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ARE YOU READY FOR A TENDER PROJECT?

– ANALYSIS OF ORGANISATIONAL PROJECT MANAGEMENT MATURITY IN THE AUSTRIAN-HUNGARIAN BORDER REGION

Are you ready for a tender project? – Analysis of organisational project management maturity in the Austrian-Hungarian border region

Since the 1990s the European Union has paid more and more attention to subsidising cross-border development. It is understandable that different funding from proposal sources is particularly important for the border area, especially to those of utmost importance that support co-operation and rural development. Therefore, they could become a driving force for development. The authors' research analyses the organisational project management maturity of the projects implemented in the frame of the Austria-Hungary Cross-border Cooperation Programme 2007-2013 (AT-HU). Analysing this kind of organisation is an important issue, since the new call for proposals are open in 2016 and the results of this study may provide a self-evaluation opportunity to organisations that need to know if they are ready or mature enough for a new tender project.

The aim of this study was twofold. First of all, those indicators that could be used to analyse the project management maturity of implementing organisations in the AT-HU programme were identified. Based on the empirical research these are the project experience accumulated by the organisation, the internal processes operating at the institution and the professional background. Secondly, factors that can affect this project management maturity were explored and we determined five influencing area: the organisational structure, culture, project managers motivation and the typical and important competences. [1]

Keywords: **cross-border region, cross-border projects, organisational project management maturity, Austria-Hungary Cross-border Cooperation Programme 2007-2013**

The regional development, the co-operation of geographical areas has become an important research area in the 20th century, since these collaborations has not only economic role, but also multi-dimensional sense (Teló, 2007). As Süli-Zakar declared the regionalism, as a process means the development of natural relationships, horizontal integrations based on the natural, social, economic regularities (Süli-Zakar, 2003). The integration among different destinations also means that in the 21th century the strong competition cannot be observed within the region, but rather between regions. Within a region the cooperative competition occur, the actors make local strategic covenants (Lengyel, 2003). These alliances often go beyond the national borders and create cross-border connections. As Faragó mentioned if we do not focus on the borders, but on tasks, a more flexible and network-oriented function can be created (Faragó, 2004).

Based on Rechnitzer the history of Hungarian regional development can be divided into four parts between 1990 and 2013. The first is the departure between 1990 and 1995, than the institutionalization (1996-1998). A third phase is the preparation from 1999 till 2003 and finally the European Union (EU) membership after 2004 (Rechnitzer, 2012).

Before and even after the EU accession the new opportunities opened up to the border regions in order to strengthen their cross-border relationships. Since this period several EU funded projects were implemented in the border regions and numerous types of organisations took part in them. Therefor the aim of this paper is to analyse the project management maturity of these institutions and answer the questions: are they ready for these tender projects?

Theoretical background

Border region and regionalism

The notion of a border is defined as 'a zone, a strip of land or line that marks the territories of states off from one another' (Süli-Zakar, 2003, p. 233.). The development of civilian states and geographical identity has been characteristic of Europe since the 17th century, which symbolises independence at the same time. Simultaneously, each community has been striving to establish such networks that would not be obstructed by border lines when setting up their own. Therefore, the function of border lines has become dual: they defend integrity and individuality while providing a certain degree of protection against those originating from outside their borders.

However the meaning of border is not the full extent. Especially in the Carpathian Basin we can find areas, where the majority of inhabitants belong to another country from cultural and historical terms. Faragó said that a region can only be considered as a separate entity, when its population has those kinds of special and common features (eg. language, culture, tradition, history, specific economic), that separate it from the environment, and they want to preserve and develop them (Faragó, 2004). From this reason those borders, which are separating different cultures can lose their significance over time mainly as a result of accession to common economic and social space (Fehérvölgyi, 2010, p. 28.).

In the studied Hungarian-Austrian cross-border region the above are present mainly due to the integrating impact of the European Union. However, this was not always the case in recent decades. The specific feature that makes border regions distinct, not only as geographical territories but also cultures and nations, can be attributed to Hungarian history (Baranyai, 2007).

It must be understood that the standard of living of inhabitants in the border region can rise if the frameworks of cooperation between regions and countries can be extended (Fehérvölgyi, 2010, p. 29.). Cross-border projects may explicitly serve this purpose, since they may help these regions to be able to combine each other's comparative advantages (Hardi, 2000). The definition of border region by Schmitt and Egner is based on this approach, which says that the border region is "a transnational interaction between neighbouring regions and their actors in order to maintain, manage and improve a mutual living space" (Schmitt – Egner, 1998, p. 61.).

Cross-border cooperation in the framework of projects

Since the 1990s the European Union has paid more and more attention to subsidising cross-border developments both along its own outer boundaries and in the border regions of future member states. However, cross-border cooperation is not as easy as it seems at first. As Gaál et al. described in their study, the capability of initiation or maintaining relationships is much easier in those organizations, in which the national and cultural background is similar; in the case when employees come from different countries and cultural backgrounds, social relationships become more significant. Otherwise co-operation can lead to a poor level of knowledge sharing (Gaál et al., 2013) and thus a decrease in project success.

Cross-border cooperation programmes have been present in Europe since the 1990s and the European Committee has subsidised this form of cooperation significantly: INTERREG I between 1989 and 1993, INTERREG IIA between 1994 and 1999, INTERREG IIIA between 2000 and 2006 and INTERREG IVC between 2007 and 2013 (Lados, 2009).

Following accession to the EU, Hungary has received numerous possibilities for proposals, which has created a new concept notion at the same time: projects have appeared and thus, Hungary has had the chance to participate in various European territorial cooperation programmes that are financed by the European Regional Development Fund of the EU.

The first Phare CBC (Cross-Border Cooperation) programme was launched in Hungary in 1995 at the time of Austria's accession to the EU based on a previous EU initiative, the Interreg. With respect to Austria and Hungary the first stage of these programmes was the *Cross-border cooperation programme Austria-Hungary* and then from 2007 onwards the *Austria-Hungary European Territorial Cooperation* can be mentioned. The European Territorial Cooperation took on special responsibilities during the studied period (2007-2013); it became an independent objective of the EU regional policy and thus, the cooperation of two or more countries and the cross-border regions took on even more important roles. A special characteristic of these programmes is that they do not define national programmes and priorities but coordinated, common topics instead.

The Austria-Hungary European Territorial Programme 2007-2013

The Austria-Hungary European Territorial Programme concentrates on two main priorities (Innovation, integration and competitiveness; Sustainable develop-

ment and accessibility), which include several areas of development (www.at-hu.net, 2015). The core programme area is comprised of eight NUTS III regions: Wien, Wiener Umland-Südteil, Nord-, Mittel- and Südburgenland, Győr-Moson-Sopron, Vas, and Zala. Niederösterreich Süd and Oststeiermark are the so-called adjoining regions.

The Austria-Hungary European Territorial Programme is financed by the European Regional Development Fund (ERDF), to which the EU contributed 82 million EUR between 2007 and 2013.

Public or public equivalent bodies, non-profit organisations and other institutions that act in the public interest can act as lead partners or partners in the projects. In accordance with the above, the following legal entities can be: national, regional or local authorities; municipalities; universities; bodies mainly financed or governed by public institutions; and non-profit organisations and associations.

The organisations above can submit their application in the frame of a consortium, where the project partnership must consist of at least one Austrian and one Hungarian organisation. According to Szabó and Cserháti the projects, which involve more participants and partners, require new approach and management methods, focusing on goal orientation, conflict management, and the conscious intertwining of different interests and effects. In these cases the expression project governance is more suitable than project leadership (Szabó – Cserháti, 2013).

Between 2007 and 2013 a total of 87 projects received funding as part of the AT-HU Programme, which translated into 358 project partners (www.at-hu.net 13 July 2015). In our paper we are analysing the project management maturity of these, above-mentioned project implementing organisation. The main questions were that through which factors we can measure the maturity and which influencing factors can contribute to this maturity?

The approaches of organisational project management maturity

Measuring the maturity of organizations is a complex task, but many theoretical approaches refer to its growing importance (Backlaud et al., 2014).

According to Crawford maturity primarily describes the efficiency of an organization (Crawford, 2006). However, according to Levin and Skulmoski maturity is simply defined as the organization's openness and responsiveness with regard to project management (Levin – Skulmoski, 2000; Skulmoski, 2001). We consider this approach important because it points to the openness for new tools, methods, techniques and partnerships, which play significant roles in the life of present-day tender projects.

According to the economic approach, maturity means a fully developed process. From this statement we should admit that the continuous developments of different competences are also required in order that the above-mentioned processes can be performed (Gareis, 2007). According to this approach, maturity is a self-reinforcing process, since the development of a variety of human and organizational capabilities is essential in order to supply the developed and developing processes. In our opinion, it cannot be determined beyond reasonable doubt where the highest, most advanced level is. Because project management is a highly popular and widely researched discipline at present, and we come across new research results day by day, we have to admit that the learning process has to be continuous, as well. This is especially true in the management of tender projects; we have to continuously keep tabs on the latest calls and modifications of the reporting requirements.

According to Kerzner's point of view for instance, maturity is the development of those repetitive processes and systems which are likely to contribute to the success of the project (Kerzner, 2009).

After presenting the different organisational project management maturity approaches one can conclude that project management maturity means a kind of development which aims to achieve the project goals and technical parameters. Since the authors do not agree on which dimensions and aspects development can be measured, maturity models have been developed. According to Grant and Pennypacker more than thirty maturity models exist (Grant-Pennypacker, 2006). During our empirical research we are going to develop our own, above-mentioned models based on the organisational tender project management maturity model.

The empirical research of the cross-border cooperation programme in the Austrian-Hungarian region

Research methodology

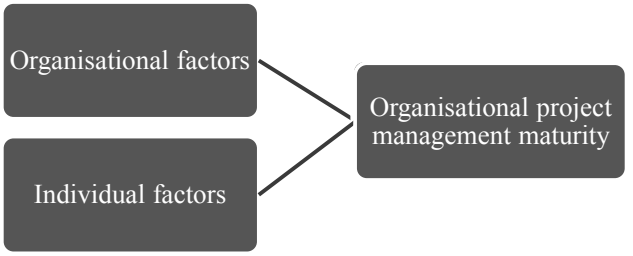
In the course of the present research, the organisational project management maturity of projects in the framework of the Austria-Hungary European Territorial Programme was studied. Furthermore, the aim was to explore those organisational and individual factors that can influence the above-mentioned project management maturity of the organisations.

During the research the correlation between certain factors that rely on quantitative data was explored and analysed. Based on the related chapters of scientific literature and the findings of previous pieces of research, a

research model was developed which presents the potential relations between the analysed elements. (Figure 1)

Figure 1

Research model



According to the initial model of my research the measurement possibilities of organisational project management maturity were identified. Having studied the scientific literature these dimensions of organisational project management maturity were assumed to primarily be influenced by various organisational and individual factors. Therefore, the present research was conducted with regard to the correlation between these variables based on empirical data. From this reason the authors used the method of factor analyses and the regression analyses.

During the factor analyses artificial dimensions, factors are created, which are strongly correlated with more observed variables and which are independent from each other (Babbie, 2003). The factor analysis has two essential goals: on the one hand is able to uncover the structure of the data, on the other hand can reduces the amount of data. Following the analysis, new, latent variables (factors) are created, which are well-mapped the behaviour and the content of the base data, but make measure the correlation between the original variables. In our study we used this analysis in order explore the project management maturity criteria in the case of tender project implementing organisation at the AT-HU border region. Furthermore we used factor analyses in order to reduce the data among the potential organisational or individual influencing factors, as well.

After the factor analyses we were looking for the correlation among the influencing the maturity factors, so we used the regression analyses. In the case of multivariate regression we can measure the strength of connection with a multiple determination coefficient (labelled R^2). The higher the R^2 value, the stronger the connection can be said, so the explanatory power of the model can prove the better. The low significance value ($p < 0.05$) of the F-test and T-test prove the existence of the supposed connection (Sajtos – Mitev, 2007).

Since the empirical research concerned several countries, the questionnaire was not only developed in Hungarian but also in German. The Hungarian and German questionnaires were sent electronically via e-mails to the partner organisations in the studied programme.

Characteristic features of the sample

The geographical area of the questionnaire was limited by the geographical boundaries of the studied programme since, according to what is laid down in the documents of the Austria-Hungary European Territorial Programme, only organisations in these two countries could submit applications. In the course of the present research the aim was to question the entire population and send the questionnaire to every organisation implementing projects that could be contacted online. Data collection through questionnaires lasted from July to late August 2015. A total of 268 e-mails were sent to the two countries comprising 125 Hungarian and 143 Austrian project managers. 79 responses out of the 268 questionnaires were received that could be evaluated; 41 from Hungarian and 38 from Austrian organisations.

A quarter of the studied organisations were non-profit but a significant proportion of associations, foundations (20%) and other public institutions (18%) were also present. The 'other' category included e.g. Austrian Ltds, chambers, government agencies and financially independent central budgetary institutions. In view of the number of employees, most respondents (29%) employ 11-50 employees and there were equal proportions of institutions employing fewer than 5 people or over 200 people in the sample.

Project management maturity of the organisations

The project management maturity of the organisations implementing the projects of the Austria-Hungary European Territorial Programme 2007-2013 is the focus of our research. The 11 variables used in the questionnaire were divided into the 5 categories used during the research that were considered relevant after having consulted the scientific literature.

The respondents had the opportunity to a self-evaluation on a 1-5 scale. Based on the answers we supposed that the professional background is what is mostly missing from the studied organisations, that is, the knowledge and application of project management techniques. Moreover, the Hungarian organisations considered their own network as inappropriate with regard to project management maturity.

With the help of factor analysis the variables present in the questionnaire were examined and variables that correlate with one another identified. After the first iteration the Kaiser–Meyer-Olkin (KMO) indicator, which shows how much the variables are suitable for factor analysis was 0,733. This value can be on a scale from 0

till 1 means that the analysis is appropriate. The initial proportion of variance with the 12 involved variables was 48,661%. Finally along with a 0.707 KMO value and a 57.3002% proportion of variance, three project management maturity factors were created (project experiences, internal processes and professional background) as can be seen in Table 1.

- those excelling in professional expertise (7 organisations): these 7 organisations are characterised by the knowledge and application of project management techniques, however, their experiences are not significant. Besides, they fall behind in terms of organising project processes.

Table 1

The created project management maturity factors

	Factor		
	Project experience	Internal processes	Professional background
Experiences of the organisation gained in projects with national funding	,657	t,140	,177
Experiences of the organisation gained in projects with international fundung	,662	,121	,158
Experiences of the members of the organisation in various projects	,813	,231	,118
Network of the organisation in the preparation of each application	,460	,107	,058
Smooth implementation of project activities	,274	,575	,071
Effective internal channels of communication in the organisation	,075	,991	,102
Effective external channels of communication in the organisation	,203	,549	,229
Knowledge of various project planning techniques	,199	,086	,976
Application of various project planning techniques	,150	,201	,613
Extraction Method: Maximum Likelihood. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 5 iterations.			

Based on the above table three different organisational project management maturity factors were identified that are relevant in the AT-HU cross-border projects: the project experiences, the internal processes and the professional background. We declare that we will measure the organisational project management maturity through these elements.

Cluster analysis based on the three factors above with regard to maturity was conducted; as a result, four groups were created with the following characteristics:

- experienced (16 organisations): the members of this cluster are said to have great experience in the field of projects. Even though the professional background and project processes are fully developed, these organisations need to be improved in these two areas.
- those lagging behind (21 organisations): these organisations perform slightly above the average with regard to organising project processes (such as in various communication processes or in implementing project activities), but they lag behind considerably as far as the other two dimensions are concerned.
- mature (35 organisations): almost half of the studied organisations belong to this category and all of them exhibit above-average performance in each dimension. They are most developed with regard to professional background.

Factors determining the project management maturity of organisations

Having explored the project management maturity indicators of organisations it is worth looking into the scope of factors influencing them. With reference to the research model, project success is supposed to be remarkably influenced by various organisational and human factors. In order to identify these factors we used factor analyses and created new, latent factors from the aspect of organisational structure, knowledge transfer, project management motivation and competences.

Introduction of organisational factors

Firstly, using factor analysis the bunch of variables to be grouped that would help evaluate the *organisational structure* measurement was determined. By means of econometric analyses the 25 variables present in the

questionnaire were reduced. After the first iteration the Kaiser-Meyer-Olkin (KMO) indicator was 0,620. This value can be on a scale from 0 till 1 means that the analysis is appropriate. The initial proportion of variance with the 25 involved variables was 23,403%. The criteria were finally compacted into two factors: consciousness of project processes and the place and role of a project manager (see Table 2). The efficiency of the analysis is justified by the 0.642 KMO value and the 46.313% proportion of variance.

Table 2

The created structure factors

	Factor	
	Consciousness of project processes	Place and role of project manager
high-level coordination and succession between projects	,537	,071
expertise and resources acquired at the given organisational unit are readily available for the project	,638	-,206
respect and willingness to compromise are distinctly characteristic of the employees of the organisation	,786	-,239
the organisation has significant social capital	,717	,164
the organisation has significant potential to create applications (necessary knowledge, expertise and experience)	,558	,224
the scope of action and authority of the project manager depends on the head of each organisational unit	,069	,724
the project manager has no direct controlling rights over the employees of different organisational units	-,028	,626
Extraction Method: Maximum Likelihood. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

The assessment of *organisational culture* is also a very important issue in the life of organisations; even the examined institutions are mostly smaller ones. As Péter wrote: the smaller the organisation is, the more intimate the atmosphere. Paying attention to co-workers is also fundamental at this kind of institution (Péter, 2015). To assess the organisational culture the theory of Cameron and Quinn was used as a basis and the four culture types they define identified: adhocracy, clan, market and hierarchy. The results supported the existence of three of the four types and another group composed of mixed characteristics was also formed. These clusters can be defined as follows:

- hierarchy (13 organisations): hierarchy-oriented cultures are structured and controlled with a focus on efficiency, stability and 'doing things right'. They value standardization, control and a well-defined structure for authority and decision-making.
- externally focused (41 organisations): a mixture of market and adhocracy culture types, a common feature is external focus, to turn to the target group. Challenges and innovative approaches are important.
- clan (20 organisations): clan-oriented cultures are family-like, people know and rely on one another. The leadership style supports teamwork; they value cohesion, commitment and loyalty.
- market (5 organisations): the organisation is results-oriented with a focus on achievement and the leaders support competition and high expectations. It is important that everyone in the organisation is subordinate to the common goal.

Among organisational factors the typically applied *knowledge transfer methods* were analysed last of all. It was assumed that organisations prefer off-the-job competence development such as participation in workshops and training sessions or attendance at different lectures. This statement is particularly true in the case of Austrian respondents. With regard to on-the-job competences, such as coaching, mentoring schemes or employing a professional counsellor for certain applications, no differences were detected among the respondents of the two countries. Of the various knowledge transfer tools the most popular choices were project evaluation and problem-solving meetings but respondents also use IT

solutions to support knowledge transfer to a remarkable degree.

Introduction of individual factors

When investigating the individual project manager factors, motivations, highly regarded competences and available competences were analysed.

To analyse *motivation* internal and external factors were formulated based on the scientific literature. Internal factors such as intellectual inspiration and challenge brought about by the job, the diversity of the job or the possibility to develop are more important than external motivators (e.g. pleasant working atmosphere, working style provided by the task). With regard to the motivation of the managers of the two countries there is minimal divergence: for Hungarian respondents financial and social security guaranteed by the job and the pay is somewhat more motivational than in the case of Austrian managers.

The econometric analyses justified the existence of internal and external motivational factors found in the scientific literature so the analysis was continued using the following set of variables. (Table 3)

Concerning the comparison of the *competences regarded as important* by project managers, it was observed during the research that a gap in competences is mainly present in terms of professional skills (such as (project) planning skills, management approach or knowledge of foreign languages) since although the studied managers find the given competence important, they were considered not to possess these abilities. Contrasting results were obtained with regard to methodological competences (e.g. clear targeting, ability to make decisions, far-sighted and effective risk management), which project managers do not consider important though they are thought to possess these abilities.

Based on the received answers with respect to the competences regarded as important by project managers, 2-2 viewpoints can be merged, which were justified by factor analysis with a 0.830 KMO value and 56.312 proportion of variance. The factors are: professional and personal competences; and social and methodological competences.

Several differences can be observed between the competences regarded as important by project managers and *the competences they actually possess*.

Table 3

The created motivational factors

	Factor	
	External motivational factors	Internal motivational factors
development possibility that the job offers	,718	,231
independence provided by the job	,510	,125
the diversity of the job	,693	-,036
intellectual inspiration and challenge brought about by the job	,912	,055
financial and social security guaranteed by the job	,283	,943
the status generated by the job	,041	,590
the pay	,025	,639
Extraction Method: Maximum Likelihood. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

After the first iteration the Kaiser-Meyer-Olkin (KMO) indicator was 0,686. This value can be on a scale from 0 till 1 means that the analysis is appropriate. The initial proportion of variance with the 11 involved variables was 45,588%. In the course of factor analysis finally a 0.699 KMO value and 55.544% proportion of variance was used.

Therefore, the data reduction of certain variables was performed in connection with the competences characteristic of the respondents creating two major variables (professional competences and managerial abilities) with a 0.793 KMO value and 46.901 proportion of variance (see Table 4 and 5).

Table 4

Competence factors regarded as important by project managers

	Factor	
	Professional and personal competence	Social and methodological competence
ability to plan (projects)	,755	,168
management approach	,743	,000
experiences gained in the field of project management	,680	,085
foreign language knowledge	,733	-,082
creativity, innovative mind	,801	,127
commitment to the current project	,808	,087
good organisational skills	,891	,107
good stress management	,840	,123
good ability to explain and summarise	,169	,768
ability to work as part of a team	,214	,710
clear targeting	,228	,683
result-centred	,253	,646
far-sighted and effective risk management	-,175	,571
ability to integrate and systematise	-,173	,567
Extraction Method: Maximum Likelihood. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Table 5

Competence factors typical of project managers

	Factor	
	Managerial abilities	Professional competences
flexibility	,548	,222
good stress management	,573	,147
openness	,665	-,097
good ability to maintain contacts	,644	-,206
ability to cooperate	,626	-,082
decision-making ability	,784	-,066
identifying problems and suggestions as solutions	,793	-,038
far-sighted and effective risk management	,503	-,154
ability to plan (projects)	-,034	,762
management approach	-,132	,741
experiences gained in the field of project management	,020	,691
Extraction Method: Maximum Likelihood. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

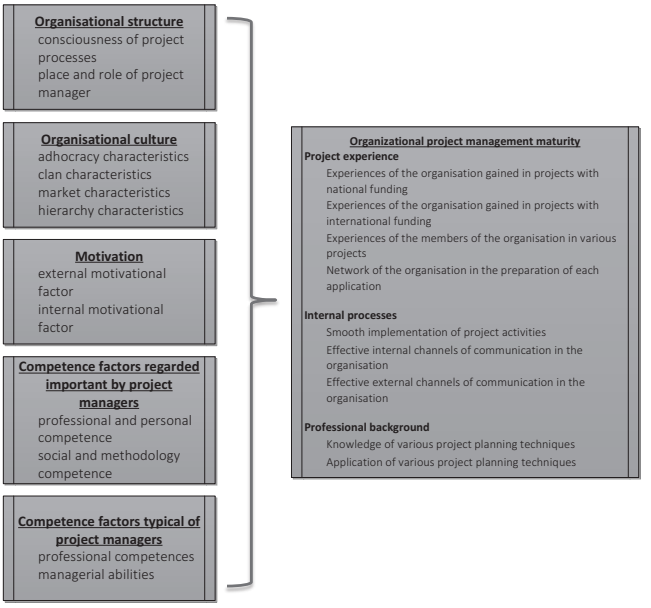
The analysis of factors influencing maturity through regression analysis

Through the organisational structure and cultural factors presented and created above and through the creation of motivational and competence factors the aim of the research was to analyse how these organisational and human factors affect organisational project management maturity. In order to analyse this regression analysis was used, which shows the correlations between certain variables, at the same time it ensures the exclusion of the scope of non-relevant and non-significant factors from the analysis.

The scope of the involved organisational and human explanatory variables was made up of those factors that were brought about through factor analysis. (Figure 2)

Figure 2

Variables involved in regression analysis



The effect on organisational project management maturity of the above-listed factors was analysed and a total of eleven cases were found where a correlation was justified statistically. The multiple determination coefficient (R^2) results, which show the connection strength between the variables, can be seen in the brackets.

An organisation can be regarded as mature in terms of *project experience* and networking if:

- structure – consciousness of project processes (0.297): based on his/her main activity he/she establishes his/her professional network consciously and involves partners in various projects (and vice versa) that could help accumulate experiences. Provided the organisation is able to compromise and its projects are built on one another focusing on a 1-1 idea, it can also help building from project to project.
- culture – market (0.232): activities are result-oriented, expectations are high and competition within the organisation is supported. Members of the organisation subordinate themselves to the common goal and success and strive to be the best, which facilitates the acquisition of comprehensive experiences and fundamental openness.
- culture – hierarchy (0.414): if standardization is present regarding project tasks and it strives for balance and stability. If the organisation continuously implements newer projects based on these regulations and standards, it will become ever more professional in terms of the project type concerned.
- motivation – external (0.267): project manager is motivated by payment, status and security.

Channels of communication and the internal processes will function well and project activities go smoothly if:

- structure – consciousness of project processes (0.363): due to conscious networking, building projects on one another and their ability to compromise they can accumulate experiences. The practised activities contribute to the smooth implementation of project activities and good channels of communication participate in maintaining established relationships.
- culture – market (-0.263): activities are result-oriented, expectations are high and competition within the organisation is supported. Members of the organisation subordinate themselves to the common goal and success and strive to be the best, which facilitates the acquisition of comprehensive experiences and fundamental openness.
- motivation – internal (0.270): independence, a need for diversity and the creativity of the project manager is provided and these opportunities motivate him/her to implement the project successfully. In this case the project manager regards the tasks as creative challenges and is ready to implement them using any method and tool.
- important competences – social and methodological (-0.297): risk management and clear objectives are not necessarily essential to implement activities smoothly. It can be assumed that social competences and relationships between people are more important.

Those organisations are aware of and apply *project management techniques* that:

- structure – consciousness of project processes (0.321): based on its structure it establishes its professional network consciously, its projects are built on one another and is able to compromise. In the case of several projects running in parallel or projects built on one another these techniques can be necessary, e.g. to allocate various resources.
- culture – market (0.264): activities are result-oriented, expectations are high and competition within the organisation is supported. Members of the organisation subordinate themselves to the common goal and success and strive to be the best, which facilitates the acquisition of comprehensive experiences and fundamental openness.
- motivation – external (0.305): such a project manager is employed who finds financial recognition important. If the financial security of the project manager depends on the project, its preparation will be handled professionally. (Table 6)

Table 6

The result of regression analyses

Dependent Variable: Maturity – Project experience	Standardized Coefficients Beta	t	Sig.
(Constant)		-,001	1,000
consciousness of project processes	,297	2,557	,013
culture – market	,232	2,115	,038
culture – hierarchy	,414	3,439	,001
external motivation	,267	2,448	,017

Dependent Variable: Maturity – Professional background	Standardized Coefficients Beta	t	Sig.
(Constant)		,002	,998
consciousness of project processes	,321	3,092	,003
culture – market	,264	2,544	,013
external motivation	,305	2,832	,006

Dependent Variable: Maturity – Internal processes	Standardized Coefficients Beta	t	Sig.
(Constant)		-,001	,999
consciousness of project processes	,363	3,513	,001
culture – market	-,263	-2,541	,013
internal motivation	,270	2,589	,012
important social and methodological competences	-,297	-2,846	,006

Limitations and findings

In this paper the authors had analysed the new notion of border and the commonly implemented projects implemented in the frame of Austria-Hungary Territorial Co-operation Program 2007-2013. Further objective of the paper was to identify a measurement method of the organisational project management maturity in case of the above mentioned projects. In the present research three indicators that could be used to analyse project management maturity of organisations were identified: project experience, internal processes, and professional background.

Since the aim of the research was to have some significance beyond identifying the above-mentioned variables, regression analysis related to factors influencing organisational project management maturity was carried out. The involved scope of organisational and human explanatory variables exhibited a more significant effect on the different mature indicators, so it can be concluded that an organisation can be considered mature with regard to project experience and networking if its processes are consciously organised; its corporate culture is characterised by 'market' and 'hierarchy' features; and the project manager is motivated by payment, status and security. The channels of communication are also very important, those will function well and project activities will go smoothly if project processes are conscious; the corporate culture belongs to the 'market' type; internal motivational factors are dominant for project managers; and methodological and social competences are important. Those organisations understand and apply project management techniques that make the consciousness of processes a priority; 'market' type corporate culture; and external motivators appear for project managers.

The present survey was conducted as the sequel to a previously started piece of research. In recent years projects in the Hungary-Croatia IPA (HU-HR) and the Slovenia-Hungary (SI-HU) Cross-border Cooperation Programmes implemented between 2007 and 2013 were analysed. However the results showed in this paper, has the limitation and can be interpreted only for the organisations which have implemented tender projects in the AT-HU program between 2007 and 2013.

On the other hand in relation to organisational project management maturity it is worth testing our project management maturity model and compares the maturity criteria to the previously funded criteria.

Bases on Table 7 it can be seen that in both cases the professional background and the project experiences factors can be mentioned as maturity criteria. However compared to the previously analysed programs this study about the project implementing organisations in the AT-HU programs identified a new criterion, as well. The internal processes, like the communication recognized as relevant issue in this projects. In our opinion this can be

Table 7

Comparison of project management maturity criteria of the organisations implementing projects in the HU-HR, SI-HU and AT-HU programmes

Project management maturity factors in the HU-HR and SI-HU programmes		Project management maturity factors in the AT-HU programme	
Professional background	• knowledge of project planning techniques • applying project planning techniques	**Professional background**	• knowledge of project planning techniques • applying project planning techniques
Experience and network	• experience in national projects • experience in international projects • project experience of the members of the organisation • widespread professional network	**Project experience**	• experience in national projects • experience in international projects • project experience of the members of the organisation • widespread professional network
		Internal processes	• smooth implementation of project tasks • effective internal channels of communication • effective external channels of communication

explained by the higher number of project partners in case of AT-HU, unlike other analysed cross-border program. So the smooth inner communication and coordination are indispensable for the successful project implementation.

Conclusions

The present research was motivated by the desire to specify those factors, through which project management maturity of the implementing organisations in the Austria-Hungary cross-border projects becomes measurable in this special field. Based on the empirical research these are the project experience accumulated by the organisation, the internal processes operating at the institution and the professional background. Furthermore, the aim was to point out which organisational factors can contribute to the successful implementation of projects and what kind of motivation and competences of project managers are necessary to make these applications successful. It was declared in the paper that there are five influential factors: the organisational structure, culture, project managers' motivation and the typical and important competences of the project managers.

The paper can give an equipment to the involved organisations through the above described project management maturity model, so they can examine themselves from the aspects of the three maturity factor and the ingredient variables. On the other hand the authors provided a well-mapped description about the influencing factors, so the institutions have the opportunity to re-consider the organisational structure and the culture and apply those kind of project managers who has the above-mentioned motivation and competences.

During the empirical research we used the method of cluster analyses and explored that there are 35 mature organisations among the 79 involved. This result means that almost half of the studied organisations exhibit above-average performance in the project management maturity dimension. So all in all we can answer the question asked in the title of the paper, and we can declare that just half of the project implementing institutions at the AT-HU border region is ready enough for tender projects.

Lábjegyzet

[1] Some results of this study were obtained in the framework of the TÁMOP 4.2.1.D-15/1/KONV-2015-0006 – "The development of the innovation research base and knowledge centre in Kőszeg in the framework of the educational and research network at the University of Pannonia" key project, which is subsidised by the European Union and Hungary and co-financed by the European Social Fund.

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