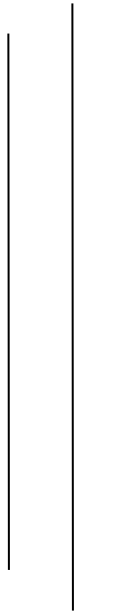




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Factors Influencing Project Success

The Impact of Human Resource Management

Abstract

Human resource management (HRM) is being renewed in organizations and affirming its strategic role. Authors concluded that the "Personnel factor" was the only factor in their research that was marginal for project success. This paper attempts to retest their conclusions in rethinking issues of validity of the measures used. The study demonstrates that the Management Support and Trouble-shooting variables were strongly connected with performance for three various structures (functional, project-based, and matrix). This research also demonstrates the issue of dependent variable and independent variables, which appears to be excessive in the application of PIP.

The study show that for three distinct structures (functional, project based and matrix), the Management Support and Trouble-shooting variables were significantly correlated with success. This study also shows the problem of multi co-linearity, which appears to be excessive in the use of PIP.

Introduction

Since 1980, many academics and practitioners have agreed that human resource management (HRM) is one of the most crucial elements of an organization's success. Nowadays, project management has become a key activity in most modern organization. Projects usually have a wide variety of objectives, involve numerous actors, and are conducted in various activity sectors.

In a field study designed to test changes in the importance of ten critical success factors across four stages of the project life cycle, Pinto and Prescott concluded that the "personnel" factor is only a marginal variable in project success. These rather unexpected results were criticized extensively by be lout who suggested that future research needs to retest their conclusions.

Theoretical background

Projects are considered as a set of complicated and interconnected activities (usually project-based or matrix structure) that require attention to a wide range of human, fiscal, and technological elements. Historically, there has been a propensity to utilize a mechanical approach with the main goal of meeting target dates, meeting financial targets, and managing the final product's quality. The viewpoint of diverse interest groups (e.g stakeholders, management, consumers, and workers) is also viewed as an important element, because different individuals will see success in different ways.

The most important empirical studies on the factors in project success have been conducted by Pinto and Slevin (1987), Covin and Mantel (Covin and Prescott) and Couillard (Couillard, 1992). A study by Todryk revealed that a well-trained project manager is a key factor linked with project success because he/she can create an effective team. Surprisingly, the personnel factor was found to be the only factor not to be significantly related to project success in at least one of the four life cycle stages.

Conceptual framework

We wanted to retest the impact of Pinto and Prescott's independent variables on the dependent variable of our model. The relationship between the independent variables and project success in the model will be affected by the four project life cycle stages.

The aim of this study was to examine the impact of project structure on the relationship between the independent variables and project success. We found that project team structures were rated as the most effective. These structures affect the project manager's roles, the co-ordination of activities and the intensity of conflicts.

Methodology

The impact of the environment on the success of projects is, however, a very important limitation. Pinto and Covin suggested that there is a distinction between projects that fail because of external factors and those that fail due to management mistakes. The activity sector of projects influences the importance of different success factors in the life cycle of projects.

The candidates were asked to identify one of six activity sectors as well as one of three structures (functional, project-based or matrix). The independent variables and the dependent variable were assessed in the third and fourth sections of the PIP. Each of the nine factors of success was made up of five to 11 indicators.

Discussion

This study shows that although there was a link between project success and the study shows that HRM did not have a significant impact on project success as compared to other factors such as time, cost and quality constraints and project-related risks. It also shows that there was no link between project success and the Personnel factor (H1) or HRM's impact on organizational success. The Personnel variable (Personnel per project) was not related to project success in the planning stage of a project's life cycle, according to a study by HR experts at the University of Aberdeen. This is despite the fact that several HR practices including human resources selection and planning are carried out at this stage. The study raises questions about the importance of traditional HRM practices in a project-based context and how they should be measured.

Analyzing the life cycle of a project shows that it is important to define and communicate the project's mission clearly during the planning stage. It is also essential at this stage to fully grasp clients' needs and establish their priorities and limits and priorities expected quality standards, schedules, risk acceptance, method of project management, monitoring conditions, communication between different actors, etc. Similarly, top-level management support is also important. These results concur with those of Pinto and Prescott who identified three critical factors of project success: mission, top management support, and client acceptance.

Conclusion

Despite the obvious effort at conceptual development and methodological improvements made to complete the present research, the results relating to the impact of HRM remain surprising. Research on HRM in the project management context is as yet undeveloped. Publications are relatively rare and most research simply involves case studies or expert reports. Future research should concentrate on overcoming some of the shortcomings of the PIP instrument and continuing to build the theoretical foundations related to this topic. Researchers should attempt to improve the construct of the Personnel variable by validating questionnaires in the project management context and correcting the problem of multi collinearity, which appears to be excessive in the use of PIP. Future studies should be aimed at HRM is clearly being. Renewed in organizations and gradually affirming its strategic role. The P.I.P. instrument does not evaluate the motivation, the training, the Commitment of project managers as independent variables. It is recommended that future studies measure the impact of PIP factors while taking into account the combined effect of moderating factors on the project success variable.

References:

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