

# Revealing the Project Management Office Manager's Competencies: A Qualitative Study in Financial Industry

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*Abstract:* - This study aimed to validate previous studies' five core competencies of PMO Managers. It describes the competencies of effective PMO Managers as evidence of PMO practices in companies. Researchers obtained data sources from five members of PMO Professional Indonesia (PMOPI) focused on the financial industry. This study uses a qualitative research approach, collecting the data using structured interviews with selected respondents. Certified experts have validated and calculated the percentage of occurrence of each core competency and the PMO management function. A final analysis of the data is conducted using NVIVO Software. The study has produced a percentage of the emergence of PMO managers' competencies, especially in the financial industry, to validate the five core competencies from previous studies by specific dimensions. The analysis results of this validation, with an inter-rater percentage of 95,31%, indicated that the data analyzed had high accuracy. This study reveals that business mainframe is a competency often applied in the financial industry PMO. The findings are 26,83%, significantly different from the results of other competencies. The Technical & Professional Specialty is 10,87%, Effective Intersocial Competencies is 15,85%, Organizational Stewardship is 10,98%, and Effective Personal Competencies is 3,05%. This study has provided new insight into PMO manager competencies which are required for PMO managers to perform their work effectively. This set of competencies is required by organizations that see the need to develop PMO managers' capabilities in managing their projects.

*Keywords:* competencies; financial industry; project management office; PMO manager; PMO manager competence.

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## 1 Introduction

A project manager's failure to manage a project effectively can cause problems. Business organizations must prepare to face this challenge. Therefore, they need structured management in the form of a Project Management Office (PMO), [1]. The financial industry is a segment of the economy whose companies and institutions provide financial services to commercial and retail customers, [2]. The PMO practice is commonly observed in the Indonesian financial industry. However, the practice generally benefits the industry, [3]. In the current environment, there is a growing number of new global players (large technology providers and financial start-ups) offering traditional financial

services that were previously only available to established financial institutions.

For decades, financial service firms could quickly improve their services incrementally. However, fewer could develop innovations capable of shaping or creating new, [4]. Managing strategic initiatives in the form of projects has proven challenging for several business organizations. Managing such initiatives requires a structured approach using project portfolio management. Organizations can select, prioritize, balance, and reconfigure projects to always align with initiative objectives. It is easier to manage corporate strategy initiatives with a project management portfolio in which each organization has priority initiatives according to its goals, [5]. Economic environments

present enormous challenges to project managers. Organizations constantly seek individuals who can successfully lead complex projects, [2]. External factors influence the economy, including the composite stock index, industrial production index, and the interest rate of federal banks, [5]. However, there needs to be more visibility regarding the development and implementation of PMO practices in the industrial sector of Indonesia, [3]. Implementing project management in financial organizations can improve efficiency, effectiveness, flexibility, and quality, [2]. Despite that, the exploration and exploitation of these resources remain attractive prospects, [5].

Previous research on PMOs in Indonesia revealed that the demand for PMOs is increasing in various industries. It is necessary to develop PMO competencies to improve the efficiency of PMO operations. However, specific research has yet to be conducted on environmental uncertainty in the financial industry, especially in Indonesia. The facts and problems indicate the need to recognize the competencies of PMO managers to understand their roles and develop the project profitably. Researchers believe further research is necessary, especially in the financial sector, [6]. The findings of previous research suggest that the development of a manager's PMO framework is based on five core competencies. This study aims to analyze the relevant literature and conduct validation tests for the five previously studied competencies. The five core competencies are Technical & Professional Specialty, Effective Intersocial Competencies, Organizational Stewardship, Business Mainframe, and Effective Personal Competencies. These will describe effective PMO as evidence for future studies on PMO implementation in the organization, [6]. This study focuses on how PMO managers must be able to apply competencies based on the needs of the financial industry, with the hope that these skills will also apply to other sectors.

## 2 Literature Review

### 2.1 Theory

Competencies are personal traits or habits associated with more effective or superior job performance. As a new approach to human resources management, competencies-based management emphasizes the skills required to perform a particular job and allows

employees to develop their competencies through career paths, [7]. Human resource competencies have been played out early through the industrial era. These competencies include human resources, skills, expertise, knowledge, education, ideas, reasoning, energy, and spirit. Competencies-Based Human Resource Management (CBHRM) is an analytical framework that utilizes the concept of competencies. A competencies analysis will provide insights into improving human resources' efficiency, effectiveness, and development. These include recruitment, selection, training, performance, and award management, [6].

The attribution theory defines internal and external attribution. Internal attribution is the individual's capability and willingness to complete a task successfully. In contrast, external attribution refers to the individual's behaviour in challenging tasks, [8]. Innovation theory describes the dimensions of the social system with complex interrelationships, such as social and economic, in which history has a significant impact. This study has developed an evolutionary theory in organization theory using biological metaphors. The two fundamental theories of evolution are the contingency theory and social theory. In social theory, organizations can be defined as the social construction of technology within a community of organizations that determines the evolution of technology in general, [9].

### 2.2 Competencies

From a business perspective, competencies are "A group of competencies, responsibilities, knowledge, and abilities that enable an individual or organization to be effective in a job or situation. Competencies refer to the level of knowledge and ability that allows a person to perform in different situations." business dictionaries, [10]. Competencies are the understanding, abilities, and skills acquired by a person who has integrated substantial parts of themselves and is cognitively and psychometrically capable, [11].

Competencies fundamentally changed HRM practice and sparked a movement to develop more precise tools for predicting worker performance. Many organizations use competencies in their business to recruit, select, design, and manage superior and effective performance, [12]. Conducting competencies assessments of employees had a

practical impact on estimates of job performance. It is common for organizations to use competencies as an indicator of employee performance in developing their employees. Competencies are also used as a measuring tool to identify behavioural factors of worker performance with the activities it carries out, [13].

### 2.3 Project Management Office (PMO)

Companies working on projects have become more familiar with project management recently. An organization can create profits and increase efficiency by implementing a project management system. Organizations worldwide are investing in training employees to give them greater authority over their projects as a reliable method for managing change, [14]. Project Management Offices (PMO) are divisions or units within organizations that facilitate the management of tasks, [15]. According to [16], the PMO provides organizations with essential innovations. Project Management Offices manage organizational projects intending to implement project management theories, tactics, methodologies, instruments, and techniques, [17]. The PMO is the formal layer controlling the project and top management, [18]. Project Management Offices (PMO) are institutions for managing and developing organizational projects and can enhance a project manager's performance, [19]. A Project Management Office (PMO) is a department or group responsible for maintaining project management standards, [10]. PMOs are complex structures with no consensus on expectations or responsibilities within each organization. A PMO is an organizational unit aiming to standardise processes and manage resources, methodologies, tools, and techniques, [20]. In PMO, functions related to the support of an undertaking and the tools, resources, and methods required are provided. Its presence also serves as a tool for sharing knowledge between ongoing projects by maintaining a consistent standard of quality over time, [6].

It is essential to have a PMO that systematically manages project-related tasks, [16], particularly when aligning the project to the organisation's needs to meet the expectations of various stakeholders, [18]. The PMO is also part of project management, [9]. A trusted PMO can encourage employees to be able to exchange the information and knowledge they have to support project development, [21]. Several functions are performed by the Project Management

Office (PMO), which are as follows: Assist project administration - Ensure that projects are implemented according to plan, Control unique projects - Develop and maintain previous project activities, Develop and maintain project management - Implement training programs for project management, [22].

The 20 Project Management Offices (PMO) functions are categorized into the following five categories, [22]. Including:

1. Resource Integration, manages project resources' adequacy, competencies, and performance.
2. Business Alignment, Project Management is responsible for managing the portfolio of projects and dealing with customers and third parties.
3. Process Management, Project Management involves establishing a collaborative project management team through the PMO and providing access to data and information within the library.
4. Technical support, teams, and project managers can rely on the PMO to prepare and advise them to expand their skills, expertise, and knowledge.
5. Infrastructure Management, an efficient PMO, facilitates the creation of a successful organization.

PMOs are responsible for managing regulatory and compliance projects to ensure the success of the portfolio of projects. The following six factors contribute to the competencies of a project manager: Communication, Leading, Managing, Cognitive Ability, Effectiveness and Efficiency, and Professionalism, [23].

### 2.4 PMO in the Financial Industry

Various organizations and companies, including insurance companies, banks, accounting firms, and asset management firms, provide financial services. It has become common for the financial industry to implement project management and establish a Project Management Office (PMO). Managing complex projects poses significant challenges to organizations and project managers since they require individuals capable of leading them, [2]. These are the main competencies that project managers should possess in the financial industry: budgeting, scheduling, scoping, risk management, project vision, interpersonal skills, and leadership, [2]. Various financial industries, including the banking and non-banking sectors, must adapt to change to maintain high-performance levels, [24].

## 2.5 PMO Manager

A business's success generally depends on its ability to develop, design, and distribute products that satisfy customers. Thus, managers manage processes through procedures, including production and teamwork coordination and monitoring productivity. The project manager is considered one of the leading people who contribute substantially to pushing the project toward achievement, [25]. Management of the PMO improves efficiency and effectiveness in the organization by supporting the promotion of PMO and facilitating team collaboration according to the plans of each team. Management plays an essential role in strengthening the position of the PMO organization by adapting the vision and mission, as well as developing each member's capability and competencies, [6].

## 2.6 PMO Manager Competencies



Fig. 1: Core Competencies Hierarchy  
Source: [6]

Their competencies (shown in Figure 1), job descriptions, and function specifications determine a PMO manager's function. PMO managers must possess several competencies and skills to effectively manage their projects, from 23 dimensions of competencies successfully distilled into five competencies, [6]. Including:

1. Technical & Professional Specialty, managing projects in a particular industry requires specific knowledge and skills.
2. Effective Intersocial Competencies, interacting with others effectively and with the appropriate skills and behaviours.
3. Organizational Stewardship assists in achieving work objectives below the performance level.

4. Business Mainframe, a business's competitive advantage can be increased by improving management skills and behaviours.
5. Effective Personal Competencies, managing a project revolves around its strengths. These will facilitate a smooth working relationship between those responsible for the project.

## 3 Methodology

### 3.1 Design

This research aims to solve problems in a particular environment within a specific setting, [26]. In this study, the researcher used qualitative research methods, which provided an opportunity to examine social and cultural phenomena in numbers and understand a person's or group's experience in more depth. Qualitative research aims to understand or interpret a phenomenon's meaning, [27].

### 3.2 Types and Approaches of Research

#### 3.2.1 Types of Research

Compared to other qualitative approaches, descriptive qualitative studies are the least burdensome for researchers with pre-existing theoretical or philosophical commitments, [27]. The qualitative descriptive analysis provides a comprehensive, colloquially speaking, narrative of certain events experienced by individuals and groups, [28]. Researchers studied social phenomena and human problems using descriptive qualifications in this study. Researchers use surveys and interviews to develop theories, check data validity, and grow research.

#### 3.2.2 Research Approach

Wahyuni describes seven research approaches consisting of Ethnography, [27]. In anthropology, this approach examines culture relating to ethnicity and geographical location. Phenomenology approaches that flow emphasize one's experience. Field research is one of the broad approaches in qualitative research. Grounded theories are developed from research observations to explain exciting phenomena. Historical research is systematically collected and evaluated by data relating to past events while simultaneously paying attention to the present and future. Hermeneutics also

involves the study and interpretation of biblical texts. In this study, field research used a broad qualitative research approach. Researchers use this approach to observe the status of the competencies of PMO managers from the financial industry directly on the ground. As a result, transcripts from interviews with PM managers in the financial industry are created, encoded, and analyzed in various ways.

### 3.3 Population & Samples

The study of populations involves investigating groups, events, or phenomena that interest researchers, [26]. The researcher will conduct validation tests on the Project Management Office's (PMO) competencies during the research project. This study's population is based on data obtained from the PMO Professional Indonesia (PMOPI) organization, which contains 300 members. According to [27], there are no specific criteria for determining the number of samples in qualitative research. The sample selects the right individual, object, or event to represent the entire population. Using samples in research is more efficient, [26], and this study adjusts the number of samples studied to the needs. PMO Professional Indonesia (PMOPI) assisted this research by providing 25 lists of potential candidates from various fields. However, only five agreed to be interviewed and completed questionnaires. In qualitative research, samples were selected based on subjective judgments and non-probability methods, [29]. One of the non-probability techniques used in this study is convenience sampling through interviews with selected respondents. This method is commonly used during the exploratory phase of research projects to gather information from a group of PMO managers. The survey results using a questionnaire provided demographic information, organizational information, and the level of competence of PMO managers.

## 3.4 Methods of Collecting Data

### 3.4.1 Interviews

Business researchers widely used data collection methods with interviews to identify problems. An interview is a conversation between two or more people. Individual or group interviews may be structured or unstructured, [26]. Structure discussions are shown when the interviewer asks each respondent a set of questions that have been predefined with a

specific category, [27]. Structured interviews are conducted when all the required information has been determined. According to this study, researchers conducted structured interviews by asking the same questions (relating to the functions and work performed by the PMO manager) to all respondents. A structured interview can help researchers complete their research objectives by identifying specific problems, identifying factors influencing them, and answering research questions. The interviews are conducted online using the Microsoft Teams application is essential for using data collection techniques when developing research instruments. During the data collection process, researchers used data sources from respondent interviews. This study uses cross-sectional research as the method of collecting data. Researchers use cross-sectional research because it allows them to directly explore phenomena, collect information rapidly, and produce significant results more quickly, [27]. Cross-sectional data are obtained from reliable data, allowing conclusions and hypotheses to be formulated and tested in new research areas, [30]. Data collection techniques have five categories: field, observation, interview, group discussion, and written, [27]. Presentations by participants, and visual descriptions of the situation. As part of this study, data was collected through interviews and surveys.

### 3.4.2 Survey

The survey was conducted using a questionnaire instrument to collect data. Survey responses are documented in a strictly defined alternative answer format in response to predefined questions, [26]. The questionnaire was distributed to participants via email invitations. Before further analysis, the researcher checked the result data twice for completeness before continuing the investigation. The research was conducted using online and electronic questionnaires with closed questionnaire types containing Yes/No questions and scaled questions (1- 5). This question explains the function of the process and whether it is carried out in the respondent's organization. A record of respondents' perceptions of the level of the role played by the PMO under the leadership of the company's PMO manager became the basis for further analysis.

## 3.5 Data Analysis

Analyzing data is a critical component of solving research problems. The collected data were analyzed

statistically to evaluate whether the resulting hypothesis was supported, [26]. Researchers utilize qualitative descriptive analysis to process, present, and analyze qualitative data. Researchers collect qualitative research data through interviews, questionnaires, and journal articles. This data was analyzed using the NVivo application. NVivo stands for NUD\*IST and Vivo. The software facilitates developing, supporting, and managing qualitative data analysis projects based on Non-Numerical Unstructured Data Indexing, Searching, and Theorizing. NVivo is designed to facilitate data collection from various sources, including books, research reports, historical documents, journal articles, websites, and raw data from published interviews, questionnaires, and research, [31].

The analysis of this study was based on the transcripts of interviews and the questionnaire results. Researchers can use NVivo to code and analyze data processed in Excel and SPSS programs. As a further means of decoding the results of data analysis, researchers may use chart models, diagrams, or graphs to perform thematic, content, or comparative analysis and analyze the associative relationships between one-way metrics, [31]. NVivo enables researchers to improve their analytical skills using specific applications, which becomes particularly important within the study context and its goals, [32].

### 3.6 Coding Process

Several decisions are made about data coding following the study context, [33]. A total of 23 sub-nodes of competencies exist in each node, namely Technical and Professional Specialty, Effective Intersocial Competencies, Organizational Stewardship, Business Mainframe, and Effective Personal Competencies. The coders utilize NVIVO 12 to code based on data collected from ten interviews. They process multi-rater calibration and calculation agreements between appraisers to ensure triangulation is carried out effectively. The validity of a claim is measured based on four criteria: credibility, transferability, reliability, and confirmation. An evaluation of credibility should be based on perseverance, consultation with colleagues, and triangulation. Triangulation involves examining different data sources at other times and in different ways. Several researchers collected and analysed data in a triangulation process in which more than one individual participated in data collection and

analysis. Coders use this technique to understand the information they have obtained from research subjects comprehensively.

During the data exploration, the individuals involved have research experience. They do not have a conflict of interest to avoid harming the researcher or creating a new bias due to triangulation, [34]. The coders in this study are certified researchers in behavioural competencies mapping, with two males and two females equally distributed. Inter-values provide the confidence to explore similarities and differences across datasets in various consistently coded languages and cultural contexts. As a result of combining the coding, the percentage of agreement between raters was calculated (95.31%), which is proven highly reliable, [35].

## 4 Results

### 4.1 Demography

The demographic characteristics of the interviewees are depicted in Table 1:

Table 1. Data Demography

Respondents	Position	Company	Industry Sector	Experience (Years)	Gender	Age
<b>Respondent 1</b>	Vice President	Company A	Banking Industry	1 Year	Male	37
<b>Respondent 2</b>	PMO Group Leader	Company B	Banking Industry	4 Years	Male	45
<b>Respondent 3</b>	Initiation Manager and Financing Manager	Company C	Sharia Banking Industry	1,5 Years	Female	26
<b>Respondent 4</b>	Head of Department	Company D	Life and Health Insurance and Asset Management	1 Year	Male	35
<b>Respondent 5</b>	Head of Digital and Alternative Channel Business Development	Company E	Indonesia Financial Service: Financing, Gold, and Various Services	2 Years	Male	33

According to Table 1, all five respondents are experts in the PMO. Each of them works in 5 different companies in the financial industry. A total of five respondents have one to four years of experience managing projects within PMO, four of whom are males and one female, ranging in age from 25 to 50.

citations were used to validate the PMO competencies from the analyzed interview transcript data set. This statement supports the core competencies of the PMO function in the financial industry, which states that:

### 4.2 Findings Analysis

The research team in analysis process will use the transcripts of interviews with PMO managers in the financial industry. One hundred sixty-four code

Table 2. PMO Manager Function

<b>PMO Manager Function</b>		
<b>Dimensions</b>	<b>Description</b>	<b>Sample Statement</b>
<b>Project Support (9,76%)</b>	Develop and support a project team, manage stakeholders, and monitor and control the project's progress.	From the onset of a project to its completion, monitor and control its progress. Each project timeline should be maintained. Thus, from a timeline perspective, some projects are running this week, and some are just beginning next week. The PMO leader's general responsibilities include ensuring that the entire timeline process runs smoothly and that there are no project delays. (AK)
<b>Strategic Alignments (3,66%)</b>	They contribute to successful project execution through portfolio management and strategic planning.	The bank has been tasked with monitoring and controlling all projects listed in its business plan for the relevant fiscal year. (AK)
<b>Governance Oversight (8,54%)</b>	They contribute to the organization's operational activities and interact with stakeholders.	Fostering communication between project teams through the creation and facilitation of discussion forums. (AK)
<b>Project Performance Enablers (4,88%)</b>	I managed the team, providing project evaluations, increasing project standardisation, and reporting project progress to upper management.	It assesses the delivery achievement for each product development feature and facilitates concerns and issues arising during execution. (TD)
<b>Organizational Performance Enablers (0,00%)</b>	Having responsibility for every project development and implementation process, no respondent's statements were found in this dimension.	-
<b>Learning Organizational Growth (6.10%)</b>	Qualifying team performance, developing PMO members' competence, and projecting knowledge management.	The most difficult challenge is how people development can be done effectively within the organization and from each unit. (TD)

Each function of the PMO manager has its own set of responsibilities. The findings are shown in Table 2 that there are significant differences from the five competencies mentioned in the previous study:

Technical and Professional Specialty, Effective Intersocial Competencies, Organizational Stewardship, Business Mainframe, and Effective Personal Competencies, [6]. As a result, the



proportion of competencies that are often used in Project Management Offices in the financial sector with Technical and Professional specialties at 10.37%, Effective Intersocial Competencies at 15.85%, Organizational Stewardship at 10.98%, Business Mainframe at 26.83%, and Effective Personal Competencies at 3.05%. A graph is shown in Figure 2, which illustrates the percentage of the emergence of core competencies in the functions of the PMO manager.

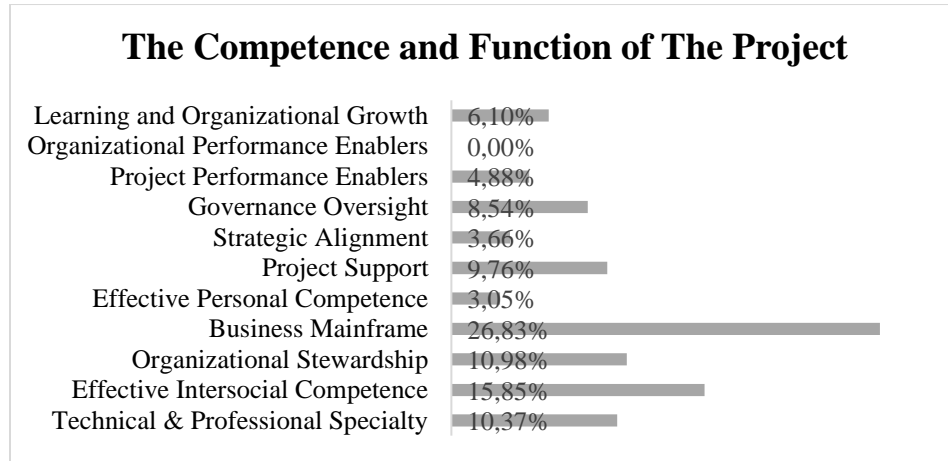


Fig. 2: Percentage of The Competencies and Function of The Project

### Technical & Professional Specialty

Technical and Professional Specialty is the capability of an individual in terms of specific technical knowledge or skills required for project management in particular industries. Figure 3 presents the three dimensions of Technical and Professional Specialty (Knowledge of Industry, Experience in PM Process, and PM Tools Mastery) determined by interviews and analysis of data collected in the financial industry.

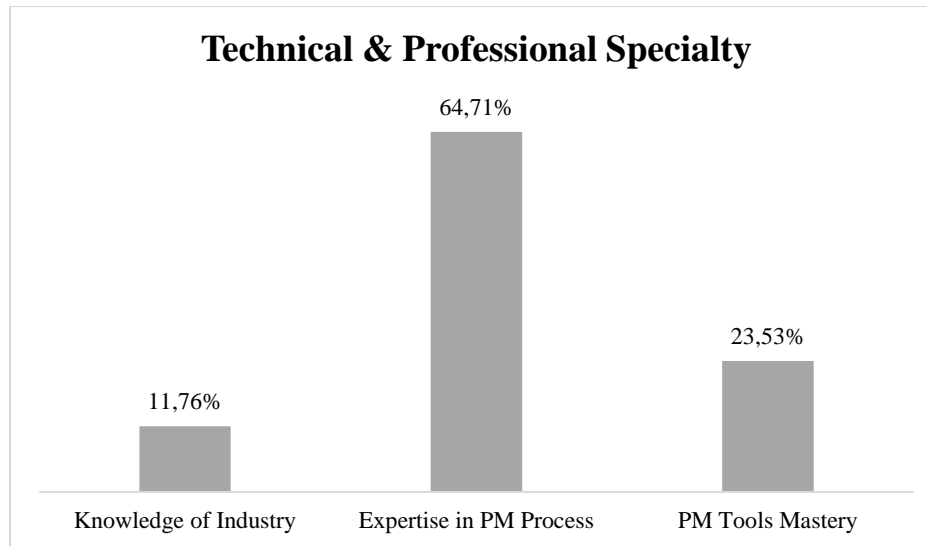


Fig. 3: Percentage of Technical & Professional Specialty

As shown in Figure 3, the percentage is validated using NVIVO 12 to determine the number of occurrences within each dimension. As a result, the percentage of each dimension is 11.76% for Knowledge of the Industry, 64.71% for Expertise in the PM Process, and 23.53% for PM Tools Mastery. Based on interviews and analysis conducted by the research team, expertise in PM Process has the highest percentage. Accordingly, the PMO Manager is responsible for managing quality, cost, and schedule while ensuring that the project's scope is carefully considered.

Table 3. Quotes Codes for Each Dimension

Core Competences	Dimension	Description	Example quotes codes for each dimension
<b>Technical &amp; Professional Specialty (17 code quotes)</b>	<b>Knowledge of Industry (2 code quotes)</b>	It is excelling in the professional knowledge and skills of the recent industry-related projects and utilizing them to fulfill their needs.	The more familiar the PMO is with managing projects in any industry, the more likely he is to be able to handle these projects. (RR)
	<b>Expertise in PM Process (11 code quotes)</b>	The ability to carry out the whole Project Managing (PM) by giving in-depth considerations to quality, cost, schedule, and scope.	The primary responsibility of the project management office is to ensure that projects are completed within budget, on time, and within the organisation's scope. (AK)
	<b>PM Tools Mastery (4 code quotes)</b>	We are leveraging the use of various PM tools to accomplish desired results.	Since our project monitoring dashboard allows us to monitor monthly reports, we submit project reports every quarter. (AK)

### Effective Intersocial Competencies

Effective Intersocial Competencies are the ability to interact effectively with others through specific skills and behaviours. These competencies are divided into five dimensions: Proficient Communication, Influencing with Impact, Establish Connectivity, Compassionate Towards Others, and Officiating Stakeholders. The data is analyzed based on data from PMO interviews within the financial industry to determine how often each dimension occurs. As shown in Figure 4, each dimension is described.

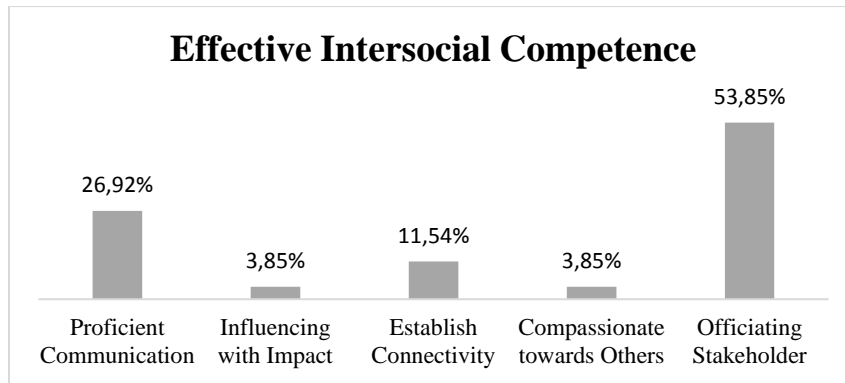


Fig. 4: Percentage of Effective Intersocial Competencies

A percentage of dimensions are analyzed using NVIVO for effective intersocial competencies. Figure 4 shows 26.92% in Proficient Communication, 3.85% in Influencing with Impact, 11.54% in Establish Connectivity, 3.85% in Compassionate towards Others, and 53.85% in Officiating Stakeholders. Officiating Stakeholders have the highest percentage compared to the other three dimensions. This indicates that negotiation and mediation skills are essential for the PMO and the project to manage conflicts and actions of others to achieve common goals. A stakeholder is a necessary group of people during the project lifecycle and is indispensable to the project's success. The quotes codes for each dimension are presented in Table 4.

Table 4. Quotes Codes for Each Dimension

<b>Core Competences</b>	<b>Dimension</b>	<b>Description</b>	<b>Example quotes code for each dimension</b>
<b>Effective Intersocial Competence</b> (26 code quotes)	<b>Proficient Competence</b> (7 code quotes)	Individuals can eloquently use their verbal and non-verbal skills in one-on-one or group interactions.	Managing the PMO requires excellent communication skills and the ability to convey messages both up and down. (RR)
	<b>Influencing with Impact</b> (1 code quote)	The ability to inspire and influence others moves people toward the designated objectives.	It is equally essential for PMO Managers to possess the competency of "Ability to Influence" to remain relevant and indispensable to stakeholders. (TS)
	<b>Establish Connectivity</b> (3 code quotes)	Individuals engage others to feel connected and build trusting relationships toward mutual understanding.	As a result of his mandate from the c-level, the PM will function as a team member to accomplish a task or activity according to an agreed-upon timeline and activity. As a project manager, you have a lot on your plate. However, one of the most challenging aspects is approaching the team and having them carry out their duties as team members supporting your role. (RR)
	<b>Compassionate Towards Others</b> (1 code quote)	One's ability to use a variety of approaches to interact with other people while understanding their feelings and appreciating others' esteem.	Getting the team to work together toward achieving goals is a challenge requiring communication. Team members need help absorbing the commands given to them because of several factors, where adjustments need to be made based on the characteristics of each

Core Competences	Dimension	Description	Example quotes code for each dimension
			PM. Supporting the project requires trust and support. (RR)
	<b>Officiating Stakeholders</b> (14 code quotes)	It is the ability to negotiate and meditate with stakeholders in managing conflicts, gaining others' support and action to reach a mutual goal.	The project owner should have the same perception regarding project management as the guidelines dictate. (AK)



Fig. 5: Percentage of Organizational Stewardship

### Organizational Stewardship

Organizational Stewardship is a leadership behaviour that allows one to guide others to reach business objectives. Based on previous research, [6]. Figure 5 shows five dimensions of this competency: Managing Operational Execution, Conducting the Tribe, Fostering the People, Orienting Strategy, and Transformation Management. These dimensions in the PMO of the Financial Industry will be analyzed to determine the percentage of events occurring in each dimension. PMO managers in the banking industry are not required to engage and assign subordinates according to their appropriate skill sets to implement the roadmap. As shown in Figure 5, a percentage of Organizational Stewardship Competencies emerging for Managing Operational Execution at 0.00%, Conducting the Tribe at 55.56%, Fostering the People at 11.11%, Orienting Strategy at

16.67%, and Transformation Management at 16.67%. The absence of managing operational execution could be understood that the PMO team considers their work non-routine work. Hence the respondent considered not taking it into account. However, there are dimensions with the highest percentage, tribal, involving individuals who can hire and empower people based on the necessity to form the team. This type of leadership is effective and recognizes that the group will contain individuals of different types, which is extremely important in the company, especially in the project management role. It could lead to the understanding that they are project-oriented, where the team and tasks can change dynamically. As shown in Table 5, the data from the analysis were obtained from the PMO interview, which provided the percentage data.

Table 5. Quotes Codes for Each Dimension

<b>Core Competences</b>	<b>Dimension</b>	<b>Description</b>	<b>Example quotes code for each dimension</b>
<b>Organizational Stewardship</b> (18 code quotes)	<b>Managing Operational Execution</b>	Ability to involve and assign subordinates based on relevant skills to execute the corresponding roadmap.	-
	<b>Conducting the Tribe</b> (10 code quotes)	Individuals' capability to employ and empower people based on their ability and business needs to become an effective team while also being conscious of the diversity within the group.	The specific task we perform is discussing any constraints in the project with the team every morning for about fifteen to twenty minutes. We commonly invite members of the project team from other performances to inquire about the project's progress. (AK)
	<b>Fostering the People</b> (2 code quotes)	One's ability to give timely feedback, guidance, or suggestions, and customized, targeted development program towards subordinates based on their performance.	My informal approach to the team accounts for 20% of my responsibilities. If there's an escalation, I can do it formally, but if that's not the case, we can do it in an informal session. (RR)
	<b>Orienting Strategy</b> (3 code quotes)	The ability to create the desired vision and translate it into executable actions.	The PMO promotes the development of every product following its priorities and aligns it with the organisation's direction. (TD)
	<b>Transformation Management</b> (3 code quotes)	Individuals' capability to become the catalyst of transformation while addressing and resolving emerging issues regarding the changes being made.	Someone must oversee the transformation program. PMOs simplify determining the primary and alternative strategies to maintain a successful transformation for management and other stakeholders. (TS)

### Business Mainframe

Business Mainframe is skills and behaviours that can be used to increase competitiveness. The research team analysed data collected from interviews with respondents in the financial industry, as shown in Table 6. Compared to other competencies, Business Mainframe possesses the most dimensions. Such as Scrutinize Data, Allocating Proper Resources, Decisive Solution Thinking, Actions with Forethought, Customer Mindset, Business Acuity, and Supervise Implementation. Figure 6 presents an analysis of how much dimensional emergence occurs in the competencies of the Business Mainframe.

Based on NVIVO 12, Figure 6 illustrates the percentage occurrences of Business Mainframe competencies, including 13.64% at Scrutinize Data, 6.82% at Allocating Proper Resources, 9.09% at Decisive Solution Thinking, 20.45% at Action with

Forethought, 6.82% at Customer Mindset, 18.18% at Business Acuity, 25% at Supervise Implementation, which were derived through the analysis of interview results. The Percentage of Supervise Implementation has the most significant percentage. It is visible in the event dimension and is a dimension that is often applied in PMO.

This can establish that the PMO manager has the competencies to implement, which is responsible for ensuring business processes are in the planning stage and supervising PMO activities effectively and efficiently. PMO Managers must implement Supervision Implementation to ensure business processes are planned and manage PMO activities effectively and efficiently. As shown in the above picture, the percentages were determined through interviews with the statement in Table 6.

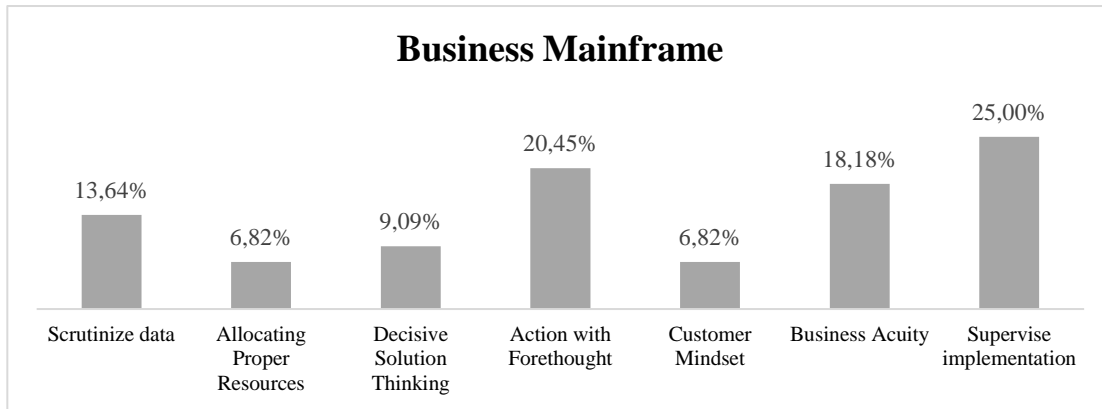


Fig. 6: Percentage of Business Mainframe



Table 6. Quotes Codes for Each Dimension

<b>Core Competences</b>	<b>Dimension</b>	<b>Description</b>	<b>Example quotes code for each dimension</b>
<b>Business Mainframe</b> (44 code quotes)	<b>Scrutinize data</b> (6 code quotes)	One's ability to gather, analyze, and gain insights by connecting with various reliable information.	A business case is a critical component in determining whether a project is successful since every project must be able to provide its calculations. Are there any improvements that can be made to this project, both tangibles and intangibles. For a project to be successful, it will depend on whether at least one of these points is reached. (RR)
	<b>Allocating Proper Resources</b> (3 code quotes)	Individuals' ability to properly distribute the resources at the right time and in the right place according to the business needs and situations.	Several factors can affect a timeline (e.g. budget constraints, bureaucracy). (NQ)
	<b>Decisive Solution Thinking</b> (4 code quotes)	The ability to make alternatives, create decision criteria, consider the benefit and risks, and determine the best solutions.	In addition to managing the project's schedule, I discuss team targets and the completion of the tasks with the PMO team daily. (TS)
	<b>Action with Forethought</b> (9 code quotes)	The ability to see the bigger picture in the business process and take steps to prioritize which resources are needed to be implemented.	The PMO must have some technical knowledge, but if he gets too deep into it, he cannot see the big picture. (RR)
	<b>Customer Mindset</b> (3 code quotes)	Individual's ability to understand and provide what customer needs and timely giving action to resolve complaints to ensure customer satisfaction.	Dealing with changing user requirements is one of the most challenging aspects of being a new PMO manager. (NQ)

Core Competences	Dimension	Description	Example quotes code for each dimension
	<b>Business Acuity</b> (8 code quotes)	Understands the business process and functions to maximize the opportunity to generate a competitive advantage.	To achieve faster service level agreements and better work output, every aspect of the financing operation is conducted as usual/by existing procedures. Implementing process enhancements to keep up with the development in operations, especially in digital banking, calls for forming a PMO team. (NQ)
	<b>Supervise implementation</b> (11 code quotes)	One's ability to ensure that the business processes are within the corridor of planning while overseeing and following up on the implementation to be effectively managed.	Typically, monitoring is utilized for projects. I usually break it down into something I monitor from the side of the project plan. I observe it almost daily, occupying approximately 50% of my time. I need to verify that everything is on track, that everything is on time, and that there are no delays. I usually hold meetings where I will check the WBS (work breakdown structure). (RR)

### Effective Personal Competencies

Effective Personal Competencies are the ability, style, and preferences that improve an individual's performance in the workplace. According to the research by [6], there are three dimensions of competencies for Effective Personal Competencies: Fluid Analytics, Work Attitude, and Emotional Engagement. Figure 7 shows the percentage of the three dimensions analyzed using data from the PMO financial industry. The Figure above shows that the banking industry has a critical and agile mindset, incorporating innovation into every project it

undertakes. The percentage results in Effective Personal Competencies triggered Fluid Analytics at 0.00%, Work Attitude at 80%, and Emotional Engagement at 20%. As a result, the financial industry does not require fluid analytics because they are already embedded in individuals. Work Attitude has the highest percentage. This indicates that in the PMO, maintaining moral standards during project completion can be achieved by adapting behaviour and applying moral values, especially when working in a constantly changing business environment. An individual's work attitude impacts every aspect of

their work, from job satisfaction to commitment to the organization to their treatment of co-workers and customers. Based on NVIVO 12 and analysis by the research team, the percentage of occurrences of each dimension of Effective Personal Competencies was determined from interview data in Figure 7, explaining the statements as shown in the Table 7.

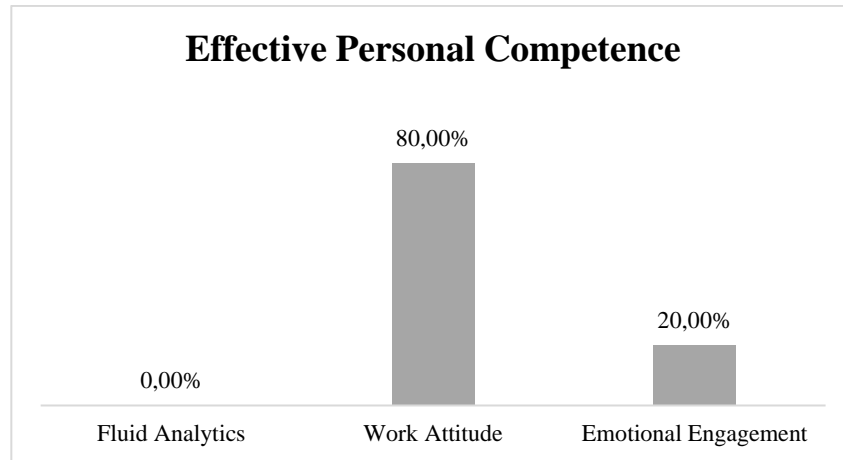


Fig. 7: Percentage of Effective Personal Competencies

Table 7. Quotes Codes for Each Dimension

Core Competences	Dimension	Description	Example quotes code for each dimension
<b>Effective Personal Competence</b> (5 code quotes)	<b>Fluid Analytics</b>	Individuals can easily understand an abstract concept, have an agile mindset, think out of the box, and be critical at work.	-
	<b>Work Attitude</b> (4 code quotes)	Individual's intentions in adjusting behaviour and upholding moral values while keeping on track to exceed the expected goals.	As a project manager, you must be prepared to embark on different types of projects every day. (RR)

Core Competences	Dimension	Description	Example quotes code for each dimension
	<b>Emotional Engagement</b> (1 code quote)	Individual's dispositions to work with preference tasks, having efficacy in finishing the job, being able to withstand pressure, and sensitivity in knowing and managing one's and other's emotions.	It is necessary to be willing to go into detail when necessary. When an issue arises, project managers commonly delegate responsibility to subject matter experts, even when the project team under their supervision requires a project manager. However, it is common for project managers to manage only one level. (RR)

### Overlapping Coding

The analysis results carried out by the research team were used to validate the five dimensions in the previous research, [6]. Overlapping coding was found between the core competencies codes and PM Management Functions from the data analyzed by ten respondents. As a result, the overlapping code between the quotes supports the competencies and function of the PMO Project. The data overlapping code produces Supervise Implementation and Project Support (74% - 93%), Conducting the Tribe and Learning and Organizational Growth (56% - 64%), Officiating Stakeholder and Governance Oversight (96% - 100%), and Officiating Stakeholder (17% - 33%) the dimension of overlapping coding frequency is the highest.

### 5 Conclusion

This paper examines the validity of previous findings regarding the five core competencies of PMO managers. The five core competencies of PMO managers include Technical and Professional Specialty, Effective Intersocial Competencies, Organizational Stewardship, Business Mainframe, and Effective Personal Competencies. A previous study, [6], indicates that a PMO manager must possess specific skills and competencies to perform their duties effectively. As part of prior research,

validation studies have been conducted to understand functional competencies, particularly in the financial industry for PMO managers. The proposed competencies could provide insight for PMO managers in measuring individual co-competencies levels to identify each competency in the project that will change in the future.

The result of this research can be used as a basis for further research to discover something new in the field of PMO leadership. The study aims to provide insight into effectively managing top management and PMO activities directly impacting the organization, [6]. The competencies should be defined thoroughly during the research process and described to respondents to minimize the differences in interpretation. They start with the importance of improving the quality of work. This study states that Expertise in PM Process and Work Attitudes shows higher results on competencies in the financial industry. Some competencies exist because they are essential as a whole but do not provide meaning to the work of each individual. According to the results in the Fluid Analytics and Managing Operational Execution, dimensions are still empty because the respondents have mastered their duties and responsibilities. Therefore there is no need to apply these competencies. In organizational Stewardship, leaders guide their teams to achieve corporate objectives. By identifying subordinates' skills and

assigning them accordingly, the PMO can give assistants to implement the appropriate roadmap. High-performing PMOs can implement organizational strategies effectively, creating business value and evaluating performance. Influential Personal Competencies leaders can enhance an individual's performance at work by using their capabilities, styles, and preferences. Accordingly, fluid analytics is defined as one's ability to understand abstract concepts, have an agile mindset, think outside the box, and be critical in the workplace to determine conditions and improve performance.

In this study, researchers found that several PMO managers have applied all five competencies to accomplish their tasks effectively. Project success depends on the competencies that the team members possess. These competencies are needed to meet the requirements of the organizational structure of the business strategy. This study is expected to provide readers, especially PMO managers, with helpful information regarding applying and developing competencies in the financial services industry. Research recommendations are suggested for the future. Based on the findings of this study, it is concluded that a dimension of PMO manager competence generates 0%. This dimension has not been applied to the area of industrial finance. As a result, it can be used as a recommendation for further research to determine whether the dimensions of each core competency apply to the competencies of PMO managers in other industries, particularly in the dimensions of Fluid Analytics and Managing Operational Execution. The same approach of this study shall be expanded to other industrial sectors to compare how the PMO manager competencies appear in the different industries.

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