

# STAKEHOLDERS' SATISFACTION IN IT PROJECT MANAGEMENT. A TWO- DECADE SYSTEMATIC LITERATURE REVIEW

**Abstract:** Despite its rigorous management throughout the whole project lifecycle, which consists of initiating, planning, executing, monitoring & controlling, and closing; in fulfilling the project's goals and requirements, IT Project Management is still failing to satisfy stakeholders. Stakeholders' happiness varies based on the project's domains and categories, and because there are so many stakeholders involved in a project, numerous tactics are required to keep them satisfied. Typically, the project success factors affecting stakeholder satisfaction are viewed from the perspective of dedicated team members and must be compared to the findings of other studies; understanding the aspects connected with project performance that affect the satisfaction of stakeholders requires additional research, which this study will give by investigating an unexplored area. The objective of this study is to perform a systematic literature review (SLR) to understand the elements that influence stakeholders' satisfaction with IT project management. Thirty-one papers were selected from the available literature to review the body of knowledge, evaluate the current research boundaries, and identify strategies for advancing this field of study. This SLR analyzes 31 peer-reviewed publications from a corpus of 10,003 journal articles from EBSCO Host's multi-journal database EBSCO Host. It is limited to the subject of IT Project Management. The eleven elements influencing stakeholders' satisfaction are extracted from the articles and then classified into four categories: organization, people, process, and technical. As we reach the Fourth Industrial Revolution, when technology trends such as digitalization are unavoidable, IT Project Management must continuously innovate and give value to their stakeholders. This study contributes substantially to the IT Project Management literature by providing new perspectives for future academics and practical advice for IT professionals in managing their stakeholders. However, additional research is required to understand the precise relationship between stakeholder satisfaction and IT project success and hence reduce IT project failure rates.

**Keywords:** Stakeholders, IT Project Management, IT Project Success, Systematic Literature Review

## Introduction

It is necessary to address multiple separate and sometimes divergent interests in every type of project, but especially in Information Technology (IT) or software development projects. The stakeholder in a project is the representative of these interests. Project stakeholders are individuals or groups vested in the project's deliverables and ecological settings, which the project controls. Understanding the perspectives of these key individuals helps facilitate the delivery of a successful project, hence avoiding undesired scenarios (Oppong et al., 2020).

Critical success elements for stakeholders' management have different meanings within project management (Ayat et al., 2021; Liang, Yu, & Guo, 2017; Oppong et al., 2020), but they are all crucial for identifying and analyzing the positions and interests of project stakeholders (Oppong et al., 2020). According to several

researchers, the project type and domain influence the selection of success factors that result in the satisfaction of stakeholders (Derakhshan, Turner, & Mancini, 2019; Tam et al., 2020; Wu et al., 2017). In addition, research has revealed that a project's complexity, uniqueness, urgency, and tight performance standards substantially impact its ability to meet the needs of its stakeholders (Iriarte & Bayona, 2020; Kashiwagi, 2020; Luo, Zhang, & He, 2020). Regarding stakeholder management, only a little study has been undertaken on IT projects (Nguyen, Mohamed, & Panuwatwanich, 2018).

According to a study on the management of stakeholders in complex projects, just 7.27 percent of stakeholders were from information technology and information systems. Since stakeholders' satisfaction depends on project domains and types, and there has been so little research on stakeholders' satisfaction in IT projects, this study will provide much-needed research in an unknown field.

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Work-Technology Fit theory refers to the extent to which a particular Information System or technology supports the task at hand to ensure successful performance, i.e., will lead to more efficient task completion (Goodhue & Thompson, 1995), hence satisfying the stakeholders. Despite 22 years of intense research into the Task-Technology Fit theory, the idea has not yet been clearly defined in every respect. The view does not completely understand the task's social environment and stakeholder relationships (Dwyer, 2007). The Stakeholders' Theory (Freeman, 1984) is utilized to control the gap. In IT projects, the elements influencing stakeholders' satisfaction are perceived not just from the perspectives of technology, task, and process but also from the perspectives of people and organizations.

One of the most notable recent findings from The Standish Group demonstrates that just 14% of software development projects generate excellent user satisfaction and a positive return on investment to project sponsors, project sponsors, and other key stakeholders (Kowalczyk, 2019). Consequently, this statement comes to light an additional notable component of managing the worries and expectations of stakeholders, namely that the issues are significant and comprise 86% of the total. Changes throughout a project's development have dominated the IT and software development fields for many years. This incurs additional development time and expense, resulting in discontent among project stakeholders (Andrei et al., 2019; Azanha et al., 2017).

**Stakeholders' satisfaction in IT Project Management.** Project management is prevalent throughout industries, and most organizations prioritize IT initiatives (Pulse of the Profession, 2017). According to research conducted by the Project Management Institute (PMI), effective project management is essential for attaining a company's plan and significantly impacts income. Compared to their underperforming peers, organizations that invest in tried-and-true project management approaches continue to reap benefits (Pulse of the Profession, 2018).

In contrast, according to the well-known Standish Chaos Report, the average success rate of IT projects is only 29%, and high IT, project failure rates are frequent in many industries (Mersino, 2018; Sha, 2021). Information technology (IT) is the most project-intensive industry, with the highest project failure rate. A report published in Harvard Business Review indicates that the average IT project exceeds its budget by 27%. Additionally, one of every six IT projects becomes a "black swan" with a 200 percent cost overrun and a

70 percent time overrun. In other words, while most IT initiatives will fall short of their financial goals, a few may exceed them to trigger an organization-wide catastrophe. For instance, KMart's failed \$1.2 billion IT modernization initiative played a significant role in the company's downfall (Andriole, 2020; Serra et al., 2021; Service, 2021). According to a report by KPMG, only 46% of projects are delivered satisfactorily from the perspective of their stakeholders (KPMG, IPMA, & APIM, 2019); 54% of IT Projects face challenges in satisfying stakeholders, thus providing a significant opportunity to advance research in this area.

To satisfy stakeholders, it is necessary to meet their needs. The level of acceptance of a software system is mainly determined by how well the system satisfies the user's requirements. Consequently, eliciting and prioritizing the appropriate needs and scheduling the necessary releases with the appropriate functionalities are crucial success factors for developing good systems. In other words, confusing criterion implementation will result in a system that falls short of user expectations (Achimugu et al., 2021; Sebola & Khoza, 2022).

By examining project metrics such as cost, duration, defects, and project size about stakeholder satisfaction, perceived value, and estimation quality, another study argued that it could demonstrate that stakeholders define the success and failure of a project differently than by measuring cost and duration overrun alone. In industries where value is more important than predictability, such as agile work methods, a narrow perspective of compliance to planning appears unrealistic (Huijgens, Van Deursen, & Van Solingen, 2017; Sánchez-López, Bonilla-del-Río, & Soares, 2021). Due to the large number of stakeholders participating in a project, a unique approach is required to ensure their satisfaction. According to Siddique and Hussein (2019), stakeholder relationships are vital. Diverse parties' "different motivations and interests" can result in significant project conflicts. Consequently, addressing the expectations of stakeholders requires conflict resolution.

The measurement of project success is specified in four primary areas. The "golden/iron triangle" of project management success, i.e., time, cost, and quality, are the three most crucial factors (Radi, Salal, & Jassim, 2022; Rohs, 2022; Rosli, 2017). The fourth criterion relates to the effect on the satisfaction of consumers and stakeholders. According to academics (Aaltonen & Kujala, 2016), project stakeholders are critical

resources for attaining success across the project management life cycle (Pirozzi, 2018; Reddy, 2022; Roberts, 2021). This study aims to address the following research questions:

- How is stakeholders' satisfaction defined in the context of IT Project Management?
- What are the factors contributing to stakeholders' satisfaction?
- Are there factors that received little or no attention creating a research gap?

A Systematic Literature Review (SLR) was conducted to achieve this objective on stakeholders' satisfaction in IT Project Management, concentrating on variables widely used to measure stakeholders' satisfaction. Existing research limitations on stakeholder happiness in IT project management will be recognized as research gaps in managing stakeholder satisfaction in IT projects for success.

**Methodology**

SLR is used in this study because of its repeatable, systematic, and method-driven approach. The goals of SLR are to find, appraise, synthesize and analyze significant works in a particular field of study. SLR is classified using a scientific and transparent methodology based on extensive literature findings, which helps to decrease bias (Kraus, Breier, & Dasí-Rodríguez, 2020; Okoli, 2015; Zhang & Babar, 2011).

In light of this, the current research is divided into four sections. The SLR's research objectives were determined in the first stage. The second stage involves setting conceptual limits, with the third and final stages involving data refinement via criteria for inclusion/exclusion, validation procedures, and effort reports, respectively.

Step 1: Determine keyword search. For the keyword search, the following databases have been used, i.e., Springer, Scopus, IEEE, Science Direct, and Emerald, which are relevant for publications in the project management and information technology or system development fields.

Step 2: Research Area: Information Technology-Management, Project Management, Strategic Planning, Leadership, Organizational Change. 2 decades of search results from 2001 to 2021.

Step 3: Focus Area: Project Management  
Step 4: Exclusion criteria-

- Research publications that have not gone through a peer-review process have been published.
- Our institution and the associations in which the memberships do not offer subscriptions to the complete publication version.
- Research papers are not written in English and do not follow the proper research format according to the research technique.

Table 1: Number of existing literature

	Search query	Filtered by Research Area	Filtered by Focus Area	Filtered by exclusion criteria
1.	("IT" or "IS" or "Information Technology" or "Information system") and Project and ("Stakeholder" or "Stakeholders" or "Stakeholder's" or "Stakeholders') and satisfaction	3553	14	14
2.	("Software" or "Software Development") and ("Stakeholder" or "Stakeholders" or "Stakeholder's" or "Stakeholders') and satisfaction	3,054	328	26
3.	("Application" or "Application Development") and Project and ("Stakeholder" or "Stakeholders" or "Stakeholder's" or "Stakeholders') and satisfaction	1351	101	1
4.	("System Development") and ("Stakeholder" or "Stakeholders" or "Stakeholder's" or "Stakeholders') and satisfaction	2,045	129	11
	Total	10,003	572	52
	Percentage	100	5.7	0.5

Every SLR must ensure that the identified references are pertinent to the study's aims. In search results, the SLR research topic is typically considered incidental or trivial. To ensure the accuracy of the search results,

a two-step manual extraction technique is employed:

- Extracting duplications
- Non-IT related fields



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Table 2: Final literature extraction

Total Journals from Step1-3.	Duplications	Non-IT/IS-related fields	Final extraction
52 (0.5%)	19	6	31 (0.3%)

Results

From 2001 to 2021, 31 papers were selected and analyzed from the relevant literature. The examination of journals revealed that the International Journal of Managing Projects in Business and the Journal of Modern Project Management are the two publications with the highest presence in the database (12.9% and 12.8%, respectively). This is followed by the Project Management Journal, Hawaii International Conference on System Sciences, and International Journal of Productivity & Performance Management, each with 6.5 percent. Table 3 lists the journals that have published publications on stakeholder satisfaction in IT project management and the number of published articles.

Table 3: List of journals for the published articles.

Journal Name	No of articles
International Journal of Managing Projects in Business	3
Journal of Modern Project Management	3
Project Management Journal	2
Hawaii International Conference on System Sciences	2
International Journal of Productivity & Performance Management	2
International Journal of Systems Assurance Engineering & Management	1
Information Systems Journal	1
Proceedings of the European Conference on Information Systems (ECIS)	1
Total Quality Management & Business Excellence.	1
International Journal of Information Systems & Project Management	1
Eastern-European Journal of Enterprise Technologies	1
Journal of Organizational & End User Computing Quality & Quantity	1
Journal of Enterprise Information Management	1
Journal of Management in Engineering	1
Software Quality Professional	1
Scientific Papers of Silesian	1
Journal of Engineering, Project & Production Management	1
IET Software	1
Economic Science Series.	1
Business Perspectives & Research	1
Journal of Business Ethics	1
Journal of the Knowledge Economy	1
Journal of Software Engineering and Applications	1
Total	31

According to the journals housing the analyzed papers, it is possible to identify several stakeholder satisfaction-related subjects that have already been investigated in the project management literature. Six articles in two publications, namely the International Journal of Managing Projects in Business and the Journal of Modern Project Management, which account for 19.3% of the total final papers, emphasize the relevance of stakeholders in IT project accomplishments.

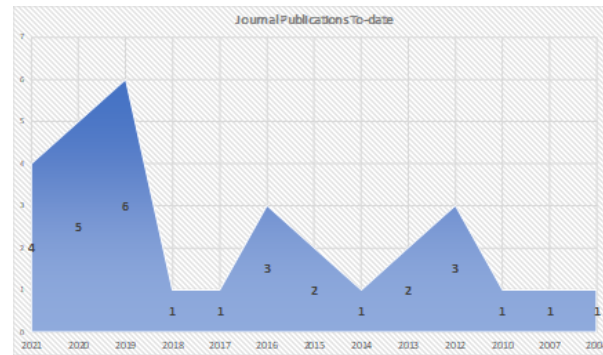


Figure 1: Temporal distribution of publications

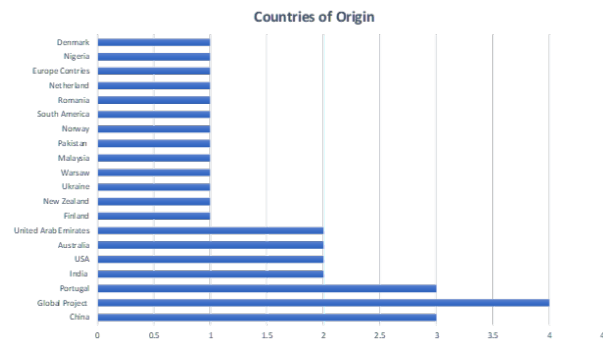


Figure 2: Countries of origin

In general, particularly in countries such as China and Portugal, the data indicates an upward trend in research activities beginning in 2019. It may be a result of the rapid expansion of IT projects in various nations, which necessitate the management of multiple stakeholders. According to the report, neither African nor Southeast Asian countries are interested in the topic. It is uncertain why this is the case. Still, it may have something to do with the fact that the success of ICT projects is measured in the first three criteria (timeliness, budget, and effort) rather than stakeholder satisfaction. It was also discovered that the number of publications was high in Europe and the United States, which may indicate that stakeholders highly value ICT-related projects.

Table 4: Influential factors for IT project stakeholders' satisfaction.

Influential factors	Description	Rate	Literature
Stakeholders Involvement	Stakeholder engagement in terms of activities, objectives, resource requirements, and deliverables at each stage of the project life cycle.	22.5%	(Moradi, Kähkönen, & Aaltonen, 2020), (Newton, Anslow, & Drechsler, 2019), (Mysore et al., 2021), (Fernandes & Araújo, 2019), (Tesla et al., 2018), (Fowler & Horan, 2007), (Mysore et al., 2021), (Waguespack & Schiano, 2012)
Stakeholders' Perceived values	Perceived value is a qualitative indicator of how stakeholders feel about a project. This is predicated on the idea that every measurement is an agreement on a measurement process close enough to the true value.	9.6%	(Liu et al., 2010), (Bannerman & Thorogood, 2012), (Oppong et al., 2020)
Stakeholders' Relationship	According to a comprehensive literature assessment, the stakeholder relationship encompasses stakeholders' quantity, diversity, patterns, and internal relationships. These variables are also used to assess the degree to which interactions are complex.	6.45%	(Ayat et al., 2021), (Tampieri, 2013)
Stakeholders' Interest	Because of the diversity of stakeholders in terms of profession, culture, educational level, gender, and geographic proximity to the project, these stakeholders frequently have diverse interests. Stakeholders' different requirements, interests, and objectives are intended to be met in the project, contributing to satisfaction.	3.22%	(Crispim, Silva, & Rego, 2019)
Stakeholders' Commitment	Goal commitment is "one's attachment to or determination to attain a goal, regardless of the goal's origin" in project performance.	3.22%	(Fowler & Horan, 2007)
Stakeholders' Communication	It emphasized the importance of understanding varied stakeholder beliefs and communicating clearly to accommodate potential disparities in communication recipients' frameworks.	12.9%	(Achimugu et al., 2021), (Ahmed, Mohamad, & Ahmad, 2016), (Huck-Fries, Nothaft, & Wiesche, 2021), (Oak & Laghate, 2016)
Stakeholders' Perception	Examines how different stakeholders perceived the goals and change process surrounding the adoption of client/server development, as well as how their respective frames influenced their perceptions of the scope of the change effort, the tactics that would be used to achieve it, and the amount of progress made toward these objectives.	9.6%	(Bento, Gomes, & Romão, 2019), (Oppong et al., 2020), (Liu et al., 2010)
Stakeholders' Expectations & Actual Values	As many stakeholders may be impacted in different ways by benefits and implications in IT projects, it is critical to understand their perspectives or how something is viewed, understood, or interpreted	9.6%	(Kowalczyk, 2019), (Siddique & Hussein, 2016), (Radu & Nistor, 2013)
Stakeholders' Engagement	Stakeholder engagement is the participation of stakeholders in a project via collaboration, coordination, or consultation at various points to acquire information, share knowledge, solve problems, and make choices.	12.9%	(Bhoola, 2015), (Mysore et al., 2021), (Dudash, 2016), (Ajmal, Khan, & Al-Yafei, 2020)
Stakeholders' Requirements	According to the IEEE, a requirement is "a condition or capacity that a system or system component must meet or possess to satisfy a contract, standard, specification, or another officially imposed document." This description comprises the system's specification and the services that must be given to users, as well as compatibility considerations, hardware restrictions, the acceptable level of system performance, security considerations, and the domain delimitation where the system will be implemented	3.22%	(García-López, Segura-Morales, & Loza-Aguirre, 2020)
Stakeholders' Perspectives	Varied stakeholders result in different viewpoints on the desired outcomes, which will accompany the project throughout its life cycle and post-implementation.	6.45%	(Pirozzi, 2020), (Ajmal et al., 2020)

Table 4 reveals that by far, the most influential factor for the satisfaction of IT project stakeholders is their involvement, which weighs 22.5%. According to the study by Moradi et al. (2020), stakeholder involvement

is the eighth most important of the thirteen key success factors (CSF) for projects. Communication and engagement each accounted for 12.9% of the total influence. The findings regarding communication and

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engagement in this study parallel those of previous studies (Aaltonen & Kujala, 2016), which examined that in high-complexity stakeholder composition, stakeholder management activities must be handled by a competent, skilled, heavyweight project manager with extensive experience managing stakeholders through comprehensive engagement processes. In this study, stakeholders' perceived values, perceptions, and expectations & actual values are ranked 9.6% as influential elements, while stakeholders' viewpoints and relationships are rated 6.45% and 6.40%, respectively.

The taxonomy of success factors for IT projects can be divided into four categories: Technical Factors, Process Factors, People Factors, and Organizational Factors (Aldahmash, Gravell, & Howard, 2017). The authors separated the influential factors based on the specified categories and definitions. Participation, engagement, and communication of stakeholders might be considered Process Factors. These parameters have a 48.3% influence on the satisfaction of stakeholders. The Organization Elements perspective can reflect influential factors such as perceived values, relationships, and interests. It carries a total of 19.27% of the weight in addressing the needs of stakeholders. This study considers stakeholders' requirements, expectations, and real values as Technical Factors, while their commitment and perception are People Factors. Influential aspects in the Technical and People Factors categories are weighted at 9.82% each. Consider Figure 3



Figure 3: The factors influencing IT Project stakeholders' satisfaction.

These segmentations will assist in gaining a better understanding of the nature of these stakeholders' influential factors about the categories of IT critical success factors and their interrelationships, as well as managing these factors to increase the level of success in IT projects while satisfying stakeholders.

**Discussion**

**Research Questions**

1. How is stakeholders' satisfaction defined in the context of IT Project Management?

Project success means different things to stakeholders (Bento et al., 2019). For contractors or end-users, a project that appears to be a success to customers may be a complete disaster. Due to the distinct interests of many stakeholders in various efforts, their perspectives of success vary.

According to a study, quality deliverables define stakeholder happiness (Dudash, 2016). The Certified Software Quality Engineer (CSQE) body of knowledge emphasizes the significance of delivering high-quality, stakeholder-responsive software. An effective project manager is not only responsible for the definition and implementation of the project but also for stakeholder management. To meet expectations, effective project management is needed.

To satisfy stakeholders, it is necessary to meet their needs. The level of acceptance of a software system is mainly determined by how well the system satisfies the user's requirements. Consequently, eliciting and prioritizing the appropriate needs and scheduling the necessary releases with the appropriate functionalities are crucial success factors for the development of acceptable systems. In other words, confusing criterion implementation will result in a system that falls short of user expectations (Achimugu et al., 2021)

By examining project metrics such as cost, duration, defects, and project size about stakeholder satisfaction, perceived value, and estimation quality, another study argued that it could demonstrate that stakeholders define the success and failure of a project differently than by measuring cost and duration overrun alone. In industries where value is more important than predictability, such as agile work methods, a narrow perspective of compliance to planning appears unrealistic (Huijgens et al., 2017).

Siddique and Hussein (2016) stated that stakeholder connections are essential due to many project stakeholders. Diverse parties' "different motivations and interests" can

result in significant project conflicts. Consequently, addressing the expectations of stakeholders requires conflict resolution.

Pirozzi (2019) argued, from a broader perspective, that a project is truly successful when its results, in terms of delivered value, not only meet the project objectives that traditionally correspond to the fulfillment of project requirements but are also perceived to meet the project goals that correspond to the satisfaction of stakeholder expectations. Because project performance can only be measured after the project is completed, i.e., during the product/service/infrastructure life cycle, perception becomes a key driver during the project life cycle, and the subjectivity of stakeholder relationships plays a central role in determining stakeholder satisfaction (Pirozzi, 2019).

2. What are the factors contributing to stakeholders' satisfaction?

As described in the preceding section, eleven factors have been identified as contributing to stakeholders' satisfaction, including their participation, perceived values, relationship, interest, commitment, communication, perception, expectation & actual values, engagement, requirements, and perspectives. These elements are categorized into four groups: Technical Factors, Process Factors, People Factors, and Organizational Factors (Aldahmash et al., 2017).

3. Are there factors that received little or no attention creating a research gap?

Digital transformation presents a significant potential to address some of the industry's most pressing issues. 91% of businesses that transition digitally boost customer satisfaction. Adoption of technology and automated procedures in the services can boost operational performance (da Costa Filho, Penha, & da Silva, 2021).

**The study's contributions**

Because only 0.3% of literature in the field of general project management has been published over the past two decades, the results of this study (1) provide a valuable opportunity to gain a deeper understanding of the factors that contribute to the satisfaction of stakeholders in the field of IT project management. It (2) distinguishes the factors influencing stakeholders' satisfaction from relevant literature; (3) classifies the factors into four categories, namely technical factors, process factors, people factors, and organizational factors; (4) affirms the relevant influential factors to cultivate project success in the form of stakeholders'

satisfaction (SS); and (5) initiates the focus of project stakeholders' satisfaction beginning with process factors and ending with organizational factors.

**Limitations of the study**

Even though this study shows the elements that influence stakeholders' satisfaction with IT projects, it contains shortcomings that could be addressed in future research. For instance, one could:

1. measure the significance of the influential elements using a Likert scale-based instrument;
2. investigate the similarities and differences among the identified influential factors in countries other than those indicated in Figure 2; or 3.
3. Analyze the moderating effect of project parameters on the interrelationships between project success and stakeholder satisfaction
4. Determine if the digital transformation moderates the relationship between project success and stakeholder satisfaction.

**Future recommendation**

1. It is possible to conduct additional research that depicts practitioners' perspectives on how stakeholder satisfaction affects IT project performance, reducing failure rates. In addition, it was necessary to conduct further research to document the preferences of clients and implementation partners over the specified list of relevant criteria.
2. To validate the findings, it may be necessary to evaluate the identified relevant elements in nations other than those listed in Figure 2 and to investigate the relative significance of the factors in other regions.
3. According to a study (Ajmal et al., 2020) on critical success elements for managing scope creep in IT projects. This is the most urgently required and recommended study to analyze the impact of digitalization on ICT project success factors. To appreciate the significance of different characteristics in low-, medium-, and highly-digitalized societies, it is necessary to study these critical factors of stakeholder satisfaction from the perspective of digitalization. This will aid practitioners in considering the priorities of their respective societies to boost the likelihood of ICT activities succeeding beyond Industry 4.0.
4. Agile methodology is gaining significance in the context of digitalization. Agile development has a substantial impact on digitalization, according to Kettunen et al. (2019). When agile methodologies are implemented, stakeholders become more involved in



the software development process, which may allow them to have a more significant direct impact on the compatibility between requirements and functional software, hence enhancing their job satisfaction. The engagement of stakeholders is consistent with the findings for elements influencing the success of agile efforts, according to a comprehensive literature review. Customer engagement is vital to the third value of the Agile manifesto, and it may also be related to the fourth principle, which stresses the importance of having business people (customer representatives) and engineers collaborate throughout the project (Alahyari et al., 2018; Tam et al., 2020; Tessem, 2017). However, these results cannot be generalized to all scenarios because the present literature disregards how agile software development influences stakeholders (Huck-Fries et al., 2021). It is advised that separate research be conducted to identify the impact of Agile methodology on influential aspects.

- Based on the study's findings, it is recommended that a similar approach be utilized in other sectors, such as power plant projects, engineering projects, and construction projects, for the identification, categorization, and division of critical success factors in the respective fields and regions.

### Conclusion

This SLR study on the success of projects in the ICT industry was based on 31 articles from 24 major worldwide publications. The articles included in this volume were published between 2001 and 2021. The analysis indicated that the number of publications is on the rise. The reviewed publications were subjected to frequency and content analysis to discover and extract influential factors. The authors found eleven critical criteria associated with the satisfaction of IT project stakeholders and ranked them according to their frequency in the literature. This research contributes to the academic and practical worlds in numerous ways. One of the contributions consists of compiling a list of pertinent elements and assessing their relative value to satisfy an IT project's stakeholders. From the stakeholders' perspective, stakeholder participation, communication, and engagement were the most critical factors for project success. This will enable practitioners to control the most influential aspects of IT efforts, increasing their chances of success.

The reorganization of these critical factors into categories of IT Project Success Factors, such as Process, Organizational, Technical, and People Factors, is an additional contribution of this SLR. From the standpoint of

these four project accomplishments, these segmentations will enable IT professionals to identify stakeholders' crucial variables. Exploring the relationships between influencing variables and categories of success factors can enhance comprehension of how to manage and regulate these elements to boost stakeholder satisfaction in IT projects. Essentially, it enables researchers to conduct empirical studies to assess the significance and importance of influential aspects. These pertinent factors could also be explored in other countries to corroborate the findings.

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