

PROJECT MANAGER COMPETENCY ON PROJECT SUCCESS IN THE CONCEPT OF SCOPING REVIEW: CONSTRUCTION PROJECT PERSPECTIVE OF PT. MMS GRUP

Comments: 1) This title can be improved for clarity and its capitalization can be adjusted to align with standard title formatting of APA style. 2) Its focus can also be adjusted to improve its conciseness and readability.

ABSTRACT

Previous literature reviews have explored the relationship between project manager competency and construction project success. The purpose of this scoping review is to map existing studies that assess the influence of project manager competency on construction project success. The main stages of the scoping review are: (1) identifying research questions; (2) identifying relevant studies; (3) selecting studies; (4) charting data, and (5) compiling, summarizing, and reporting results. Over a 10-year time span (2015-2024), the results of the scoping review indicate that **most studies acknowledge** that project manager competency influences construction project success. However, as has been claimed by Sonelma and Sucita (2022) **that the** project manager's competence **does not affect** the success of a construction project.

Comments: This abstract provides an overview of a scoping review that investigates the influence of project manager competency on construction project success. However, it has some strengths and areas for improvement. Its strengths include a clear purpose (focusing on mapping existing studies in this specific area), a well-structured methodology, a carefully-chosen time span coverage (2015-2014), a clear conclusion indicating most studies support the influence of project manager competency on project success. It is also obvious that there are areas for improvement. For instance, the claim attributed to *Sonelma and Sucita (2022)* challenges the consensus but is presented without elaboration. Furthermore, despite the fact that "most studies acknowledge" the competency-success relationship, there is no quantitative summary or categorization of findings (e.g., percentages, types of competencies studied). This weakens the persuasiveness of the conclusion. No research gaps have been clearly mentioned. The research question is not presented. There are also a few minor grammar issues. For example, the phrase "as has been claimed by Sonelma and Sucita (2022) that the project manager's competence does not affect the success of a construction project" is poorly constructed. It would benefit from proper spacing, clearer attribution, and rephrasing for better readability.

Suggestions:

- Provide a summary of the key competencies studied and how they are linked to project success.
- Include an explicit discussion of gaps in the literature and recommendations for future research.
- Address the dissenting claim by *Sonelma and Sucita (2022)* in greater depth to provide a balanced perspective.
- Ensure proper proofreading to improve readability and grammatical correctness.

Overall, while the passage establishes a clear foundation for the scoping review, refining its details and addressing its gaps will strengthen its contribution to the field.

Keywords::Project manager competency, Construction project success, Scoping Review

1. INTRODUCTION

A project is an activity carried out with limited resources and time to achieve predetermined goals. The series of activities consists of planning, designing, implementing construction and maintenance (Trisnawati, 2018). In a series of activities, the project should not be free from problems/constraints. Both in terms of cost, quality and time are three problems/constraints that are often encountered in projects and are generally often associated as a measure of project success, namely right cost, right quality and right time (Zulaecha, 2021).

Comments: The paragraph has several grammatical and logical issues, including incorrect phrase structure, redundancy, confusing construction, mixed subjects and lack of parallelism.

For instance, the phrase “Both in terms of cost, quality and time” is incorrect. “Both” is used for two items, but three elements are listed (cost, quality, and time). The word “often” is repeated unnecessarily in “are often encountered” and “are generally often associated”. The sentence structure (Both...time) is awkward and unclear, making it difficult to understand the relationship between “problems/constraints” and “measure of project success.”

“Three problems/constraints” doesn’t grammatically align with the verb phrase “are often encountered.” This creates confusion in subject-verb agreement. The phrase “namely right cost, right quality and right time” could be restructured for better clarity and alignment with the rest of the sentence.

Here is a suggested revision of the sentence:

“In terms of cost, quality, and time, these three constraints are common challenges in projects and are often used as measures of project success: achieving the right cost, the right quality, and completing within the right time.”

The success of a construction project is the result of the competence of the project manager and the maturity of the project management organization. Likewise, according to PMCDF - Second Edition, the success of a construction project is greatly influenced by the competence of the project manager (Zulaecha, 2021). The success of a project is influenced by how and who manages it. A project manager is someone who is appointed to be responsible for the daily activities of project management for the benefit of the organization (Brahma, et al. 2016).

Comments: The para is grammatically correct but could be slightly refined for improved clarity and style. For instance, the first sentence is lack of parallelism. Thus, it can be reworded to “The success of a construction project depends on the competence of the project manager and the maturity of the project management organization.”

Sufa (2012) stated that a project manager is a person who is assigned to be responsible for project management activities for the benefit of the project organization. Under full authority, the project manager can be an intermediary between the project organization and the company, as well as coordination and communication between project owners. According to Marpaung (2014), the success of an organization depends on the leadership factor, leaders must play a role that can motivate subordinates and be full of initiative and wisdom in decision making. Riskawati (2021) stated the results of her research that leadership has a significant effect on job satisfaction, based on the results of the study it is known that leadership also has a significant effect on organizational effectiveness.

Comments: The para has some grammatical, structural and logical issues. For example, in the second sentence, the phrase “as well as coordination and communication between project owners” is unclear and incomplete. “As well as coordination and communication” does not parallel “can be an intermediary.” It’s unclear whether “project owners” refers to multiple owners or ownership within a single entity. In the last sentence, “Results” is repeated multiple times, making the sentence redundant. The sentence improperly combines two independent clauses without proper punctuation or conjunctions. The phrase “stated the results of her research that” is awkward and could be simplified for clarity.

Suggestions:

The second sentence can be revised into “With full authority, the project manager can act as an intermediary between the project organization and the company, as well as facilitate coordination and communication among project owners.”

Alternatively, “With full authority, the project manager can act as an intermediary between the project organization and the company, as well as a coordinator and communicator among project owners.”

The last sentence can be changed to "Riskawati (2021) stated in her research that leadership significantly affects job satisfaction. Additionally, the study found that leadership also has a significant effect on organizational effectiveness."

PT. MMS Group Indonesia. A company that is a multinational company that is developing in the coal mining and trading sector which then expanded into the property sector and sustainable businesses in accordance with the principles of Sustainable Development Goals (SDGs). In facing competition in the Property Industry in particular, the role of a leader is certainly a top priority. One of the factors in achieving project success is influenced by the role of a project manager. To achieve project success, a reliable project manager is needed, who knows the scope of his duties as a project leader and has the required competency requirements. The competence of a project manager can be measured by three aspects, namely knowledge, skills and attitude (Brahma, et al. 2016).

Comments: The para has grammatical and structural issues as well as redundancy, and some awkward phrasing, making it unclear and overly wordy.

For instance, in the first sentence, the phrase “a company that is a multinational company” repeats the idea unnecessarily. The sentence lacks a main verb, making it a fragment rather than a complete sentence.

Revision:

The company is a multinational corporation operating in the coal mining and trading sector, which has expanded into the property sector and sustainable businesses aligned with the principles of the Sustainable Development Goals (SDGs).

In the second sentence, the phrase “project success” is repeated unnecessarily. Phrases like “a reliable project manager is needed, who knows the scope of his duties as a project leader and has the required competency requirements” are overly wordy.

Revision:

In the competitive Property Industry, the role of a leader is crucial. One key factor in achieving project success is the influence of a competent project manager. To ensure success, a project manager must be reliable, understand the scope of their responsibilities as a leader, and possess the necessary competencies.

Article 11 of Law of the Republic of Indonesia No. 18 of 1999 explains the responsibility of construction planners, construction implementers and construction supervisors for the results of their work. This responsibility is based on the principles of expertise according to scientific principles, compliance, and intellectual honesty in carrying out their profession while still prioritizing the public interest. MMS Group Indonesia (MMSGI) again wins award TOP CSR Awards with the Excellence or 5 star category. MMSGI also won the title of Top Leader on CSR Commitment 2023 which was given to Adri Martowardojo as the representative of MMSGI. This achievement is better than the previous year in the TOP CSR Awards 2022, at that time MMSGI won 4 stars or the Very Good category. From this predicate, of course, the role of leadership is needed so that a commitment is created to achieve both corporate responsibility and social responsibility outside the company. (mediaindonesia.com)

Comments: In this para, the first two sentences are grammatically correct, but need to be refined for clarity and smoother flow. The other four sentences have several

grammatical and stylistic issues, including improper punctuation, missing articles, inconsistent capitalization, and awkward phrasing.

It seems that the four sentences can be revised into:

“MMS Group Indonesia (MMSGI) has once again won the TOP CSR Awards in the Excellence or 5-star category. MMSGI also received the title of Top Leader on CSR Commitment 2023, awarded to Adri Martowardojo as the representative of MMSGI. This achievement surpasses the previous year's performance at the TOP CSR Awards 2022, where MMSGI earned 4 stars in the Very Good category. This designation highlights the importance of leadership in fostering a commitment to achieving both corporate responsibility and social responsibility beyond the company.”

From this form of responsibility, there needs to be commitment and also competence from project managers so that project success is achieved and does not result in project failure. For example, the case of the construction of the Badung Integrated Licensing Service Agency (BPPT) building did not show any project progress. The project worth billions of rupiah is still far from the target set by the Badung Public Works Agency. The target for completion of the BPPT project fell in mid-December 2014, but until now the target that has only been achieved is 67.04%. The failure to achieve the target was due to the division between workers and work being inefficient. Another case is the delay in the SD 17 Dauh Puri Denpasar project which was 20 percent late. The project that should have been completed according to the contract on November 20, 2014, but only reached 55% of the target of 75%. So the contractor's performance was considered very poor, this reflects how the project manager managed the project (Brahma, et al. 2016)

Comments:

In this para, the second sentence is mostly clear but has minor grammatical and stylistic issues. Here's a revised version:

“For example, the construction of the Badung Integrated Licensing Service Agency (BPPT) building has shown no progress. The project, worth billions of rupiah, remains far from the target set by the Badung Public Works Agency.”

The last sentence has a few grammatical and stylistic issues. Here's a suggested version:

“The project, which was supposed to be completed according to the contract by November 20, 2014, only reached 55% of the target of 75%. Therefore, the contractor's performance was considered very poor, reflecting the project manager's management of the project (Brahma et al., 2016).”

Project delays will have an impact on cost overruns, so this is where the role of a project manager is needed. As stated above, a project is said to be successful if the cost, time, and quality factors have been achieved. If one of them is not met, then the project is not yet considered successful (Brahma, et al. 2016). According to several previous research results that tested the influence of project manager competence on the success of construction

projects conducted by Brahma, et al. (2016), Riskawati, et al. (2021), Prianto, et al. (2012), Imansyah, R Dita (2022), Zulaecha et, al. (2021), concluded that there is a significant influence on project manager competence on project success.

Comments:

The second sentence is mostly clear but has a minor issue with the citation format. Here's a revised version:

“As stated above, a project is considered successful if the cost, time, and quality factors are achieved. If any of these are not met, the project is not considered successful (Brahma et al., 2016).”

The last sentence contains several grammatical issues, including awkward phrasing, punctuation errors, and citation formatting problems. Here's a suggested version:

“According to several previous studies that examined the influence of project manager competence on the success of construction projects, including those by Brahma et al. (2016), Riskawati et al. (2021), Prianto et al. (2012), Imansyah and Dita (2022), and Zulaecha et al. (2021), it was concluded that project manager competence has a significant impact on project success.”

However, this is different from the research results of Sonelma and Sucita (2022), which stated that leadership skills and strategic business management do not influence the success of construction projects. There is a gap in this research so further research needs to be conducted on project manager competency towards project success. This research is expected to be an input to PT MMS Grup Indonesia in managing human resources regarding project manager competency and project success. And from an academic perspective, it is expected that the results of this study can be a reference and contribute to the development of human resource theory insights, especially regarding the relationship between project manager competency and project success.

Comments: The second sentence consists of a few grammatical and stylistic issues.

Here's a revised version:

“There is a gap in this research, so further research needs to be conducted on the relationship between project manager competency and project success. This study is expected to provide input to PT MMS Group Indonesia in managing human resources related to project manager competency and project success.”

In the last sentence, “Theory insights” can be simplified to “theory” for clarity, as “theory insights” is somewhat redundant.

2. METHODS

This research is a literature research or literature review, namely a research process that involves reviewing and critically evaluating existing literature sources. The main purpose of a literature review is to understand and describe the current state of research in the field related to the topic being studied (Ferdiansyah, 2024). By conducting a literature review, researchers can find current knowledge, identify existing research gaps, and develop a strong theoretical basis for the research to be conducted.

Comments: The sentence is mostly clear, but there are a few grammatical and logical improvements that can be made for better clarity and flow.

For instance, the last sentence can be revised into “By conducting a literature review, researchers can identify current knowledge, pinpoint research gaps, and develop a strong theoretical foundation for the research to be conducted.”

2.1 Identifying research questions

Identifying research questions at the early stage of the research review, because by determining research questions, researchers can design a strategy for conducting a literature search by ensuring substantive areas with research topics. The research question is How is the existing literature on the relevance of project manager competency and project success?

Comments:

The sentence has some grammatical issues and can be improved for clarity. For example, “Identifying research questions at the early stage of the research review” can be reworded to “Identifying research questions at the early stage of the review is crucial” for grammatical correctness and clarity.

2.2. Identifying relevant studies

The data in this study are secondary data in the form of previous research results related to project manager competency and project success obtained through online searches of national and international scientific journals. The criteria for journals to be reviewed are research journal articles with the subject of companies that examine project manager competency and project success in various countries.

The criteria used in the literature search process are illustrated in Table 1 regarding, the time period used is 15 years, from 2009 to 2024. The 15-year time span is considered sufficient to trace the relevance of competitive advantage research. The type of publication selected is an empirical article that has been published in English. The geographical area is not limited to certain countries. All empirical studies from various countries are included in the criteria as long as they meet the other criteria mentioned previously.

Table 1 Inclusion Criteria

Criteria	Inclusion	
Period	2010-2024	15 years of observation
Language Types	Indonesian and English	Some articles are in English
Publication Type	Journal Articles	Empirical Articles
Geographical Area	All	Findings from all countries

2.3 Study Selection

The results of searching three electronic databases using Google Scholar and Scopus. These articles were then examined to determine their suitability to the research question. The articles were also examined to find possible duplicate articles in different databases. Most of the articles that did not match the research question were because they did not discuss the relationship between project manager competency and project success.

Comments:

The sentence has a few grammatical issues and could benefit from some revisions for clarity and readability.

For example, “The results of searching three electronic databases using Google Scholar and Scopus” can be reworded for clarity to “The results were obtained by searching three electronic databases: Google Scholar and Scopus.”

“Most of the articles that did not match the research question were because” can be revised into “Most of the articles that did not match the research question were excluded because” to improve grammatical accuracy.

2.4 Mapping Data

In the data charting stage, selected articles are extracted to summarize the most substantial data. The data recorded are data on authors, titles, research years, research locations, designs/methods, and findings.

2.5 Compiling, Summarizing, and Reporting Results

The final stage of the scoping review is compiling, summarizing, and reporting the research results. Compiling produces a table containing the article extractions carried out at the data mapping stage. Summarizing produces a model or main pattern of the main findings, and reporting produces a report format, which in this case is for publication purposes.

Comments: The sentence is mostly clear, but there are a few grammatical improvements and adjustments for better flow.

Table 2 : The following is a table of the results of collecting articles from 2010-2024:

No	Researcher	Research Title	Variables	Analyses Tools	Research result
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1	Sonelma and Sucita (2022)	The Influence of Project Manager Competence Towards the Success of Building Construction Projects Apartment X	Project manager competencies: 1. Technical Project Management (X1), 2. Leadership Skill (X2) and Strategic and 3. Business Management (X3) 4. Project Success (Y)	SPSS, multiple linear regression	<p>Technical Project Management influences the success of construction projects. whereas leadership skills and strategic business management do not influence the success of construction projects</p> <p>Comments: This sentence is wordy and grammatically incorrect. [“Technical project management influences the success of construction projects, whereas leadership skills and strategic business management do not.”]</p>
2	Imansyah and Dita (2022)	The Influence of Managerial Competence on Project Performance On Building Construction Projects in Jabodetabek	Competence managerial as (X) Project performance (Y)	SEM-PLS	<p>Competence Managerial has a positive and significant influence on Project Performance</p> <p>Comments: The sentence has some grammatical and stylistic issues. Here's a corrected version: "Managerial competence has a positive and significant influence on project performance."</p>
3	Zulaecha et.al. (2021)	Role of Project Manager Towards the Success of Construction Projects	1. Project manager (X) competencies: Knowledge, Performance, and Personal 2. Project Success (Y)	SPSS	<p>performance is a competency variable project manager with the largest Beta value, so this variable can be said to be the one most dominant influence on the success of building construction projects. The order of project manager competency variables that have a dominant influence after the performance variable and followed by knowledge and personal variables.</p>

4	Brahma et al. (2016)	Relationship between Project Manager Competence and Building Construction Project Success	Project competencies : 1. Knowledge (X1), 2. Skill (X2), 3. Attitude (X3) 4. Project success (Y)	SPSS	<p>Stakeholders and Risk Management, Human Resources Management, Leadership and Projects Management, Professionalism and Issues Management, Responsibility, Dream and Priority has an influence on project success variables.</p> <p>Comments: The sentence in the middle of this para contains a few grammatical and structural issues. Here's a revised version:</p> <p>“Performance is the competency variable for the project manager with the largest Beta value, so this variable can be considered the most dominant influence on the success of construction projects. The order of project manager competency variables that have a dominant influence, after the performance variable, is as follows: knowledge and personal variables.”</p> <p>The last sentence also has several grammatical issues.</p>
5	Riskawati et al. (2021)	The Influence of Project Manager Leadership and Competence on Job Satisfaction and Organizational Effectiveness in	1. Leadership (X1), 2. Competence (X2) 3. Job Satisfaction (Y1)	SPSS, Path Analysis	Leadership and competence Project managers have a positive and significant influence on organizational effectiveness through job satisfaction in Construction

		Construction Division I PT.	4. Organizational Effectiveness (Y2)		Division I of PT Adhi Karya (Persero) Tbk.
6	Prianto., et al (2012)	The Influence of Project Manager Competence on Project Success In Contractor Company In Malang Regency	<ol style="list-style-type: none"> 1. Knowledge (X1), 2. Skill (X2) 3. Work Commitment (X3) 4. Project Success (Y) 	SPSS, Regression	<p>Variables knowledge, skills, work commitment and top management has a significant influence towards project success of 0.831. Partially, the variables of knowledge, expertise, work commitment and top management have a significant influence on project success were 0.286, 0.296, 0.280 and 0.147 respectively.</p> <p>The sentence contains several grammatical issues. For instance, “The variables of knowledge, expertise, work commitment and top management have a significant influence on project success were” can be reworded to “the following significant influences on project success” for grammatical accuracy and flow.</p>
7	Surya, et.al. (2024)	The Effect Of Project Manager Competence On The Achievement Of Construction Project Performance	<ol style="list-style-type: none"> 1. Knowledge (X1) 2. Skill (X2) 3. Attitude (X3) 4. Project Performance (Y) 	SPSS, Regression	<p>The research results show that knowledge, skills and attitudes have a solid relationship. relationship. On the other hand, management has a high relationship with project performance. achievement in Banda Aceh City. Overall, the project manager competency factor significantly</p>

					<p>influencing project performance in the city, reaching 94.9%. The most dominant competency project manager is management, indicating that improving management by contractors will significantly improve project performance achievement</p> <p>Comments: The sentence has some repetition, grammatical issues, and awkward phrasing. Here's a revised version:</p> <p>"The research results show that knowledge, skills, and attitudes are strongly related. On the other hand, management has a strong relationship with project performance achievement in Banda Aceh City. Overall, the project manager competency factor significantly influences project performance in the city, reaching 94.9%. The most dominant competency for project managers is management, indicating that improving management practices by contractors will significantly enhance project performance."</p>
8	Prihatmoko, (2016)	Relationship Between Teamwork Competencies And the Effectiveness of	<ol style="list-style-type: none"> 1. Teamwork Competence (X) 2. Project Team Work 	SPSS	There is a relationship positive and significant between teamwork competencies

		Project Teams in USD Psychology Students' Group Work	Effectiveness (Y)		<p>and project team effectiveness</p> <p>Comments: The sentence has a minor grammatical issue with word order. For instance, "A relationship positive and significant" can be reworded to "a positive and significant relationship" for correct word order and clarity.</p>
9	Inoprasetyo, et al. (2021)	Competence, Organizational Commitment, and Motivation Towards Employee Performance Verbasar Perum Peruri Karawang	<ol style="list-style-type: none"> 5. Competence (X1) 6. Organizational Commitment (X2) 7. Motivation (X3) 8. Employee Performance (Y) 	Path Analysis	<p>The results of the study using path analysis stated that the partial influence competence on performance by 26.5%. This shows that competence has positive contribution to performance. The partial effect of organizational commitment on performance is 62.1%. The partial effect of motivation on performance is 4.4%.</p> <p>Comments: The sentence has a few grammatical issues.</p> <p>For instance, as for "Partial influence competence on performance", it is necessary to add "of" to make it "partial influence of competence on performance" for grammatical correctness.</p>
10	Rauzana (2022)	The influence of project manager competencies on the success of	<ol style="list-style-type: none"> 1. knowledge factor (X1) 2. Project Success (Y) 	SPSS, Regression	Based on the findings, the knowledge factor found to be a dominant factor in the application of project manager

		construction projects: A case of Indonesia.		competencies in construction projects in Aceh Province. This shows that the knowledge possessed by a project manager is very influential. success of a construction project. The high level of knowledge of a project manager is influenced by the manager's level of education, work experience, understanding and mastery of project needs, and fulfillment fulfillment of the scope of work on the project so that the project runs according to plan
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3. RESULTS AND DISCUSSION

Based on a 15-year time span and 10 empirical studies that match the research questions, with (100%) research conducted in Indonesia. This study examines the relevance of project manager competency to the success of construction projects conducted by Sonelma and Sucita (2022), Imansyah and Dita (2022), Zulaecha et.al. (2021), Brahma et.al (2016), Riskawati et.al. (2021), Prianto..et.al (2012), Surya, et.al. (2024), Prihatmoko, (2016), Inoprasetyo, et al. (2021), Rauzana (2022).

Sonelma and Sucita (2022) conducted research on 30 employees of company Y who had at least two years of work experience and understood project management in the field of building construction services on the X Apartment development project. The aim of this research was focused on the magnitude of the influence of the application of project manager competencies on the success of building construction projects in apartment project X. Research findings show that based on the results of the author's research that the Leadership skill aspect has a low level of relationship and does not significantly influence the success of building construction projects, but this aspect must still be considered because based on the results of multiple linear regression analysis, the Leadership skill competence of project managers increases the success value of building construction projects. From the results of the hypothesis test (t-test) it was concluded that there was no significant influence of the Strategic and Business Management Project Manager competence on the success of construction projects.

Imansyah and Dita (2022) this study used 112 respondents. all respondents are professionals working on building construction projects in Jabodetabek (Jakarta, Bogor, Depok, Tangerang and Bekasi). The approach used in this study is a quantitative approach with an instrument in the form of a questionnaire. The research data obtained from the results of filling out the questionnaire were analyzed using the SEM PLS analysis technique with the help of the SmartPLS program. The results of this study indicate that managerial can affect project performance.

Zulaecha, et.al. (2021) Data collection was carried out by distributing questionnaires to 6 building construction projects being worked on by private companies such as contractors, construction management and owners. Data processing uses statistical analysis methods

using SPSS software. The results of the analysis of knowledge, performance and personal variables show that the variable that has the most influence on the success of building construction projects is the performance variable followed by the knowledge variable.

Brahma, et.al. (2016) Respondents in this study were those who were experienced in the field of building construction and acted as project managers. Data processing was carried out in three stages, namely factor analysis to reduce/summarize the many variables into several groups of factors which then became new independent variables, continued to the correlation test stage with the Pearson Correlation method to determine the relationship between independent variables and dependent variables and finally conducting multiple linear regression analysis. The results of the factor analysis show that the variables are formed into eleven groups of factors, the results of the Pearson Correlation test show that only six groups of factors are correlated with project success, including: Communication and Scope Management, Human Resource Management which is part of knowledge; Leadership and Project Management, Professionalism and Issue Management as part of skills; and attitude concerning Responsibility, Dreams and Priorities. The six groups of factors will be independent variables in the multiple linear regression analysis. From the results of the multiple correlation test, the six independent variables together have an influence on project success, as evidenced by the resulting probability value of 0.032.

Riskawati., et. Al (2021) population on This study was 209 employees of the Construction Division at PT Adhi Karya (Persero) Tbk in 2021. The research sample used the Slovin formula, namely 138 respondents using probability sampling technique. The purpose of this study was to examine the influence of leadership and project manager competence on job satisfaction and organizational effectiveness in the Construction Division at PT Adhi Karya (Persero) Tbk. The results of the study statistically prove that leadership and project manager competence have a positive and significant effect on job satisfaction and organizational effectiveness. Leadership and project manager competence through job satisfaction as an intervening variable have a positive and significant effect on organizational effectiveness. Job satisfaction as an intervening variable has a positive and significant effect on organizational effectiveness.

Prianto . et.al (2012) The purpose of this study is to determine how big the role of a simultaneous and partial between knowledge, skills and attitudes of project managers for project success, and to determine the most dominant factors that influence the success of a project. This study uses survey research conducted on company contractors in Malang. The population in this study is contractor management as Project Manager, Supervisor, Leader, Contractor (Director) or authorized by the Company. The test results in this study indicate the variables of knowledge, skills variables, attitudes and behavior / work commitment, top management variables on average have an important influence in determining project success.

Surya, et al. (2024) This study aims to identify the project manager competency factors in construction projects in Banda Aceh City, analyze the relationship between this and project performance achievement, and evaluate its influence on construction project performance achievement in Banda Aceh City. This study was conducted on contractor companies domiciled in the Banda Aceh City area, there were 42 respondents studied. Overall, project manager competency factors significantly affect project performance, achieving 94.9%. Management is the most dominant competency factor influencing the achievement of project performance in Banda Aceh City. Thus, improving the competency of project managers, especially in management, is expected to improve the quality of construction project implementation in the region.

Prihatmoko, Et.al (2016) The subjects of this study were 86 students who took the industrial and organizational psychology course at the undergraduate program in psychology, Sanata Dharma University. The purpose of this study was to determine the relationship between teamwork competence and project team effectiveness involved in student assignment groups at the Faculty of Psychology, Sanata Dharma University. The results of this study stated that There is a positive and significant relationship between teamwork competence and project team effectiveness of students involved in group assignments in the Industrial and Organizational Psychology Class.

Inoprasetyo, et.al. (2021) this research was conducted on 135 employees of the Department Verbasar Perum Peruri. The results of the study using path analysis stated that the partial influence of competence on performance was 26.5%. This shows that competence has a positive contribution to performance. The partial influence of organizational commitment on performance by 62.1%. This shows that organizational commitment has a positive contribution to performance. The partial effect of motivation on performance is 4.4%. This shows that motivation has a positive contribution to performance. Competence, Organizational Commitment and Motivation have an effect on Performance with the test criteria of sig. (0.000) $< \alpha$ (0.05) and f count (16.609) $>$ t table (1.390), then H_0 is rejected. The Total Influence of Competence (X1), Organizational Commitment (X2) and Motivation (X3) has a contribution to Performance (Y) of 93.0% while the remaining 7% is the contribution of other variables (ϵ) that were not studied

Rauzana (2022) This study aims to determine the project manager competencies that have the most significant influence on the success of construction projects. The data used are questionnaires distributed to 43 respondents working in contractor companies located in Aceh Province, Indonesia. The findings show that the knowledge factor is dominant among all project manager competencies needed to carry out construction projects in Aceh Province. This shows that the knowledge possessed by a project manager significantly affects the successful implementation of these projects.

Comments: the entire section has numerous grammatical issues, particularly with punctuation and sentence structure.

Taking the first para as an example, it has been found that it contains several grammatical issues.

Here's a revised version:

“Based on a 15-year time span and 10 empirical studies that match the research questions, all of which were conducted in Indonesia (100%), this study examines the relevance of project manager competency to the success of construction projects as investigated by Sonelma and Sucita (2022), Imansyah and Dita (2022), Zulaecha et al. (2021), Brahma et al. (2016), Riskawati et al. (2021), Prianto et al. (2012), Surya et al. (2024), Prihatmoko (2016), Inoprasetyo et al. (2021), and Rauzana (2022).”

Counted from the third para, each begins with an incorrect format, which should be corrected. They have been highlighted in yellow. For instance, the first sentence in the third para can be revised into “Imansyah and Dita (2022) conducted this study using

112 respondents, all of whom are professionals working on building construction projects in Jabodetabek (Jakarta, Bogor, Depok, Tangerang, and Bekasi).”

4. CONCLUSION

The relevance of project manager competency to project success from various research results has undergone many developments. The inconsistency of the research results on project manager competency to project success offers a research gap that connects the two, either mediating or moderating. This scoping review has mapped the existing literature assessing the relevance of project manager competency to project success. The review of the scope of the articles reviewed has several limitations that may be included in the electronic databases of Google Scholar and Scopus.com. In addition to searching using the desired keywords of the researcher. The research question for this study is limited to "What is known from the existing literature about the relevance of project manager competency to project success?" Several criteria in the search for the scope of articles that can be the foundation of research conducted with a span of 15 years are considered to be able to represent the results of research developments on project success, with types of publications in various countries so as to provide broader insights.

This study is limited to examining project manager competency and project success. Further research is expected to be able to add other variables because this study only examines project success influenced by project manager competency, but it does not rule out the possibility of other factors outside this study.

Comments:

The conclusion contains numerous grammatical issues.

For instance, “15 years are considered to be able to represent” can be revised to “15-year time span, deemed sufficient to capture research developments on project success” for a smoother and more professional phrasing.

References should strictly follow the latest APA style.

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