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Addis Ababa University
College of Business and Economics
School of commerce

**THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICE ON
PROJECT SUCCESS: THE CASE OF FEDERAL HOUSING COORPORATION**

BY: MIRAF LEGESSE

ADVISOR: SOLOMON MARKOS, Ph.D.

ADDIS ABABA, ETHIOPIA

JANUARY, 2024



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**THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICE ON
PROJECT SUCCESS: THE CASE OF FEDERAL HOUSING COORPORATION**

**A PROJECT WORK SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES
PRESENTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
AWARD OF MA DEGREE IN PROJECT MANAGEMENT**

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FEB, 2024

Statement of declaration

I, Miraf Legesse, the under signed, declare that this project work entitled: “The Effect of Human Resource Management practice on Project Success: The case of Federal Housing Corporation (FHC)” is my original work. I have undertaken the research work independently with the guidance and support of the research supervisor. This study has not been submitted for any degree or diploma program in this or any other institutions and that all sources of materials used for the project work has been duly acknowledged.

Name of Student

Signature

Date

Statement of Certification

This is to certify that the project work entitled: Effect of Human Resource Management on Project Success: The case of Federal Housing Corporation submitted in partial fulfilment of the requirements for the degree of Masters of Project Management of the Postgraduate Studies, Addis Ababa University School Of Commerce and is a record of original research carried out by Miraf Legesse ID. No-GSE/3290/10, under my supervision, and no part of the project work has been submitted for any other degree or diploma. The assistance and help received during the course of this investigation have been duly acknowledged, Therefore, I recommend it to be accepted as fulfilling the project work requirements.

Dr. Solomon M.

FEB, 2024

Name of Advisor

Signature

Date

Approval Sheet

This is to certify that the project work prepared by Miraf Legesse, entitled “The Effect of Human Resource Management Practice on Project Success in the case of Federal Housing Corporation is submitted in partial fulfilment of the requirements for the Degree of Masters of Arts in Project Management/MA/ in complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Signature of Board of Examiners:

External Examiner

signature

Date

Internal Examiner

signature

Date

Contents

STATEMENT OF DECLARATION	3
STATEMENT OF CERTIFICATION	4
APPROVAL SHEET	5
ACKNOWLEDGMENT	9
ABBREVIATION AND ACRONYMS.....	10
LIST OF TABLES.....	11
LIST OF FIGURES.....	12
ABSTARCT	13
CHAPTER ONE	14
INTRODUCTION.....	14
1.1. BACKGROUND OF THE STUDY	14
1.2. BACKGROUND OF FEDERAL HOUSING CORPORATION	16
1.3. STATEMENT OF THE PROBLEM	17
1.4. RESEARCH QUESTION.....	17
1.5. OBJECTIVE OF THE STUDY	18
1.5.1. <i>General objective</i>	18
1.5.2. <i>Specific objective</i>	18
1.6. SIGNIFICANCE OF THE STUDY	18
1.7. SCOPE OF THE STUDY.....	19
1.8. LIMITATIONS.....	19
1.9. DEFINITION OF KEY TERM	20
1.10. ORGANIZATION OF THE STUDY.....	20
CHAPTER TWO	22
REVIEW OF THE RELATED LITERATURE.....	22
2.1. THEORETICAL LITERATURE REVIEW.....	22
2.1.1. <i>Definition of project</i>	22
2.1.2. <i>Definition of project Management</i>	23
2.1.3. <i>Project Management and its Success</i>	24
2.1.4. <i>Project Success</i>	25
2.1.5. <i>Project Management Causes of Project Success</i>	25

2.1.6.	<i>The Principles behind HR Practices</i>	28
2.1.7.	<i>Human Resource Management Practice in Project Management</i>	29
2.1.8.	<i>The project Human Resource Management Process</i>	29
2.1.9.	<i>Human resource Planning</i>	29
2.1.10.	<i>Human Resource Planning Outputs</i>	32
2.1.11.	<i>Acquire project team</i>	33
2.1.12.	<i>Develop Project Team</i>	33
2.1.13.	<i>Manage Project Team</i>	34
2.1.14.	<i>Skills required for a project Management and Project Team Selection Process</i>	35
2.1.15.	<i>Project Team recruitment & Selection Process</i>	36
2.1.16.	<i>Project Team Performance Appraisal</i>	37
2.1.17.	<i>Training and Development</i>	38
2.1.18.	<i>Reward Management</i>	39
2.2	EMPIRICAL LITERATURE REVIEW	40
2.3	CONCEPTUAL FRAMEWORK	42
CHAPTER THREE		44
3.1	INTRODUCTION	44
3.2	RESEARCH DESIGN	44
3.3	RESEARCH APPROACH	45
3.4	DATA TYPE AND DATA SOURCE	46
3.5	DATA COLLECTION INSTRUMENTS	46
3.5.1	<i>Questionnaire</i>	46
3.5.2	<i>Interview</i>	46
3.6	POPULATION AND SAMPLE SIZE	47
3.6.1	<i>Target Population</i>	47
3.6.2	<i>Sample size</i>	47
3.7	VARIABLE MEASUREMENT & INSTRUMENT	48
3.8	METHOD OF DATA ANALYSIS	49
3.9	RELIABILITY AND VALIDITY	50
3.9.1	<i>Reliability</i>	50
3.9.2	<i>Validity of the study</i>	51
3.10	ETHICAL CONSIDERATION	52
CHAPTER FOUR		54
DATA ANALYSIS AND INTERPRETATION		54

4.1.	INTRODUCTION	54
4.2.	RELIABILITY TEST	55
4.3.	DESCRIPTIVE STATISTICS.....	56
4.3.1.	<i>General Information about the Respondents</i>	56
4.3.2.	<i>Analysis of Human Resource Management practices</i>	59
4.4.	INFERENCEAL STATISTICS.....	68
4.4.1.	<i>Relationship between HRM practices and Project success</i>	68
4.4.2.	<i>Regression Analysis</i>	68
4.4.3.	<i>Regression Result and Discussion</i>	74
4.4.4.	<i>ANOVA Model fit</i>	75
4.4.5.	<i>Coefficients</i>	76
4.5.	ANALYSIS OF INTERVIEW QUESTIONS.....	78
4.6.	DISCUSSION OF THE RESULT WITH PREVIOUS STUDY	81
CHAPTER FIVE		84
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS		85
5.1.	SUMMARY OF MAJOR FINDINGS.....	85
5.2.	CONCLUSIONS.....	86
5.3.	RECOMMENDATIONS.....	88
5.4.	SUGGESTIONS FOR FURTHER STUDIES	90
REFERENCES.....		91
APPENDIX A		94
QUESTIONNAIRE FOR STUDY.....		94
APPENDIX A		101
INTERVIEW QUESTIONS		101

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Abbreviation and Acronyms

ANOVA	Analysis of Variance
FHC	Federal Housing Corporation
HR	Human Resource
HRM	Human Resource Management
HRMP	Human Resource Management Practice
MS	Mean Score
PTAP	Project Team Acquisition Practice
PTPAP	Project Team Performance Appraisal Practice
PTTADP	Project Team Training and Development Practice
PTRARP	Project Team Recognition and Reward Practice
PSM	Project Success Measurements
SD	Standard Deviation
SPSS	Statistical Package for the Social Science
VIF	Variance Inflation Factors

LIST OF TABLES

TABLE- 4.1 RESPONSE RATE.....	54
TABLE: -4.2 THE OUTCOME OF RELIABILITY TEST	55
TABLE 4.3. SUMMARY OF DEMOGRAPHIC PROFILE	56
TABLE 4.4. SUMMARY OF PROJECT TEAM SELECTION AND RECRUITMENT PROCESS.....	60
TABLE 4.5. SUMMARY OF PROJECT TEAM PERFORMANCE APPRAISAL PRACTICE	61
<i>TABLE 4.6 SUMMARY OF TRAINING AND DEVELOPMENT PRACTICES</i>	<i>63</i>
<i>TABLE 4.7. SUMMARY OF RECOGNITION AND REWARD PRACTICE</i>	<i>64</i>
<i>TABLE4.8. SUMMARY OF THE INDEPENDENT VARIABLES</i>	<i>66</i>
<i>TABLE 4.9. SUMMARY OF PROJECT SUCCESS MEASUREMENT</i>	<i>67</i>
<i>TABLE 4.11. MULTI COLLINEARLY ASSUMPTION TEST</i>	<i>69</i>
<i>TABLE 4.12. NORMALITY TEST</i>	<i>71</i>
<i>TABLE 4.13 MODEL SUMMARY.....</i>	<i>74</i>
<i>TABLE 4.14. ANOVA ANALYSIS.....</i>	<i>75</i>
<i>TABLE 4.15: COEFFICIENTS</i>	<i>76</i>

LIST OF FIGURES

FIGURE 1. CONCEPTUAL FRAMEWORK.....	43
FIGURE 2: NORMAL Q-Q CHART	70
FIGURE 3. REGRESSION STANDARD RESIDUAL	72
FIGURE 4. FREQUENCY DISTRIBUTION OF STANDARDIZED RESIDUALS.....	73

ABSTARCT

This study is conducted with the main objective of investigating the effect of human resource management practices on project success in the case of Federal Housing Corporation, In Addis Ababa. By taking the research objectives into considerations, the quantitative and qualitative research method and the explanatory research design are used in this study. A total of 65 sample respondents were taken through Simple Random Probability sampling technique. Both primary data is used to collect data from representatives using questionnaire, interview, and document review. Through an organized questionnaire, primary data were collected through a self-administered questionnaire that was analyzed using SPSS version23. While the data acquired from interview was analyzed qualitatively. The results indicated that all human resource management practices namely, employee acquisition, training & development, recognition & reward, performance appraisal, had a positive and moderate relationship with project success Specifically, performance appraisal had relatively the highest effect on project success followed by team training and development, and team recruitment and selection. Compensation & recognition and reward were found to have relatively the least effect on project success. In conclusion, the findings of the study indicate that project human resource management practices are good predictors of project success, which demonstrates that assuring project team satisfaction with effective HRM practices will enhance project performance.

Keywords: *Human Resource Management, project, project management, Project human resource management, project team, project success*

CHAPTER ONE

Introduction

1.1. Background of the study

The term human resource management (HRM) and human resources have largely replaced the term personnel management (people management as a description of the process involved in managing people in organizations (Armstrong M. , 2006). Human resource management is a strategic and coherent approach to the management of an organization most valued assets- the peoples contribute individually and collectively to the achievement of its objectives (Armstrong M. , 2006).

It is difficult to picture an organization without a proper human resource management practice. As important as it is for the organization, it is also an integral part of any organizations project. In the past projects have been managed as technical systems instead of behavioural systems. Relatively little attention has been paid to human resource factor. However, the project management institute in its official definition of project management body of knowledge included human resource management as one of the basic functions of project management (Belout, 1998). In Project management one of the major factors to measure the performance of the project is the project success (Camilleri, 2011).

Faster completion of project before time always remained a big issue to the executives of the projects, as it brings with many changes affecting the progress and success rate of the project. Emerging opportunities by the global competition and dealings with multinational firms motivates the project management in such a way to maintain its competitive position stable in the market in a profitable manner. As mentioned by (Pinto JK, S. D., 1988)each project comprised of various components, like starting and ending date, particular objectives, specific budget and a set of interrelated activities. Moreover, a blend of financial and non-financial, physical and material resources are required for its completions. To remain competitive project needs to be completed before its deadline and thus many of its resources are also prevented from being wasted. This in time successful completion also increases return on investment and adds value to shareholder's wealth.

However, by making the use of traditional and routine based methods of project management, it is very difficult to complete the project successfully, hence it seems very important to know about the critical success factors effecting the success rate of the project, that will not only help to finish the project in shorter duration but will also facilitated the efficient use of project resources. By doing so not only the success rate of the project is increased but project effectiveness in terms of cost and quality also enhances and ultimately overall productivity of the project increases. Therefore, there is dire need of identifying the critical success factors of the projects.

In today's stiff competitive labour market, there is an increasing recognition that human resource is the most important asset as a source of achieving competitive advantage. As the economic growth of a given country has become more pronounced, the ability of organizations to compete in the modern marketplace is tied to more of the quality of their human resources on which any business firm counts on the expertise of their employees to gain a competitive advantage over strategic rivals(Reiche, 2007) In such economic environment, the retention of valuable employees becomes an extremely important strategic approach for human resources managers and organizational leaders.

Project management is an area of interest that is witnessing significant growth, many organizations are implementing project management methodologies, and there is marked demand for competent human resource that can face unexpected challenges.

Project human resource management is the process of planning, acquiring, developing and managing the project team to ensure that the project is staffed with the right people, with the right skill and competencies at the right time. It involves identifying and documenting project roles, responsibilities and reporting relationships as well as creating a plan for managing team member throughout the project lifecycle. (PMI p. m., 2013)

The project human resource must be considered as invaluable asset to any project, which intends to be successful. Effective human resource practices contribute to building a skilled and motivated project team ultimately leading to projects success.(Pinto JK, S.D, 1988)

The best overall criterion for project success, regardless of industry is the satisfaction of the parties involved by most account, if the client, end-user, project manager and developer feel their expectations were met or exceeded, the project must be considered a success (Nicholas, 2004). In projects one of the major tasks is to manage the Human resource activities and many academic and practitioners have agreed that human resource management is one of the most crucial elements in organization's success (Gauvreau, A. B., 2004).

1.1.1. Hypothesis

Effective human resource management practice positively influences the success of projects in the case of federal Housing Corporation in terms of meeting timeline, budget and quality. The hypothesis suggests that an organization's HRM practice such as recruitment, training, and performance appraisal can significantly affect project outcome. To validate this hypothesis, quantitative and qualitative data has been gathered from the study area (Federal Housing Corporation) and analyzed.

1.2. Background of federal Housing Corporation

Rental housing administration was established in 1968 than in 2000 it was renamed to governmental housing agency after that it has been re-established in 2009 by declaring in Ethiopian Negarit newspaper based on house of federation rule no 398/2009 and become Federal Housing Corporation (FHC). Currently it is one of the most prominent governmental organizations working on construction industry. The corporation human resource structure has 1head office ,6 branch offices with 615 employees in the head quarter and 877 employees in branch offices and projects which is a total of 1492 employees.FHC has different responsibilities assigned by the government some of them are providing land for construction when ever needed by the government, administrating different houses which are found under rent of different bodies, giving maintenance for old houses and supervising and constructing projects

1.3. Statement of the problem

In this study the relationship between effective human resource management practices and project success, and how these practices influence the overall success of projects will be addressed.

The purpose of this study is to feel the knowledge gap that exist in the company and overall in the construction industry. different studies has been made on the effect of HRM practice on project success even if they are no enough but more specifically the effect of each functions of HRM practice has not been well studied. In addition to that managements and authorized people in the organization especially in our country (Ethiopia) are seen giving HRM less focus and making employees with no or less qualification part of a project which later causes High project failure rates, Cost overruns and delays, Talent retention and recruitment challenges, lack of alignment between project goals and HR strategies the Therefore the purpose of this study is to feel this gap by improving the understanding of why projects succeed by looking to the Human resource management functions contributions and to investigate the effect of HRM practices on Project success taking FHC as a case study.

By studying these problems and their effect on project success, research can provide insights into the importance of effective human resource management practices in ensuring successful project outcomes.

1.4. Research question

The purpose of this study is to improve the understanding of why projects succeed by looking to the Human resource contribution and to investigate the effect of HRM practices on Project success taking FHC as a case study. These were achieved by addressing the following research questions. These are:

1. What is the process for project team acquisition on projects at FHC?
2. How performance appraisal management is conducted at FHC?
3. What is the training and development practice on the project at FHC?
4. What are the recognition and reward system practice on the projects at FHC?

5. How do the above four processes affect the project's success at FHC?

1.5. Objective of the study

1.5.1. General objective

The general objective of this study is to investigate the Effect of HRM practices on project success in the case of FHC.

1.5.2. Specific objective

The specific objective of this study is achieved by addressing the following objectives specifically aiming to:

- i.** To investigate the processes to recruit and select a project team member on projects in FHC.
- ii.** To evaluate the effect of performance appraisal practices and processes on projects at FHC.
- iii.** To examine the effect of training and development practices on project success at FHC.
- iv.** To assess the influences of recognition and reward practice on project success in FHC.
- v.** To provide insights and recommendations for the selected organization to enhance its project human resource practice and improve project outcomes.

1.6. Significance of the study

This research was focuses on investigating the relationship between the project HRM practice in construction company and project success, in an attempt to develop and use the capabilities that are seen to be related the most to efficiency in project management practices. That can be used to enhance and improve the performance of both the human resource and their operational and managerial ways in executing the project.

The study will help the decision makers and who are working for a project organization to gain the benefits of improving the project competencies, and give recommendation of using the most effective way of thinking toward it. It would also be an input for anyone who wants to know the practices on governmental sector projects and make further studies on other kind of projects for a project based organization or matrix based organization.

1.7. Scope of the study

The study has only encompassed the permanent employees of the FHC located in Addis Ababa. Due to time, budget, and other constraints, the scope of this study was geographically limited to the capital city, even if some workers are located in other regional cities (Dire Dawa). This research was only concerned with the human resource management practice on the project success in FHC Addis Ababa office.

Methodologically, this study was also limited to the portfolio's permanent employees who are entitled to rewards and other recognition as well as employees who have served the company for a minimum of at-least one year by focusing on the human management part of the project. This research is concerned with the effect of human resource practice on project success for this research purpose is only limited to four variables. These Are: -

- The Project team recruitment and selection process,
- The project team performance appraisal,
- The project team training and development practices and
- The recognition and reward system practice.

1.8. Limitations

The research was limited to the Effect of HRM practice on project success. Thus, the generalization of the findings was difficult as there were a variety of HRM practices in different organizations that has an effect on organizational objectives. The present study had a number of limitations. Among them, the major limitations were:

This research is done on the project which is already completed and the respondents were trying to respond for this study in a retrospective way and the researcher might consider recall bias as a limitation.

All findings were based on the information provided by the respondents, and were subjected to the potential bias and prejudice of the participants involved.

The scope of the study was restricted to the study of employees in the company portfolio, and places a particular focus on workers within Addis Ababa. As such, the findings may change if the study was applied to a different demographic landscape or service industry.

1.9. Definition of key term

The research used some conceptual and operational words that were related to the research objectives to define some of the terms in this study. The definitions are as follow:

Human Resource Management - Human Resource Management is a managerial function to recruit, select, train, and develop members for an organization. HRM is concerned with the people's dimensions in organizations. (Armstrong M. , 2010).

Project: A temporary Endeavour undertaken to create a unique product, service, or result

Project Management: Project Management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements.

Project human resource management: is the process of planning, acquiring, developing, and managing the project team to ensure that the project is staffed with the right people, with the right skills and competencies, at the right time. (PMI, 2017).

Project team: The people, including those from the functional departments, subcontractors, and vendors, who make up the set of skills and services required to complete a project.

Project success: effectively and efficiently achieving all project objectives in scope on time and within budget.

Project failure: not achieving all project objectives in scope, on time and within budget in an effective and efficient manner.

1.10. Organization of the study

The study consists of five chapters of which each will be discussed in depth later. Chapter one is apprehensive in terms of preparing the whole research by concerning the various important aspects such as problem statement, an illustration of the general and specific

objectives of the study, Significance of the study, Scope of the study, limitation of the study. Chapter two consists of a review of related literature and empirical researches related to the problem being investigated and the theoretical framework of the study. Chapter three includes the methodology and procedure applied for the study in detail. Analysis and presentation of the findings emerging from the study are presented in Chapter four. The fifth chapter contains a summary of the study and findings, discussions, conclusions, and recommendations for further research. Finally, references, appendices (respondent's questionnaire, key informant interview questions,) are attached as in the last part of the research project.

CHAPTER TWO

Review of the related literature

This chapter encompasses the theoretical literature, empirical studies, and conceptual frame work of the study. The theoretical review includes concepts regarding HRM, project management, and projects. The second part exemplifies the empirical literature reviews from various researches conducted on HRM practice, and project success. The third part illustrates the conceptual framework of the study to demonstrate the relationship between the identified dependent variables and how it could be affected by independent variables of HRMP.

Definitions, historical roots, and previous studies on those areas are also to be displayed, along with a focus on the applications and measurements of the studied variables in industries other than construction.

2.1.Theoretical Literature Review

2.1.1. Definition of project

According to (Kerzner H. a., 2009), a project is any set of activities and tasks that have a specific goal to be achieved within specific parameters, have defined start and end dates, have funding limits (if applicable), use both human and non-human resources (i.e., money, people, equipment), and are multifunctional (i.e., cross several functional lines). A project is a short-term endeavour started to produce a special good, service, or outcome, according to (PMI, 2013)A project is a distinct, finite group of several activities meant to achieve a certain aim, according to ((Christine B. Tayntor, 20 July 2010)). However, according to (Robert K. Wysocki, 2014)a project is a series of distinctive, intricate, and connected activities that have a single aim or objective and that must be completed in a specific order. A project is a brief, singular activity having a defined goal or target and set of specifications, according to all of the above definitions. To further explain each issue, it should be noted that a temporary activity does not necessarily imply anything completed in a short amount of time but rather that every project has a beginning and an end. The transitory nature of

projects, according to (PMI, 2013) is evidence that a project has a clear start and finish. Temporary does not always imply that a project will be completed quickly. It speaks to the commitment to and endurance of the endeavour. In a similar vein, (Tayntor, 2010), asserts that a project by definition has a start and an expected finish. The distinctiveness of the project comes next (PMI, 2013) claims that despite being repeated. Although various project deliverables and activities may have some parts, this recurrence does not alter the core, distinctive aspects of the project effort. A real project is distinctive in at least one way, even though there may have been previous similar initiatives (Tayntor, 2010), it might be distinctive in terms of planning, execution, result, etc. According to (Roberts, A. and Wallace, W., 2004), a project is typically an irregular activity that is never perfectly planned.

2.1.2. Definition of project Management

Since the middle of the 20th century, a lot of organizations have used the project management methodology to implement the necessary change to achieve their goals and objectives. There are very few identical project management circumstances in the entire world. This is partially due to the fact that every project carried out by a company, whether internal or external, offshore or locally, is unique and has its own specific set of obstacles. Projects are started by organizations with the best of intentions. However, due to the complex nature of project operations and the difficulties in managing a project's restrictions or limits of budget, quality, and time, there are also specific and constantly changing issues. If not entirely, the handling of project limitations explains why many initiatives fail. Projects are a part of an overall super-system of an organization, just like any other organizational endeavour, and they are influenced by both internal and external influences in a super system. Some external forces, like as governmental laws, environmental factors, social pressures, labour markets, technology, customer impact, shareholder interests, etc., are quite erratic and dynamic. Additionally, internal dynamics such as modifications to management practices, resource allocation, skill distribution, internal conflicts, etc. are becoming more adaptable to the external environment. Project directors must therefore put in a lot of effort to manage projects in this environment of

dynamic circumstances, which also highlights how simple it is for a project to fail. The terms management idea, resource usage point, and system can all be used to define project management. The planning, organizing, directing, and control of corporate resources for a very short-term purpose that has been developed to achieve certain goals and objectives is referred to as project management, according to (Kerzner H. a., 2009). Additionally, functional staffs (the vertical hierarchy) are assigned to a particular project (the horizontal hierarchy) in project management, which makes use of the systems approach to management (Kerzner H. a., 2009).

2.1.3. Project Management and its Success

(PMI, 2013), Asserts that there are four components to project management success. The project is initially outlined in the form of an invitation to bid, which is published as a newspaper or by direct communication between the client and the contractor. This request for bids later becomes a legal agreement between the parties in question. The second goal of the project is to outline the linked actions and duties that go into its completion. Furthermore, a bid is used to determine the price and quality of the necessary equipment as well as the timing of service delivery. The goal of creating this project design guideline is to reduce the risk of potential operational uncertainties through a careful risk assessment and to draw attention to the likely logistical challenges that may arise during project implementation. It is time to offer a plan for how the project will be carried out on the third level. This task turns the process design into a running schedule and creates the guidelines for effective management of project deliverables. Additionally, performance standards are established based on the project concept. The project implementation, review, assessment, and evaluation phase comes last. In this case, the project team offers the crucial transparency of connected activities and responsibility in exchange for providing the potential performance management criteria to judge the team member's performance while completing the project's activities.

2.1.4. Project Success

When a project meets its goals (including those related to time, cost, quality, and performance) and the satisfaction of all parties involved, it is deemed successful. Most people agree that a project must be considered successful if the customer, end-user, project manager, project team, and developer all believe that their expectations were fulfilled or surpassed ((Nicholas, 2004)). The Definition of a Successful Project success is a very invisible concept.

Project management success and project success are two different things, according to (de Wit, 1988)) and numerous other academics. For instance, they claim that project success is determined by comparing project results to the project's overall objectives, whereas project management success is typically determined by comparing performance to the standard performance indicators of cost, time, and quality. The terms "project success criteria" and "project success factors" are further distinguished.

Success criteria are the benchmarks used to determine if a project or business is successful or unsuccessful; According to (Camilleri, 2011). Success factors are management system inputs that directly or indirectly contribute to a project's or company's success.

2.1.5. Project Management Causes of Project Success

I. Project participants

Two ingredients frequently identified as essential for project success are the commitment and involvement of key project participants such as top management (the developer), the project manager, the project team, and the user.

Top Management: - Top management commitment is essential to project success because it influences acceptance or resistance from others on the project. Management shows commitment by supporting the project—allocating necessary resources, giving the project manager adequate authority and influence. Approve overtime, select team personnel, relax specifications, etc.), and backing the project manager in times of crisis.

In successful projects, the project manager is confident about top management's support and satisfied with the levels of responsibility and authority conferred to him (de Wit, 1988).

Project Manager: -Project managers of successful projects are committed to meeting time, cost, safety, and quality goals. In successful projects, project managers are experienced and capable in administration technology, communication, and human relations.

Usually, having a fundamental understanding of the technology is more crucial than being in complete command of it. The leadership styles of effective project managers enable them to fill any "gap" between their authority and responsibilities. Despite having little time to get to know their employees, they are able to use leadership philosophies that are suitable for their workforce.

Project Team: In successful projects, the project team is committed both to the goals of the project and to the project management process. The whole team is involved in estimating, setting schedules and budgets, helping solve problems, and making decisions a process that helps develop positive attitudes about the project, build commitment to project goals, and motivate the team.

The project team is comprised of individuals with the required training and experience in successful projects. The team is equipped with the necessary knowledge and abilities, as well as the necessary tools and technology, to carry out its duties. Additionally, there is strong teamwork, assurance, faith, and comprehension of everyone's responsibilities. Team building is used to establish positions, provide power, and distribute responsibilities. Team members are encouraged to interact socially in order to build positive relationships that extend to the workplace.

II. Communication and Information Sharing Exchange

Successful projects are characterized by good communication and high-quality information sharing and exchange. Good communication implies a mechanism for effectively integrating the efforts of all project participants and for facilitating project management and the

development process. In successful projects, there is continuous, clear communication between all personnel within the project/ user/top management team. Good communication is maintained throughout all stages of the project, from conception through completion.

III. Project Management and Systems Development

In successful projects, several factors relate to project management functions and to elements of the systems development process. These factors include: project definition, planning, control, and implementation.

- **Definition:** In successful projects, there is complete and clear definition of project scope, objectives, and work to be done. Project responsibilities and requirements are clearly defined and well-understood by everyone involved. Clarity of definition produces common expectations among the participants.
- **Planning:** In successful projects, plans are related to time, cost, and performance goals. The plans include scope and work definition, schedules, networks, milestones, cost estimates, cash flow analyses, labour and equipment requirements, and risk analysis.
- **Control:** Successful projects have a control and reporting system that provides for monitoring and feedback at all stages, and enables comparison of schedules, budgets, and team performance with project goals. The project manager and project team in successful projects are committed to the control process. The project manager looks for problems just emerging, and the team takes quick action to resolve problems. The project manager openly discusses problems with the user and the team.
- **Implementation:** In successful projects, preparation for implementation is done in advance. It is addressed in the initial plan and throughout the project. There is a strong liaison between the project team and the user about implementation details. Work is paced to minimize the downstream adverse impacts on people.

From the above literature four Major criteria to measure the project success are identified:-

1. Time: The project was successfully completed within the expected time
2. Budget: The project was successfully completed with the planned budget
3. Goals and Objectives: The project successfully met the expected goals and objectives
4. Outcome: The project outcome has produced the intended effect on the company business strategy.

2.1.6. The Principles behind HR Practices

Human resource management (HRM) practices serve as a conduit in businesses between HRM strategies and HRM results.

The four components of HRM strategies have been established by (Michael A. Sheppeck, Jack Militello, 2000), (Guest, 1997)) separated HRM techniques into three areas, differentiated by innovation, concentration on quality, and cost reduction, they involve employment skill and work policies, supportive environment, performance assessment and reinforcement, and market organization. Although there are many additional definitions of HRM strategy in earlier studies, all strategies aim to accomplish the same organizational objective. From integrative points of view, they have taken into consideration a variety of approaches on human resource management.

They contend that different forms of human resource management can be divided into those that fit inside or externally. While internal fit is viewed as an ideal of practices, external fit clarifies HRM as the strategic integration. Numerous researchers have attempted to determine which fit is more suited for putting HRM ideas into practice. The external fit was explored by (Youndt, M., Snell, S., Dean, J., & Lepak, D., 1996), which led to a more specific fit between high-performance HRM practices and good strategy for efficient human resource management. He claimed that the effect of HRM practices on business performance, such as HR planning, performance appraisal, training and development, teamwork, compensation and incentive programs, and employee security, helps firms' business performance, including worker productivity, product quality, and the firm's flexibility.

2.1.7. Human Resource Management Practice in Project Management

Project Human Resource Management includes the processes that organize and manage the project team. The individuals who have been given duties and responsibilities for carrying out the project make up the project team. The majority of the project's planning and decision-making should involve team members. Team members that are involved early in the planning phase bring expertise and deepen their commitment to the project. As the project moves on, the kind and composition of the project team can frequently change.

Everyone on the team of the project can be thought of as the members of the project team. A portion of the project team, the project management team is responsible for managing tasks like planning, controlling, and closing. The leadership team, executive team, or core team may refer to this group.

2.1.8. The project Human Resource Management Process

The project Human resource management process includes the following:

- Human Resource Planning: this includes identifying and documenting project roles, responsibilities, and reporting relationships, as well as creating the staffing management plan.
- Acquire Project Team: this is obtaining the human resources needed to complete the project.
- Develop Project Team: Obtaining the human resources needed to complete the project.
- Manage project team: Tracking team member's performance, providing feedback, resolving issues and coordinating changes to enhance project performance each process occurs at least once in every project, and occurs in one or more project phases, if the project is divided into phases.

2.1.9. Human resource Planning

Human Resource Planning determines project roles, responsibilities, and reporting relationships, and creates the staffing management plan. The staffing management plan can

include how and when project team members will be acquired, the criteria for releasing them from the project, identification of training needs, plans for recognition and rewards, compliance considerations, safety issues, and the effect of the staffing management plan

Human Resource Planning Inputs

I. Enterprise environmental Factors

- **Organizational.** Which departments or organizations will be a part of the project? What are their present arrangements for working together? What kind of official and informal connections do they have?
- **Technical.** What are the many fields of study and areas of expertise required to finish this project? Will it be necessary to coordinate a variety of software languages, engineering methods, or pieces of equipment? Are there any particular difficulties that arise throughout the changes from one life cycle phase to the next?
- **Interpersonal.** What kinds of official and informal reporting ties exist amongst potential project team members? What are the job descriptions for the candidates? What are the dynamics between their superiors and subordinates? Which supplier-customer ties exist? What linguistic or cultural differences will affect how well team members get along with one another? What degree of respect and trust do we currently have?
- **Logistical.** How much distance separates the people and units that will be part of the project? Are people in different buildings, time zones, or countries?
- **Political.** What are the aims and plans of the many potential project participants? Which organizations and individuals wield unofficial influence in crucial project areas? What unofficial ties are there?

II. Organizational Process Assets

- **Templates:** Templates that can be helpful in Human Resource Planning include project organization charts, position descriptions, project performance appraisals, and a standard conflict management approach.

- Checklists: Checklists that can be helpful in Human Resource Planning include common project roles and responsibilities, typical competencies, training programs to consider, team ground rules, safety considerations, compliance issues, and reward ideas.

III. Project Management Plan

The project management team will be able to identify the necessary roles and responsibilities by using this information, which also contains the activity resource requirements and descriptions of project management activities like quality assurance, risk management, and procurement.

Resource requirements for the activity these determine the project's need for human resources. As part of the human resource planning process, the initial specifications for the necessary individuals and competences for the project team members are refined.

Human Resource Planning Tools and Techniques

I. Organization Charts and Position Descriptions: Various formats exist to document team member roles and responsibilities. Most of the formats fall into one of three types: Hierarchical, Matrix, and Text oriented. The objectives of those formats are to ensure that each work package has an unambiguous owner and that all team members have a clear understanding of their roles and responsibilities.

- Hierarchical type charts: Positions and relationships can be graphically depicted top down using the conventional organizational chart layout. According to an organization's current departments, units, or teams, the organizational breakdown structure is set up.
- Matrix-based charts: This matrix is used to show the relationships between project participants and the work that has to be done. A responsibility assignment matrix (RAM) is another name for it.
- Text-oriented formats: Text-oriented formats can be used to specify team member duties that need to be described in detail. Information about duties, power, abilities, and qualifications is provided in the document.

II. Networking: Proactive correspondence, luncheon gatherings, casual talks, and trade show are a few networking activities for the human resources industry. Concentrated networking is a practice that can be helpful at the start of a project, although routine networking before a project starts is equally effective.

III. Organizational Theory: Organizational theory provides information regarding the ways that people, teams, and organizational units behave.

2.1.10. Human Resource Planning Outputs

I. Roles and Responsibilities:

- Role: The label describing the portion of a project for which a person is accountable
- Authority: The right to apply project resources makes decisions, and sign approvals.
- Responsibility: The work that a project team member is expected to perform in order to complete the project's activities.
- Competency: The skill knowledge and capacity required to complete project activities.(Noe, 2017)

II. Project Organization Charts:

A project organization chart shows the members of the project team and the interactions between them in terms of reporting. Depending on the needs of the project, it may be formal or informal, detailed or general.

III. Staffing management Plan:

This describes when and how human resource requirements will be met. Items to consider in the staffing management plan include; .

- Staff acquisition: Will the human resources originate from within the firm or from external, contractual sources is among the queries that come up during the hiring process. Will team members be able to work remotely or will they need to be based in one location? How much does each degree of competence that is required for the

project cost? How much support can the project management team expect from the company's human resources department?

- **Timetable:** This outlines the time frames that project team members must adhere to, both individually and collectively, as well as the beginning date for acquisition operations like hiring.
- **Release criteria:** Choosing the procedure and window for team member release benefits the project and team members.
- **Training needs:** A training plan can be created as part of the project if the members of the team who will be allocated do not have the necessary competencies.
- **Recognition and rewards:** Using a planned system and defined reward criteria will encourage and reinforce desired behavior.
- **Compliance:** the act of conforming, acquiescing, or yielding to a regulation, requirement or standard.(merriam webster, 2021)

2.1.11. Acquire project team

Getting the staff needed to finish the project is the acquire project team process. The team members chosen for the project may or may not be under the project team's control.

2.1.12. Develop Project Team

This improves the competencies and interaction of team members to enhance project performance. Objectives include:

Improve team members' abilities to carry out project operations by improving their capabilities. To increase productivity through better teamwork, enhance the sense of trust and unity among team members.

Some of the tools and techniques in developing Project Team include

Team-building activities: These activities are designed to foster collaboration, trust, and communication among team members. They can include icebreaker exercises, team-building games, and group outings. Team-building activities help create a positive team dynamic and improve relationships among team members (PMI, 2017).

Training and development programs: Providing training and development opportunities to team members helps enhance their skills, knowledge, and capabilities. It can include technical training, leadership development programs, and workshops on specific project management methodologies. Training and development programs help team members grow both personally and professionally (PMI, 2017).

Recognition and rewards: Recognizing and rewarding team members for their achievements and contributions are essential for motivating and engaging them. It can include verbal appreciation, certificates of recognition, monetary bonuses, or other incentives. Recognition and rewards help boost morale, increase job satisfaction, and foster a positive work environment (PMI, 2017).

2.1.13. Manage Project Team

Monitoring team member performance, giving feedback, resolving problems, and organizing changes are all part of managing project teams. The project management team monitors group dynamics, handles disagreements, finds solutions to problems, and evaluates team member performance. The following are some tools and strategies for managing project teams:-

Observation and Conversations: Maintaining contact with the efforts and dispositions of the project team members involves both observation and communication. The project management team keeps an eye on metrics including the development of project deliverables, team members' proudest moments, and interpersonal problems.

There are several tools and strategies for managing a project team effectively. Here are some commonly used ones (PMI, 2017):

Project Management Software: Project management software, such as Microsoft Project, can help in organizing tasks, assigning responsibilities, tracking progress, and facilitating communication within the project team.

Communication Tools: Effective communication is crucial for managing a project team. Tools like Slack, Microsoft Teams, or Zoom can be used to facilitate real-time communication, collaboration, and information sharing among team members.

Performance Evaluation and Feedback: Regular performance evaluations and feedback sessions are important for managing and motivating the project team. Tools like performance management software or 360-degree feedback systems can be utilized to assess individual and team performance and provide constructive feedback.

Team Building Activities: Team building activities can help foster collaboration, trust, and synergy among team members. These activities can include team retreats, icebreaker exercises, or team-building workshops.

2.1.14. Skills required for a project Management and Project Team Selection Process

Skills required for a project management: - The first step in a process of team building is to assemble a project team with competent individuals. When choosing team members, a balance of different experiences and skills are important some of them are:-

Leadership: Project managers need strong leadership skills to inspire and motivate their team members, set clear goals, and make decisions.

Communication: Effective communication is crucial for project managers to convey information clearly, actively listen to team members, and facilitate collaboration and problem-solving.

Time Management: Project managers must be able to effectively manage their time and prioritize tasks to ensure that projects are completed on schedule.

Problem-Solving: Project managers should have strong problem-solving skills to identify and address issues that arise during the project, finding creative solutions to overcome obstacles.

Risk Management: The ability to identify and assess risks, develop mitigation strategies, and monitor and control risks throughout the project is critical for project managers.

Technical Knowledge: Depending on the nature of the project, project managers may need to have specific technical knowledge related to the industry or domain in which they are working.

2.1.15. Project Team recruitment & Selection Process

Despite functioning independently, a project is however connected to the corporation through company administration regulations and processes. The criterion for choosing a project team must be based on company standards, even though a project manager can set their own policies, methods, and guidelines (Kerzner 2. , 2003)

Project team selection process typically includes the following steps (PMI, 2017):

Define Roles and Responsibilities: Clearly define the roles and responsibilities required for the project. This includes identifying key positions, such as project manager, team leads, and subject matter experts.

Identify Required Skills and Competencies: Determine the specific skills and competencies needed for each role. This may include technical expertise, industry knowledge, communication skills, problem-solving abilities, and leadership qualities.

Assess Available Resources: Evaluate the resources available within the organization or project environment. This includes considering the availability of internal staff, external contractors, consultants, or any other resources that may be required.

Review Resumes and Qualifications: Collect resumes and qualifications from potential team members. Review them to determine if they meet the required skills and competencies for the project.

Conduct Interviews: Conduct interviews with shortlisted candidates to assess their suitability for the project. Ask questions related to their experience, skills, and ability to work within a team.

Consider Team Dynamics: Evaluate how potential team members will fit within the existing team dynamics. Consider factors such as communication styles, work preferences, and ability to collaborate effectively.

Make Selections: Based on the assessment of resumes, qualifications, interviews, and team dynamics, make final selections for each role in the project team.

Communicate Decisions: Inform selected team members of their roles and responsibilities in the project. Provide clear expectations and establish lines of communication.

It is important to note that the specific process may vary depending on the organization and project requirements.

2.1.16. Project Team Performance Appraisal

Performance management may be summarized up as a planned and integrated strategy for achieving long-term success for firms by enhancing employee performance and enhancing team and individual contributor capabilities. (Armstrong M. , 2006) The purpose of performance reviews is to determine whether those working for a company are performing to the best of their abilities and whether they are receiving just compensation (W.Kressler, 2003).

Features of Performance Evaluation

Goal alignment: Performance appraisal systems should align individual and team goals with project objectives to ensure a clear understanding of expectations and promote goal attainment (Baccarini&Archer, 2001).

Regular feedback: Providing timely and constructive feedback on individual and team performance is crucial for continuous improvement and development (Belout, 1998)

Fairness and transparency: Performance appraisal systems should be perceived as fair and transparent to maintain trust and credibility among team members (Turner, 2005).

Participation and involvement: Involving project team members in the appraisal process, such as self-evaluations and peer evaluations, can enhance ownership and engagement (Belout, 1998).

Developmental focus: Performance appraisal systems should not only assess past performance but also identify areas for improvement and provide opportunities for skill development (DeFillippi, 1994).

Recognition and rewards: Acknowledging and rewarding exceptional performance can motivate team members and reinforce desired behaviours(Hoegl. M., 2001)

Performance metrics: Defining clear performance metrics and criteria that are aligned with project objectives can help evaluate team performance objectively (Baccarini&Archer, 2001).

These features contribute to the effectiveness of performance appraisal systems in project teams by promoting motivation, learning, innovation, and commitment.

2.1.17. Training and Development

Training is the use of systematic and planned instruction activities to promote learning. It involves the use of formal process to impart knowledge and help to acquire the skills necessary for them to promote their job satisfactorily (Armstrong M. , 2006).

Benefits of Training: -

Improve individual team and corporate performance in terms of output, quality speed and overall productivity.

Improve operational flexibility by extending the range of skills possessed by employees (multi skilling).

Encourage employees to identify with the organization's mission and goals to increase their commitment.

Help people understand why things are changing and provide them with the knowledge and abilities they need to adapt to new circumstances to help manage change.

Provide higher levels of service to customers.

Practices for Effective Training Following is a summary of the practices for efficient training from (Armstrong M. , 2006).

Effective training uses the systematic approach by emphasizing on skill analysis. The purpose of the training should be clearly defined.

The content of the training should be related to the work context of the participants.

The method of training employed should be suitable for the course's objectives and participants' characteristics. And a blend of different technique should be used where appropriate

2.1.18. Reward Management

According to(American Management Association, 2003), as cited by Armstrong defined total reward as an element which includes all types of rewards, indirect as well as direct and intrinsic as well as extrinsic. An employee reward system consists of an organization's integrated policies, processes and practices for rewarding its employees in accordance with their contribution, skill, competence and their market worth.

The Elements of Reward Management

Compensation: This refers to the financial rewards provided to employees, such as base salary, bonuses, and stock options. It is a key element of reward management (milkovich, 2008).

Performance-based pay: This involves linking employee compensation to their individual or team performance. It can take the form of merit pay, bonuses, or commissions (Armstrong M. , 2010).

Benefits: These are non-financial rewards provided to employees, such as health insurance, retirement plans, and paid time off. Benefits play a crucial role in attracting and retaining employees (milkovich, 2008).

Recognition and rewards: This includes acknowledging and rewarding employees for their achievements and contributions through various means, such as certificates, public recognition, and employee of the month programs (worldatwork, 2017).

Career development opportunities: Providing employees with opportunities for growth and advancement is an important element of reward management. This can include training programs, mentoring, and promotions (pohler, 2016).

Work-life balance initiatives: Organizations that prioritize work-life balance by offering flexible work arrangements, parental leave policies, and wellness programs can enhance employee satisfaction and well-being (pohler, 2016).

These elements of reward management contribute to creating a comprehensive reward system that addresses both financial and non-financial aspects of employee motivation and engagement.

2.2 Empirical Literature Review

Several studies have examined the relationship between the functions of project human resource management and project success

The acquisition process refers to the process of acquiring new team members for a project, such as recruitment and selection. The success of a project can be influenced by the effectiveness of this process in ensuring that the right individuals with the required skills and competencies are brought into the team.

One study by(Jiang, 2013)examined the effect of team member acquisition processes on project success in the software development industry. They found that organizations that had well-defined and structured acquisition processes, including clear job descriptions and rigorous selection criteria had higher project success rates.

Another study by (soltani, 2016)investigated the relationship between team member acquisition processes and project success in the construction industry. They found that organizations that had formalized processes for recruiting and selecting team members experienced higher project success rates.

These studies suggest that an effective team member acquisition process, including recruitment, and selection can positively affect project success by ensuring that the right individuals with the necessary skills and competencies are brought into the team.

In the case of project team performance appraisal and its effect on project success different studies has been made by different scholars. (Hoegl. M., 2001) have investigated the effect of performance appraisal on project success in a sample of 85 Research & Development projects. They found that project teams with a more formalized performance appraisal

process had higher levels of project success. Another study by (tywoniak, 2011) explored the relationship between performance appraisal and project success in the context of large-scale construction projects. They found that effective performance appraisal systems positively influenced project success by enhancing communication, coordination, and collaboration among team members.

A more recent study by (Ghasemzadeh, 2016) examined the relationship between performance appraisal and project success in the context of information technology projects. They found that organizations with well-designed performance appraisal systems were more likely to achieve project success by improving team motivation, performance feedback, and goal alignment. These studies suggest that a well-designed and formalized performance appraisal process can contribute to project success by improving communication, coordination, motivation, and goal alignment within project teams.

Training and development processes for project team members play a crucial role in enhancing their skills, knowledge, and competencies, which can ultimately affect project success. By providing appropriate training and development opportunities, organizations can ensure that project team members have the necessary capabilities to perform their roles effectively and contribute to project outcomes.

One study by (Tannenbaum, 1991) examined the effect of training interventions on team performance. They found that teams that received training showed significant improvements in their performance compared to teams without training.

Another study by (craeford, 2006) investigated the relationship between project management training and project success. They found that organizations that invested in project management training experienced higher project success rates.

A more recent study by (lee, 2013) explored the effect of training and development on project success in the context of IT projects. They found that project teams with higher levels of training and development had significantly higher project success rates.

These studies suggest that investing in training and development processes for project team members can positively influence project success by improving team performance, project management capabilities, and overall project outcomes.

(Dematteo, 1998)review examines the effect of team-based rewards on various outcomes, including team performance and project success. The authors highlight that reward systems that recognize and reward individual and team contributions can enhance project team members' motivation, satisfaction, and commitment, leading to improved project success.

(ende, 2002)investigates the relationship between goal setting, rewards, and team performance in innovative projects. The authors find that when project teams have clear goals and are rewarded for achieving them, they exhibit higher levels of performance and are more likely to achieve project success.

(Mone, 2010)discusses the importance of recognition and rewards in fostering employee engagement and performance. While not project-specific, the principles can be applied to project team members. The authors emphasize that recognizing and rewarding project team members' contributions and achievements can enhance their motivation, commitment, and overall project success.

These references provide a starting point for your literature review on the relationship between project team members' reward and recognition processes and project success. You can further explore these articles and use their reference lists to find additional relevant studies in this area.

2.3 Conceptual Framework

This empirical study will concentrate on the relationship between Effect of HRM practices and project success. Having reviewed previous literature, it is possible to develop a comprehensive framework, presented in Figure 1, consisting of HRM practices (this component outlines the various HRM practice that influences project success as the independent variable; project success as dependent.

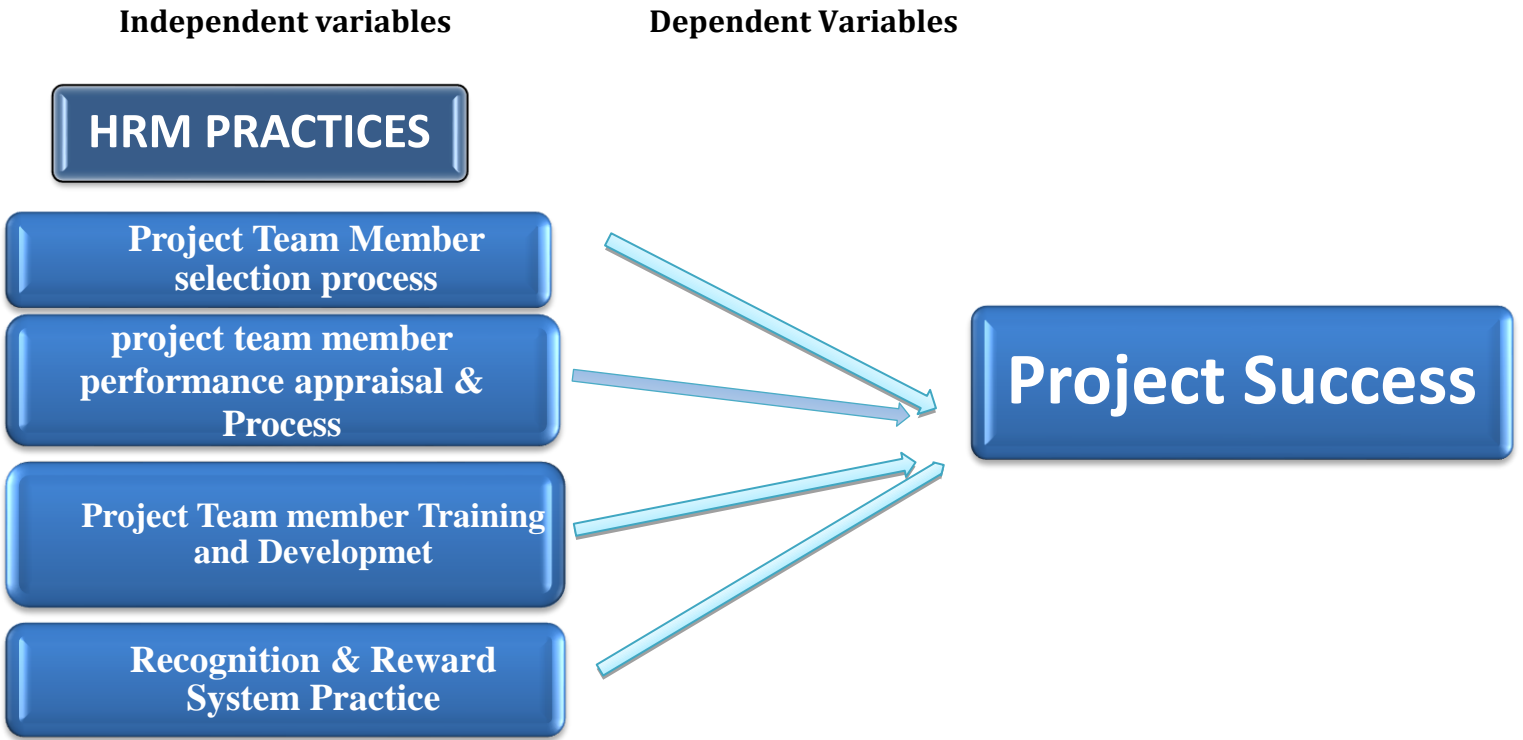


Figure 1. Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGIES

3.1 Introduction

This chapter outlines the research design and process adopted to conduct the research project. It specifically presents the sources of data for the research, data collection instrument, the sampling technique and procedure, the data analysis methods used in the study together with the rationale for selecting the methods in relation to the conceptual framework adapted to the research project and finally the ethical considerations of the study.

3.2 Research Design

Research design is the most essential part of research work because it is the plan and procedure for conducting a research. In this study explanatory and regression analysis are used as a research design. Based on (Creswell, 2014) explanatory research design explore and explain the relationship between variables and regression analysis is statistical technique used to examine the relationship between dependent variable and one or more independent variables. This provides an accurate and valid representation of the factors that are relevant to the research question. The explanatory analysis will explain the general information about the respondents who participated in the study and the regression analysis will analyze the respondents answer. According to (Anol, 2012), the descriptive survey involves acquiring information about one or more groups of people asking them questions and tabulating their answers.

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data (C.R.Kothari, 2004). The reason behind using explanatory research design helps the research to describe attitudes, perceptions, characteristics, activities, and situations, and

help to combine the results of the quantitative and qualitative analysis through collecting survey data and individual interviews. Explanatory research was chosen in order to identify the extent and nature of cause and effect relationship can be confirmed only if specific cause evidence exist (C.R.Kothari, 2004). Based on this description, the study investigated the effect of HRM Practice on Project Success Therefore, based on the objectives of the study; this research design was employed explanatory and regression research design.

3.3 Research Approach

Qualitative and quantitative research approaches was employed in this study. Since the data gathered have qualitative information about the respondents and the question asked qualitative approach was necessary in addition the data gathered was analyzed and give information about the respondents and the variables and their dependency based on different percentage and numerical results therefore quantitative approach is also necessary. The two basic methodological approaches to which different studies might naturally lend themselves are the qualitative and the quantitative methods. Qualitative research approach is more descriptive, quantitative research more often draws inferences based on statistical procedures and often makes use of graphs and figures in its analysis (Ghauri & Gronhaug, 2005). According to (Creswell, J.W., & Tashakkori, A, 2007), assert that in a single study using both methodologies, the researcher will gathers and analyzes data, incorporates the findings, and draws an inference. Interviews and questioners was used to collect data for the qualitative approach, which is valuable for investigating further into the problems chosen as well as assessing respondents' attitudes and opinions. The quantitative approach method has contributed to the production of comprehensive information (wide), delivered conclusions that may be reduced to statistics, and has acquired using open-ended and closed-ended surveys. In order to gather accurate data and information for this purpose, both a qualitative and quantitative data gathering strategy was used.

3.4 Data type and Data Source

The researcher has gathered information from a primary data. Primary data was collected by conducting an interview for top-level manager and questioners for employees. The data was collected from different government policies, regulations, standards and guidelines related human resource management, government publications, different articles, project work, and dissertations used to explain the general issues to ensure the accuracy and relevance of the data.

3.5 Data Collection Instruments

Under this study questionnaires and interview was used as the main methods of data collection. The rationale behind this is discussed as follows.

3.5.1 Questionnaire

Questionnaire is the first primary data collection instrument the researcher has been using during data collection from employees. To collect the necessary data from these respondents, a structured questionnaire that incorporated both closed-ended and open-ended questions was developed and has been distributed to the sample population. Structured questionnaires for employees prepared for the survey in consultation with experts in the area. The respondents has been asked to respond to items on a five-point Likert scale level from 1 'Highly disagreed' to 5 'Highly agreed'.

3.5.2 Interview

Interview is the other primary data collection technique has been used to collect primary data. The researcher conducted key informant interviews with 1 Project coordinator and 2 project Managers in this research to figure out the effect of Human Resource management on project success. The interview survey technique was used to collect the data conducted by a face-to-face interview with the representative and selected respondents. The purpose of using a key informant interview is that it is a suitable method to collect information from important people who have first-hand knowledge about the issue under investigation.

3.6 Population and Sample Size

3.6.1 Target Population

The target population of the study is FHC employees. According to FHC human resource department data (2023) the total population's size of the company employees are 1492. Contract and temporary employees are not part of the study. The targets are managers and non-managerial of permanent employees. Department of quality control(11), department of land and infrastructure preparation and handover for projects(16), project design and supervision department(13), department of project study and implementation(10) ,contract administration team(10),department of project monitoring(10), project human resource management(7).total of 77 employees were participated in the questioner and three department leaders are interviewed (head of project human resource management, head of project monitoring and head of department project study and implementation)

3.6.2 Sample size

According to the FHC human resource department information there are 1492 total employees. But for this research purpose only 77 employees were taken as population size because they are considered as the right professionals who have direct or very high relation with projects and suitable for this research, since the organization (FHC) is huge and have different departments the other employees have no or very low relation with projects. Based on this information, the study has used formula to draw a representative sample size from the target population. The sample size is the number of items chosen from the entire universe to make up a sample. (Kothari, 2014).To Calculate the sample size Taro Yamane (1967) the statistical formula was employed.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{N}{1 + Ne^2} = \frac{77}{1 + 77 * 0.05^2} = 64.57$$

Where:

n=sample size=in this case it will be 65

N=Population size= 77

e=total error margin in our estimate = 0.05

According to the sample formula, the representative sample size for these study 77 questionnaires was distributed for respondents. In addition to, 3 top managerial were selected for interview. A proportional allocation method was employed to obtain a representative sample size for each company's employee.

Simple random sampling technique has been used to select those 65 respondents. As it has been mentioned earlier 77 sample size has been taken out of 1492 employees. In order to select the 77 sample size the profession of the employees, the department they are included in, their relation with projects and the location of the branch office(FHC has one branch office in Dire Dawa which is not include in this study) has been taken in to consideration.

Data interpretation can describe Interpretation included within the data collected and the extension of analysis beyond the data collected (Kothari, 2014). The findings of the research will be reported using a combination of varied approaches and techniques. The method of data analysis will be well described after the collection and analysis of data.

3.7 Variable measurement & Instrument

Project Management: all different of project types are defined as a temporary human effort to create a certain desired result, product, or service (PMI, 2008).Many of the mega

projects executed centuries ago had obviously some degree of management and control; otherwise they would not have been finished properly, meaning that the concept of project management was there, but the name and structure of the project management applied nowadays were formulated only a few decades ago.

The study where takes two Variable Measurement those are dependent and independent variable those are Project Success as dependent and HRM Practice variable as Independent. The research instrument used in this research is self-administered questionnaires and Interview. Self-administered questionnaires are surveys in which the respondent takes the responsibility for reading and answering the questions without the presence of researcher (Zikmund, Babin ,Carr &Griffin, 2010)for in person and digital survey forms, respondents could return the questionnaires to researcher in person and Email once they complete the form questionnaires. The questionnaires in the study were attached with brief explanation about the purpose of the study to enhance the respondents' understanding. This is believed to call for their interests to complete the survey with high commitment. The respondents were assured that participation in the study was voluntary and anonymous.

3.8 Method of data analysis

Data interpretation can describe Interpretation includes within the data collected and the extension of analysis beyond the data collected (Kothari, 2014). The findings of the research reported using a combination of varied approaches and techniques.

The quantitative data result analyzed using descriptive statistics and inferential analysis to describe and to summarize their responses using statistical package for social sciences (SPSS) Version 23. The data is presented in tables and figures accompanied by textual discussion. The results of the interview questions were integrated to the responses of employees through questionnaires and analyzed accordingly.

Statistical information presented in the form of percentages; frequency distributions; means; standard deviations; coefficients of correlation, and multiple regression. The quantitative data are consistently organized and present in a descriptive and narrative form. The qualitative data was analyzed through narrative analysis.

3.9 Reliability and Validity

3.9.1 Reliability

Reliability measures the consistency and stability of measurements or observation in the study. It refers to the extent to which the findings and conclusions of the study can be trusted and considered accurate. According to (Leedy PD., & Ormord JE, 2010) Reliability is the consistency with which a measuring instrument yields a certain result when the entity being measured has not changed.

(Leedy PD., & Ormord JE, 2010) further explained that we can measure something accurately only when we can also measure it consistently. Yet, measuring something consistently doesn't necessarily mean measuring it accurately. In other words, reliability is necessary but insufficient condition for validity.

In order to ensure validity and reliability of the research test on the questionnaire is necessary. To check its validity, the questionnaire had criticized by HR managers of FHC, which did not participate in this report and by my advisor at Addis Ababa Universities so as to check the suitability of the questions, the language (style of expression) and the suggestions implemented to enhance the questionnaire. Besides, to evaluate its reliability, a few numbers of questioners has been distributed for sample respondents in order to check its reliability and validity. Finally, after having made all the requisite corrections, it was reasonable to distribute them to the targeted respondents accordingly.

To check reliability and internal consistency of the measurement items the researcher has tested the reliability through Cronbach's alpha. Cronbach Coefficient reliability test is one of the prominent statistical tools to calculate the reliability of the instrument which allows the strength of the items used in the questionnaire to be calculated in such a way that the measurement between 0.7 and 1.0 implies a good accuracy of the item included in the questionnaire.

3.9.2 Validity of the study

The validity of a study refers to the degree to which the research methods and findings accurately represent the phenomena being studied. According to (LeedyPD.,& Ormord JE, 2010)the validity of a measurement instrument is the extent to which the instrument measures what it is intended to measure.

(LeedyPD.,& Ormord JE, 2010)explained the importance of validity- the accuracy, meaningfulness, and credibility of the research project as a whole.

There are two types of validity, internal validity to answer the question does the study have sufficient controls to ensure that the conclusions we draw are truly warranted by the data? And external validity to answer the question can we use what we have observed in the research situation to make generalizations about the world beyond that specific situation?

3.9.2.1 Internal Validity

Internal validity refers to the extent to which a study's design and methods of accurately measures the relationship between the independent and variable and the dependent variable without the influence of cofounding variables. In other words it determine whether the observed effects can be attributed to the manipulation of the independent variable rather than other factors. According to (LeedyPD.,& Ormord JE, 2010),internal validity of a research study is the extent to which its design and the data it yields allow the researcher to draw accurate conclusions about cause - and- effect and other relationships within the data.

Respondents were selected from different knowledge and experiences about Human resource management practices in their respective department in order to assure the accuracy of the data. Besides that, there may be reactivity: a more general phenomenon in which people change their behaviour when they are aware that they are being observed. In this case, respondents were well informed with the covering letter about the objectives of the research and the confidentiality of the information they provide.

3.9.2.2 External Validity

External validity refers to the generalize ability of research findings beyond the specific context and sample used in the study. According to (LeedyPD.,& Ormord JE, 2010), the external validity of a research study is the extent to which its results apply to situations beyond the study itself, in other words, the extent to which the conclusions drawn can be generalized to other contexts. The three commonly used strategies that enhance the external validity of a research study i.e. a real life setting, a representative sample and replication in a different context were used to increase the external validity and the generalization of the results of the study.

As stated on the methodology, questionnaire was used to collect the primary data. Therefore, to assure validity of the instrument the researcher gave a chance for professionals on the area to review the questionnaire and a small pilot test were conducted before distribution of the questionnaire at full scale and finally it was validated by the advisor.

3.10 Ethical Consideration

According to (LeedyPD.,& Ormord JE, 2010), most ethical issues in research fall into one of four categories: protection from harm, informed consent, right to privacy and honesty with professional colleagues.

After taking these ethical principles into considerations and fully living up to the requirements this study was classified as ethical for the fact that there were descriptive questions about the respondent's 'demographic profile but this information was not enough to identify the person; ethical principle to consider is the lack of informed consent; and targeted participants should have received as much information needed to decide whether to participate or not. Additionally, the respondents were assured that their responses would remain confidential and used for academic purposes only. The survey contained information about the research and contact details for further questions and a written letter explaining the idea of the research was notified to the respondents during the survey. The third ethical principle concerned the invasion of privacy. The respondents

found some questions too private and do not wish to make the answer public. In this study, the respondent had the opportunity to skip a question if it is judged sensitive.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter presents the results of the analysis of the data obtained from the respondents through questionnaires and interview and it has three main sections. The first part discusses about demographic data, on the second section it explain about some data about the respondents and at the end regression analysis is found. As a result of this, the responses of the participants regarding the independent and dependent variables were summarized using the mean and standard deviation whereas the demographic profile of the respondents is summarized using frequencies and percentage. In addition, Correlation & regression analysis was used to identify the Effect of independent variable on the dependent variable and the qualitative analysis of the interview discussion follows.

The target population for this study was FHC employees and 65 respondents were selected from the employees of FHC. And from the distributed 65 questionnaires 59 respondents returned.

Table- 4.1 Response Rate

Response rate		
		Percentage (%)
Returned	59	90.76%
Unreturned	6	9.23%
Total	65	100%

4.2. Reliability Test

To check consistency of the data collected, reliability test was done on the data collected on each statement. Reliability test was made using Cronbach's Alpha; we can say a measuring instrument is reliable if it provides consistent results (C.R.Kothari, 2004). In the study a very high Chronbach's Alpha value was realized (the more it tends to 1 the better it is); as per SPSS Version 23 Result the table below which proves that the data is highly reliable.

Table: -4.2 the Outcome of Reliability Test

Dimension	No of items	Cronbach's Alpha
Project team Acquisition	5	.909
Performance Appraisal	6	.894
Training and Development	6	.872
Recognition and reward	6	.891
Project Success	4	.896
Cumulative Cronbach's Alpha	27	.912

(Source, Survey Result, 2023)

According to the Cronbach's Alpha values presented in table 4.2, the value of individual variables ranges from minimum 0.872 to maximum value of 0.909. Therefore it can be concluded that it has internal consistency and is reliable for further analysis. The reliability test is a vital tool to measure the degree of consistency of an attribute that is supposed to be measured. Reliability can be compared with the stability, consistency, or dependability of a measuring tool as Cronbach's alpha is one of the most commonly accepted measures of reliability. As stated by (Hair, J.F., et al., 2006), if α is greater than 0.7 then it is acceptable. As indicated in the above table 4.2, by using SPSS, the Cronbach's Alpha value for all dimensions and constructs are more than 0.7 which is the threshold value. This indicates that the scales satisfactorily measured the constructs. Hence, reliability for all the specified variables is accomplished.

4.3. Descriptive Statistics

4.3.1. General Information about the Respondents

The descriptive analysis comprises two parts. The first part is a description of general information about the respondents who participated in the study, while the second part captured items on HR practices (Project Team Acquisition, Project team performance appraisal, Project team training & development, Project team recognition and reward), Project Success attributes. The study found the below result regarding the demographic profile of the respondents.

Table 4.3. Summary of Demographic Profile

Characteristics	Category	Frequency	Percent (%)
Sex	Female	28	40.7%
	Male	31	52.5%
	Total	59	100.0%
Age	20 – 30 Years	24	40.6%
	31 – 40 Years	21	35.6%
	41 – 50 Years	7	11.9%
	51 – 60 Years	5	8.5%
	61-70 Years	2	3.4%
	Total	59	100.0%
Education	Diploma	11	18.6%
	Bachelor Degree	35	59.32%
	Master's Degree	12	20.34%
	PHD	1	1.7%
	Total	59	100.0%
Department	Design and	13	22.0%

	supervision		
	Quality Control	11	18.64%
	Contract administration	10	16.95%
	PHRM, project monitoring	17	28.8%
	Others	8	13.61%
	Total	59	100.0%
Position	Project Manager	5	8.5%
	Supervisor/Team Leader	15	25.4%
	Project Team leader	13	22%
	Human Resource	5	8.5%
	Senior Staff	15	25.4%
	Junior Staff	5	8.5%
	Others	1	1.7%
	Total	59	100.0%
Work Experience	1 – 5 Years	26	44.1%
	6 - 10 Years	20	33.9%
	Above 10 Years	13	22%
	Total	59	100.0%

(Source, Survey Result, 2023)

According to Table 4.3, it is possible to assume the following facts. The majority of respondents were male 31 (52.5%) of the participants, while female respondents made up the remaining 28 (40.7%). It implies that the proportion of male employees is greater than the proportion of female counterparts. With the scope and the sample size of this study, it would be premature to make conclusive remarks as to what this gender discrepancy means, other than the sampling diversity. Perhaps, further endeavours with specific focus to gender might explore this venue from a gender-related perspective.

Referring to the age interval of the respondents, the majority 24 (40.6%) of respondents were found between 20 – 30 years, and 21 (35.6%) were discovered between 31 – 40 years and 7 (11.9%) in 41 – 50 years, and 5 (8.5%) in 51-60years and while the remaining 2(3.4%) of the respondents were elders within the age group of 61–70 years. This means that roughly majority of the permanent employees were adults under the age of 40. This finding is positive in its indication that FHC hired employees from all the specified age groups, from adolescents all the way to the elderly. Of course, it is noteworthy to acknowledge that this phenomenon is largely due to the nature of the company's business category, as different types of companies in the portfolio demand different levels of human labour. However, it would be interesting to cross reference this finding with findings regarding other variables and see if there is valuable insight to arrive at.

The educational background of employees, as is shown in the Table shows that 29 (49.1%) of the respondents were first degree holders followed by 11 (18.6%) Diploma holders and 9(15.3%) of the respondent were Master's Degree holders and 9(15.3%) were high school certified However, PHD degree holders accounted for only 1 (1.7%). It has also a positive implication that they could understand the questionnaire better as the majority of the respondents had high-level educational backgrounds.

As far as divisional category, the respondents were divided up by 13(22.0%) from design and supervision, quality control 11(18.64%) from contract administration 10(16.95%) respondents were participated. while PHR and project monitoring were 17(28.8%) of the respondents were participated. The remaining 8 (13.61%) of the respondents were from other divisions. These signify that employees engaged in the PHR and project monitoring took the highest share. It could be taken as a good opportunity to have the HR practices of the companies from different divisional perspectives.

With regards to their positions, 15(25.4%) were supervisors/team leaders the same as that of 15(25.4%) senior employees and 13(22%) of respondent project team leaders followed by 5(8.5%) project managers, 5(8.5%) human resource and 5(8.5) junior staffs% and others 1(1.7%). Meanwhile, the work experiences of respondents in the company revealed that the majority 26 (44.1%) of the respondents were under 1 – 5 years followed by 20(33.9%) from 6 – 10 years and 13 (22%) respondents have served the company for

more than 10 years. This indicates that the majority of the workers in the company had lower service years.

In general, it can be concluded that the overall demography of the respondents was characterized by the domination of male employees, educated young adults with a relatively lower working year in the company. This implies that FHC workforce had a lack of senior experienced staff's which could result in incurring the high cost of recruitment, training, and other unnecessary expenses which could easily be avoided by retaining skilled and experienced staff to succeed the project within expected time, cost and qualities. However, the distribution of the respondents from different demographic profiles would have more realistic data for the credibility of analysis output.

4.3.2. Analysis of Human Resource Management practices

To analyze the replies on HRM practices (in terms of employee Selection, Performance Appraisal, Training & Development, Recognition & Reward,) and Project Success, mean and standard deviation statistics were applied. One of the benefits of explanatory design is that it helps to present quantitative descriptions in a manageable form and minimizes the bulk of data into a simpler summary (Kothari, 2014).

In order to explain the HRM, Project Success rate of the company, the following measurement scale ranges were considered. Mean scores 4.21-5.00 strongly agreed; 3.41-4.20 agreed; 2.61-3.40 neither agree nor disagree, 1.81-2.60 is disagree and 1.00-1.80 is strongly disagree (Btawee, 1987). The mean scores have been computed for all the variables by equally weighting the mean scores of all the items under each dimension. The respondents were requested to rate their perception on a five-point Likert type scale ranging from 1- being strongly disagree to 5- strongly agree. The descriptive statistics of the mean scored and standard deviation of the study variables are discussed in the tables below.

Table 4.4. Summary of Project Team Selection and recruitment Process

Descriptive Statistics			
Variable	N	Mean	Std. Dev.
Platform for equal opportunity to apply for the vacant position in the project	59	3.64	0.99
Selected for the project through passing formal selection process	59	3.49	1.00
Selected for the project because of previous project experience	59	3.66	0.95
Willingness on individuals requested prior to other steps to join the project	59	3.51	0.96
Fair and transparent project team selection	59	3.56	0.98
Average	59	3.57	

(Source, Survey Result, 2023)

Results of the findings in Table 4.4, the overall project team selection practices of the all three companies were perceived positively as the grand mean scored value was found to be (mean **3.56**;Std, **.983**). The standard deviation indicates the variability of their perception as the Std. value is almost around one (1.00). They agreed that project team selection was done as per the business priority of the company and Selected for the project through passing formal selection process (mean 3.57); similarly, the respondents also agreed on the team Selected for the project because of previous project experience (mean 3.66); Willingness on individuals requested prior to other steps to join the project specific positions (mean 3.51); and selection employees has Platform for equal opportunity to

apply for the vacant position (mean 3.64). However, they were indifferent regarding Fair and transparent project team in the project according to the business requirement (mean 3.56). This implies that a sophisticated selection system was practiced to assure a better fit between the employee's ability and the organization's requirement. That means, sophisticated selection practices of the companies influenced their intention to stay in FHC. The human resource management decision regarding where to find employees, how to select them and the mix of employee skills and statuses was found to be satisfactory.

As stated in the literature review section selecting the right employee, performance Appraisal, good training and development, recognition & reward with firms are keys to success.

Table 4.5. Summary of Project Team performance appraisal practice

Descriptive Statistics			
Variable	N	Mean	Std. Dev.
Project Performance was assessed by self, or superior	59	3.34	0.93
Performance appraisal was done at regular interval without interruption	59	3.41	0.90
Performance appraisal was based on the goals and objectives set on the projects	59	3.59	0.94
Performance appraisal parameters were clearly communicated for the employees	59	3.56	0.94
Perception on receiving on time feedback from immediate supervisor	59	3.24	0.91
Adequate growth & opportunities availability for those who performed well on the project	59	3.53	0.98
Average	59	3.44	

(Source, Survey Result, 2023)

Table 4.5 illustrates the project team performance appraisal practices which the researcher tried to assess with the above 6 questions. The majority of the respondents admitted that the companies of FHC Regarding project performance assessment by self or superior's majority of the respondents neither agree nor disagree with mean value (3.31). Again majority of the respondents agree that the performance appraisal was done at regular level without interruption with the mean value of (3.41). And Performance appraisal was based on the goals and objectives set on the projects with mean value of (3.59). Regarding the performance appraisal parameters, majority of the respondents agree that the performance appraisal parameters were clearly communicated for the employees with the mean value of (3.56). Majority of the respondents also neither agree nor disagree that they had received on time feedback regarding their performance form their superiors with the mean value of (3.24). Regarding adequate growth and opportunities availability for those who performed well on the project, the respondents are agreed with mean value of (3.53) and respond that there is a need to have adequate growth opportunity for top performers in the project respondents respond who agree with this practiced on the project.

Generally, this implies that the HR department of FHC performance appraisal system somehow showed how the companies failed to inspire their employees due to not having clearly outlined project performance assessment for their employees where their employee's confidence in work performance matters for their sustainability and carrier growth at large.

Table 4.6 Summary of Training and Development practices

Descriptive Statistics			
Variable	N	Mean	Std. Dev.
No Bias or Favouritism in the process of selecting employees for training	59	3.49	1.00
Content of the training to achieve tasks and activities effectively on the project	59	3.49	0.91
Selection of proper trainers and trainees to meet the goal of the training	59	3.47	0.89
Training delivery of methods used by the trainers is relevant with the training objectives.	59	3.66	0.88
the training provided during the project played a major role for the project success	59	3.44	0.96
Training is offered to new entrants the skills they need to perform their jobs.	59	3.41	0.92
Average	59	3.49	

(Source, Survey Result, 2023)

Overall training & development practices of FHC as indicated on the above table, were perceived positively (grand mean, 3.49) as the majority of the respondents agreed that training & development programs were no Bias or Favoritism in the process of selecting employees for training (mean 3.49) and Content of the training to achieve tasks and

activities effectively on the project (mean 3.49). They also agreed that training was offered to Selection of proper trainers and trainees to meet the goal of the training (mean 3.47) and Training delivery of methods used by the trainers is relevant with the training objectives (mean 3.66) also they agreed on the training provided during the project played a major role for the project success (Mean 3.44) and Training is offered to new entrants the skills they need to perform their jobs (mean 3.41). This indicates that companies developed and tried to enhance the quality of their permanent staff by providing comprehensive training and development even though they had some doubts or variability of their perception (Std. 926) on the provision of proper evaluation of the effectiveness of the training by their supervisors or managers.

Table 4.7. Summary of Recognition and Reward practice

Descriptive Statistics			
Variable	N	Mean	Std. Dev.
The recognition and reward packages are designed to support the business goals.	59	3.42	0.94
The extent to which employees got an appreciation and recognition letter for a good performance.	59	3.44	0.94
The extent to which employees got financial rewards for the good performance on the project	59	3.44	0.98

project teams got rewarded as a group for the achievement on the project goals and objectives	59	3.47	0.96
Reward and recognition practices motivated me to do more and perform better to meet the project goals and objectives	59	3.46	0.98
Employee's reward and recognition practice on the project was fair and transparent	59	3.44	0.94
Average	59	3.45	

(Source, Survey Result, 2023)

Table 4.7 discusses on the recognition and reward practices practiced on the project. As other variables Majority of the respondents moderately agree that recognition & reward packages are designed to support the business goals with the mean value of 3.42. Respondents also agreed that employees got an appreciation and recognition letter for a good performance with 3.44 mean values and the extent to which employees got financial rewards for the good performance on the project with mean value of (3.44). Regarding group reward respondents agreed that project team have got rewarded as a group for the achievement of the project goals and objectives with mean value of 3.47. Majority of the respondents also believe that reward and recognition practices motivated them to do more and perform better to meet the project goals and objectives with the mean value of 3.46. Concerning the fairness and transparency of the employee's reward and recognition practices, still majority of the respondents agree that there were fair and transparent employees reward and recognition practices with the mean value of 3.44.

Generally, on the recognition and reward practice it can be summarized as there was a moderate reward and recognition practices. Based on the finding it can be concluded that

the employees of FHC, received financial and non-financial benefits. It is also evidenced that these employees were happy with the salary packages as the majority of the respondents were satisfied with the recognition & reward systems of the company (grand mean 3.45; Std. .96). This indicates that the companies in the FHC set compensation plans in a bid to motivate them and mitigate the turnover. This reward strategy might up-have graded the commitment and engagement levels which help to provide more opportunities for the contributions of people to be valued and recognized.

This study has clearly stated the practices observed on the project by identifying four major practices as discussed above but the study wants to further check the relationship between those four practices with the project success and the project success has been measured as per the below four common variables as follows:

Table 4.8. Summary of the independent variables

Descriptive Statistics		
Variable	N	Average Mean
Project Team selection and recruitment Process	59	3.57
Project Team performance appraisal practice	59	3.44
Project Team Training and Development practices	59	3.49
Project Team Recognition and Reward practice	59	3.45
Overall Average mean		3.49

Based on the above four tables (from table 4.4-4.7) it can be summarized as shown in table 4.8. that the respondents have positive attitude about the independent variables .the project team selection and requirement process have higher value of 3.57 compared to the other three which implies that the respondents are a little bit more satisfied about the selection and requirement process than the other three process, and the respondents are less satisfied with project team performance appraisal practice compared to the other three results, Here focus should be given when it is said they are list satisfied it is comparison. There for the average mean 3.49 shows that the respondents are happy about the project HRM practice of FHC.

Table 4.9. Summary of Project Success Measurement

Descriptive Statistics			
Variable	N	Mean	Std. Dev.
Successfully completed within the expected time	59	3.76	.94
Successfully met the expected goals and objectives	59	3.54	.98
Successfully completed within the expected budget	59	3.58	.92
The project outcome has impacted the company's business strategy	59	3.44	.98
Average	59	3.58	

(Source, Survey Result, 2023)

The project teams agree that the project was completed within the expected time successful by considering the above cost quality time and effect parameters with the mean value of 3.58. They also agreed the project meet the expected goals and objectives with mean value of (3.54) successfully completed within the expected budget mean value (3.58)

and the project outcome has company's business strategy mean value (3.44).

The study finally wants to assess that if there is a relationship and between the PHRM practices and the project success.

To generally conclude, the results shown in the above tables (4.3 - 4.8), it can be concluded as the mean and standard deviation of the study variable (independent, and dependent variables) incorporated in this study. The individual mean value of all the variables is above the point of indifference (neither agreed nor disagreed). This indicates that the respondents had positive perception towards PHRM practiced by the companies in FHC.

4.4. Inferential Statistics

4.4.1. Relationship between HRM practices and Project success

4.4.2. Regression Analysis

Linear regression was conducted to identify cause and effect between independent and dependent variables. And also Regression analysis was used in order to estimate or predict the effect of independent variable on dependent variable. The significance level of 0.05 with 95% confidence interval was used.

The dependent variable was Project Success and the independent variables include project team Selection, Project team performance appraisal, Project team Training and Development, and Recognition and Reward practice. The reason for using regression analysis was to assess the direct Effect of PHR management practice on the Project Success of FHC.

4.4.2.1. Common Assumption Test

The following are common assumption tests of leaner regression done on this study

4.4.2.2. Multi Collinearity Assumption Test

According to (Cochran, 1997) stated that presence of multi collinearly can be detected by just looking at variance inflation factor [VIF] value of each explanatory variable .That is ,if

VIF is more than 10 ,then, it signifies that there is interdependent among independent variable but all variables less than 10 it have no interdependence among variables or in other round Multi Collinearity occurs when independent variables in the regression model are more highly correlated with each other than with the dependent variable .Tolerance value and variation inflation factor [VIF] for each in dependent variables determines Multi Collinearity.

Multi Collinearity is problem and exists when tolerance is below 0.10 and average VIF is larger than 10. The multi collinearity test conducted showed that multi collinearity was not problem because tolerance value was not below 0.10 for each in dependent variable and variation inflation factor for each independent variable was not great than 10.

Table 4.11. Multi Collinearly assumption test

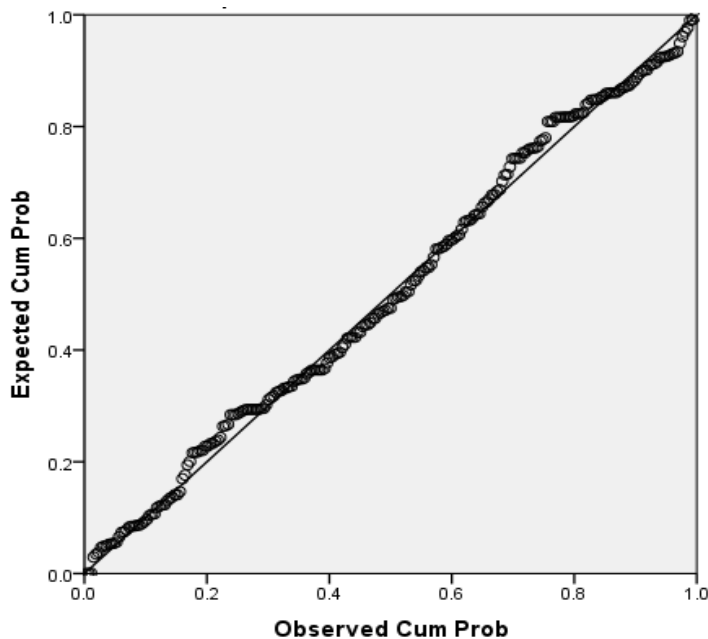
Coefficients^a			
Model		Collinearity Statistics	
		Toleranc e	VIF
1	Team acquisition	.393	2.547
	Performance Appraisal	.375	2.664
	Training & Development	.405	2.466
	Reward & recognition	.446	2.242
	Project Success		

(Source, Survey Result, 2023)

Multicollinearity is referred to as the situation in which the independent/predictor variables are highly correlated. When independent variables are Multicollinearity, there is “overlap” or sharing of predictive power. Therefore, the influence of Multicollinearity is to reduce any individual independent variable’s predictive power by the extent to which it is associated with the other independent variables. “Tolerance” and “variance inflation factors” (VIF) values for each predictor are a means of checking for Multicollinearity. Tolerance value below 0.1 and VIF value above 10% indicate a Multicollinearity problem, (Robert, 2006). Since all values of VIF are within the specified range, it can be concluded that there was no problem of multicollinearity issue in the present study.

4.4.2.3. *Homoscedasticity Test*

The normal Q-Q chart plots the values one would expect to get if the distribution were normal (expected values) against the values actually seen in the data set (observed values). The expected values are a straight diagonal line, whereas the observed values are plotted as individual points. Figure 2 shown as below.



(Source, Survey Result, 2023)

Figure 2: Normal Q-Q Chart

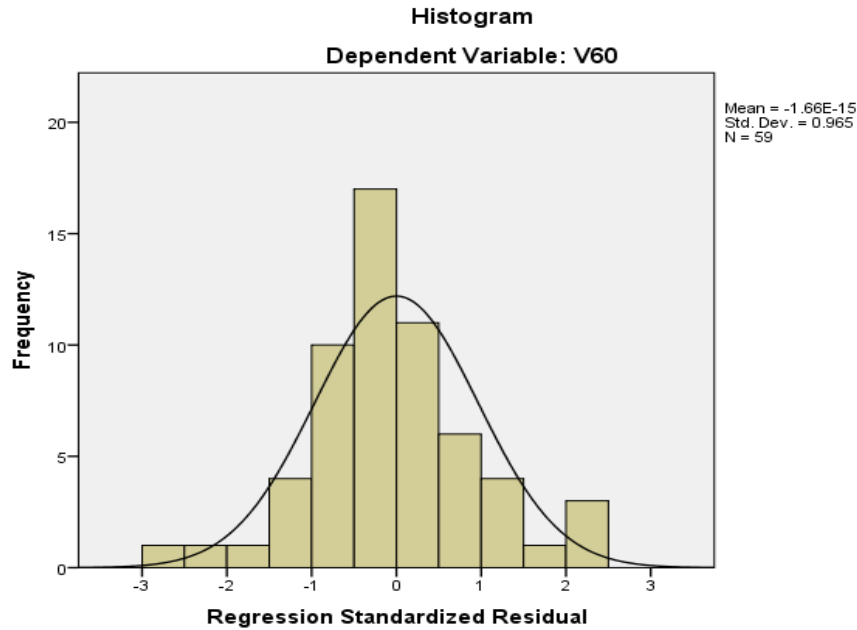
If the data of predictor and outcome variables have a linear relationship then the observed values (the dots on the chart) should fall exactly along the straight line (meaning that the observed values are the same as you would expect to get from a normally distributed data set). Therefore, the Q-Q plot of the all variable considered in this study looks like a straight line with a wiggly snake wrapped around it, then it showed little deviation from normality.

4.4.2.4. Multivariate Normality

To check that distribution of scores is normal, it needs to look at the values of Kurtosis and Skewness which have associated standard errors. The values of skewness and kurtosis should be zero in a normal distribution. Positive values of skewness indicate a pile-up of scores on the left of the distribution, whereas a negative value indicates a flat distribution. Furthermore, the value is from zero, the more likely it is that the data are not normally distributed.

Table 4.12. Normality Test

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Team Acquisition	59	.139	.198	-.957	.394
Performance Appraisal	59	-.163	.198	-.958	.394
Training and Development	59	-.202	.198	-.925	.394
Reward and Recognition	59	-.248	.198	-.714	.394
Project Success	59	-.211	.198	-1.059	.394
<i>Valid N (listwise)</i>					



(Source, Survey Result, 2023)

Figure 3. Regression Standard Residual

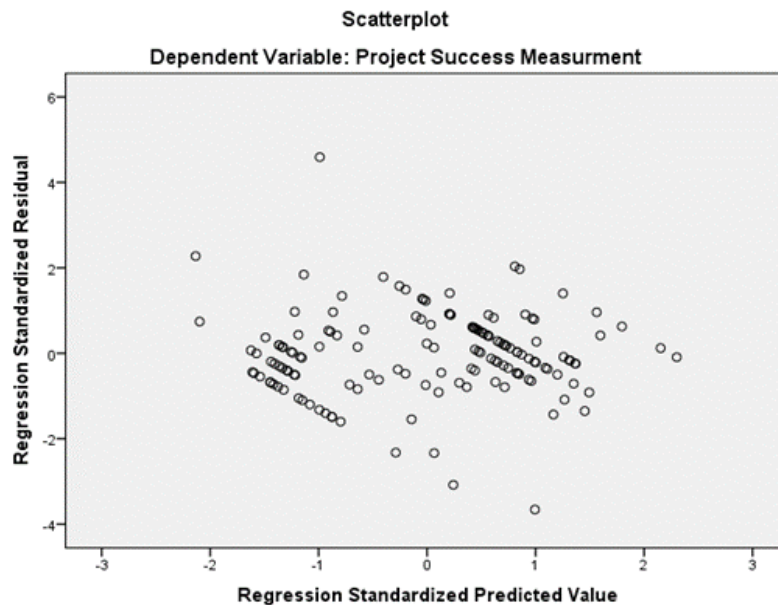
Both skewness and kurtosis have an associated standard error. However, the actual value of skewness and kurtosis are not, in themselves, informative instead, it needs with the value and convert it to a z-score. The z-score is simply a standardized score from a distribution that has a mean of 0 and a standard deviation of 1.0. As presented in Table 4.11, all PHRM, and Project Success elements were found to be within the acceptable range (skewness within -2.0 to 2.0; and Kurtosis within -3.0 to 3.0).

4.4.2.5. No Auto-correlation/Independent of Errors

To determine the autocorrelation between observations, Durbin-Watson test was used. The Durbin-Watson statistic ranges in value from 0 to 4. A value near 2 indicates non-autocorrelation; a value toward 0 indicates positive autocorrelation; a value toward 4 indicates negative autocorrelation (Field M. , 2005). With Durbin Watson value of 1.784, which is closer to 2, it can be confirmed that the assumption of independent error has almost certainly been met.

4.4.2.6. *Linearity*

The degree to which a change in the dependent variable is associated with a change in the independent variable is represented by the linearity of the relationship between the dependent and independent variables (Hair, 1998). In a nutshell, linear models predict values that fall in a straight line by utilizing a constant unit change (slope) of the dependent variable in exchange for a constant unit change of the independent variable (Hair, 1998).



(Source, Survey Result, 2023)

Figure 4. Frequency Distribution of Standardized Residuals

Scatter plots or residual plots can be used to easily test the linearity assumption: plots of residuals vs. either the predicted values of the dependent variable or against (one of) the independent variable(s) (Hoekstra, 2014). Figure 4 depicts the scatter plots of standardized residuals versus fitted values for the regression models. Since the Loess curve, appears as the relationship of standardized predicted to residuals is roughly linear around zero. Thus, it can be concluded that the relation b/n the response variable and predictors is zero since the residuals seem to be randomly scattered around zero.

4.4.3. Regression Result and Discussion

Regression analysis applied to examine and investigate the effect of independent variables on project success. The coefficient of determination –R2 is the measure of proportion of the variance of dependent variables, and the mean that is explained by independent or predictor variables [Saccani, 2007].

Table 4.13 Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.822 ^a	.676	.667	.50656	.676	75.498	4	145	.000
a. Predictors: (Constant), Project Team Recognition and Reward Practice, Project team acquisition practice, Project Team Training and Development practice, Project team performance Appraisal Practice.									
b. Dependent Variable: Project Success Measurement									

(Source: Survey Result, 2023)

The Above Table 4.12 provides R can be considered to be one measure of the quality of the prediction of the dependent variable; in this case, Project Success A value of 82%, indicates a good level of prediction. The R2 value indicates how much of the total variation in the dependent variable (Project Success), can be explained by the independent variable. In this case, 67.6% can be explained, which is medium. For our data, r- square adjusted is 66.7%, which is lower than our r-square of 67.6%. That is, finding of the study have rather a lot of addition.(Adjusted R square of 66.7% with estimated standard deviation 0.506) of the variance in the criterion variable (Project Success). The remaining 32.4% are explained by other variables out of this model. As stated above this presents the model summary of which states that Project Success as a function of Team Acquisition, Performance appraisal, Training and Development, and Recognition and reward. Based on the above model

summary R Square value indicated that the independent variables explained the dependent variable by 67.6 %. This result implies Human Resource Management practice or element factors accounted 67.6 % of the variance in project success.

4.4.4. ANOVA Model fit

Table 4.14. ANOVA Analysis

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	77.491	4	19.373	75.498	.000 ^b
	Residual	37.207	145	.257		
	Total	114.698	149			
a. Dependent Variable: Project Success Measurement						
b. Predictors: (Constant), Project Team Recognition and Reward Practice, Project team acquisition practice, Project Team Training and Development practice, Project team performance Appraisal Practice						

(Source: Survey Result 2023)

Table 4.13 shows ANOVA analysis for the overall significance or acceptability of the model from a statistical perspective (**Pedhazur, 1982**). To assess the statistical significance of the result it is necessary to look in the table labelled ANOVA. The study from findings of the regression model above established that taking all the independent variables into account notably; Project team Acquisition, Project Performance Appraisal, Training and Development and Recognition and reward constant at Zero influences of Project success at a significance level of .000 which means the study variable had a high positive significance.

The model is fit because the above table Shows that the sum of regression greater than the sum of residual this means it has been determined that F=75.498 and $p < .05$ which confirms that independent variables have significant effect on Project Success. The result

represented that the analysis of independent variables has a significant effect on project success is Accepted.

This sig or p value is .000 is less than .05 which implies the independent variable has significant effect on companies' project success.

4.4.5. Coefficients

Table 4.15: Coefficients

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.010	.199		.051	.960
	Project Team Acquisition Practice	.184	.078	.178	2.358	.020
	Project Team Performance Appraisal Practice	.341	.088	.300	3.885	.000
	Project Team Training and Development Practice	.322	.080	.300	4.032	.000
	Project Team Recognition and Reward Practice	.160	.072	.157	2.223	.028

a. Dependent Variable: Project Success Measurement

Source: Survey Result, 2023)

Regression equation is stated as:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \dots + \beta_k X + e_i$$

Where:

- β_0 = point of intercept

- Y = the project success of FHC
- X_k = Human Resource management effect element in FHC
- B_k =slope of the line
- e_i = error term

As per the above table 4.14 the explained regression equation is stated as:

- Project Success = $0.178*PTAP+0.300*PTPA+0.300*PTTAD+.157*PTRAR$:
- Where PTAP= Project Team Acquisition Practice, PTPA=Project team Performance Appraisal, PTTADA= Project Team Training and Development and PTRAR= Project Team Recognition and Reward.

Based on linear regression analysis, the table above reveals the effect of each Human Resource management element, i.e. the Effect of Team recruitment & Selection, Performance Appraisal, Training and Development, and Recognition and Reward on Project Success of FHC are 0.178, 0.300, 0.300 and 0.157, respectively. By examining this β weight of data analysis result and level of significant, the finding shows that Performance Appraisal and Training and Development have greater effect on Project Success of FHC on the other hand Team recruitment & Selection and Recognition and Reward not that much effect on Project Success. And this implies that the predicted change in the dependent variable for every unit increase in that particular predictor.

This signifies a one percent increase in the value standard deviation of Team recruitment Selection; the Project Success of FHC will increase by 17.8% percent provided that other variables remain constant the same is true for other variables for Performance Appraisal will increase by 30% and Training and Development will increase by 30% and Recognition and Reward will increase by 15.7% of FHC. Therefore, we can conclude that Project Team Recruitment & Selection, Performance Appraisal, Training and Development and Recognition and Reward have statistically significant Effect on Project Success of FHC. On the other hand, the β value of Team Selection, Performance Appraisal, Training and Development and Recognition and reward is 0.184, 0.341, 0.322 and 0.160 respectively and the Ssignificance level is less than 0.05. Therefore, we can conclude that these independent

variables have a significant effect on Project Success of FHC. Because of as per the table 4.14 results and the p-value blow 0.05.

Generally, the main purpose of this study is to analysis the Effect of Human Resource management element on Project Success of FHC. From the above data analysis, HRM elements which are, Team acquisition, Performance Appraisal, Training and Development and Recognition and Reward influences Project Success at 5 % level of significance.

4.5. Analysis of Interview Questions

This analysis section used to analyze semi structured interview questions asked to selected project directors and project managers. The findings of the interview conversation held with 3 staff of managerial Position (1 Project Director and 2 project Managers) of the FHC. The three individuals were interviewed independently at different times and the interview was face to face in Amharic language and translated to English in paragraph form. The interview questions were fully Semi structured and focused on the identification of impacts of HRM and project success in general. More specifically, the interview questions were also tried to identify how those issues can influence project success spreads and the major factors among the influential factors.

The interview question which is related to the responsible person to select project managers, accordingly, all the interviewee (project directors and project managers) revealed that the responsible person who assigns an individual as a project manager is a chief officer. Following this the researcher asked another interview question which is the period that on this position from the interviewee project director working in this position above three years and the two project managers above five years in the project work.

The third questions were generally how they can measure the success of a project as project manager and they answered they used by reviewing project scope, evaluating project specifications, analyzing the project budget, time, and reviewing client and internal satisfaction.

The fourth question was techniques to develop human skills. Whereas some of the interviewees considered that people are born with certain human skills and the potential to develop them, they stated that if you have them you can develop them, but either you have them or you don't have. Along with this last answer the interviewee argued that the human skills are usually associated with personality traits that one is born with, including compassion, charisma, humility, and the confidence to talk to people. If people don't have these, it is hard for them to develop soft skills. Nevertheless, it was agreed upon the interviewees that in order to develop human skills awareness is needed. According to Interviewee –awareness is the first step to seeking support mechanisms for developing human skills. Moreover, it was added that if one is aware that a skill is important, the same awareness will set the body in motion. This topic was usually followed by that of practice, in the sense that being aware of the need to develop human skills is not enough, but that there needs to be an understanding of theory inevitably followed by practice. One of the respondents thinks that one can learn the theory and the techniques of certain skills, but that they need to be put into practice in concrete situations in order to develop them.

The Fifth question was the common answer shared by the respondents was that project managers must possess leadership skills. Understood as –the skills needed to drive processes and people, the ability to inspire others, the faculty of –mobilizing people towards a common goal||, and –being capable of identifying what other people are good at so as to give them the correct tasks that would help them develop their own capabilities||, leadership is believed to be a core competency for project managers. Nonetheless, it was mentioned that leadership requires other human skills such as empathy and communication, as well as a visionary personality.

Furthermore, it was also brought up by one of the respondents that non-verbal communication is even more important than verbal communication since 60% of what the person communicates is done non-verbally. The problem is these skills had not been recognized within the proposed framework for analysis; however, they are considered to be important for project managers leading teams with human skills.

The Six questions for interview was time management in projects and they related with the time is not on our side when it comes to project management. Workloads up and deadlines approach rapidly. While project managers haven't figured out how to turn time and space to their request, that's difficult to manage. Also all interviewee said project time management needs accurate and series management process to prioritize the project work and they do same with it. Managing project time requires planning, scheduling, monitoring and controlling tasks throughout the project life cycle.

The Seventh question was related with Project Effect is how the project affected the problems which it comes in contact with. By giving a project effect appraisal can define effects, both positive and negative, which the project is expected to produce upon environment, organization, community, people, etc. When initiating and planning a project you always need to consider its effect as some projects may generate negative impacts that can absorb all expected benefits. The effect of project is connected to the two main aspects: Organizational impact; Environmental impact; Technological impact; Business impact; Social impact; HR impact.

The Eighth Question was related with project performance and success measures the interviewee said they gather customer feedback when managing projects for other people, receiving feedback from a customer can be a clear way to measure the success of a project. Review project specifications Project specifications are formal documents that outline the details and goals of a project. By Ensure budget compliance, Meet schedule requirements and Review team satisfaction.

The Ninth question was related with different problems with companies' project issues through, the project issue is an event or condition that has negative consequence for projects like poor quality, scope creep, change management, design issue, integration, technical issue, resistance to change, resource, performance and skills and so on.

The last interview question asked for the interviewee is related with the project management is important for Non Construction industries. All the interviewee revealed that project management is needed for every organization and it's important too for non-

construction organizations. Generally, as per the interview questions respondents agreed with questioner analysis as the success of the project is affected by HRM and other resources.

4.6. Discussion of the result with previous study

This study was aimed to investigate the Effect of HRM practices on Project Success in the case of FHC portfolio in Addis Ababa, Ethiopia. In this project work; Team Acquisition, Performance Appraisal, training & development, Recognition and Reward, was used as independent variables; and Project Success as the dependent variable. The researcher tried to identify the four human resource management practices and analyze the data from the respondents which were participated in the project. All the variables had an acceptable level of reliability with Cronbach"s alpha > 0.7.

As per pervious study and literature this study identified the practice by individually checking the variables and on the practice of HRM on project success.

This result finding relates to the study conducted by (Sjekaviea, 2017), made a study on project management success factors in order to identify what are the project management success factors with an aim to contribute to the existing knowledge and practice on project management by taking three case studies and identified the following project management success factors: project manager competencies, stuff in project team, organizational structure, organizational culture, project management tools and techniques and the project management standards

The finding of this study is consistent with the survey findings of (Deng, 2013), explained that the Performance appraisal results are not free from personal bias but used as a basis for promoting or demoting employees and disseminateate information regarding appraisal criteria in advance. These could be taken as logical argument that the finding of this study regarding employee performance appraisal was found to be influential factor to enhance employee retention.

The First strongest predictor of Project Success is **performance appraisal** with the highest beta coefficient result ($\beta=0.341$; $P<.05$). The Beta coefficient result of 0.341 signifies that for a 1-unit change in performance appraisal, the Project Success would be changed by 0.341 units. This implies that performance appraisal has a strong positive significant effect on Project Success. Consequently, the analysis that states “performance appraisal has a positive and significant effect on Project Success” is confirmed. The finding of this study is consistent with the survey findings of (Deng, 2013) explained that the appraisal results are not free from personal bias but used as a basis for promoting or demoting employees and disseminate information regarding appraisal criteria in advance. These could be taken as logical argument that the finding of this study regarding employee performance appraisal was found to be influential factor to enhance employee retention.

Training and development: practice was the second strongest predictor of Project Success with the highest Beta coefficient result ($\beta = 0.322$; $p<.05$). The Beta coefficient result of 0.322 signifies that for a 1-unit change in the independent variable (Training and Development), the dependent variable (Project Success) would be changed by 0.322 units. This implies that Training and Development has a positive significant effect on Project Success. Therefore, the analysis that states as well as the effectiveness of the training to achieve the desired goal is strong and effective as it had to be. Training& development has a positive and significant effect on project success” is supported. The result of this study is consistent with (Al-Salamah, 2014), in support of this finding; he explained that those who had doubts on the provision of proper evaluation by their immediate supervisors or managers for training need assessment results in poor performances of retaining their employees.

The third strongest predictor is **Team Recruitment & Selection** with the value of ($\beta=0.184$; $P<.05$). The value of Beta coefficient result of 0.184 signifies that for a 1-unit change in employee Selection, the project success would be changed by 0.184 units. This implies that selection has positive significant effect on project Success. Therefore, the study that states that “Team Selection has a positive and significant effect on Project Success” is accepted Managements had relatively lower ambition to motivate employees to participate

in planning processes and other managerial decisions. This finding is in line with Faizal's (2014) study as lack of due consideration to integrate their (both human and financial) resources in support of their business or organizational objectives leads to failure in retaining their talented employees.

The Fourth Predictor is with **Recognition and reward practice** with the value of ($\beta=0.160$; $P>.05$). The value of Beta coefficient result of 0.160 is also signifies that for a 1-unit change in Recognition and Reward, the project success would have been changed by 0.160 units. This implies that Recognition and Reward has positive significant effect on project Success.

This implies that Recognition & Reward has no positive significant effect on project success. Therefore, the analysis that states "recognition & reward has a positive and significant effect on project success", When this result was compared with a study conducted by James, Coulson, & Chonko, (1999); Lewis et al., (2001), it revealed that remuneration and benefit packages are a means to attain employee retention as it has a significant influence on employee and employer relations and a strong intent to stay in an organization.

(Gauvreau, 2004) Made a research on the factors influencing project success and the effect of human resource management in order to retest Pinto and Prescott research in 1988 as result he concluded that the "personnel factor" was the only factor for the project success. The measurement instrument used was adapted version of Pinto and Prescott's project 25 implementation profile (PIP).

(Abel Kidanemariam, 2019) made on Effect of Human Resource Management Practice on Project Success: A case study on Telecom Expansion Project, Ethio tele com. The study concluded that the company needs to work more on effective project team acquisition practices. And he concludes that the company didn't provide effective platform for its employees to have the opportunity to apply for the project, also the selection process for the project is not fixed and common. Some employees got selected without passing formal selection process while others have to go through interview.

4.7. discussion of the hypothesis

Therefore the hypothesis that was made on the beginning of this study is validated based on the above study results, as it is stated above HRM practice functions which are indicted as the independent variable has positive effect on project success and this result supports the hypothesis that we made at the end of the introduction part in chapter one.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This section, an attempt has been made to present the summary of major findings, conclusions, recommendations and highlighting limitations and suggestions for future research.

5.1. Summary of major findings

Major findings of the study are summarized as follows:

The overall demography of the respondents was characterized by domination of male employees (52.5%) in the age group of 20 – 30 years (40.6%). The educated young adults (49.1%) work PHR and project monitoring (28.8%) with relatively lower service year (44.1%) in the organization which was mainly from senior staff (25.4%) position.

The Pearson correlation coefficient was worked out for determining the relationship between the independent variables, and the dependent variables. As a result, all of the HRM practice variables had a positive and significant relationship with project success. The Correlation is significant at the 0.01 level (2-tailed).

The results of the regression analysis illustrated that the four HRM variables (namely team selection, performance appraisal, training & development, Recognition and reward) are accounted for 67.6% ($R^2=.676^a$) variance in Project Success. And the remaining 32.4% is explained by extraneous variables, which have not been included in the regression model.

Performance appraisals a strong predictor of a positive significant effect on Project Success with the value of ($\beta=0.341$; $P<.05$).

Training and development had relatively a positive and significant effect on project success ($\beta = 0.322$; $p<.05$).

Team Selection had also relatively strong predictor of a positive and significant effect on project success ($\beta=0.184$; $P<.05$).

Recognition and reward also had relatively less positive and Significant effect on Project Success with value of ($\beta=0.160$; $P>05$).

The ANOVA result shows the overall significance/acceptability of the model from a statistical perspective. Significance value of sig. value (.000), which is less than $p<0.05$, the model is significant.

It is evidenced by these HRM practices had a significant predictor of project success. Similarly, the result of beta value indicated that the HRM (p -value < 0.05) have a positive effect on the project success.

5.2. Conclusions

This study sought to investigate the effect of HRM practices on Project Success in the case of FHC in Addis Ababa, Ethiopia. In this project work; Team Acquisition, training & development, Recognition and reward, performance appraisal, were used as independent variables; and Project Success was the dependent variable. It also focused on the enhancement of Project Success through the implementation of effective HRM practices through creating or assuring the satisfaction of the employees.

Under this study, the major Human resource management practices are identified and four research questions were developed and addressed in this research and all the dimensions were rated in between 3:00 and 3.5.

The student researcher undertook the appropriate scientific study with the objective to investigate the effect of HRM practices on Project Success taking FHC in Addis Ababa as a case. Team Acquisition, training & development, Recognition & Reward, and performance appraisal played significantly and a positive effect on Project Success. The existing HRM practices of the organization would be more promoted if more efforts exert on assuring the satisfaction of the existing staffs and this lead to project success. It is evidenced by testing whether the HRM practices made any contribution to the explained variance of Project Success. Based on this, the following conclusions were drawn out of the research findings of this study.

The study also illustrated that all the independent variables (. Team Acquisition, training & development, Recognition & Reward, and performance appraisal) had a positive and statistically significant effect on project success. Besides, the companies had rigorous selection processes to attract competent candidates. HR management's decision regarding employee discovery in the areas of finding employees, selection of skilled professionals was found to be satisfactory. However, the HR practices have some room for improvement as it best-suited to meeting the needs of the companies to form a core activity. Generally, the researcher doubts that there is fair and transparent selection process.

The companies enhanced the quality of their current staff by providing comprehensive training and development which had doubts on the provision of proper evaluation by their immediate supervisors or managers. Relevant training is provided to employees based on need assessment. The organization has a clear training plan aligned with organizational strategy to transform knowledge acquired through training into practices. However, evaluation of performances was indifferent regarding staff's output was measured in alignment with clearly defined company's strategies/ goals or objectives which required further improvement.

In FHC performance was appraised by their superiors, and the appraisal parameters were clearly communicated for employees and the parameters were based on the goals and objectives of the project. Employees who performed very well had the opportunity for transfer and promotion to a better position.

It also illustrated that the employees admitted that they received different kinds of financial and non-financial benefits. The recognition & reward practices of the organization enhanced the satisfaction level of the staff which leads to emotionally enforce them to stay in the company. The management made the employees feel there are real opportunities for career development results in making them committed to their jobs.

One can conclude that managing human resources practices in terms of keeping track of how well employees are performing relative to the business or company objectives. Moreover, provide effective platform for its employees to have the opportunity to apply for the

project, recognising and rewarding employees for their efforts and contribution escalates their satisfaction level which leads to improving Project success through minimizing the attrition rate. Therefore, the managerial considerations regarding the different levels of HRM practice effect help in promoting operative job fulfilment and Project success in the case of FHC.

Many factors contribute to project success; one of the most important is the effectiveness of the project manager and Human skills. The investigation discussed in this paper reveals that a static list of project manager skills and competencies may not most effectively reflect the skills and competencies that will be most important for them on projects. This is particularly relevant because projects have differing characteristics and are delivered in a changing business environment, and different combinations of skills and competencies may be most important.

5.3. Recommendations

This study has shown the relationship between HRM dimensions and Project Success by job Based on the results, the following recommendations are forwarded to the HR manager of FHC;

It would be better if provides a better platform for employees to have an equal opportunity for vacant places on project so that eligible employees could compete for the position.

It would be better if the company prepare a clear procedure and selection process so that it will communicate for its employees and every employee know the procedure and will have a transparent selection process for next or ongoing projects.

Employee Selection practice is a critical part of the success of a company's success of its employees for future growth. Managements attempted to integrate employee sourcing with business strategies but couldn't mitigate the attrition rate. The employee pointed out the mismatch between their capacity and current job position. Failure to do so results in inhibiting and de motivating employees not to exploit their potential in the best interest of the company.

Thus, management is advised to design a clear and appropriate job description based on the requirements needed for the job. The HR department is also recommended to involve immediate managers and supervisors during the selection and recruitment processes to better understand the job requirements and for detailing clearer job descriptions and policies which will allow employees to understand their roles and responsibilities

The overall training and development policy and practices of the companies were found to be influential to retain talented staff. It directly corresponds to commitment and an increase in the number of long term employees, which attributes to developing their skills and increasing their opportunities to contribute to the organization projects success. However, the offered training based on need assessment and evaluations of their impacts on employee's performance is still the area that needs rigorous improvement.

Therefore, the HR department is recommended to translate individual need assessment into appropriate training programs to provide their employees relevant training opportunities to learn new techniques and boost up their skills. Additionally, the company is also recommended to involve immediate managers and supervisors when evaluating the feedbacks to ensure that training is regularly conducted with the needs of employees.

Performance Appraisal is one of the most important managerial functions to evaluate the status of the existing workforce because if properly implemented, it improves the overall projects success. Although, the company uses this system, it has been identified that this appraisal system was not free from being biased which needs better attention.

Thus, the concerned managements are advised to establish vibrant appraisal objectives by identifying specific job expectations and providing feedback back to their employees. It is also advisable to systematically evaluate employees such as key performance indicators, balanced scorecards, etc. across various performance dimensions to ensure that organizations are getting what they pay for.

Recognition and Reward are usually designed to encourage the performance of individual regardless of the different of types incentives are offered which can directly affect project

success. Due to this, the recognition & reward packages offered by the company had been relatively one of the lowest effects on project success that needed a careful review.

Hence, to improve the effect of the compensation system more strategically, the management of the company are advised to make the compensation packages transparent and consistent, provide a clear link between pay and performance, encourage and recognize high performance and clearly aligned with the companies' values and business strategy.

Career planning in the companies should be both vertical and horizontal, allowing employees to just grow within their work, but also to function and succeed in other roles. It is the duty of the management to create the opportunity for employees to advance in their careers. This can be done through effective and timely training and development.

Once completing the training, the company must track the progress of the employees to ensure proper development and monitor employee satisfaction.

The researcher recommends to employ a mixed research design i.e., both qualitative and quantitative when researching a quantitative research design to have a clearer picture regarding the effect of HRM on Project Success. This study was also cross-sectional and explanatory in nature. Future researchers could undertake more in-depth longitudinal studies on the subject matter.

5.4. Suggestions for Further Studies

Due to time and resource constraints, the researcher did not incorporate the HRMP impacts and Project success. It only depends on responses based on the perception of the selected respondents 65; generalization of these results is so limited. However, the researcher believes that it could be seen as a spring board for future similar research.

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APPENDIX A

Questionnaire for Study

Addis Ababa University College of business and economics

School of commerce graduate program

Department of Project management

TITLE OF THE PROJECT WORK

“EFFECTOF HRM PRACTICE ON PROJECT SUCCESS THE CASE OF FEDERAL HOUSING CORPORATION”

Dear Respondents,

My name is MirafLegesse, a postgraduate student of Addis Ababa University College business and Economics School of commerce Department of Project management. I am conducting a study to assess the Effect of human resource management practices on Project success in the case of FEDERAL HOUSING CORPORATION. You are kindly requested to respond to the statements which describe a specific situation. You are to decide the extent to which you agree that the statement is typical of your judgment. To do so, tick or circle one of the descriptors beneath the statement. The research is anonymous; you do not need to disclose your personal details. The information you provide will be used purely for academic purpose and will be kept confidential. Participation in this study is absolutely voluntary. It will take 15 to 20 minutes of your time to complete the questionnaire.

I thank you in advance for offering your golden time and if you have any question, please feel free to contact me by the below contact:

MirafLegesse

Mobile: +251 921296445

Email: miraf.meseret@gmail.com

Part I: Biographical Information

Please put “√” mark in the box to the point which highly reflect your idea;

1. Gender

Female

Male

2. Age (years)

20 - 30

31 - 40

41 - 50

51 - 60

61-70

Above 71

3. Education Level:

High School

Bachelor Degree

Diploma

Master Degree

PHD

4. Department

Design and supervision

Quality Control

Contract administration

project HRM and project monitoring

Others

5. Position or Your Role in the project

Project Team leader

Project manager

Human Resource

Supervisor/team Leader

Senior Staff

Junior Staff

Others

6. Work experience (in years)

0- 5 years

6 - 10 years

above 10 years

Part II: Study Variables

The following questions are prepared on a 5 five-point Likert Scale. If the items indicated a complete mismatch with the practices, choose Strongly Disagree (1) and if they strongly match with the practices choose Strongly Agree (5). This is to know how you feel about HRM practices, and Project Success of FHC. Be honest and give a true picture of your feelings.

Please check (√) or (X) that applies and answer the questions under each heading.

Instruction: Please rate the following HRM practices, and Project Success in your bureau.

1= Strongly Disagree 2= Disagree 3=Neutral 4= Agree 5= Strongly Agree

Think of HRM practices of the FHC project and choose the number that best describes your agreement and disagreement to the following.

No.	HRM practice	1	2	3	4	5
Project Team Acquisition practice						
1	The company provided a platform for the internal employees to have equal opportunity for competition for them a vacant place in the project based on their skills and experience.					
2	I was selected for the project through passing formal acquisition processes.					
3	I have been asked my willingness whether or not I am willing to join the project prior to other steps.					
4	I was selected for the project because I had experience in other projects.					
5	The Employee Acquisition process for the project was fair and transparent.					
Project Team Performance Appraisal practice		1	2	3	4	5
6	Project team performance was assessed by self or supervisors.					
7	The performance appraisal was done at regular interval without interruption.					
8	The performance appraisal was based on the goals and objectives set on the project.					
9	The performance appraisal parameters were clearly communicated for the employees.					

10	I feel that I had been receiving on time feed backs regarding my performance from my superiors.					
11	Adequate growth opportunities were available for those who perform well on the project.					
Project Team Training and Development practice		1	2	3	4	5
12	The content of the training provided helped me to achieve my tasks and activities effectively on the project.					
13	The Training program trainers and trainees on the project are properly Selected to meet the goal of the training.					
14	There was no bias or favoritism in the process of selecting employees for training.					
15	The training delivery methods used by the trainers were relevant with the training objectives.					
16	The training provided during the project played a major role for the project success.					
17	Training is offered to new entrants the skills they need to perform their jobs.					
Project Team Recognition and Reward Practice		1	2	3	4	5

18	The recognition & reward packages are designed to support business goals.					
19	The extent to which employees got an appreciation and recognition letter for a good performance.					
20	The extent to which employees got financial rewards for the good performance on the project.					
21	The extent to which the project teams got rewarded as a group for the achievement on the project goals and objectives.					
22	The reward and recognition practices motivated me to do more and perform better to meet the project goals and objectives.					
23	Employee's reward and recognition practice on the project was fair and transparent.					
Project Success Measurements		1	2	3	4	5
24	The Project was successfully completed within the expected time.					
25	The project successfully met the expected goals and objectives.					
26	The project was successfully completed within the expected budget.					

27	The project outcome has impacted the company's business strategy.					
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Thank you! for Your Time

APPENDIX A

Interview Questions

Addis Ababa University College of business and economics

School of commerce graduate program

Department of Project management

**TITLE OF THE PROJECT WORK “EFFECT OF HRM PRACTICE ON PROJECT SUCCESS:
THE CASE OF FHC ADDIS ABABA.**

Dear Staff Supporters

I am conducting a research which shall be submitted in partial fulfillment of the requirements for Master of art in Project Management. The purpose of this study is to assess the relationship between HRM Practice and project Success with a case study of FHC. Therefore, this is to kindly request you to take some of your precious time to discuss with researchers. Your honest and accurate Answers will make this study more valuable. Your responses are only meant for academic purpose and will be kept confidential.

1. What is your involvement in the project?
2. How long your involvement with it?
3. In general how do you evaluate the governmental corporation t project management?
And how do you judge the project success in FHC?
4. What techniques does your organization or you as a project manager use to develop your human skills?
5. When we talk about project success the first thing that come in our mind is the three traditional aspects that finish the project within its time, cost, scope and quality/which include stakeholder's requirement/ how is this aspect related to project managers and Teams competence.

6. Time is an extremely important issue in Projects and a major criterion by which the success of a project is judged. How do you evaluate the time management of the project?
7. What are the impacts of the projects?
8. How do you observe the performance and success of FHC project?
9. What are the different problems you observed in FHC project?
10. Does project management is important for Construction Industry? Very important -less important- it is not important.

Thank you!