

# **The Impact of HRM on the Project Success of Project - Based Government and Non - Government Organizations**

Thirugnanasampanthar, S.  
Dept of Economics and management  
Faculty of Business Studies  
Vavuniya Campus  
University of Jaffna

Dinojah, S.  
Dept of Human resource management  
Faculty of Management & Commerce  
University of Jaffna  
vsthiru96ja@gmail.com

## **Background of the Study**

The implication of business competition through globalization with the facilitation and aid of information technology make business, government and non-government organizations adopt different strategies and means to win in the business world for their mandated purposes, survival, maximizing the wealth or not-for-profit services, protecting humanity and preserving the environment (Huemann, 2016; Ian, Weatherston, & Wilkinson, 2010). These dynamic changes has been urging the organizations adopt organizational restructuring, particularly through projectization to be moving fast to meet the turbulent and dynamic changes (Shenhar, et al., 2001) in all aspects of life, business and economy (Turner, 2009). Careful estimates calculate about one-third of the global GDP emerges through the projects. Meanwhile, the development of project management period visualizes the application of the project management has significantly increased in public sector (Huemann, 2016). Therefore, competing and winning through projects and projectization, while capturing the interest of public and NGO sectors, has created a dynamic and distinguishing context for how differently and effectively these organizations should be managed for the success of both projects and their organizations.

## **Statement of the Problem**

There is no guarantee for success of projects (Kerzner, 2013) although GOs and NGOs adopt the projects and PMt, in different degrees, in order to create their products, services, or results or changes. Making projects successful may be easy rather than making those who have a stake in the projects perceive them as successful, since the judgement of degree of success or failure completely depends on the perception of different stakeholders to view the projects. Different interest groups are there with different level of influence and perspectives as stakeholders of the projects (Atkinson, 1999) and their measuring dimensions to define the degree of success differ (Stuckenbruck, 1986).

## Objective

The research is designed to investigate the relationship between the HRM practices of the project-based GOs and NGOs and their projects. Appropriately, it has the following objectives.

To identify the overall level of project success

To determine if project success depends on the type of organization structure

To identify the general level of HRM practices in project success

## Literature Review

Particularly, this introduction part describes necessarily project-based organizations, government and non-government organizations as project-based organizations, project success, dimensions of project success, critical success factors for project success, human resources management, and human resources management in project-based organizations, HRM practices, organizational and project performance and research gap.

## Methodology

A survey research method was chosen to evaluate the impact of HRM on project success because the major advantage is the participant can answer questions administered through interviews or questionnaires or both. This survey research method contains a cross sectional design in relation to which data are collected importantly by questionnaire or by structured interview on more than one case and at a single point of time in order to collect a body of quantitative data in connection with two or more variables, which are then examined to detect patterns of association (Bryman & Bell, 2011).

The study was conducted in the five districts of the Northern Province of the country in 81 GOs and NGOs out of planned 120 GOs and NGOs from the 150 GOs and NGOs (75 GOs and 75 NGOs) involved with projects as PBOs or POOs. Project success is the dependent variable, meanwhile there are for independent variable to measure the HRM practices.

## Result

**Table 1: HRM Practices and Project Success by other Stakeholders**

	Mean	St. Dev	R	R <sup>2</sup>	Adj. R <sup>2</sup>	Unsta. Coeff	Sig. Level
<b>PS by O. S</b>	<b>3.98</b>	<b>0.61</b>	<b>0.56</b>	<b>0.32</b>	<b>0.24</b>		<b>0.000</b>
Age limit	0.21	0.40				-0.21	0.285
Experience over 10 years	0.46	0.50				0.04	0.785
Above 10 mn	0.54	0.50				0.20	0.244
Less/ over 1 year	0.54	0.50				-0.12	0.489
Plan hrm	3.56	0.53				-0.02	0.901
Acquire project team	3.82	0.61				0.66	0.276
Develop project team	3.82	0.61				-0.41	0.496
Manage project team	3.41	0.50				0.45	0.003

Source: Dataset 2017

The important and main conclusion of the research is about the impact of general level of HRM practices in PS. The study establishes that effective HRM practices will create effective project performance in terms of project success. The two sets of PS dimensions explained respectively 26 Percent and 24 Percent dependencies between the HRM practices and PS with making the relationship still significant. The coefficients pointed out relatively strong relationship between the two HRM practices such as acquiring the project team and developing the project team and project success. In total, the study concludes there is about 50 Percent PS is explained by the HRM practices of the model with a significant relationship between the independent and dependent variables.

## Conclusion

The findings highlighted NGOs and GOs relatively benefited more when they moved towards project-based matrix and projectized organizational structures. The important and main conclusion of the research is about the impact of general level of HRM practices in PS. The study establishes that effective HRM practices will create effective project performance in terms of project success. The two sets of PS dimensions explained respectively moderate dependencies between the HRM practices and PS with making the relationship still significant. The coefficients pointed out relatively strong relationship between the two HRM practices such as acquiring the project team and developing the project team and project success. In total, the study concludes there is moderate PS is explained by the HRM practices of the model with a significant relationship between the independent and dependent variables.

## Suggestion for Future Researches

Since the HRM in PBOs has started developing as a new context-based HRM (project HRM), the countries like Sri Lanka needs more researches on assessing the impact of HRM practices on the project and organizational performance. It is remarkable that researchers admit the business contexts and the socio-economic cultures are different from the developed countries where many of the researches are conducted.

**Keywords** Critical Success Factors; Human Resources Management; Pbos/ Poos; Project/ Organizational Performance; Project Success; Project Success Criteria.

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