

Emerging Strategic Roles of PMO in Navigating Hybrid Project Methodologies and Organizational Change

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ABSTRACT

This study aims to analyze the role of the Project Management Office (PMO) in supporting hybrid project methodologies and helping organizations adapt to organizational change in the digital era. The study employed a quantitative survey approach involving 65 employees and project management staff from several companies implementing hybrid project systems. Data were collected through questionnaires and analyzed using descriptive analysis. The findings indicate that the PMO plays an important role in improving team coordination, project monitoring, and communication within project environments that combine agile and conventional methods. In addition, the PMO helps organizations respond more effectively to changing project demands and dynamic business conditions. The study concludes that the PMO no longer functions solely as a project administrative unit, but also as a strategic support function that enhances project effectiveness and organizational readiness for change

INTRODUCTION

The acceleration of digital transformation has significantly changed the way organizations manage projects and organizational operations. Companies are increasingly required to adapt to dynamic market demands, technological disruption, and uncertain business environments that require greater flexibility in project execution. In this context, many organizations have begun adopting hybrid project methodologies that combine traditional project management approaches with agile practices in order to improve efficiency, responsiveness, and project performance (Gemino et al., 2021). Hybrid methodologies are considered capable of balancing structured planning with adaptive decision-making, especially in organizations facing complex and rapidly changing project environments (Bianchi et al., 2023).

The growing implementation of hybrid project methodologies has also shifted the strategic role of the Project Management Office (PMO). Traditionally, PMOs were mainly associated with administrative functions, project documentation, reporting, and governance control. However, recent organizational developments indicate that PMOs are increasingly expected to contribute strategically by facilitating organizational agility, cross-functional collaboration, and change management processes (Hobbs & Aubry, 2022). The PMO is now viewed not only as a support unit for project standardization, but also as an organizational mechanism that helps align projects with strategic business objectives and organizational transformation initiatives (Müller et al., 2021).

Several recent studies emphasize that organizations implementing hybrid project approaches require stronger coordination structures and adaptive governance systems to maintain project consistency and stakeholder alignment. According to Nederend and Dalcher (2023), PMOs play a critical role in integrating agile and predictive project practices within hybrid project ecosystems. Similarly, research by Monteiro et al. (2022) found that PMO capabilities in communication management, knowledge integration, and strategic monitoring significantly influence project adaptability and organizational resilience. These findings suggest that PMOs are becoming increasingly relevant in supporting organizations facing continuous change and digital transformation pressures.

Despite the increasing discussion regarding hybrid project management and PMO transformation, previous studies have largely focused on technical project governance, agile adoption, or project success factors separately. Limited studies specifically examine how PMOs function strategically within hybrid project environments while simultaneously supporting organizational change processes, particularly in developing-country organizational contexts. This indicates the existence of a research gap regarding the broader strategic contribution of PMOs beyond administrative and control-oriented functions.

Therefore, this study aims to analyze the emerging strategic roles of PMOs in supporting hybrid project methodologies and organizational change in the digital era. The study focuses on understanding how PMOs contribute to project coordination, communication effectiveness, adaptability, and organizational

readiness for change within hybrid project environments. The findings of this study are expected to contribute theoretically to the development of project management and organizational change literature, while also providing practical insights for organizations seeking to strengthen PMO functions in dynamic business environments.

LITERATURE REVIEW

Project Management Office (PMO)

The Project Management Office (PMO) has evolved from a project control and administrative unit into a strategic organizational function that supports business alignment and organizational adaptability. Traditionally, PMOs were responsible for project documentation, standardization, monitoring, and reporting activities. However, the increasing complexity of projects and the rapid pace of digital transformation have encouraged organizations to reposition PMOs as strategic facilitators that contribute to decision-making processes, resource integration, and organizational learning (Kutsch et al., 2021). Modern PMOs are increasingly expected to support strategic agility and improve collaboration across organizational units.

Recent studies suggest that PMOs contribute significantly to project governance and organizational performance when they operate beyond compliance-oriented roles. According to Unger et al. (2021), strategic PMOs can improve project alignment with organizational objectives by facilitating coordination between management levels and project teams. Furthermore, Too and Weaver (2022) emphasized that PMOs provide value through governance flexibility, stakeholder communication, and continuous project evaluation, especially in uncertain business environments. These findings indicate that the effectiveness of PMOs depends on their ability to adapt their functions according to organizational and project needs.

Hybrid Project Methodologies

Hybrid project methodology refers to the integration of traditional predictive project management approaches with agile practices in a single project environment. This approach has become increasingly popular because organizations often require structured planning while simultaneously maintaining flexibility and responsiveness to changes during project execution (Cooper & Sommer, 2020). Hybrid methodologies are commonly applied in technology-driven industries and organizations undergoing digital transformation where project uncertainty and stakeholder demands are continuously evolving.

Research by Conforto and Amaral (2021) explains that hybrid methodologies allow organizations to combine the strengths of predictive control mechanisms with agile adaptability, resulting in improved project efficiency and customer responsiveness. In addition, hybrid approaches can reduce project risks associated with rigid planning systems while maintaining governance structures necessary for organizational accountability (Papadakis & Tsironis, 2022). Therefore, organizations increasingly rely on hybrid project systems to balance stability and flexibility in managing complex projects.

Organizational Change and Adaptability

Organizational change refers to the process through which organizations modify structures, systems, strategies, or work processes to respond to internal and external pressures. The digital era has accelerated organizational change due to technological innovation, market competition, and evolving customer expectations. As a result, organizations are required to develop adaptive capabilities that enable them to survive and remain competitive in rapidly changing environments (Burnes, 2020).

Several studies highlight the importance of organizational adaptability in supporting successful transformation initiatives. Vakola and Petrou (2021) argue that adaptive organizations are more capable of responding to uncertainty because they encourage collaboration, communication, and continuous learning. Furthermore, organizational change processes require effective coordination mechanisms to ensure alignment between strategic objectives and project implementation activities (Errida & Lotfi, 2021). In this context, PMOs can serve as coordination and communication platforms that support organizational readiness for change.

PMO and Organizational Change in Hybrid Environments

The implementation of hybrid project methodologies creates managerial challenges related to coordination, governance, communication, and stakeholder management. These challenges increase the strategic importance of PMOs in helping organizations manage organizational transformation effectively. PMOs are increasingly recognized as organizational units capable of integrating agile and traditional project practices while ensuring consistency in project governance (Marnewick & Marnewick, 2022).

Recent literature also indicates that PMOs contribute to organizational resilience by supporting knowledge sharing, strategic communication, and project adaptability. According to Pereira et al. (2023), PMOs operating within hybrid project environments can improve organizational responsiveness to change by facilitating collaboration between departments and enhancing project transparency. Additionally, PMOs play a critical role in reducing resistance to organizational change through communication support and stakeholder engagement initiatives (Ali & Miller, 2022). These findings demonstrate that PMOs are becoming strategic organizational actors in navigating hybrid project ecosystems and organizational transformation.

METHODOLOGY

Research Design and Approach

This study employed a quantitative research approach with a descriptive-survey design to analyze the strategic role of the Project Management Office (PMO) in supporting hybrid project methodologies and organizational change in the digital era. The quantitative approach was selected because it allows researchers to examine patterns, perceptions, and relationships among variables systematically through numerical data analysis (Creswell & Creswell, 2018). The descriptive-survey design was considered appropriate to obtain an overview of how PMOs contribute to project coordination, communication, and organizational adaptability within hybrid project environments.

Population and Sample

The population of this study consisted of employees and project management staff working in companies that implement hybrid project methodologies, combining agile and conventional project management approaches. The research focused on organizations operating in technology, consulting, service, and manufacturing sectors in Indonesia. A purposive sampling technique was applied to ensure that respondents had experience in project implementation and organizational coordination processes.

The criteria for respondents included: (1) employees involved in project activities, (2) project coordinators or project management staff, and (3) individuals who had worked in hybrid project environments for at least one year. Based on these criteria, a total of 65 respondents were selected and participated in the study.

Data Collection Technique

Data were collected using a structured questionnaire distributed online through Google Forms. The questionnaire used a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The instrument consisted of several indicators related to PMO roles, project coordination, communication effectiveness, hybrid project implementation, and organizational adaptability. Before the main data collection process, the questionnaire was reviewed to ensure clarity and relevance of the statements. The distribution of questionnaires was conducted over a four-week period from January to February 2026.

Data Analysis Technique

The collected data were analyzed using descriptive statistical analysis. This analysis aimed to describe respondents' perceptions regarding the role of PMOs in hybrid project environments and organizational change processes. Descriptive analysis included the calculation of frequencies, percentages, mean scores, and interpretation of respondent responses for each research indicator. The results of the analysis were then interpreted to identify the extent to which PMOs contribute to project effectiveness, team coordination, communication processes, and organizational readiness for change in organizations implementing hybrid project methodologies.

Research Ethics

This study maintained research ethics by ensuring respondent confidentiality and voluntary participation. All respondents were informed about the purpose of the study before completing the questionnaire. The collected data were used solely for academic research purposes and analyzed anonymously to protect participant privacy.

RESEARCH RESULTS

Respondent Profile

This study involved 65 respondents from organizations implementing hybrid project methodologies that combine agile and conventional project management approaches. The respondents consisted of project staff, project coordinators, supervisors, and PMO personnel from technology, consulting, manufacturing, and service companies in Indonesia. Most respondents had between 1-5 years of project experience, indicating that the participants had sufficient exposure to project coordination and organizational change processes.

Table 1. Presents the demographic profile of the respondents.

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	37	56.9
	Female	28	43.1
Age	21-25 years	16	24.6
	26-30 years	27	41.5
	31-35 years	15	23.1
	>35 years	7	10.8
Work Experience	1-3 years	29	44.6
	4-5 years	21	32.3
	>5 years	15	23.1
Industry Sector	Technology	24	36.9
	Consulting	14	21.5
	Manufacturing	12	18.5
	Services	15	23.1

The data show that the majority of respondents were in the productive working-age group and actively involved in project activities. This condition supports the relevance of the collected perceptions regarding PMO roles and hybrid project implementation.

PMO Role in Hybrid Project Management

The findings indicate that PMOs play a relatively important role in supporting coordination and control within hybrid project environments. Most respondents agreed that PMOs help maintain communication between teams using different project approaches and assist project monitoring processes. However, several respondents also perceived that PMO involvement was still more administrative than strategic in some organizations.

The highest mean score was found in the communication coordination indicator, while the lowest score appeared in the organizational decision-support indicator. This suggests that PMOs are generally effective in operational coordination but are not yet fully integrated into strategic organizational decision-making.

Table 2. Respondents' Perceptions of PMO Roles

Indicator	Mean	Std. Deviation	Category
Coordination between project teams	4.18	0.61	High
Project monitoring and reporting	4.05	0.67	High
Communication facilitation	4.22	0.58	High
Support for project consistency	3.94	0.72	Moderate-High
Contribution to strategic decisions	3.71	0.81	Moderate

The findings demonstrate that PMOs are viewed positively in operational project activities, particularly in maintaining workflow coordination and reporting structures. Nevertheless, the moderate score for strategic contribution indicates that some organizations still position PMOs mainly as supporting units rather than strategic organizational partners.

Hybrid Project Methodology and Organizational Adaptability

The implementation of hybrid project methodologies was generally perceived as beneficial in improving organizational flexibility and responsiveness. Respondents stated that combining agile and conventional methods allowed organizations to adjust project execution according to changing project demands and stakeholder expectations. However, several respondents also acknowledged challenges in balancing structured governance with agile flexibility. Differences in working styles between teams sometimes created delays in communication and decision-making processes.

Table 3. Perceptions of Hybrid Project Methodology Implementation

Indicator	Mean	Std. Deviation	Category
Flexibility in project execution	4.14	0.63	High
Adaptability to changing requirements	4.09	0.69	High
Ease of collaboration between teams	3.82	0.77	Moderate-High
Balance between agile and conventional approaches	3.76	0.74	Moderate
Effectiveness in dynamic work environments	4.01	0.66	High

These findings suggest that hybrid methodologies provide organizations with greater adaptability, although integration challenges between agile and

traditional systems remain evident. The relatively moderate score regarding balance between methodologies indicates that some organizations are still in the adjustment stage of hybrid implementation.

PMO Contribution to Organizational Change

The results further reveal that PMOs contribute to organizational readiness during periods of change. Respondents generally agreed that PMOs help organizations maintain project stability during operational adjustments and business transitions. PMOs were also perceived as facilitating communication during project changes and assisting teams in adapting to revised project targets. Nevertheless, the findings indicate that PMO effectiveness in organizational change management varies depending on organizational structure and leadership support.

Table 4. PMO Contribution to Organizational Change

Indicator	Mean	Std. Deviation	Category
Support for organizational adaptability	4.03	0.65	High
Assistance during work transition processes	3.88	0.71	Moderate-High
Communication during organizational changes	4.11	0.60	High
Support for stakeholder coordination	3.97	0.68	Moderate-High
Readiness to respond to project changes	4.06	0.64	High

Overall, the findings indicate that PMOs have begun transitioning from purely administrative units toward broader coordination and organizational support functions. Although their strategic involvement is not yet fully optimized in all organizations, PMOs are increasingly recognized as important elements in supporting hybrid project implementation and organizational adaptability in dynamic business environments.

DISCUSSION

The findings of this study indicate that the Project Management Office (PMO) has an increasingly important role in supporting hybrid project methodologies and organizational adaptability in dynamic business environments. The results demonstrate that PMOs contribute positively to project coordination, communication effectiveness, and organizational responsiveness, although their strategic role is not yet fully optimized in all organizations. These findings reflect the ongoing transformation of PMOs from traditional administrative units into more adaptive organizational support functions.

The relatively high score on communication facilitation and project coordination suggests that PMOs are effective in maintaining collaboration between teams operating under different project approaches. In hybrid project environments, organizations often face coordination complexity due to the coexistence of agile flexibility and conventional governance structures. The

presence of PMOs helps reduce operational fragmentation by supporting communication flow, project monitoring, and alignment of project activities. This finding is consistent with the study by Carvalho et al. (2021), which explains that PMOs contribute significantly to project integration and coordination in organizations implementing mixed project management approaches.

The findings also reveal that PMOs support organizational adaptability during periods of project and operational change. Respondents generally perceived that PMOs assist organizations in managing work transitions and responding to changing project demands. This result supports the argument proposed by Desouza and Evaristo (2020), who stated that PMOs increasingly function as organizational change facilitators capable of improving responsiveness in uncertain business environments. In the context of hybrid methodologies, adaptability becomes essential because organizations must continuously balance structured planning with flexible execution strategies.

However, the study found that PMO contribution to strategic decision-making received a relatively lower score compared to operational coordination indicators. This suggests that many organizations still position PMOs primarily as administrative or monitoring units rather than fully integrating them into strategic organizational processes. Such findings are aligned with research by Pellegrinelli and Garagna (2021), which noted that PMO maturity varies considerably across organizations, particularly regarding involvement in strategic governance and executive-level decision-making.

Another important finding relates to the implementation of hybrid project methodologies. Respondents generally agreed that hybrid approaches improve flexibility and adaptability in project execution. Nevertheless, some respondents reported difficulties in balancing agile work practices with conventional management procedures. These challenges include differences in communication styles, approval processes, and reporting systems between teams. Similar observations were reported by Binder et al. (2022), who found that hybrid project environments often create tensions between organizational control mechanisms and agile responsiveness, especially in organizations transitioning from traditional project systems.

The moderate score on collaboration effectiveness also indicates that hybrid project implementation still requires stronger organizational integration mechanisms. Although PMOs help facilitate coordination, collaboration barriers may emerge when departments apply different operational standards and project expectations. According to Silva and Moreira (2023), organizations implementing hybrid methodologies frequently encounter challenges related to cross-functional collaboration and stakeholder synchronization. Therefore, PMOs need to strengthen knowledge-sharing practices and collaborative communication systems to support smoother project implementation.

Furthermore, the findings demonstrate that organizational adaptability is closely associated with the ability of PMOs to support communication and coordination during periods of change. Organizations experiencing rapid digital transformation require structures capable of facilitating continuous adjustment and organizational learning. In this regard, PMOs appear to function as

coordination platforms that help organizations maintain operational stability while adapting to evolving project requirements. This supports the view of Martinsuo and Hoverfält (2021), who emphasized that adaptive PMOs contribute to organizational resilience by encouraging communication transparency and project governance flexibility.

Despite these positive contributions, this study also identified several practical limitations in PMO implementation. Some respondents indicated that PMOs were occasionally constrained by limited authority in strategic decision-making processes. In addition, resistance to organizational change and differences in project management culture between departments sometimes reduced coordination effectiveness. These findings imply that the success of PMOs in hybrid project environments depends not only on procedural governance but also on leadership support, organizational culture, and stakeholder engagement.

Overall, the findings suggest that PMOs are gradually evolving toward more strategic organizational roles in hybrid project ecosystems. Nevertheless, the transition remains uneven across organizations, particularly regarding strategic integration and decision-making authority. The study highlights that organizations seeking to improve hybrid project implementation should strengthen PMO capabilities in communication, adaptability, and collaborative governance to support sustainable organizational transformation..

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that the Project Management Office (PMO) has an important role in supporting the implementation of hybrid project methodologies and organizational change in dynamic business environments. The findings indicate that PMOs contribute positively to project coordination, communication effectiveness, project monitoring, and organizational adaptability. In addition, hybrid project methodologies provide organizations with greater flexibility in responding to changing project demands and operational challenges. However, the study also found that the strategic involvement of PMOs in organizational decision-making processes has not been fully optimized in several organizations, indicating that many PMOs still function primarily as operational support units rather than strategic organizational partners.

Based on these findings, organizations are recommended to strengthen PMO capabilities not only in administrative and monitoring functions but also in strategic communication, collaborative governance, and organizational change management. Companies implementing hybrid project systems should also improve coordination mechanisms between agile and conventional teams to reduce communication barriers and workflow inconsistencies. Furthermore, future studies are suggested to involve larger sample sizes and broader industrial sectors to obtain more comprehensive findings regarding PMO effectiveness and hybrid project implementation in different organizational contexts.

ADVANCED RESEARCH

This study is limited to a relatively small number of respondents and focuses primarily on organizations implementing hybrid project methodologies in several industrial sectors in Indonesia. Therefore, future research is recommended to involve larger and more diverse samples to obtain broader insights regarding the strategic role of PMOs across different organizational environments. Further studies may also apply comparative approaches between organizations with mature PMO structures and those with more traditional project management systems to identify differences in project effectiveness and organizational adaptability.

Future researchers are encouraged to examine other variables related to PMO effectiveness, such as organizational culture, leadership support, digital collaboration systems, and employee readiness for change. Qualitative or mixed-method approaches may also provide deeper understanding regarding the challenges and practical experiences faced by organizations in implementing hybrid project methodologies and transforming PMO functions in the digital era.

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