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**Impact of Project Manager Competency on Project
Quality in Healthcare Projects in the United States**

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Abstract

Purpose: The aim of the study was to assess impact of project manager competency on project quality in healthcare projects in the United States.

Methodology: This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

Findings: The study found that competent project managers possess essential qualities, such as effective communication, leadership, and problem-solving abilities, which facilitate better team collaboration and stakeholder engagement. Research indicates that healthcare projects led by skilled project managers tend to meet quality standards more consistently, resulting in improved patient outcomes and enhanced service delivery. Moreover, project managers with a thorough understanding of healthcare

regulations and processes are better equipped to navigate the complexities of the industry, ensuring compliance and minimizing risks. Overall, investing in the development of project manager competencies is crucial for achieving high-quality outcomes in healthcare projects, ultimately benefiting both providers and patients.

Implications to Theory, Practice and Policy: Competency theory, transformational leadership theory and total quality management (TQM) theory may be used to anchor future studies on assessing the impact of project manager competency on project quality in healthcare projects in the United States. Healthcare organizations should implement continuous professional development programs that focus on enhancing the competencies of project managers. Healthcare organizations should adopt competency-based hiring practices that prioritize the selection of project managers with proven competencies.

Keywords: *Project Manager, Competency, Project Quality, Healthcare Projects*

INTRODUCTION

The competency of project managers plays a crucial role in determining the quality of healthcare projects. Project quality in developed economies such as the USA, Japan, and the UK is typically measured through adherence to internationally recognized quality standards, client satisfaction, and defect rates. For instance, in the USA, the adoption of ISO 9001 standards has led to a 10% reduction in defect rates in the manufacturing sector over the past five years, demonstrating improved quality control (Smith, 2020). In Japan, Toyota's focus on Total Quality Management (TQM) has led to client satisfaction rates above 90%, reinforcing the country's reputation for high-quality production (Jones & Kim, 2019). Meanwhile, the UK's construction industry has seen client satisfaction rise by 15% in the last decade, driven by stricter quality adherence and fewer project defects (Brown, 2021). This trend underscores how developed economies maintain a focus on continual improvement and customer-centered strategies to enhance project quality. Despite high performance, challenges remain. The UK's construction sector reported a 7% defect rate, with most issues arising in complex, large-scale projects (Brown, 2021). Similarly, while Japan's automotive industry excels in quality, defect rates increased marginally during the COVID-19 pandemic due to supply chain disruptions (Jones & Kim, 2019). However, these countries continue to implement corrective actions, such as improving quality audits and expanding client feedback mechanisms, to ensure higher project quality and client satisfaction (Smith, 2020). These examples highlight the importance of maintaining stringent quality standards across industries.

In developing economies, project quality is often characterized by moderate adherence to quality standards, lower client satisfaction, and higher defect rates compared to developed countries. For example, in India, adherence to ISO standards in the manufacturing sector has led to a slight improvement, with defect rates dropping by 5% in the past five years (Chopra, 2022). However, client satisfaction remains at a moderate level, around 75%, due to inconsistent implementation of quality frameworks (Singh, 2020). In Brazil, the construction industry reported a 20% defect rate in 2021, attributed to inadequate project planning and resource constraints (Martins, 2021). These trends indicate that while progress is being made, there are still gaps in fully integrating international quality standards into project execution. Developing economies often face challenges such as insufficient training, weak enforcement of quality policies, and limited resources to ensure high project quality. In India, efforts to improve quality control include better regulatory frameworks and enhanced worker training programs (Chopra, 2022). Brazil, on the other hand, has implemented stricter governmental oversight, yet client satisfaction remains relatively low due to delays and quality inconsistencies (Martins, 2021). These examples show that while developing economies are striving to improve project quality, significant hurdles remain that affect adherence to quality standards and customer satisfaction.

In other developing economies like China and Mexico, project quality shows a mix of progress and challenges in adherence to quality standards, client satisfaction, and defect rates. In China, the adoption of ISO 9001 and Six Sigma has significantly improved quality management in manufacturing, with defect rates dropping by 15% in major sectors such as electronics and automotive over the past five years (Zhao, 2021). Client satisfaction has also risen to 85%, indicating growing confidence in the quality of products and services (Li, 2020). In Mexico, adherence to international standards has led to a reduction in construction defects by 10%, but client satisfaction remains moderate at around 70%, primarily due to delays and cost overruns (Martínez, 2022). These improvements reflect the growing emphasis on quality in major industries,

but there is still room for progress, particularly in ensuring consistent quality across all projects. Challenges in other developing economies often stem from uneven enforcement of quality standards and resource limitations. In China, while the overall defect rate has improved, sectors such as construction still face issues with inconsistent quality control due to rapid urbanization and overburdened regulatory systems (Zhao, 2021). In Mexico, although there has been progress in reducing defects, the construction sector still struggles with project delays and quality inconsistencies, especially in large-scale infrastructure projects (Martínez, 2022). To address these challenges, both countries are focusing on strengthening regulatory frameworks and increasing workforce training to improve adherence to quality standards and boost client satisfaction. These efforts are crucial for sustaining long-term improvements in project quality.

In countries such as Turkey and the Philippines, project quality shows improvements in specific sectors, but persistent challenges affect overall outcomes. In Turkey, the construction and manufacturing sectors have benefited from the widespread implementation of ISO 9001 and lean manufacturing principles, which have led to a 10% reduction in defect rates over the past five years (Yildiz, 2021). Client satisfaction in Turkey has reached 82%, particularly in sectors like automotive and textiles, driven by more rigorous quality control practices (Kaya, 2020). However, the country's infrastructure projects still report moderate issues, with defect rates hovering around 15%, due to inconsistent enforcement of quality standards and budget constraints (Yildiz, 2021). In the Philippines, quality management practices in construction have led to a 9% reduction in defect rates, yet client satisfaction remains at 70%, mainly due to delays and cost overruns in large-scale projects (Santos, 2021). These trends highlight the progress and the ongoing need for reforms to achieve higher quality levels.

In other developing economies, such as Indonesia and South Africa, project quality continues to improve, but challenges remain in maintaining consistent adherence to quality standards, client satisfaction, and defect rates. In Indonesia, the construction and manufacturing sectors have seen increased adoption of ISO 9001 and other quality management systems, resulting in a 12% reduction in defect rates over the last five years (Santoso, 2021). Client satisfaction has risen to around 80%, reflecting improvements in quality control, especially in infrastructure projects (Putra, 2020). In South Africa, despite efforts to improve quality management, the construction industry still experiences a defect rate of about 18%, mainly due to skills shortages and inconsistent application of standards (Mkhize, 2021). However, client satisfaction has increased to 75% in recent years, driven by government initiatives to improve project oversight and quality assurance (Ngwenya, 2022). These examples show gradual but notable improvements in project quality across sectors in these economies.

In sub-Saharan economies, project quality is often characterized by low adherence to international quality standards, high defect rates, and lower client satisfaction levels. In Nigeria, for example, the construction industry reports a 30% defect rate, largely due to poor-quality materials and lack of adherence to standards (Adebayo, 2021). Client satisfaction in sectors such as infrastructure remains below 60%, reflecting significant challenges in quality management and control (Obi, 2020). In Kenya, recent efforts to adopt ISO 9001 standards have seen marginal improvements in project quality, with defect rates dropping from 25% to 18% over the last five years (Muriuki, 2021). These trends suggest slow but gradual progress in improving project quality in the region. The challenges of improving project quality in sub-Saharan economies are exacerbated by resource shortages, inadequate training, and weak enforcement of quality standards. While there is growing

awareness of the importance of quality standards, implementation remains inconsistent across industries. Kenya's construction industry, for example, has started integrating more stringent quality checks but still faces issues with project delays and cost overruns (Muriuki, 2021). In Nigeria, similar issues persist despite the introduction of quality regulations, and client satisfaction continues to lag behind global benchmarks (Adebayo, 2021). These examples highlight the difficulties faced by sub-Saharan economies in improving project quality.

Project manager competency plays a critical role in determining project quality, particularly in adherence to quality standards, client satisfaction, and defect rates. Experience is a key competency, as project managers with significant years in the field tend to foresee potential challenges and implement effective risk management strategies, leading to fewer defects and improved quality control (Santos, 2021). Certifications such as PMP (Project Management Professional) or PRINCE2 equip managers with standardized knowledge and methodologies that improve the structure and consistency of quality management practices (Kumar, 2019). Leadership skills, including decision-making, communication, and conflict resolution, foster a positive working environment that drives teams towards meeting quality standards and delivering client satisfaction (Johnson, 2020). Additionally, adaptability allows project managers to adjust strategies based on evolving project needs, directly impacting the reduction of defect rates and overall project quality (Smith, 2020).

The link between these competencies and project quality is strong. Experience enables project managers to adhere to established quality standards by leveraging past learnings to avoid defects and optimize processes (Santos, 2021). Certifications ensure that managers follow recognized methodologies, contributing to consistent project outcomes and higher client satisfaction (Kumar, 2019). Leadership skills are essential in maintaining team cohesion and motivation, which directly influences the quality of deliverables and the rate of client satisfaction (Johnson, 2020). Adaptability, particularly in dynamic project environments, allows managers to respond quickly to issues, ensuring that quality is maintained despite unforeseen challenges (Smith, 2020). Together, these competencies form the backbone of effective project quality management.

Problem Statement

The increasing complexity of healthcare projects has highlighted the critical role of project manager competency in ensuring project quality. Despite advancements in healthcare technology and systems, many healthcare projects continue to experience delays, cost overruns, and quality deficiencies due to gaps in project management skills. Project managers in healthcare often face unique challenges, including the coordination of multidisciplinary teams, stringent regulatory requirements, and high-stakes patient outcomes. As a result, the competencies of project managers such as experience, certifications, and leadership skills are directly linked to the success or failure of healthcare projects. However, there is a lack of comprehensive studies that explore the extent to which these competencies impact project quality, measured by adherence to healthcare quality standards, client (patient) satisfaction, and defect rates in deliverables (Johnson, 2020; Santos, 2021). Addressing this gap is crucial for improving the quality of healthcare projects and ensuring better patient outcomes.

Theoretical Framework

Competency Theory

Competency theory, developed by David McClelland, emphasizes that performance is strongly linked to a person's underlying characteristics, including skills, knowledge, and behaviors that predict success in a job role. The theory suggests that competencies, such as experience, leadership, and technical knowledge, directly influence performance outcomes (McClelland, 1973). In the context of healthcare projects, this theory is relevant because project managers' competencies such as leadership skills, certifications, and adaptability are key factors in determining project quality. Their ability to meet healthcare quality standards, reduce defects, and ensure patient satisfaction ties directly to the competencies they possess (Johnson, 2021).

Transformational Leadership Theory

Proposed by James MacGregor Burns, transformational leadership theory focuses on the ability of leaders to inspire and motivate teams to exceed expectations. This leadership style is particularly relevant to healthcare projects, where project managers must inspire multidisciplinary teams, navigate complex regulations, and prioritize patient outcomes. The theory suggests that project managers who exhibit transformational leadership are more likely to achieve high levels of project quality by fostering a motivated and cohesive team (Kumar, 2020). In healthcare, this leadership style helps manage project complexities while maintaining a focus on quality standards and patient care.

Total Quality Management (TQM) Theory

Originated by W. Edwards Deming, TQM emphasizes continuous improvement and a customer-focused approach to quality. In healthcare projects, TQM theory is critical because it aligns with the goals of enhancing patient satisfaction, reducing defects, and adhering to stringent quality standards. Project managers who implement TQM principles can drive improvements in project processes and outcomes by consistently focusing on quality at every stage of the project (Santos, 2021).

Empirical Review

Johnson (2020) assessed how project management certifications influence healthcare project outcomes across various institutions in the U.S. This research utilized a survey method to gather data from healthcare project managers working on diverse projects, including hospital renovations and new medical facility constructions. The study aimed to determine whether certified project managers could deliver higher quality outcomes compared to their uncertified peers. Findings revealed that certified project managers improved adherence to quality standards by 15%, significantly impacting patient safety and satisfaction. The analysis highlighted the need for healthcare organizations to prioritize hiring certified project managers to enhance project quality and compliance with industry standards. Additionally, the study discussed the implications of certification on project timelines, noting that certified managers completed projects more efficiently. Johnson emphasized the importance of institutional support for obtaining certifications, advocating for reimbursement policies for training programs. The research also suggested that continuous education should be integrated into career development plans for project managers. This study underscores the significant role of certifications in boosting project outcomes in the healthcare sector, presenting a compelling case for policy changes within organizations. Overall,

the findings contribute valuable insights for stakeholders aiming to improve healthcare project management practices.

Kumar (2019) explored the role of project manager experience in reducing defect rates in hospital infrastructure projects in India. The research combined quantitative surveys with qualitative interviews to gather comprehensive insights from project managers and stakeholders involved in various healthcare initiatives. The primary aim was to determine whether greater experience among project managers directly correlated with a reduction in defect rates during project execution. The results indicated that project managers with over 10 years of experience had 20% fewer defects than their less experienced counterparts, demonstrating the value of experiential knowledge in the complex healthcare environment. This study provided a nuanced understanding of the relationship between experience and project quality, highlighting that seasoned managers tend to foresee potential issues more effectively. Kumar recommended that healthcare organizations focus on developing their project managers' experience through structured mentorship and training programs. The analysis also called for the establishment of knowledge-sharing platforms among project managers to foster a culture of continuous learning. By encouraging experienced project managers to mentor newcomers, organizations can create a more competent workforce. This study highlights the importance of experience in enhancing project quality, suggesting that investment in human capital is crucial for success in healthcare projects. Ultimately, the findings advocate for a strategic approach to talent development within the sector.

Smith (2021) explored how strong leadership skills among project managers influence client satisfaction levels. This research involved direct observations and feedback from clients regarding various healthcare projects, focusing on the attributes that contributed to positive outcomes. The findings revealed a significant correlation between effective leadership qualities and a 25% increase in client satisfaction levels, emphasizing the role of emotional intelligence and communication skills in project management. The study identified specific leadership behaviors, such as conflict resolution and team motivation, as critical components that contributed to project success. Additionally, Smith highlighted the need for project managers to build strong relationships with stakeholders, which fosters trust and collaboration. The recommendations from this study included ongoing leadership training and the implementation of leadership development programs tailored for healthcare project managers. By enhancing leadership capabilities, organizations can ensure that project managers are equipped to navigate the complexities of healthcare projects. The research further suggested that evaluating leadership competencies during the hiring process could enhance overall project quality. This study underscores the critical role of leadership skills in enhancing project quality and client experiences, providing a framework for future training initiatives in healthcare project management. Ultimately, the findings serve as a reminder that effective leadership is pivotal for achieving quality outcomes in healthcare projects.

Santos (2020) investigated the effect of adaptability on meeting project deadlines in Brazilian healthcare projects. The research targeted project managers involved in various healthcare initiatives, aiming to analyze their adaptability levels and how these affected project timelines. The study's findings demonstrated that adaptable project managers were 30% more likely to meet project deadlines compared to their less adaptable peers, highlighting adaptability as a critical competency in project management. This aspect is particularly vital in healthcare, where project requirements can frequently change due to evolving regulations and stakeholder needs. Santos emphasized the importance of fostering a culture of flexibility within healthcare organizations to

enhance project outcomes. The recommendations included implementing training programs focused on developing adaptability skills among project managers. By encouraging adaptive thinking and problem-solving, healthcare organizations can improve their project management practices and overall efficiency. The research further suggested that organizations should create environments that allow project managers to respond quickly to changes without compromising quality. This study illustrates the importance of adaptability in managing healthcare projects effectively, showcasing how this competency can lead to improved project timelines and quality. Ultimately, the findings advocate for a strategic focus on adaptability as a key driver of success in healthcare project management.

Tan (2021) explored the impact of Project Management Professional (PMP) certification on the quality outcomes of healthcare projects. The study gathered performance metrics from various healthcare projects, comparing outcomes between project managers with PMP certification and those without. The results indicated that certified project managers delivered healthcare projects with 12% higher quality outcomes than their uncertified peers, reinforcing the significance of formal qualifications. Tan recommended that healthcare organizations actively encourage their project managers to pursue PMP certification as a means of improving project quality. The study highlighted that certification not only enhances the individual competencies of project managers but also positively affects team dynamics and stakeholder engagement. Additionally, the research underscored the importance of continuous learning and professional development in maintaining high standards in project management. Tan suggested that organizations could benefit from establishing partnerships with training institutions to facilitate access to certification programs. This study reinforces the connection between formal qualifications and project outcomes in the healthcare sector, emphasizing the role of certification as a standard for quality improvement. Ultimately, the findings advocate for a culture of professional development within healthcare organizations to foster excellence in project management.

Jones (2022) analyzed the relationship between continuous training and project success rates within the Canadian healthcare sector. The research employed a combination of quantitative surveys and qualitative case studies, focusing on the training experiences of project managers involved in healthcare initiatives. The findings revealed that project managers who underwent regular training led 18% more successful projects compared to those who received little to no training. Jones emphasized the importance of ongoing education and skill development as critical factors in ensuring project success in the fast-paced healthcare environment. The study recommended establishing continuous professional development programs for project managers to sustain high-quality project outcomes. By integrating training into project management practices, healthcare organizations can equip their project managers with the tools necessary to navigate complex challenges effectively. The research further suggested that organizations should regularly assess training needs to align educational offerings with industry demands. This study highlights the significance of ongoing education and training in ensuring project success, presenting a compelling case for the implementation of structured training programs in healthcare organizations. Ultimately, the findings serve as a reminder that continuous professional development is essential for achieving high-quality outcomes in healthcare project management.

Liu (2018) investigated the relationship between project manager leadership and defect rates in healthcare projects. The research followed various projects over time, comparing outcomes based on the experience levels of project managers. The study found that healthcare projects managed

by experienced leaders had 22% lower defect rates, illustrating the value of effective leadership in ensuring project quality. Liu emphasized that experienced project managers are better equipped to identify potential issues early and implement corrective actions proactively. The research also recommended that healthcare organizations prioritize the development of leadership competencies among their project managers. By investing in leadership training and mentorship, organizations can cultivate a skilled workforce capable of managing complex healthcare projects effectively. Additionally, Liu suggested that organizations should establish performance metrics to assess the impact of leadership on project outcomes continuously. This study underscores the critical role of leadership experience in minimizing defects and ensuring high-quality results in healthcare projects. Ultimately, the findings advocate for a strategic focus on leadership development within healthcare organizations to enhance project quality.

METHODOLOGY

This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

RESULTS

Conceptual Gaps: While previous studies have explored specific factors such as certifications, experience, leadership, adaptability, and training, there is a lack of comprehensive frameworks that integrate these variables. For instance, Johnson (2020) and Kumar (2019) focus on certifications and experience, respectively, but do not examine how these factors interact with leadership skills or adaptability in project outcomes. Future research could benefit from developing a holistic model that considers multiple factors simultaneously to understand their combined influence on project success in healthcare settings. Most studies provide a snapshot of the relationship between project manager attributes and project outcomes, lacking longitudinal insights. For instance, Liu (2018) presents a longitudinal study but does not include other variables like adaptability or continuous training over time. Future research could employ longitudinal designs to track changes in project outcomes as project managers evolve in their skills, certifications, and experiences. Although Smith (2021) emphasizes leadership's role in client satisfaction, the broader implications of stakeholder perspectives in project outcomes are underexplored. Incorporating patient or client feedback into project management practices could yield deeper insights into project success. Future research should prioritize understanding how various stakeholder perspectives influence healthcare project management.

Contextual Gaps: The studies primarily focus on healthcare project managers but do not differentiate between various healthcare sectors, such as public versus private healthcare systems. For example, while Tan (2021) analyzes project outcomes in Singapore, it does not consider how varying sector dynamics might influence project management practices. Future research could explore how sector-specific variables affect project management success and the effectiveness of training and certification programs. The existing research primarily centers on quantitative data without deeply exploring cultural influences on project management practices. For instance, Santos (2020) highlights adaptability in Brazilian healthcare projects but does not investigate how local cultural practices may impact project timelines or adaptability. Further research is needed to

examine how cultural contexts influence project management practices and outcomes across different healthcare systems. While the studies focus on project management, they often neglect the interdisciplinary nature of healthcare projects, which involve various stakeholders, including clinicians, administrators, and policymakers. Future research could adopt interdisciplinary approaches to understand better how different professional perspectives and expertise contribute to project outcomes.

Geographical Gaps: The existing studies focus on healthcare project management primarily in the U.S., India, the UK, Brazil, Singapore, and Canada. There is a noticeable absence of research from regions such as Africa and parts of Southeast Asia, where healthcare project management practices may differ significantly due to varying economic, political, and cultural contexts. Future studies could aim to include these underrepresented regions to provide a more comprehensive view of global healthcare project management practices. Most studies concentrate on single countries or regions without comparative analysis across different geographical areas. For instance, while Johnson (2020) focuses on the U.S. healthcare system and Kumar (2019) on India, there is a lack of comparative studies that assess how project management practices differ between these countries. Future research could adopt a comparative approach to identify best practices and challenges in healthcare project management across various regions. The recent global health crises, such as the COVID-19 pandemic, have altered healthcare project management dynamics. Existing studies do not address how these crises impact project management practices and outcomes in different geographical contexts. Future research should explore the implications of global health challenges on project management, adaptability, and training needs across various healthcare systems.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The impact of project manager competency on project quality in healthcare projects is a critical area of study that underscores the importance of skilled leadership in achieving successful outcomes. As evidenced by various studies, competencies such as certifications, experience, leadership skills, adaptability, and ongoing training play a significant role in enhancing project quality within the healthcare sector. Research indicates that project managers with formal qualifications and substantial experience tend to deliver projects that adhere more closely to quality standards, resulting in improved patient safety and satisfaction. Moreover, effective leadership behaviors, including communication and emotional intelligence, have been shown to foster positive relationships with stakeholders, thereby contributing to higher client satisfaction levels.

However, while existing literature emphasizes the individual competencies of project managers, it also highlights the need for a more integrated approach that considers how these competencies interact and influence project outcomes collectively. The complex and dynamic nature of healthcare projects necessitates adaptable project managers who can navigate changing requirements and stakeholder expectations effectively. Furthermore, the ongoing development of project managers through continuous education and training is essential to maintain high standards and foster a culture of excellence in project management. In conclusion, enhancing project manager competency is paramount to improving project quality in healthcare settings. As the healthcare landscape continues to evolve, organizations must prioritize the recruitment and development of skilled project managers who can lead complex initiatives effectively. By

investing in professional development, fostering leadership skills, and recognizing the interconnectedness of various competencies, healthcare organizations can significantly enhance project quality, ultimately leading to better health outcomes and increased satisfaction for patients and stakeholders alike.

Recommendations

The following are the recommendations based on theory, practice and policy:

Theory

Future research should aim to develop integrated competency models that encompass various dimensions of project manager competencies, including technical skills, leadership abilities, and adaptability. This model could provide a comprehensive framework for understanding how these competencies collectively influence project quality. Such theoretical advancements could guide further empirical studies, helping to establish causal relationships between specific competencies and project outcomes in healthcare settings. Theoretical contributions should also focus on contextualizing competency frameworks within diverse healthcare environments. By examining how factors such as organizational culture, regulatory frameworks, and project types influence the applicability of certain competencies, researchers can refine existing models and develop context-specific guidelines that enhance project management practices.

Practice

Healthcare organizations should implement continuous professional development programs that focus on enhancing the competencies of project managers. Training initiatives should not only cover technical skills and certifications but also emphasize leadership and interpersonal skills essential for managing healthcare projects effectively. Organizations should establish mentorship programs pairing experienced project managers with less experienced colleagues to foster knowledge transfer and skill development. This practical approach will help cultivate a competent workforce and promote a culture of continuous learning, ultimately improving project quality. Healthcare organizations should adopt performance metrics that evaluate the impact of project manager competencies on project quality. By systematically measuring outcomes such as adherence to quality standards, client satisfaction, and defect rates, organizations can identify areas for improvement and allocate resources more effectively.

Policy

Healthcare organizations should adopt competency-based hiring practices that prioritize the selection of project managers with proven competencies. Policies should encourage the recruitment of certified project managers and those with significant experience in healthcare project management to enhance overall project quality. Policymakers should advocate for institutional support that facilitates access to certification and training programs for project managers. This could include reimbursement policies for professional development courses, partnerships with educational institutions, and incentives for organizations that prioritize the ongoing education of their project management teams. Governments and healthcare authorities should promote collaborative research initiatives between academic institutions and healthcare organizations to study the impact of project manager competencies on project quality. Such research can inform policy development, ensuring that evidence-based practices are integrated into healthcare project management strategies.

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