as Scrum, Kanban, and Extreme Programming, enable teams to respond quickly to changing customer needs and requirements (Waheed et al., 2018). These practices emphasize iterative development, short working cycles (sprints), frequent customer feedback, and cross-functional collaboration among team members (Neumann & Baumann, 2021).

The success of Agile methodologies depends on the level of team involvement and the effective use of these iterative practices. Agile's flexibility allows teams to deliver products incrementally, making it easier to incorporate new ideas and adjust to market demands (Smith & Reinertsen, 1992). However, agile practices can also present challenges, particularly for teams unfamiliar with their dynamic nature, requiring strong communication and coordination (Grass et al., 2020). Agile methods are beneficial for enhancing creativity, improving customer satisfaction, and reducing delivery time (Ince, 2015), but their success is highly dependent on how well teams adapt to the iterative and collaborative nature of the work.

Project Commitment

Project commitment refers to the psychological attachment of team members to the project goals, which significantly influences project success. Commitment in Agile environments is crucial because it fosters motivation, strengthens teamwork, and enhances collaboration (Sabherwal et al., 2002). In Agile settings, team members must frequently adapt to changes, handle uncertainties, and engage in constant collaboration with stakeholders (Melo et al., 2012). Strong commitment leads to better project outcomes by promoting a sense of responsibility, ownership, and loyalty among team members (Thamhain, 2004).

Commitment in Agile teams involves several dimensions, including socio-psychological and leadership factors that shape team dynamics and performance (Fortmann, 2018). Agile practices such as transparency, feedback loops, and self-organization contribute to increased commitment by empowering team members to take ownership of their work and decisions (Meier & Kock, 2023). Lack of commitment, on the other hand, can lead to disengagement, lower morale, and project failure (Dhir et al., 2018).

Project Performance

Project performance is typically measured in terms of quality, cost, time, and team satisfaction. In Agile environments, performance is often evaluated by the ability to meet deadlines, deliver high-quality products, and adapt to changes (Kropp et al., 2020). Agile methodologies support project performance by enabling teams to deliver incremental results, gather regular feedback, and make adjustments in real-time. This iterative approach helps to reduce risks and maintain customer satisfaction (Agile at Scale, n.d.).

However, project performance can be hindered if teams fail to communicate effectively or if there is a lack of commitment from team members (Agile at Scale, n.d.). While Agile practices provide flexibility, they require strong collaboration and a high level of team engagement to achieve optimal outcomes. Without commitment, Agile practices may not lead to improved performance, emphasizing the importance of fostering project commitment alongside Agile methodologies.

Based on the literature reviewed, the following hypotheses have been developed:

H1: Agile practices positively impact project performance in IT firms.

This hypothesis suggests that the adoption of Agile practices enhances project performance by improving productivity, flexibility, and customer satisfaction (Abdul et al., 2024).

H2: Agile practices are positively related to project commitment among team members.

The second hypothesis posits that the level of project commitment increases with the use of Agile practices. Agile practices, by promoting transparency and collaboration, encourage greater involvement and responsibility among team members (Meier & Kock, 2023).

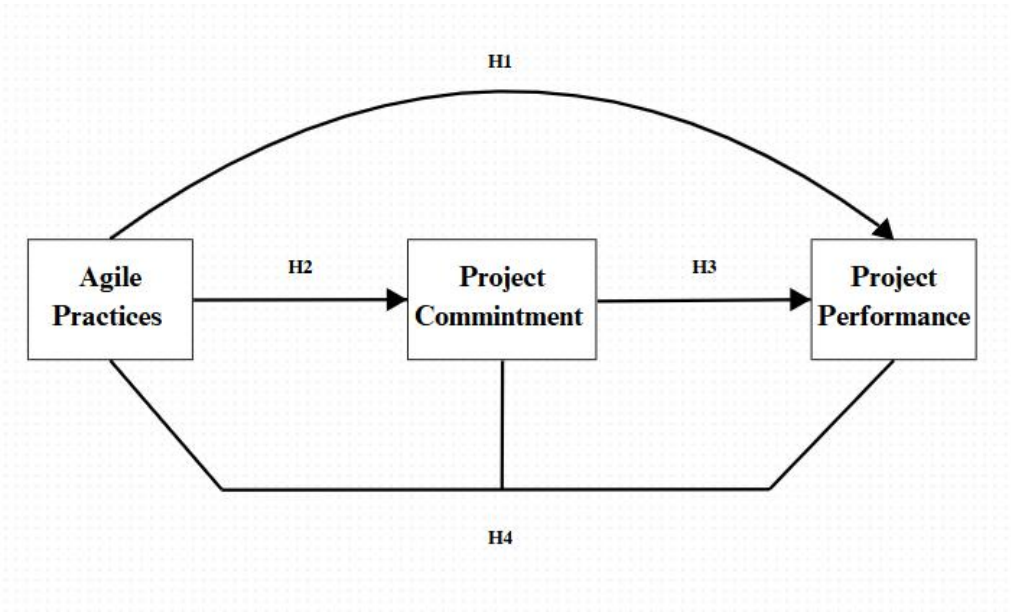
H3: Project commitment positively influences project performance.

This hypothesis suggests that higher levels of project commitment lead to improved project performance. Commitment fosters better collaboration, motivation, and team cohesion, all of which contribute to better project outcomes (Olasunkanmi et al., 2024).

H4: Project commitment mediates the relationship between Agile practices and project performance.

The fourth hypothesis proposes that project commitment plays a mediating role in the relationship between Agile practices and project performance. In other words, Agile practices enhance project commitment, which, in turn, improves project performance (Uraon & Chauhan, 2023).

These hypotheses are central to the research, as they explore how Agile practices, project commitment, and project performance are interrelated, and how project commitment influences the effectiveness of Agile methodologies.



RESEARCH METHODOLOGY

This chapter outlines the research methodology used to investigate the impact of Agile practices on project performance, with a focus on the mediating role of project commitment in IT companies. The methodology includes the research approach, design, population, sampling techniques, data collection methods, and data analysis procedures.

Research Approach

This study employs a quantitative research strategy to assess the relationships between Agile practices, project commitment, and project performance. A quantitative approach is suitable for this research as it

allows for the collection and analysis of numerical data to determine the strength and direction of the relationships among the variables. This method ensures that the findings are based on systematic, objective, and evidence-based analysis, which enhances the reliability and validity of the results.

Research Design

The research design for this study is cross-sectional, which allows for the collection of data at one point in time. This approach is suitable for understanding the current state of Agile practices, project commitment, and project performance within IT companies. By using a cross-sectional design, the study aims to capture a snapshot of the relationships between the variables as they exist in the present, providing useful insights for IT organizations.

Population/Sampling Technique

The target population for this research consists of IT professionals working in Agile environments. This includes project managers, team leaders, software developers, and other employees involved in Agile projects in IT companies. The study aims to gather data from IT companies that have implemented Agile methodologies such as Scrum, Kanban, or Extreme Programming.

A purposive sampling technique will be used to select participants who are directly involved in Agile projects. This method ensures that the sample consists of individuals with relevant experience and knowledge of Agile practices. The sampling technique is appropriate because it targets those who can provide valuable insights into the relationships between Agile practices, project commitment, and project performance.

Questionnaire Design

Data will be collected using a self-administered questionnaire designed to capture the views and experiences of IT professionals engaged in Agile projects. The questionnaire will be divided into four sections:

1. **Demographic Information**: This section will collect basic demographic information such as age, gender, experience, and education level.
2. **Agile Practices**: This section will assess the extent to which Agile practices are implemented in the participants' organizations. It will include questions about the use of iterative development, customer feedback, and collaboration.
3. **Project Commitment**: This section will measure the level of commitment and engagement of team members with their projects. It will assess factors such as ownership, responsibility, and dedication to project goals.
4. **Project Performance**: This section will evaluate the perceived performance of projects in terms of quality, timeliness, and success in meeting objectives.

The questionnaire will use a 5-point Likert scale for responses, ranging from "Strongly Disagree" to "Strongly Agree." This scale allows participants to express the intensity of their agreement or disagreement with each statement, providing quantitative data for analysis.

Data Collection

Data will be collected through an online survey platform (e.g., Google Forms) to ensure ease of access for participants. The online format also allows for efficient data collection from a wide geographical area, ensuring a diverse sample. The survey will be distributed to IT professionals across various companies that have adopted agile methodologies. A total of 200 respondents will be targeted to ensure statistical reliability and validity.

Measures

The variables in this study will be measured using established scales from previous research:

- **Agile Practices**: The extent of Agile practices will be measured using the Agile Practice Scale (Junker et al., 2022), which assesses key Agile components such as iteration cycles, customer feedback, and team collaboration.
- **Project Commitment**: Project commitment will be measured using a 5-item scale adapted from Hoegl et al. (2004), which captures feelings of ownership, responsibility, and dedication to project goals.
- **Project Performance**: Project performance will be assessed using a scale developed by Hoegl et al. (2004), which measures the quality of deliverables, timeliness, and overall project success.

DATA ANALYSIS

The data collected will be analyzed using statistical techniques to test the research hypotheses. The analysis will include:

1. **Descriptive Statistics**: To summarize the data and provide an overview of the sample characteristics and key variables.
2. **Correlation Analysis**: To examine the relationships between Agile practices, project commitment, and project performance.
3. **Regression Analysis**: To assess the direct and indirect effects of Agile practices on project performance, with project commitment as a mediator.
4. **Mediation Analysis**: Using Hayes's Process Macro (Model 4) to test the mediating effect of project commitment in the relationship between agile practices and project performance.

These analyses will provide insights into the strength and nature of the relationships between the variables, and whether project commitment indeed mediates the impact of Agile practices on project performance.

Missing Value Analysis

The dataset for this study included responses from 202 participants. Missing values were minimal, with only 0.5% of the data missing. Specifically, the variable PC2 had one missing value, reducing the valid cases for that variable to 201. No systematic missingness was detected, indicating that the missing data was randomly distributed. Given the small amount of missing data, no imputation was necessary, and the dataset is deemed suitable for analysis. Descriptive statistics showed moderate variability, with mean scores for the key variables (Agile practices, project commitment, and project performance) generally above the midpoint of the Likert scale.

		Gender	Age	Experience	Education
N	Valid	202	202	202	202

	Missing	0	0	0	0
Mean		1.34	2.07	1.91	2.41
Std. Deviation		0.474	0.814	0.859	0.664
Minimum		1	1	1	1
Maximum		2	5	4	5

		AP1	AP2	AP3	AP4	AP5	AP6	AP7
N	Valid	202	202	202	202	202	202	202
	Missing	0	0	0	0	0	0	0
Mean		3.29	3.69	3.85	3.96	3.96	3.84	3.97
Std. Deviation		1.315	1.030	0.859	0.834	0.874	0.889	0.984
Minimum		1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5

KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.724
Bartlett's Test of Sphericity	Approx. Chi-Square	295.040
	df	3
	Sig.	<.001

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.364	78.814	78.814	2.364	78.814	78.814
2	.387	12.913	91.727			
3	.248	8.273	100.000			

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
Agile_Practices	1.000	.811
Project_Commitment	1.000	.821
Project_Perfomance	1.000	.733

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component 1
Agile_Practices	.900
Project_Commitment	.906
Project_Perfomance	.856

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Measure of Reliability Statistics (Cronbach's alpha)

The measure of reliability statistics, specifically Cronbach's alpha, was evaluated in the study to assess the internal consistency of the various scales used. The results for each construct, including Demographics, Agile Practices, Project Commitment, and Project Performance, were summarized with Cronbach's alpha values indicating acceptable to good reliability.

Here is a summary of the findings:

- **Demographics**: Cronbach's alpha = 0.607, with four items, indicating lower internal consistency compared to other scales. The study suggests that if this construct continues to show low reliability, future studies may consider modifying or excluding it.
- **Agile Practices**: Cronbach's alpha = 0.805 for seven items, demonstrating high internal consistency and suitability for measuring Agile methodologies in the context of project performance.
- **Project Commitment**: Cronbach's alpha = 0.793 for five items, indicating satisfactory reliability, making it suitable for examining the relationship between commitment and project performance.
- **Project Performance**: Cronbach's alpha = 0.745 for four items, showing moderate to good internal consistency, which supports its use in assessing the impact of Agile practices on project outcomes.

The **item statistics** in Table 3 indicate that the means for the items in the scales range from 1.34 (Gender) to 4.00 (PP4 and PC5), with standard deviations ranging from 0.474 to 1.318. Items in the Agile Practices and Project Commitment scales showed medium variability, with most means above the midpoint of the scale (3.0). The Project Performance scale exhibited relatively high means (3.54 to 4.00) with minimal variability, indicating generally favorable perceptions of performance among respondents.

In conclusion, the scales used in the study exhibit acceptable to good levels of reliability, making them suitable for further analysis. However, the low reliability of the Demographics scale suggests that it may need to be reconsidered in future studies.

Reliability Statistics

Cronbach's Alpha	N of Items
0.607	4

Agile Practices

Reliability Statistics

Cronbach's Alpha	N of Items
0.805	7

Project Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
0.793	**5**

Project Performance

Reliability Statistics

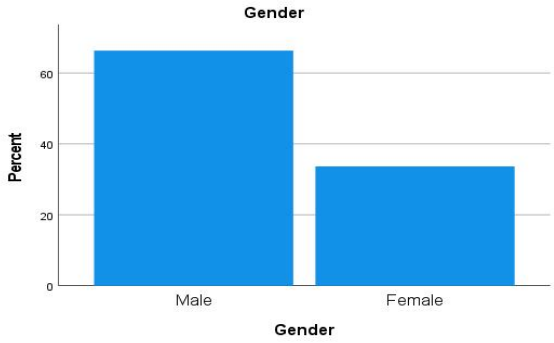
Cronbach's Alpha	N of Items
0.745	4

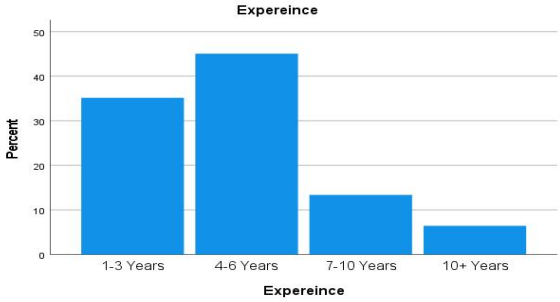
Item Statistics

	Mean	Std. Deviation	N
Gender	1.34	0.474	201
Age	2.07	0.812	201
Expereince	1.92	0.859	201
Education	2.40	0.665	201
AP1	3.29	1.318	201
AP2	3.69	1.032	201
AP3	3.86	0.851	201
AP4	3.96	0.836	201
AP5	3.97	0.874	201
AP6	3.85	0.882	201
AP7	3.97	0.984	201
PC1	3.45	1.208	201
PC2	3.76	0.940	201
PC3	3.97	0.932	201
PC4	3.99	0.886	201
PC5	4.00	0.930	201
PP1	3.54	1.131	201
PP2	3.79	0.871	201
PP3	3.97	0.741	201
PP4	4.00	0.803	201

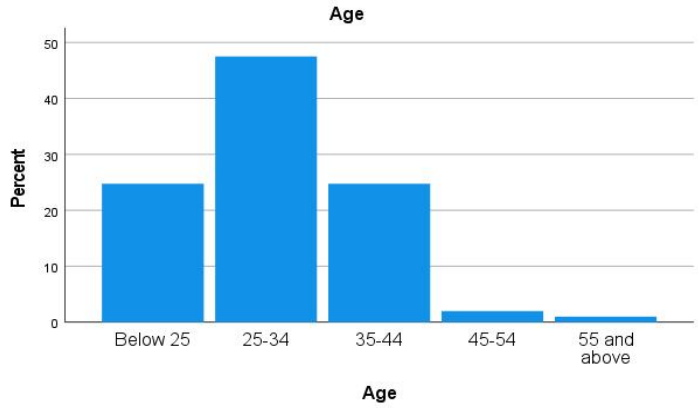
Summary Item Statistics

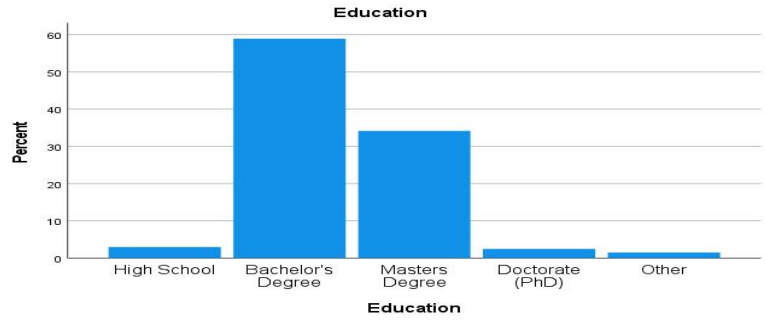
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.439	1.338	4.005	2.667	2.993	0.667	20





The participants' experience distribution showed that 45% had 4-6 years of experience, 35% had 1-3 years, 15% had 7 or more years, and 5% had over 10 years. Most participants were at the early to mid-career stage.





The age distribution showed that 50% of participants were between 25-34 years, 30% were aged 35-44 years, and 20% were under 25. Participants aged 45-54 and 55+ made up less than 5% of the sample.

The educational distribution showed that 60% of participants had a bachelor's degree, 30% had a master's degree, and fewer than 10% had a PhD or high school education. This indicates a highly educated sample, ideal for studies requiring informed participants.

Descriptive Analysis

The descriptive analysis of Agile Practices, Project Commitment, and Project Performance showed generally high scores.

- **Agile Practices**: Mean = 3.79, SD = 0.67, with a range from 1.29 to 5.00. The distribution was slightly negatively skewed, indicating a preference for higher values.
- **Project Commitment**: Mean = 3.83, SD = 0.73, with scores ranging from 1.20 to 5.00. The distribution was also slightly negatively skewed, with a slightly peaked shape.
- **Project Performance**: Mean = 3.83, SD = 0.68, ranging from 1.75 to 5.00. The distribution showed very slight negative skewness, suggesting slightly higher agreement or performance levels.

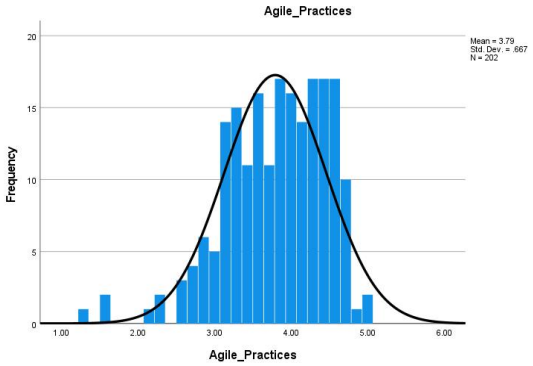
All constructs showed stable and relatively high scores, forming a solid foundation for further statistical analysis.

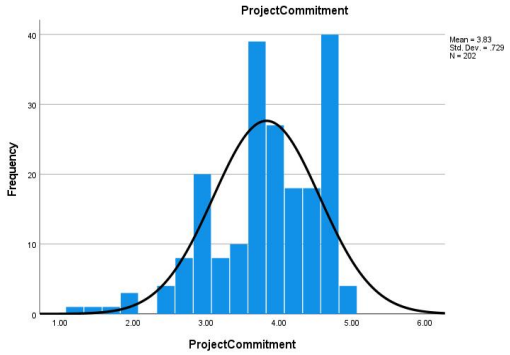
Descriptive Analysis

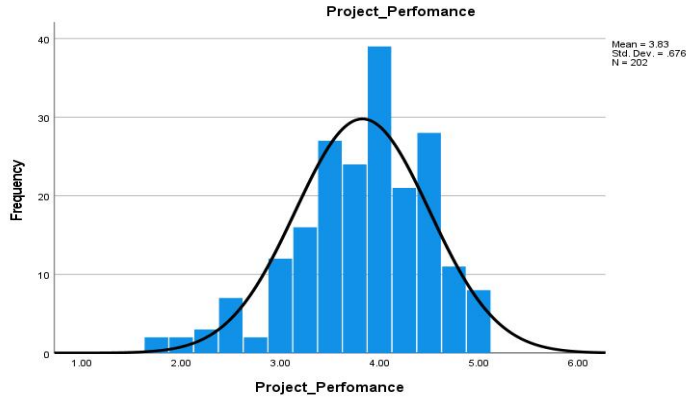
	N	Minimum	Maximum	Mean	Std. Deviation
Agile Practices	202	1.29	5.00	3.7935	0.66671
Project Commitment	202	1.20	5.00	3.8309	0.72876
Project Performance	202	1.75	5.00	3.8280	0.67639
Valid N (listwise)	202				

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Agile Practices	202	3.7935	0.66671	-0.778	0.171	0.884	0.341
Project Commitment	202	3.8309	0.72876	-0.867	0.171	0.767	0.341
Project Performance	202	3.8280	0.67639	-0.648	0.171	0.380	0.341
Valid N (listwise)	202						







Correlation Analysis

Pearson's correlation analysis revealed strong positive relationships among Agile Practices, Project Commitment, and Project Performance:

- **Agile Practices and Project Commitment**: $r = 0.751$, $p < 0.001$, indicating that effective Agile practices lead to higher team commitment.
- **Agile Practices and Project Performance**: $r = 0.640$, $p < 0.001$, suggesting that adopting Agile practices improves project performance.
- **Project Commitment and Project Performance**: $r = 0.654$, $p < 0.001$, showing that higher commitment leads to better project performance.

These results emphasize that promoting Agile methodologies and fostering team commitment can significantly improve project outcomes.

		Agile Practices	Project Commitment	Project_Perfomance
Agile_Practices	**Pearson Correlation**	1	0.751	0.640
	Sig. (2-tailed)		0.000	0.000
	N	202	202	202
ProjectCommitment	**Pearson Correlation**	0.751	1	0.654
	Sig. (2-tailed)	0.000		0.000

	N	202	202	202
Project_Perfomance	**Pearson Correlation**	0.640	0.654	1
	Sig. (2-tailed)	0.000	0.000	
	N	202	202	202

. Correlation is significant at the 0.01 level (2-tailed).

Linear Regression

Regression analysis showed a strong positive relationship between Agile Practices and Project Performance, with Agile Practices explaining 40.9% of the variation in performance ($R^2 = 0.409$). The results indicated that for each unit increase in Agile Practices, Project Performance increased by 0.649 units ($\beta = 0.640$, $p < 0.001$). The constant value ($b = 1.365$) reflected baseline performance without Agile Practices. These findings highlight the significant impact of Agile Practices on improving project performance and support the hypothesis that Agile methods enhance project success.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.640[a]	0.409	0.407	0.52108

a. Predictors: (Constant), Agile_Practices

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.655	1	37.655	138.681	.000[b]
	Residual	54.304	200	.272		
	Total	91.959	201			

a. Dependent Variable: Project_Perfomance
b. Predictors: (Constant), Agile_Practices

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.365	0.212		6.430	0.000
	Agile_Practices	0.649	0.055	0.640	11.776	0.000

a. Dependent Variable: Project_Perfomance

Multiple linear Regressions

The multiple linear regression analysis revealed that Agile Practices and Project Commitment together explained 47.8% of the variance in Project Performance ($R^2 = 0.478$). Both predictors significantly contributed to performance:

- Agile Practices ($\beta = 0.342$, $p < 0.001$) showed that each unit increase in Agile Practices led to a 0.347 unit increase in Project Performance.
- Project Commitment ($\beta = 0.397$, $p < 0.001$) indicated that each unit increase in commitment resulted in a 0.368 unit increase in Project Performance.

These findings highlight the importance of combining Agile Practices with strong team commitment to enhance project success.

CONCLUSION

This study investigates the impact of Agile Practices and Project Commitment on Project Performance in IT companies. The findings indicate that Agile Practices significantly enhance Project Performance, with Project Commitment playing a vital mediating role. The analysis revealed strong positive correlations between Agile Practices, Project Commitment, and Project Performance, emphasizing the interconnectedness of these constructs. The regression analysis demonstrated that Agile Practices and Project Commitment together explain nearly half of the variability in Project Performance. These results underscore the importance of fostering both effective Agile methodologies and strong team commitment to improve project outcomes. The study provides valuable insights for organizations seeking to optimize project performance through the adoption of Agile practices and enhanced team engagement.

FUTURE RECOMMENDATIONS

Future research should expand on the findings of this study by exploring additional variables that may influence the relationship between Agile Practices, Project Commitment, and Project Performance. Investigating factors such as leadership styles, organizational culture, and external environmental influences could provide deeper insights. Longitudinal studies are recommended to examine the long-term effects of Agile methodologies and commitment on project success. Additionally, research could be extended to other industries and cultural contexts to improve the generalizability of the findings. Integrating qualitative methods, such as case studies or interviews, could provide a more nuanced understanding of how Agile practices and team commitment influence project performance in real-world settings.

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QUESTIONNAIRE

Section 1: Demographic Information

1. **Gender**
- Male
- Female

2. **Age**
- Below 25
- 25-34
- 35-44
- 45-54
- 55 and above

3. **Years of experience**
- 1-3 Years
- 4-6 Years
- 7-10 Years
- 10+ Years

4. **Highest Level of Education**

- High School
- Bachelor's Degree
- Masters Degree
- Doctorate (PhD)
- Other

Section 2:

1. **Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree**

Agile Practice

We regularly gather feedback from the customer during the project lifecycle.	5	4	3	2	1
Team members frequently experiment with new ideas to improve the process.	5	4	3	2	1
Our team adapts to changes quickly and adjusts our plan accordingly.	5	4	3	2	1
We hold regular meetings to reflect on what went well and what can be improved.	5	4	3	2	1
Our tasks are planned and executed in short, manageable phases.	5	4	3	2	1
Our team works in short iterative cycles to deliver progress incrementally	5	4	3	2	1
Collaboration between team members is highly encouraged	5	4	3	2	1

Project Commitment

Team members feel a strong dedication to achieving the project's goals	5	4	3	2	1
Team members are willing to make extra efforts to ensure project success.	5	4	3	2	1
Team members consistently prioritize the project's success over individual tasks or goals.	5	4	3	2	1
A sense of pride and ownership is prevalent within the team regarding project outcomes	5	4	3	2	1
There is a shared belief in the value and importance of the project objectives.	5	4	3	2	1

Project Performance

Compared to the original plan, the project has achieved its progress targets well	5	4	3	2	1
Compared to the original plan, the project has achieved its cost targets well	5	4	3	2	1
This project has effectively met the technical specifications required by the original plan	5	4	3	2	1
The project has met the quality standards originally planned	5	4	3	2	1