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**COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE**

**THE RELEVANT OF SELECTED HUMAN RESOURCE PRACTICES ON  
PROJECT SUCCESS: THE CASE OF COMMERCIAL BANK OF ETHIOPIA**

**DEPARTMENT OF PROJECT MANAGEMENT**

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**June, 2022  
Addis Ababa Ethiopia**

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CASE OF COMMERCIAL BANK OF ETHIOPIA

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ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF  
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## DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Doctor Wubeshet Bekalu. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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## ENDORSEMENT

This Thesis Has Been Submitted to Addis Ababa University College of Business and Economics School of Commerce: Postgraduate Program Department of Project Management: Graduate Program for examination with my approval as the College's advisor.

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## **ACRONYMS**

CBE – Commercial Bank of Ethiopia

HR- Human Resource

HRM- Human Resource Management

PMBOK- Project Management Body of Knowledge

PMI-Project Management Institute

SPSS- Statistical Package for the Social Science

## **ABSTRACT**

The purpose of this research is to examine the effect of human resource management practice on project success in the case of Commercial Bank of Ethiopia specifically on data center upgrading project. The study considered on human resource management practices and focused on their contribution to the project success on the data center upgrading project. The study was conducted by using mixed research design which means both quantitative and qualitative method approach were used. Questionnaire and structured interview were developed based on the basic research questions. In addition, that interview was conducted with the selected heads and project managers by using purposive sampling method. The population of the study was included all the 46 staff members of Commercial Bank of Ethiopia that are involved in the data center upgrading project and all project teams are assigned from head office different departments. The data was collected from primary and secondary data type through questionnaire and from different journals and cites. The collected data was analyzed by SPSS and presented in the form of descriptive statistics. The result shows a positive significance correlation between each HRMP with project success in Commercial Bank of Ethiopia data center upgrading project. Therefore, the study concluded that human resource management practice has a significant effect on project success. HRMP are moderately practicable in Commercial Bank of Ethiopia data center upgrading project. The study recommended that Commercial Bank of Ethiopia should give great attention to HRM practices so as to yield higher project success and organizational effectiveness.

Key words: Project, Project management, Project success, Human resource management

# CHAPTER ONE

## 1. INTRODUCTION

This chapter consists of the following components, the background information on the subject of research, statement of the problem, research objectives, research questions, and significance of the study. Also, it covers the scope and limitations of the study. In the background of the study, the study reviews the key concepts and how they relate to one another

### 1.1 BACKGROUND OF THE STUDY

Human resource management is a broad concept that encompasses all aspects of the employment and development of people. Human resource management can be regarded as a philosophy about how people should be managed, which is supported by a variety of theories and hypotheses relating to the behavior of people and organizations (Armstrong, 2014). Human resource management is concerned about the contribution it can make to improve organizational effectiveness through individuals but it should be, equally concerned with the ethical dimension how people should be treated in accordance with a set of moral values (Armstrong, 2014).

HRM involves the application of policies and practices in the fields of organization design and development, employee resourcing, learning and development, performance and reward, and the provision of services that enhance the well-being of employees. These are based on human resource (HR) strategies that are integrated and aligned to the business strategy.

Human resource practice is a critical function in any firm. Companies would be unable to efficiently attract and retain personnel, improve and enhance the business, or maintain a healthy, acceptable workplace culture and environment without human resources management. In the banking industry, your performance is determined by how well you manage people and risks. Overall, human resource practice is important for developing our banking skills, analyzing general financial institutional practices of the bank, and assisting in the acquisition of essential knowledge about overseas commerce in the banking sector. HR practices are concerned with HR's strategic operations (Camilleri, 2011). They should be in line with the executive business strategy and serve as a basis

and guide for managing the company's personnel. Setting the HR department's mission and goals are two examples of HR practices.

It is very important to utilize resources effectively in any organization. Like triple, constraints (cost, quality, scope) human resources are also considered as one of the most important factors for the success of any project. Management of human resources involves hiring experienced human resources, giving appropriate and required training, acknowledgment about the significance of the project and the effective use of techniques and tools to get the project done productively within the set time and budget (Mehrin, 2019).

The success and efficiency of any project are dependent on many factors like cost, completion date, and quality of the product. In past, project managers mainly focused on the technical systems rather than their behavior and little attention was paid to the human resource management which did not fulfill the customer expectation. Later on, an official institute of Project Management Body of Knowledge (P.M.B.K.) provides ways to improve HR management for successful projects (Mehrin, 2019).

A success factor is any knowledge, skill, trait, purpose, attitude, value, or other personal quality that distinguishes solid performance from excellent performance in a job or role. These best human resource practices that brings success are Providing employees with safety, Hiring the right individuals requires selective hiring, Teams that are self-managed and productive, Compensation that is both fair and performance-based, Training in related abilities is required, creating an organization that is flat and equal and making information available to those who require it.

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 organization's project. In the past projects have been managed as technical systems instead of behavioral systems. Relatively little attention has been paid to the human resource factor. However, the project management institute in its official definition of the project management body of knowledge included human resource management as one of the basic functions of project management. In Project management, one of the major factors to measure the performance of the project is the project's success (Camilleri, 2011).

Human resource management includes the composition of the staff (organization chart, definition of roles and responsibilities and job description, as well as the workload of the staff. The project leader

must also lead and manage the team identifying training needs, motivation, conflict resolution and evaluation of staff, and facilitate correct decision-making to work effectively (Camilleri, 2011).

## **1.2 BACKGROUND OF THE ORGANIZATION**

According to the profile and the yearly record of 2020, Commercial Bank of Ethiopia is one of the pioneer public economic establishments of the federal democratic republic of Ethiopia established in 1942. CBE amalgamated with Addis Ababa Bank, a privately held company, in 1974. Since then, it has played an important part in the country's development. CBE now has over 27.5 million account holders, with over 4.6 million mobile and Internet banking users as of December 2020 (CBE, 2020).

Commercial Bank of Ethiopia was the first to introduce modern banking system to our country with one head quarter in Addis Ababa and 30 districts imparting all over the country. According to the study (employee base strategy, 2020), there are about 34,879 permanent employees. Vision of the company is to become a world-class commercial bank by the year 2025. Where the mission of the organization is to provide world class and high-quality service to all people through developing the financial sector to the highest level.

CBE has implemented several Digital Financial and operational projects such as Data center upgrading, Mobile top up, App based mobile banking, Internet banking, MasterCard, and student fee payment projects. On the other hand, to enhance the foreign currency mobilization, lottery project which covered money transfer operation and cash selling customers was implemented. During those projects, a team will be allocated to them to follow and achieve the desired goal; hence the purpose of this study is to examine the effect of human resource management practice on project success of CBE specifically on data center upgrading project. The study considered on human resource management practices which is project team selection, project team performance appraisal, training, development, and reward management and focused on their contribution to the project success on the data center upgrading project.



### 1.3 STATEMENT OF THE PROBLEM

The project human resource management process has different activities including human resource planning which includes project team member planning it includes project team member selection criteria as well as human resource activities which include project team performance appraisal, training, development and reward and recognition (Armstrong, 2014).

(Safakish, 2015) describes human resource management role and human resource management includes the assembly of the staff (organization chart, defining roles and responsibilities and job description and the staff workload. The project manager will also need to lead, manage the team by extracting training needs, motivation, resolve conflicts, appraise staff performance and facilitate proper decision making to work effectively. According to (Gauvreau, Factors Influencing project success, 2004) Made a research on the influential factors of project success: which concluded that the “personnel factor” is the only factor for the project success.

As part of the CBE’s data center upgrading project, employees are transferred from functional tasks to projects until the end of the project, at which time some employees will be assigned to the newly created section. The researcher chose this topic for two main reasons. The first one is that only a few studies have been done on this body of knowledge (human resource management) in project management, although it is one of the main areas of knowledge described by the project management institute. Secondly there were some issues the researcher observed on the four human resource practices (team selection, performance appraisal, training and development and recognition and reward practice). To mention that there were complaints about the project team selection process on pervious projects when they became launched, some employees felt that it was an unfair selection process, after the project is launched there were still issues on the fairness of the performance appraisal as well as reward and recognition practices. So by including the observed issues and checking its effect on the project success would important so as to show how significant the effect of the human resource management practice is on the project success. In the project-oriented management literature a very limited amount of research has considered human resource issues (Themistocleous, 2000). Conceptualizing HR in project context is still rudimental (Gauvreau, Factors Influencing project success, 2004) Where human resource has been considered then it is mainly at the multi-project resource allocation perspective (Keegan, 2003)

Project success is the concept explaining how effective an organization is in achieving the outcomes the organization intends to produce. Instead of measuring organizational effectiveness, the organization determines proxy measures which will be used to represent effectiveness. (Ghafoor, 2011) include in their study of measuring organizational success such things as efficiency of management, performance of employees, core competencies, number of people served, and types and sizes of population segments served and so on. Hence, for the purpose of this study the researcher uses HRMP as a measure of organizational performance.

Studies for example, (Bowen, 2004) and (Budhwar, 2006) examining the effect & influence of human resource management practices on big private manufacturing and educational institutions have been conducted in developed countries. (Miriam, 2018) also studied contribution of HRMP towards organizational effectiveness nonprofit organizations (NGOs) and Human resource management practices on firm performance respectively. Therefore, with those understanding how the financial business organizations particularly Bank industry role on human resource management practice is not well investigated in the literature. Thus, this study try to fill the identified gap through assessing the effect of HRM practice in the financial business sector particularly in bank Industry focus on CBE in addition to that this research topic is chosen to conduct further study on the effect of human resource management practice on the project success by identifying and defining variables from human resource practice.

#### **1.4 Basic Research Questions**

To address the above problem, the following research questions will be formulated.

- What is the effect of project team selection process on project success in the case of CBE?
- What is the effect of project team performance appraisal method on project success in the case of CBE?
- What is the effect of project team training and development practice on project success in the case of CBE?
- What is the effect of project team recognition and reward system on project success in the case of CBE?

## **1.5 Objective of the study**

### **1.5.1 General Objective**

The general objective is to examine the effect of human resource management practices on project success in the case study of CBE specifically on the Data center upgrading project.

### **1.5.2 Specific Objectives**

- To examine the effect of project team selection process on project success
- To examine the effect of project team performance appraisal method on project success
- To examine the effect of project team training and development practice on project success
- To examine the effect of project team reward and recognition system on project success

## **1.6 Significance of the Study**

This research examined the effect of human resource management practice in CBE on the data center upgrading project and it proposed some recommendations as a solution to the company for other new and on-process projects. It will give an insight on how the theoretical and practical of human resources management in the projects. It will be an input for the researchers who want to study the practice of human resource management practice on project success and it will help project-based organizations. Also, it will be a good input for CBE to know their human resource management practice on data center upgrading project and it will help to mitigate the gap on previous projects.

## **1.7 Scope of the Study**

This study was only focused on, the effect of human resource management practice on project success in the case of CBE data center upgrading project. It mainly focuses on one of the project management knowledge areas: project human resource management and associates it with the respective four human resource management practices (project team selection process, project team training and development, project team performance appraisal, and project team reward and recognition system) and the study was covering the next four years from 2014 G.C to 2017 G.C that are counted after the data center upgrading project.

## **1.8 Limitation of the study**

This study was done on the project which is already completed on 2017 G.C and the respondents were trying to respond for this study retrospectively and the study might consider recall bias as a limitation and the study were only focusing on the data center upgrading project which was not include the whole CBE projects, also this study only shows the effect of human resource management practice on CBE data center upgrading project success. Therefore, in order to see the effect of human resource management practice in other industries in Ethiopia, further investigation is required; also it was difficult to get information as needed because the banking system is highly secure and different information are confidential.

## **1.9 Organization of the research report**

The research report is organized into five chapters. The first chapter covers the background of the study, statement of the problem, basic research questions, and objectives of the study, definition of terms, significance of the study and delimitation/scope of the study. The second chapter included a review of related literature, which is related to the subject matter from different sources about general theories and guidelines on human resource management practice. The third chapter contains methods of the study, which included research design and type, the subject/participants of the study, source of data, data collection instrument, procedure of data collection and the method of data analysis. The fourth chapter consists of a summary of the study result and interpretation and/or discussion on findings. The fifth chapter contains summary, conclusion and recommendation which include a summary of findings, conclusions, limitations of the study and recommendations.

## **1.10 Definition of Terms**

### **1.10.1 Operational definition**

- **Human Resource Management:** Human Resource Management, or HRM, is the practice of managing people to achieve better performance. it may involve employee counseling and coaching, the creation of employee rewards programs and developing social programs to engage employees.
- **Project Management:** is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria

within agreed parameters (APM Body of Knowledge, 2021). It is an ongoing activity that produce long-term, repetitive outputs, such as financial institution projects.

- **Data center upgrading:** in this research data center upgrading refers to CBE data center upgrading project that is done in 2017 by CBE. it is a system and workflow of data center activity that can advance the financial institution through IT capability.
- **Project Success:** project success refers to “on time, within budget, to specification” completion; success of the product produced; or success in achieving the main objectives of the project (Bannerman, P. L. 2008). It is the highest level of benefits achieved by the project at any point of reflection.

## **CHAPTER TWO**

### **2. REVIEW OF RELATED LITERATURE**

#### **2.1 Introduction**

This chapter reviews of related literature of Human Resource Management Practice which may help to respond theoretical and empirical research questions. It comprises; the Theoretical review, project success, Empirical studies, and Conceptual framework of the study. The first part theoretical literature includes the definitions of project and HR related terms, HRM practice, HRM in project management. The second part Empirical literature reviews various empirical studies on human resource management practice and project success. The third part the conceptual framework detailing the independent variables and dependent variables is also presented.

#### **2.2 Theoretical literature reviews**

##### **2.2.1 what is project**

According to (PMBOK, 2017) definition project is a temporary endeavor undertaken to create a unique product, service or result. A project is a unique, transient endeavor, undertaken to achieve planned goal and objective, which could be, define in terms of output, outcome and benefit.

##### **2.2.2 Project success**

The concept of project success remains one of the most frequently discussed subjects in the field of project management. However, Project management scholars continue to disagree upon it. According (Basten, 2017) project success is mostly measured in terms of time, cost and quality. In the same context, (Kerzner, 2003) stated that “in addition to time, cost and performance or specification level, the project has to be completed with the customers’ acceptance, without distributing the organization’s fundamental workflow, without altering the corporate culture and with the least possible mutually agreed scope changes”.

### **2.2.3 The awareness of a successful project**

When applied to projects, the word success is very illusive. Many researchers distinguish between project success and project management success. For example, they argue that the success of the project is measured by comparing the results of the project with the overall objectives of the project. Traditional performance indicators, namely cost, time, and quality often measure the success of project management. In addition, it further distinguishes project success criteria and project success factors.

### **2.2.4 Project management Causes for project success**

#### **1. Project participants**

The two elements that are generally considered essential to project success are the commitment and participation of key project participants, such as top management (developers), project managers, project teams, and users.

- **Top Management:** The hard work of top management is essential to the success of a project because it influences acceptance and resistance from others in the project. Managers show commitment by supporting the project. Assign the necessary resources and give the project manager the appropriate authority and influence. Approve overtime, select people for the team, and relax specifications, etc. assist the project manager in times of crisis.
- **Project management:** The Project Manager is considered to be the key contributor to the success of any project, as well as a guide to the team members to achieve the client satisfaction (Cost, Time and Quality). In successful projects, project managers have experience and competence in management, technology, communication and relationship with people. In general, it is more important that they have a basic understanding of the technology than the command of the technology. A good project manager has a leadership style that can bridge the “gap” between authority and responsibility.
- **Project Team:** In a successful project, the project team focuses on both the project goals and the project management process. Participate in decision-making, support forecasting, scheduling, and budgeting, troubleshooting, and the process by which the entire team develops a positive attitude towards the project, builds commitment to project goals, and motivates the

team to do. For a successful project, the project team consists of staff with the necessary expertise and experience.

## **2. Communication and Information Sharing Exchange**

Effective communication and information exchange are both critical to the success of a project. Clear communication ensures that all team members have a clear understanding of their role and purpose in the project. Continuous exchange of information ensures that all team members are aware of progress and highlight issues that may affect progress. Failure to communicate effectively can lead to costly delays that affect the success of the project.

## **3. Project Management and Systems Development**

In a successful project, some elements relate to project management capabilities and elements of the system development process. These elements include project definition, planning, control, and implementation.

**A. Definition:** In the project, it is a crucial stage. If a project does not define properly they have nothing to be done. In this stage the project definition should include different components for successful project implementation, those are project goal, objectives, scope, deliverables, risks, stakeholders, and project teams must be defined in the first stage.

**B. Planning:** project planning is related to cost, time, and quality goals. It includes project scope, deliverable, time, budget, quality, schedule, resources, communication, and risks.

**C. Control:** Project controlling is a core task in project management. It includes all activities that are necessary to implement the project according to plan. for the successful project the project need to includes a control and reporting system that can provide monitoring and feedback at all stages to compare schedules, budgets, and team performances with project goals.

**D. Implementation:** Implementation a project means carrying out activities proposed in the application with the aim to achieving the project objectives and deliver results and outputs. Its



success depends on many internal and external factors. Some of the most important ones are a very well-organized project team and effective monitoring of project progress and associated expenses.

From the above related literature review, the researcher have identified four key criteria for measuring the success of a project.

- ✓ Time: If the project is completed within the planning time, the project is completed successfully.
- ✓ Budget: If the project is completed within the planned budget, the project is completed successfully.
- ✓ Goals and Objectives: If the project met the desired goal and objective, the project is completed successfully.
- ✓ Deliverables: If the project deliverables have the intended impact on the business strategy of the company, the project has successful.

## **2.2.5 Human Resource Management Practice in Project Management**

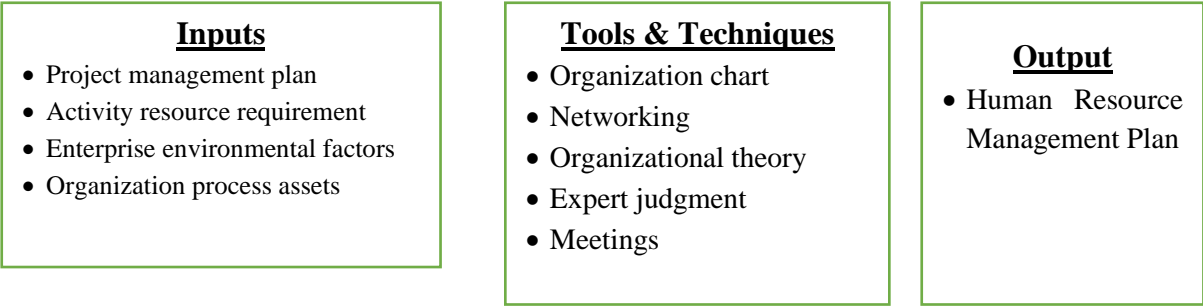
(PMBOK guide fifth edition) defines Project Human Resource Management; Project Human resource management involves organizing, managing, and leading a project team. A project team is made up of people who are assigned roles and responsibilities to complete the project. Members of a project team may have a diverse set of skills, may be assigned full-time or part-time, and may be added to or removed from the team as the project progresses. Project team members can be thought of as employees of the project. Although specific roles and responsibilities are assigned to project team members, it is beneficial for all team members to participate in the planning and decision-making of the project. The participation of team members on planning adds process expertise and strengthens commitment to the project.

### **2.2.5.1 Project Human Resource Management Process**

#### **2.2.5.1.1 Develop Human Resource Plan**

This is the process of creating a human resource management plan by identifying and recording the roles, responsibilities, required skills, and reporting relationships for the project. The plan also includes the identification of training needs, team building strategies, recognition and reward plans,

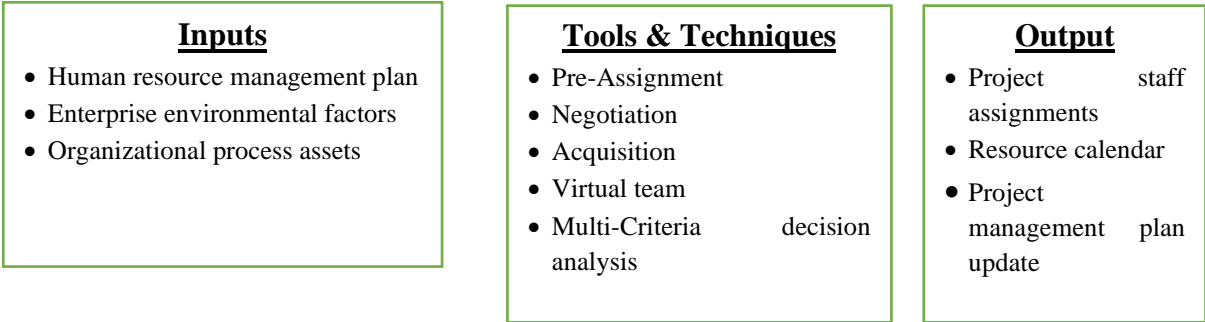
compliance considerations, security issues, and the impact of the human resource management plan on the organization.



**Figure 1 HR plan inputs, tools and techniques and outputs**  
**Source: (Project management Institute PMBOK Guide)**

**2.2.5.1.2 Acquire Project Team**

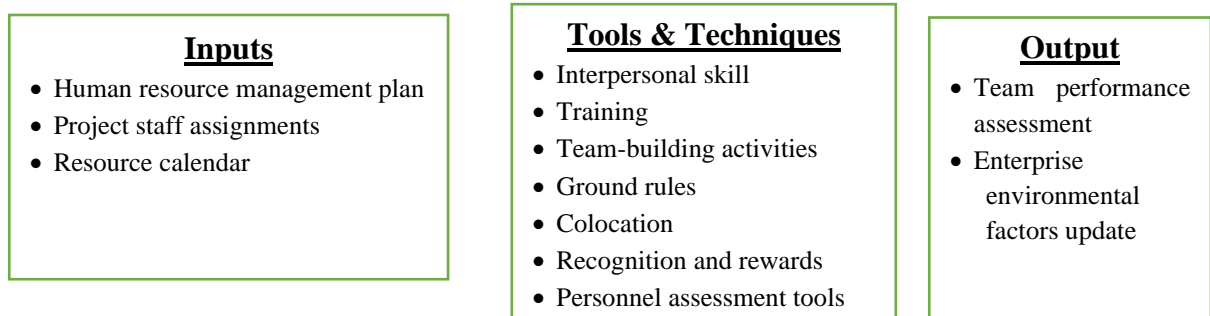
The process of acquiring project team is an activity that allows selecting and approving human resource availability according to the list of required skills and criteria for choosing human resource for the purpose of obtaining the team necessary to accomplish project work.



**Figure 2 Acquire project team: inputs, tools and techniques and outputs**  
**Source: (Project management Institute PMBOK Guide)**

### 2.2.5.1.3 Develop Project Team:

It is a process used to improve skills, team interactions, and the overall project environment to improve project performance. Teamwork is a key factor for project success, and developing an effective team is one of the key responsibilities of a project manager.

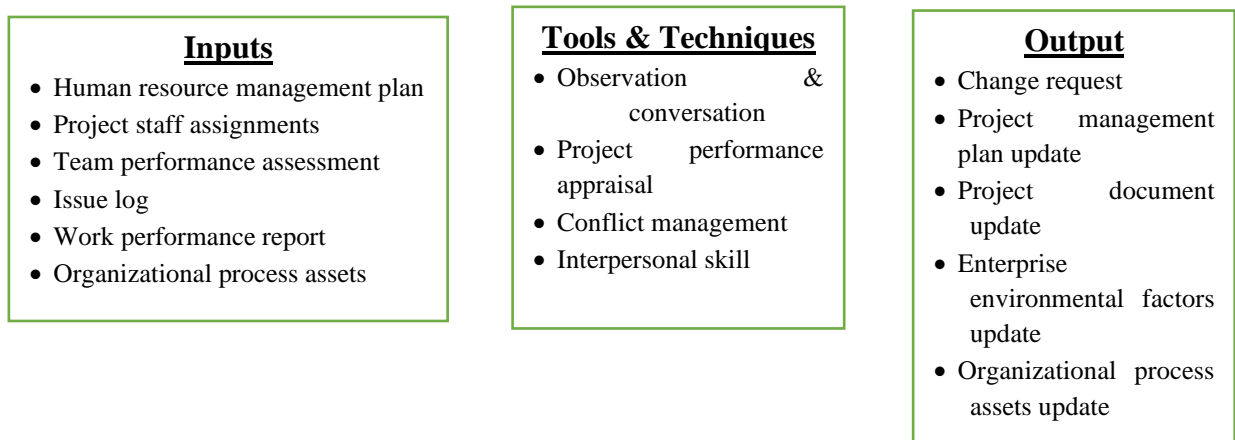


**Figure 3 Develop project team: inputs, tools and techniques and outputs**

**Source: (Project management Institute PMBOK Guide)**

### 2.2.5.1.4 Manage Project Team

The process of managing a project team is the activity of tracking the performance of team members and enabling them to use feedback to solve strategic and operational issues and manage change to optimize the performance of the project. It influences team behavior, manages conflict, resolves issues, and appraises team member performance.



## **Figure 4 Manage project team: inputs, tools and techniques and outputs**

**Source: (Project management Institute PMBOK Guide)**

### **2.2.5.2 Human Resource Management Practices**

Human resource management emerged as a methodical management style in the second half of the last century (Armstrong, 2014) Respectively; in the field of human resource management, the number of models and studies indicate that there is a rich connection between the effectiveness of human resource management practices and organizational performance. Many researchers have found that spending on implementing these practices ultimately helps to achieve better results in the organizational environment (Datta, 2003) . Similarly, (Wright, 2003) also believes that the success of an organization is related to the commitment of its employees. (Singh, 2004) found that team selection, training and development, performance appraisal, recognition and rewards are positively correlated with organizational success. For similar reasons, a study by Fey and (Bjorkman, 2001) showed that human resource practices are effective for all types of employees in the organization and therefore affect the final results of the organization.

By definition, a project is a unique endeavor and time is limited (PMI, 2008), so more attention needs to be paid to human resources. Although "PMBOK" has published a complete chapter to recognize the importance of human resources, the strategy in project-based organizations still needs many improvements. Therefore, to achieve the success of the project, the most important thing is to define the human resource management process according to the project, and then achieve success through the human resources application process (Gareis, 2010)

#### **2.2.5.2.1 Project Team Selection**

The project team includes the project manager and the group of individuals who work together on a project to achieve its objectives. This team will be consisting peoples from different teams with precise subject matter knowledge or with the required skill set to carry out the work of the project. In most project management scenarios, project managers hire people from various functional teams in the organization. Project managers do their work by creating a schedule for the types of resources that are estimated to be needed in their simplest form and submitting them in the form of bids or proposals for senior management approval. At the same time, project managers have to negotiate with various functional managers to get the people they need for their team (Kerzner, 2003)

Many different factors will be taken into account during this negotiation. Typical factors to consider include immediate and long-term availability; capacity; continuity requirements; Ability to work in a team; special skills. The top performers in the company will always be the ones most in demand, so a project manager can hire some of these people for part of the project's time, but very little. few of them will be ready at the moment. Therefore, project managers should consider the balance between continuity and competence. Would it be better to have the best person every now and then, or the less competent one all the time? What are the consequences of continuous interruptions? How easily can support staff cover highly qualified people when they are not available?

Another factor to consider in the project team selection process is the mix of internal and external staff, because without the right qualifications of the insiders, it may be necessary to hire a contractor. outside consultants with the necessary qualities. This has obvious advantages and disadvantages, and significant organizational and leadership implications.

Since the application of all these processes requires human resources and thus the relevance of human resource management practices and project success. Accordingly, Chapman and Webster (2003) explain the process of recruitment and selection in terms of advertising of posts, getting applications, preliminary short listing and final selection". Since recruitment and selection is the human resource management practice which relates to the processes involved for finding the right person for the job its efficacies in project success are obvious.

#### **2.2.5.2.2 Project Team Performance Appraisal**

Performance appraisal is the process of evaluating the performance and qualification of the employee in terms of the purpose of recruitments of the job for which is assigned for a specific job, for the purpose of administration including placement, recognition, providing rewards and other action. Currently the term performance appraisal or evaluation is most widely used. Performance appraisal is a systematic evaluation of the employee's present job capabilities and also the potential for growth and development by the supervisor or the manager. It can be either formal or informal. The informal appraisals are unplanned while formal appraisal system is set up by the organization to regularly and systematically evaluation of employee performance. Every employee wants fairness, and justice on performance appraisal process. These are the basic characteristics of performance appraisal. The

appraise employee performance must be in line with the culture and talents of their respective organizations (Ebrahim, 2005). The "general system theory" proposed by (Von, 2015) constitutes the basis of the organizational work hierarchy, in which the organization is considered as a system and human resource management practices are the subsystems to achieve success. Without rewarding employees for "satisfaction," as (Maslow, 2003) explains in his "Hierarchy of Needs Theory," these systems would not function properly to achieve excellence. Obviously, it is essential to be successful in a project that rewards employees for "satisfaction", which can be fairly evaluated through a solid evaluation of employee performance.

### **Five Elements of Performance appraisal**

- ✓ Planning and expectation setting: create work plans within regular one to one meeting a work plan should provide a focus. It should include clear tasks, timescales and resource required.
- ✓ Monitoring: refer to back to the work plan at each one to one meeting and track employee performance.
- ✓ Development and improvement: start to encourage further improvement and development.
- ✓ Reward and compensation: it is essential bring the team together to share the celebration and the team needs to feel included and connected to the success.
- ✓ Feedback: this is the process of giving an encourage feedback to motivate and to know they are doing well.

### **Features of performance appraisal**

- ✓ Informal or institutionalized: if the assessment is carried out according to principles, procedures and systems then it is institutionalized, but if the above criteria are not taken into account, it is said to be informal assessment.
- ✓ Open or secret: the evaluation could be open or secret.
- ✓ Character Based: This type of performance assessment is based on qualities and characteristics that are important to effectiveness and success in a particular job or organization.
- ✓ Task-based: The focus of this type of evaluation is not on the person, but on the content of the task to be carried out.
- ✓ Target Based: This type of assessment advances task-based methods by setting several key

realistic goals that affect success or failure.

- ✓ Result-based: the evaluation type is based on the final results over a period of time.

### **2.2.5.2.3 Training and Development**

Training and development refer to educational activities within a company created to enhance the knowledge and skill of employees while providing information and instruction on how to better perform specific tasks. As (Armstrong, 2014) summarize about training he conclude that the purpose of training should be clearly defined, content of the training should be related to the work context of the participants and the training technique used should be appropriate to the purpose of the course and to the characteristics of participants. The sole purpose of staff training and development is to learn and improve staff skills. Skill improvement is a function of training and development, but there are differences in positioning.

Importance of training and development

- Enhances skill development
- Increase productivity
- Improve quality and safety
- Keeps employee motivated and enhance contribution level

### **Effective training practice**

Armstrong 2006, has summarized the below practices for effective training

- 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 training technique used should be appropriate to the purpose of the course and to the characteristics of participants.
- A blend of different technique should be used where appropriate.

### **2.2.5.2.4 Reward and Recognition**

Reward and recognition system deals with all about strategies, policies and processes required to ensure that the contribution of people to the organization is recognized by both financial and non-financial

means. It is about the design, implementation and maintenance of reward systems (reward processes, practices and procedures), which aim to meet the needs of both the organization and its stakeholders. The overall objective is to reward and recognize people fairly, equitably and consistently in accordance with their value to the organization in order to further the achievement of the organization's strategic goals (Armstrong, 2014)

Since motivation and rewards are directly related to organizational success, it is clear that rewards and recognition are related to project success in a project-based organization. From an organizational point of view, (Fumás, 2007) found that salaries vary according to the value of educational knowledge and training, but from a personal point of view, the "marginal note theory" proposed by (Becker, 2006) found that individual performance is due to benefits Credit. Interestingly, according to the "General System Theory", both views lead to the fact that ECS affects the success of the project.

Reward and recognition is not only just about pay and employee benefit. It is equally concerned with non-financial rewards such as recognition, learning and scholarship opportunities and increased job responsibility and giving a responsibility.

Elements of reward and recognition system

The correct reward and recognition system is a combination of monetary and non-monetary rewards offered to employees. It can generate valuable business results in terms of increased productivity and loyalty, and it also offers hiring benefits, as a good rewards program should set your company apart from other employers. In general, there are different reward and recognition system elements. (Chron, 2020)

**Basic Pay:** it is the fixed salary or wage which constitutes the rate for the job.

**Individual performance related pay:** This is a cash bonus determined by performance assessment and ratings.

**Bonuses:** These are rewards for success that are paid in the form of a lump sum in relation to the results achieved by individuals, groups or organizations.

**Incentives:** These are payments related to the achievement of previously set goals and are intended to motivate people to achieve higher levels of performance.

**Commission:** this is a special form of incentive usually for sales representatives.

**Skill based pay:** this is a payment that varies according to the level of skill achieved by the individual.



**Competence related pay**: pay that varies according to the level of competence achieved by the individual.

**Allowances**: these are elements of compensation provided as a separate amount for aspects of the job such as overtime, shift work, assignment to a project, etc.

**Employee Benefits**: these are also known as indirect compensation including pensions, sickness benefits and insurance. These include elements of remuneration paid in addition to various forms of cash payments.

### **Importance of Reward management**

Reward management supports the achievement of business goals by helping to ensure that the organization has the talented and engaged people it needs. It contributes to the achievement of high performance by ensuring that the reward system recognizes and encourages it. Reward management can define expectations through performance management and contingent pay schemes. Armstrong, (2014).

### **2.3 Empirical literature reviews**

According (Cooke, 2002) the reasons for project failure can be adduced to be the inadequate knowledge on the critical factors that lead to successful projects. (UKEssays, 2018) asserted that in order to manage projects successfully, we need to answer three questions

“What factors are critical to project management success?”

“What factors are critical to individual project success?”

“What factors lead to consistently successful projects?”

(Gauvreau, 2004) Made a research on the influential factors of project success: in order to retest Pinto and Prescott research in 1988 about the impact of human resource management which concluded that the “personnel factor” was the only factor for the project success. Finally, their research results show that Personnel factor is the only marginal variable in the success of a project and they concluded that human resource management in the context of project management is as yet undeveloped. Publications are relatively rare and most studies simply involve case studies or expert reports and suggest that future research should aim to redefine the human resource management construct, taking in to account the specificity of the project management context.

Training is one of the crucial HRM practices especially successful organizations (Robbins S. P., 2003) suggested that the investment on workforce is actually for the organization's own benefit as the trained workforces have higher productivity and contribute to higher organizational effectiveness and such organization is capable to attract workforce with higher quality.

(Som, 2008) sampled 69 Indian companies with a view to examining the impact of HRM practices on firm performance. Using descriptive statistics and regression analysis, results indicated that recruitment and reward practices have a significant positive relationship with firm performance. Their results showed that recruitment, the role of the HR department and reward practices seem to be significantly changing within the Indian firms in the context of Indian economic liberalization.

((Zarina, 2014), determining critical success factors of project management practice study was conducted to determine the extent of the relationship between key success factors and project performance. Researchers develop a conceptual framework by identifying variables. These variables include project-related factors, project management actions, project procedures, external issues, and human factors.

(Raduikovic. M, 2017) conducted a project management success factors study to determines what are the success factors in project management with the aim of contributing knowledge and practice of implementation acquired a diploma in project management by carrying out three case studies and identifying the following project management success factors: competence of the project manager, the project team members, structure of the organization, culture of the organization, project management tools and techniques and project management standards.

(al., 2003) examined the impact of other HR practices (selection, training, technical expertise, leadership and management style) and participation of the financial performance of 190 US petro-chemical refineries. Their results confirmed the existence of a direct relationship between selection, training, leadership and management styles with workforce motivation. However, they found that only under highly participative systems, HR practices (selection, training, leadership and management styles) are positively related to firm performance. (Batt, 2002) examined the relationship between human resource practices, employee quit rates, and organizational performance in the service sector. His findings confirm that, firms emphasizing high skills, employee participation in decision making and in teams, and human resource incentives such as high relative pay and employment security, have lower quit rates and higher performance.

(Pamela, 2008) examined the extent to which organizations in Nigeria use various HRM practice and the perceived challenges and prospects of these practices. Data were collected from 253 managers in 12 selected companies in 10 cities. Their findings revealed that HRM practices, such as training, recruitment, compensation, performance appraisal and reward systems are still in place and those issues of tribalism, AIDS, training and development and corruption are some of the challenges facing HRM in Nigeria.

A study by (Dinberu, 2016) articulated the HRM practice of Dashen Beer S.C. A descriptive statistic was used to analyze the data gathered. The finding of the study revealed that Dashen Beer S. C's practice of selection was poor and through participation of stakeholders is not realized. In addition, the company's weak use of HRMP analysis results, misalignment or linkage with work units and individual tasks were observed. The performance measurements and reward practice were not linked with strategic management.

A study by Abel (Kidanemariam, 2019) investigated the HRM practice in Ethio-telecom, telecom expansion and identified and focused on reward and recognition practice and his result shows that the reward and recognition practice was not significant but the researcher mentioned for other researchers to include all HRM practices.

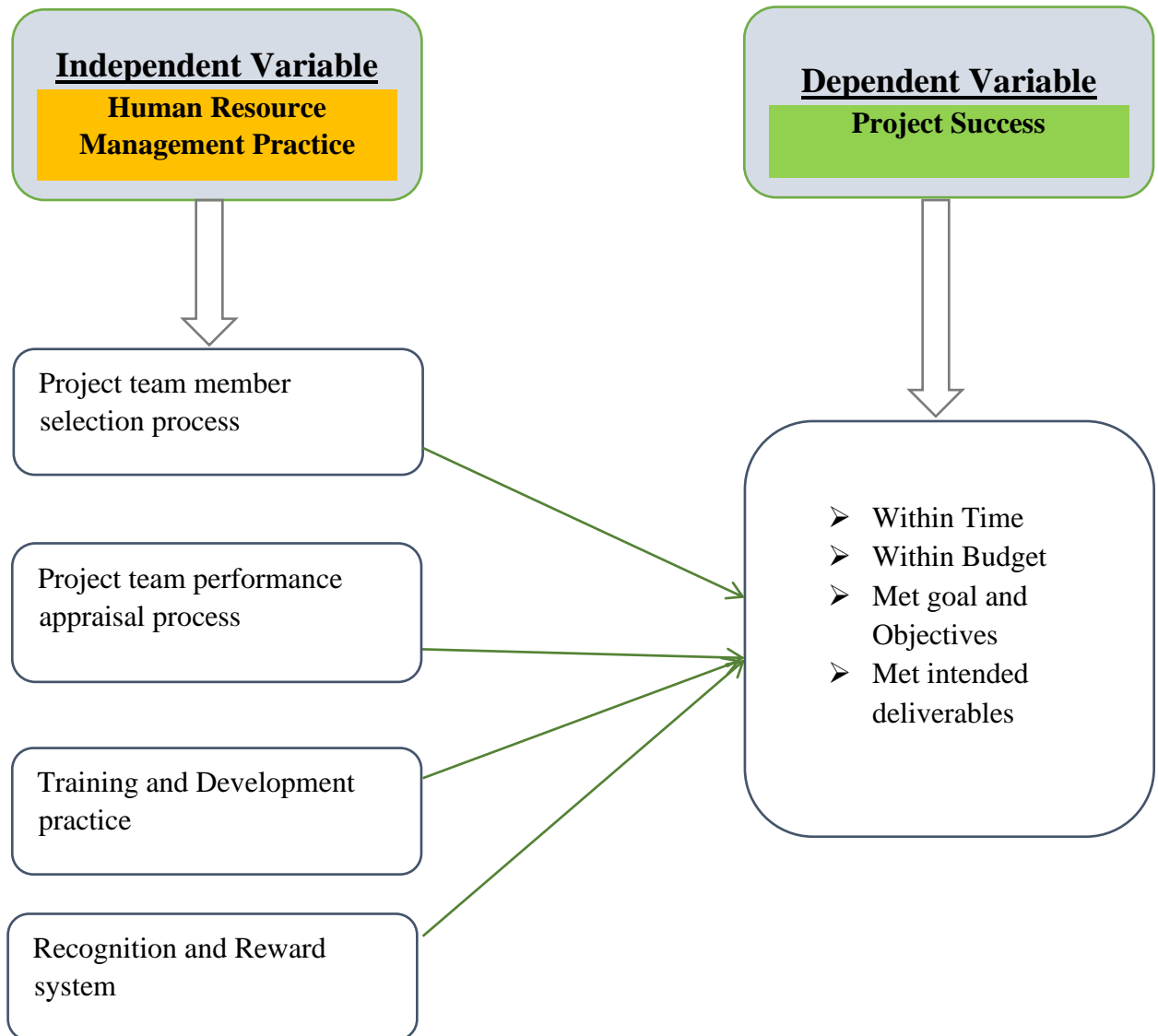
## **2.4 Research gap**

The study was only focusing on the data center upgrading project which was not include the whole CBE projects, also this study only shows the effect of human resource management practice on CBE data center upgrading project success. Also, it was difficult to get information as needed because the banking system is highly secure and different information are confidential. On top of that on previous researches projects were done on different financial and IT related aspects other than data center activities.

## **2.4 Conceptual literature reviews**

By considering the associated literature, this conceptual framework is designed by the researcher. The conceptual frame work will be used to explain the effect of human resource management practice on the project success of CBE data center upgrading project. The independent variable is human resource management practice and the dependent variable is Project Success.

## Conceptual Framework



**Figure 5 Conceptual Frameworks**

**Source: International Journal of Project Management Kirshinan Serinivasan (2014)**

The conceptual framework shown in the figure above is used to indicate; HRM Practice is the independent Variable and project success is the dependent Variable. The framework also depicts how project success (within time, within budget, met Goal and Objectives, met intended deliverables) integrated and influenced by HRM Practice including (selection, performance appraisal, training and development and reward and recognition practice).

## **CHAPTER THREE**

### **3. RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Research Design**

The purpose of this study Was to examine the effect of human resource management practices on project success in CBE. The study used descriptive research designs. By descriptive research design, the study tries to examine the human resource management practices on the project will be used check the associations between the human resource management practices and the project success.

#### **3.2 Research Approach**

To achieve the main objective of the research is, a mixed methods approach (both quantitative and qualitative) will be used. The purpose of using such a mixed methods approach is to gather data that could not be obtained by adopting a single method so that the findings with a single approach could be substantiated with others wherever possible.

#### **3.3 Target population**

The population of the research will include all the staff members of CBE who are involved in the data center upgrading project. All staff members those are involved in the data-upgrading project was assigned from head office different department employees. Based on the data that are stored in CBE project documentation team a total of 46 selected employees will participate. Of which (21 employees from ICT department, 8 employees from customer service department, 6 employees from project management department, 5 employees from human resource management, 4 employees from finance department and 2 employees from marketing department) in the data center-upgrading project.

#### **3.4 Sample size and sampling method**

For this study, the researcher will use all the staff member who were involved in the data center upgrading project and for qualitative sampling method purposive sampling method will be used because it is believes that the project managers and project team members can provide key information for the study.

As discussed on the target populations 46 employees was involved in the data center upgrading project, but the questioners were distributed for 42 participants all that engaged in the data center upgrading project and all of the participants were filled completely and returned the paper. The target population was 46 but 4 questioners were not distributed because of 2 employees have left the city due to work, in addition 1 employee was hospitalized and an additional 1 employee was on maternity leave.

### **3.5 Type and Source of data**

The data will be collected from primary and secondary data types. And the data was gathered from an internal and external source of data, an external source of data will be gathered from reviews of various documents such as books, research journals and articles and various internet sources. Moreover, other internal documents found in CBE such as magazines, guidelines, annual reports and exit interviews were used as an internal source of data. To get firsthand information, the data will be collected from the subjects through questionnaires and interviews. Both close and open-ended questionnaires will be prepared and administered to gather primary data from CBE employees who were involved in the data center upgrading project.

### **3.6 Data Collection Method**

To examine the effect of human resource management practice on project success in the case of CBE first questionnaire and semi-structured interview will be developed based on the basic research questions. The questionnaires are designed for CBE employees who were involved in the data center upgrading project. In addition to this un informal interview will be constructed with the selected heads and project managers. After finalizing the instrument, the questionnaires will be distributed to the respective CBE employees and the data will be collected from primary and secondary data types.

### **3.7 Methods of Data Analysis**

After the data collection from different sources, the data will be organized and presented in different ways. Important numerical results will be presented using tables and charts, Data that from qualitative presented in the thematic analysis method, as part of the interpretation. The study will use both qualitative (non-numerical data such as text, videos or audio records, this type of data can be analyzed using grounded theory or thematic analysis) and quantitative approaches (involves the process of objectively collecting and analyzing numerical data to describe predict or control variables of interests)

; data from questionnaire were coded and entered into the computer using Statistical Package for Social Science (SPSS) software and used frequencies, percentages, mean and standard deviations. The software is one of the powerful software, which can generate the statistic result by saving all the data into the software. In the other hand through the SPSS, regression and correlation are extracted in order to check the relationship between the dependent and independent variables.

### **3.8 Reliability and Validity of data**

#### **3.8.1 Validity**

Validity is the degree to which a test measures what it purports to measure. (Creswell J. W. 2009). To check and maintain the validity of the data collection items, intensive literature were reviewed, expert in the area was consulted and pilot study is conducted. This study will address content validity through the review of literature and adapting instruments used in previous research.

#### **3.8.2 Reliability**

As proclaimed by (Bhattacharjee, 2012), reliability is the degree to which the measure of a construct is consistent or dependable. In other words, if we use a certain scale to measure the same construct multiple times, we will get pretty much the same result every time, assuming the underlying phenomenon is not changing. This research has will administer the most commonly used internal consistency reliability measure of Cronbach 's alpha which is originally designed by LEE Cronbach in 1951. According to (Mallery, 2003) provide the following rule when Reliability is greater than 0.9 it is Excellent, when it is between 0.9 and 0.8 it is Good, if it is between 0.8-0.7 is Acceptable, when it is between 0.7-0.6 Questionable, if it is between 0.6-0.5 Poor and bellow 5 Unacceptable. The Cronbach 's alpha coefficient for this study was calculated by distributing questionnaires and a Cronbach 's coefficient which is greater than 0.7 was considered acceptable.

**Table 1 Cronbach Alpha result**

No	Variables	Cronbach Alpha value	Number of questions
1	Project team selection	0.810	5
2	Project team performance appraisal	0.835	5
3	Training and development practice	0.907	5
4	Reward and recognition practice	0.794	5
5	Project success	0.843	4

**Source own survey (2021)**

According to the Cronbach Alpha values presented in the above table, the value range of individual variables are from 0.794 to the maximum value of 0.907, so the it has internal consistency and it is reliable for further analysis.

### **3.9 Ethical Consideration**

The respondents will be approached after the purpose of the study has been explained in detail so that they will be comfortable to give their response in time. All participants will be asked to voluntarily participate in the data collection by collaborating in filling the questionnaire and responding. By doing so, the respondents will be free of any harm and more importantly their views will be very confidential and anonymous. Moreover, the questionnaires do not have any connection with the respondents since the research is done for academic purpose.



## CHAPTER FOUR

### 4. DATA ANALYSIS, INTERPRETATION AND DISCUSSION

#### 4.1 Introduction

This chapter mainly focuses on data analysis, research findings, and interpretation of analyzed data to examine the effect of human resource management practice on project success in the case of CBE data center upgrading project. It also includes the general characteristics of demographic data, educational background, the respondent functional department in descriptive statistics and the four main human resource management practices discussed in a descriptive manner. Correlation analysis is used to express the relationship between the dependent variable and the independent variable, and finally regression is used to determine the effect of the independent variable on the dependent variable.

#### 4.2 Response rate

The target population was 42 and questioners were distributed for 42 participants all that engaged in the data center upgrading project and all of the participants were filled completely and returned the paper.

##### 4.2.1 Demographic Profile

The figure below presents the background information of respondents who completed the questionnaire, such as sex, age, marital status and educational qualification, functional department and their part in the data center upgrading project.

**Table 2 background information of respondents**

Variable	Category	Frequency	Percent
sex	Male	31	73.8
	Female	11	26.2
	Total	42	100
Age	Below 25	-	-

	26 – 30	11	26.2
	31 – 40	17	40.5
	41 – 50	12	28.6
	Above 51	2	4.8
	Total	42	100
<b>Marital Status</b>	Single	14	33.3
	Married	26	61.9
	Divorced	1	2.4
	Separated	1	2.4
	Total	42	100
<b>Educational Background</b>	Degree	32	76.2
	Masters	10	23.8
	Total	42	100
<b>Functional Department</b>	ICT	21	50.0
	Customer service	7	16.7
	Finance	3	7.1
	Project management	5	11.9
	Human resource management	4	9.5
	Marketing	2	4.8
	Total	42	100
<b>Part in the project</b>	Project manager	1	2.4
	Human resource manager	1	2.4
	Project team member	32	76.2
	Other	8	19.0
	Total	42	100

**Source own survey (2021)**

The characteristics of respondents shows that from the total respondent's majority of respondents 31 (73.8%) are male and the remaining 11 (26.2%) are female. From the above table we conclude that more males were participated in the data center upgrading project and it shows the sex ratio was low.

Regarding the respondents age category indicated in the above table, 11 (26.2%) of respondents are found to be 26-30 years of age; 17 (40.5%) are found to be in the age range of 31-40; 12 (28.6%) are found to be in the age range of 41-50 whereas, the rest 2 (4.8%) of respondents are found to be age group of above 51. From this one can infer that majority of respondents, i.e, 40.5%, are found to be in age group of 31- 40.

With regard to respondents marital status, 14(33.53%) are single, 26 (61.9%) are married, 1 (2.4%) are divorced and 1 (2.4%) are separated . It indicates that married employees are ready to accept responsibility and to perform more with compared to unmarried. The reason may be marriage imposes increased responsibilities that may make a steady job more valuable and important.

Concerning employees' educational level as shown in the above table from the total respondents 32 (76.2%) of the respondents are Degree holder and the remaining 10 (23.8%) of the respondents are Masters Holders This implies that majority respondents hold first degree.

As per the collected data from the respondent which are involved in the data center upgrading project 21 respondents (50.0%) were from ICT department, 7 respondents (16.7%) were from Customer service, 3 respondents (7.1%) were from finance department, 5 respondents (11.9%) were from project management department, 4(9.5%) respondents were from human resource management department and the remaining 2 (4.8%) were from marketing department. It implies that the project was need more ICT related workers and the project was more focused on ICT.

Regarding their part in the project, 1 respondent were project manager, 1 respondent were human resource manager, 32 of the respondents are participated as a project team member and 8 respondents were involving in other work. The above table shows that majority respondents project team member so we can get a better answer.

### **4.3 Examining the human resource management practice**

Respondent were asked different questions regarding to the effect of human resource management practice on project success on a five point Likert scale type ranging from 1 to 5. (1= strongly disagree, 2=Disagree, 3= Neutral, 4=Agree and 5= strongly agree) and the analysis of the mean score is based on the below assumption.

- If the mean statistical value is between 0 to 1.5 it implies the respondents strongly disagreed.
- If the mean statistical value is between 1.5 to 2.5 it implies the respondents disagreed.
- If the mean statistical value is between 2.5 to 3.5 it implies the respondents were undecided or neutral.
- If the mean statistical value is between 3.5 to 4.5 it implies the respondents were agreed.
- If the mean statistical value is above 4.5, it implies that the respondents were strongly agreed.

Based on the above assumptions from (Burns, 2008), the mean score has been computed for each component of the variables, and analysis is presented for each variable. The average mean result together with their respective variables was separately presented analyzed and interpreted as follows:

#### 4.3.1 Analysis of project team selection

**Table 3 project team selection mean score**

	SD=1	D=2	N=3	A=4	SA=5	Mean	Standard deviation
	N <sub>0</sub>	N <sub>0</sub>	N <sub>0</sub>	N <sub>0</sub>	N <sub>0</sub>		
	%	%	%	%	%		
The Employee Selection process for the project was fair and transparent.	11 26.2	4 9.5	5 11.9	15 35.7	7 16.7	3.07	1.488
The company facilitates the opportunity for the internal staff to compute equally in the project according to their professionalism and experience	6 14.3	13 31.0	6 14.3	9 21.4	8 19.0	3.00	1.379
I was selected through the right selection process to participate in the project	5 11.9	2 4.8	6 14.3	14 33.3	15 35.7	3.76	1.322
I was selected to participate in the project because of my experience in other projects	5 11.9	19 45.2	5 11.9	8 19.0	5 11.9	2.74	1.251

I was asked about my desire and permission to participate in the project	7 16.7	12 28.6	6 14.3	8 19.0	9 21.4	3.00	1.431
Average mean and standard deviation value						3.11	1.038

**Source own survey (2021)**

illustrates the various practices in project team selection practices, regarding the employee selection process for the project was fair and transparent; the respondents have a mean value of 3.07 which indicates they are undecided or neutral on the employee selection process but the percentage indicate that majority respondents believes that the selection process was fair and transparent.

Regarding facility and opportunity for the internal staff to compute respondents have a mean value of 3.00 which indicates they are disagreed on the idea that the company facilitates the opportunity for the internal staff to compute equally in the project according to their professionalism and experience and the percentage indicates the facility and opportunity for internal staff to compute in the project was not equal.

Regarding the selection process the respondents have a mean value of 3.76 which indicates they are agree on the idea that project team members are selected through the right selection process to participate in the project and the result shows that the company follow the right selection process and also the employees believes that they are selected from the right selection process.

Regarding the project selection based on previous project participation experience, the respondents have a mean value of 2.74 which indicate they are disagree on their response and the result shows that the project team members were not selected with their previous experience and the company were not giving special attention for experienced employees.

Finally, on asking the desire of individuals to participate in the project before prior to any steps 17 respondents agree that they had been asked their desire to participate or to not participate prior to any other steps 9 respondents are strongly agree and 6 respondents remain neutral whereas 12 respondents Disagree on this issue and the remaining 7 respondents strongly disagree the result shows us the company were not asked the employees desire to participate in the project.

Generally regarding the project team selection practice majority of the respondents are neutral or undecided whether the practices are actually practiced or not and the average mean value of the variables shows which is 3.11 this shows the company selection process was moderately good.

#### 4.3.2 Analysis of project team performance appraisal

**Table 4 project team selection mean score**

	SD=1	D=2	N=3	A=4	SA=5	Mean	Standard deviation
	No %	No %	No %	No %	No %		
performance appraisal was done based on the project objective and goal	5 11.9	1 2.4	8 19.0	22 52.4	6 14.3	3.55	1.152
Performance appraisal has been done timely without interruption	10 23.8	20 47.6	6 14.3	5 11.9	1 2.4	2.21	1.025
Performance appraisal was done by individual or supervisor	5 11.9	2 4.8	1 2.4	19 45.2	15 35.7	3.88	1.292
The performance appraisal measurement were stated clearly for employees	7 16.7	21 50.0	6 14.3	6 14.3	2 4.8	2.40	1.083
I had been received timely feedback from the supervisor or superior	6 14.3	9 21.4	5 11.9	15 35.7	7 16.7	3.19	1.348
Average mean and standard deviation value						3.05	0.921

**Source own survey (2021)**

illustrates the project team performance appraisal practices which the researcher tried to assess with the above questions.

Regarding performance appraisal related with project objective and goal the respondents have a mean value of 3.55 which indicates they are agree on performance appraisal was done based on the project objective and goal and the result shows that the company appraise the performance of employee based on the project objective and goal. Regarding to performance appraisal interruption the respondents

have a mean value of 2.21 which indicates they are disagree on the idea of performance appraisal has been done timely without interruption the result shows that the company has no appraise the performance of employee without interruption. Also, the respondent has a mean value of 3.88 which indicates they are agree on performance appraisal was done by individual or supervisor.

This result shows that the company appraise the performance of employees by individuals or by their supervisor. Regarding the performance appraisal measurement, majority of the respondents disagree that the performance appraisal measurement was stated clearly for employees with the mean value of 2.40 this means the company does not state the measurement of the appraisal. Majority of the respondents also neutral on that they had received timely feedback regarding form their supervisor or superiors with the mean value of 3.19 but the percentage shows that the company give a feedback for employees timely.

Generally regarding the project team performance appraisal practice on the data center upgrading project selection practice majority of the respondents are neutral or undecided whether the practices are actually practiced or not and the average mean value of the variables shows which is 3.05 but the result shows that the company performance appraisal was not good and the employees was not satisfied by the company performance appraisal practice during the project.

#### 4.3.3 Analysis of training and Development Practices

**Table 5 Training and development mean score**

	SD=1	D=2	N=3	A=4	SA=5	Mean	Standard deviation
	<u>N<sub>0</sub></u> %	<u>N<sub>0</sub></u> %	<u>N<sub>0</sub></u> %	<u>N<sub>0</sub></u> %	<u>N<sub>0</sub></u> %		
There were no discrimination based on preference on employees training selection process	8 19.0	8 19.0	7 16.7	9 21.4	10 23.8	3.12	1.468
The Training program trainers and trainees on the project are properly Selected to meet the goal of the training.	6 14.3		10 23.8	17 40.5	9 21.4	3.55	1.253

The provided training helped me to perform my task effectively	6 14.3	9 21.4	8 19.0	8 19.0	11 26.2	3.21	1.423
The provided training play a major role for project success	5 11.9	6 14.3	10 23.8	12 28.6	9 21.4	3.33	1.300
The training delivery method were relevant with the training objective	7 16.7	4 9.5	16 38.1	7 16.7	8 19.0	3.12	1.310
Average mean and standard deviation value						3.26	1.156

**Source own survey (2021)**

illustrates the training and development practices practiced on CBE data center upgrading project and majority of the respondent’s neutral or undecided on that there was no discrimination based on preference on employees training selection process with the mean value of 3.12 the result of percentage shows that the company there were a discrimination based on the employee preference on employee training selection.

Concerning the selection of proper trainers and trainees to meet the goal of the training, majority of the respondents are agreed on the selection of trainers and trainees are properly selected to meet the goal of the training with the mean value of 3.55 this shows the company paid attention on selection of trainers.

Majority of the respondents are neutral regarding the content of the training helped to perform the task effectively on the project with the mean value of 3.21this result shows the company more concerned on the title and topic of trainings to help employees to perform their work effectively.

Regarding the role play of the training on the project towards project success majority of the respondents were undecided or neutral whether the training provided during the project played a major role for the project success or not with the mean value of 3.33. Finally, majority of the respondents were also neutral on the delivery of training method used by the trainers with the training objectives with the mean value of 3.12.

Generally, on the training and development practices described and examined on the projects, majority of the respondents believed that the training practices were neither strongly practiced nor totally forgotten on the mean value of 3.26. From this study it is possible to summarize it that there was moderate training and development practice on the project.



#### 4.3.4 Analysis of reward and Recognition Practice

**Table 6 Reward and recognition mean score**

	SD=1	D=2	N=3	A=4	SA=5	Mean	Standard deviation
	No %	No %	No %	No %	No %		
The reward and recognition practice on the project was fair	5 11.9	23 54.8	3 7.1	5 11.9	6 14.3	2.62	1.268
The reward and recognition practice motivated me to do more and perform better to meet the project goals and objectives.	3 7.1	25 59.5	2 4.8	6 14.3	2 4.8	2.31	1.070
Employees got an appreciation and recognition letter and certificate for their good performance	12 28.6	14 33.3	2 4.8	13 31.0	1 2.4	2.45	1.273
Employees got financial rewards for their good performance on the project	14 33.3	9 21.4	7 16.7	10 23.8	2 4.8	2.45	1.310
project teams got rewarded as a group for the achievement on the project goals and objectives	8 19.0	12 28.6	8 19.0	11 26.2	3 7.1	2.74	1.251
Average mean and standard deviation value						2.51	0.916

**Source own survey (2021)**

Discusses on the recognition and reward practices practiced on the project. Majority of the respondents are neutral on the fairness and transparency of the employee's reward and recognition practices, with the mean value of 2.62.

Regarding to motivation of employee's majority of the respondent are disagree and they believe that reward and recognition practices was not motivated them to do more and perform better to meet the project goals and objectives with the mean value of 2.31. Majority of the respondents disagree on that

employees got an appreciation and recognition for a good performance with the mean value of 2.45. Respondents also disagreed that employees have got a financial reward for their good performance on the project with 2.45 mean values. Regarding team reward respondents are neutral on that either project team have got rewarded as a team for the achievement of the project goals and objectives or not with mean value of 2.74.

Generally, on the recognition and reward practice it can be summarized as there was a poor reward and recognition practices on data center upgrading project.

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:

#### 4.3.5 Analysis of Data Center Upgrading Project Success

**Table 7 Project success mean score**

	SD=1	D=2	N=3	A=4	SA=5	Mean	Standard deviation
	<u>N<sub>0</sub></u> %	<u>N<sub>0</sub></u> %	<u>N<sub>0</sub></u> %	<u>N<sub>0</sub></u> %	<u>N<sub>0</sub></u> %		
The project met the expected objective and goals	3 7.1	6 14.3	5 11.9	22 52.4	6 14.3	3.52	1.131
The project was completed within the expected time	5 11.9	7 16.7	8 19.0	11 26.2	11 26.2	3.32	1.361
The project was completed within the expected cost	9 21.4	5 11.9	6 14.3	18 42.9	4 9.5	3.07	1.351
The project has met the intended outcome	4 9.5	6 14.3	8 19.0	17 40.5	7 16.7	3.40	1.211
Average mean and standard deviation value						3.33	1.045

Source own survey (2021)

The project teams are neutral on that the project was successfully accomplished or not by considering the above cost quality time and impact parameters with the mean value of 3.33. But majority of the project team believes that the project was accomplished successfully with the expected goal, within the expected time, within the expected cost and with intended outcome.

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

#### 4.4 Relationship between the dependent and independent variables

In this study Pearson correlation were computed to determine if there were significant relationship between the HRM practice (Independent variable) and the project success (dependent variable). Correlation is a statistical term that expresses how closely two variables are related in a linear (meaning they change together at a constant rate).

It's a typical way of describing simple relationships without stating a cause-and-effect relationship. A correlation coefficient has a value ranging from -1 to 1: values closer to the absolute value of 1 indicating that there is a strong relationship between the variables being correlated whereas values closer to 0 indicate that there is little or no linear relationship. The sign of a correlation coefficient describes the type of relationship between the variables being correlated. A positive correlation coefficient indicates that there is a positive linear relationship between the variables (Field, 2009)

**Table 8 Pearson correlation**

		Correlations				
		Team Selection	Performance Appraisal	Training & Development	Reward & Recognition	Project Success
Team Selection	Pearson Correlation	1	.700**	.777**	.319*	.717**
	Sig. (2-tailed)		.000	.000	.039	.000
	N	42	42	42	42	42

Performance Appraisal	Pearson Correlation	.700**	1	.682**	.532**	.805**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	42	42	42	42	42
Training & Development	Pearson Correlation	.777**	.682**	1	.358*	.621**
	Sig. (2-tailed)	.000	.000		.020	.000
	N	42	42	42	42	42
Reward & Recognition	Pearson Correlation	.319*	.532**	.358*	1	.349*
	Sig. (2-tailed)	.039	.000	.020		.024
	N	42	42	42	42	42
Project Success	Pearson Correlation	.717**	.805**	.621**	.349*	1
	Sig. (2-tailed)	.000	.000	.000	.024	
	N	42	42	42	42	42
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

### Source own survey (2021)

By standardizing the covariance, we end up with a value that has to lie between -1 and +1 (if you find a correlation coefficient less than -1 or more than +1 you can be sure that something has gone wrong. A coefficient of +1 indicates that the two variables are perfectly positively correlated, so as one variable increases, the other increases by a proportionate amount. Conversely, a coefficient of -1 indicates a perfect negative relationship: if one variable increases, the other decreases by a proportionate amount.

A coefficient of zero indicates no linear relationship at all and so if one variable changes, the other stays the same. Because the correlation coefficient is a standardized measure of an observed effect, Cohen 's (1998) guideline it is a commonly used measure of the size of an effect and that values of +0.1 represent a small effect, +0.3 is a medium effect and +0.5 is a large effect (Andy Field 2009).

To examine if there was a statistically significant association between Human resource management practice and project success correlation was computed. Pearson moment product correlation was calculated,  $r(42) = 0.717, p=0.000$ .

The direction of the association was positive, which means better project team selection will positively significant to the success of the project. Using Cohen 's (1998) guideline, the magnitude of association is strong. Same correlation was calculated between project success and team performance appraisal  $r(42) = 0.805, p=0.000$ . This association is strong. Pearson Correlation was calculated between project success and training and development  $r(42) = 0.621, p=0.000$ . Same correlation was calculated between project success and reward and recognition practice  $r(42) = 0.349, p=0.024$ .

According to all the data encountered above are most of the correlation test was very strong, so they have best magnitude to each other. however, association between performance appraisal and project success have highest value  $r(42) = 0.805, p=0.000$ , the second highest Pearson correlation was between team selection and project success  $r(42) = 0.717, p=0.000$ , the third level was between training and development and project success  $r(42) = 0.621, p=0.000$  and the last Pearson correlation was calculated between project success and reward and recognition practice  $r(42) = 0.349, p=0.024$  Generally, the above table illustrate that the four HRMP have a significant relationship with project success and it also have a positively relation with CBE data center upgrading project because the P-value of all independent variable is less than 0.05 The disparity between the employee and the job can slow down performance levels, whereas a sophisticated selection system can ensure a better fit between the person's abilities and the organization's requirement. Also, the selection has been found to be positively related to project success (Oladipo, 2011).

HRMP takes a broad and long-term view about how HR policies and practices can support the achievement of business strategies. It is business-led and the learning and development strategies that are established as part of the overall strategic HRM approach flow from business strategies and have a positive role in helping to ensure that the business attains its goals in (Armstrong, 2014).

## 4.5 Regression

Regression analysis was used to express the relationship between the independent and dependent variables. The dependent variable was project success while the independent variables were the human resource management practice which is team selection, performance appraisal, training and development and reward and recognition. The ability of independent variables to explain the changes in dependent variables was measured by adjusted R-square as shown by the below table.

In this part the discussion, the researcher tries to investigate the significance effect of HRM practices on project success. To investigate the question justified above the researcher use ordered probity and logit regression models by observing regression output tables from the SPSS results of a combined observation. the general model of this study for the specified question with the explained independent and dependent variable will be as follows:

### Source: Logistic regression Math and Statistics Help Centre

Logistic regression does the same but the outcome variable is binary and leads to a model which can predict the probability of an event happening for an individual.

**Table 9 classification table**

Classification Table <sup>a</sup>					
	Observed		Predicted		
			Unsuccessful	Successful	Percentage
			1.00	2.00	Correct
Step	Unsuccessful	1.00	11	3	78.6
1	Successful	2.00	2	26	92.9
	Overall Percentage				88.1
a. The cut value is .500					

### Source own survey (2021)

The above table shows that the percentage accuracy classification which is 88.1% and the percentage implied that using this model is 88.1% accurate and 11.9% the chance that will not accurate or incorrect.

**Table 10 Model Coefficients**

Omnibus Tests of Model Coefficients				
		Chi-square	df	Sig.
Step 1	Step	26.579	4	.000
	Block	26.579	4	.000
	Model	26.579	4	.000

**Source own survey (2021)**

The omnibus Tests of Model Coefficients table gives the result of the Likelihood Ratio (LR) test which indicates whether the inclusion of this block of variables contributes significantly to model fit. A p-value (sig) of less than 0.05 for block means that the block model is a significant improvement. In our case the block model is 0.000 which means it is significant.

**Table 11 Model summary (selection, appraisal, training and reward)**

Model Summary			
Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	26.888 <sup>a</sup>	.469	.651
a. Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.			

**Source own survey (2021)**

from the above table we can conclude that between 46.9% and 65.1 of the variation in survival can be explained by the model in block 1.

**Table 12 Variables in the Equation**

Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp (B)
Step 1 <sup>a</sup>	Selection	.715	.939	.581	1	.046	2.045
	Performance	2.960	1.178	6.320	1	.012	19.307
	Training	-.394	.991	.158	1	.691	.674
	Reward	-1.033	.709	2.127	1	.145	.356
	Constant	6.243	2.813	4.925	1	.026	.002
a. Variable(s) entered on step 1: Selection, Performance, Training, Reward.							

**Source own survey (2021)**

The coefficients for the model are contained in the column headed B. A negative value means that the odds of survival decreases. From the above variable in the equation table of selection, performance appraisal, training and development, and reward and recognition practice were with Exp (B) value 2.045, 19.307, .674, 0.356, having p-value .046, .012, .691 and .145 respectively for each human resource management practice. This result shows the selection and performance appraisal practice have a significant effect on project success. From the above data it is possible to conclude that the predict effect of HRM practice on project success.

- The average selection practice (B= 0.715) is a significant impact (p=0.046) which is less than 0.05 and the value is positive which would indicate the more emphasis on selection practice is related to increase the success of the project.
- The average performance appraisal practice (B=2.960) is a significant impact (p=0.012) which is less than 0.05 and the value is Positive which would indicate the more emphasis on performance appraisal system is related to increase the success of the project.
- The average of training and development practice (B=-0.394) is not a significant impact (p=0.691) which is greater than 0.05 and the value is negative which would indicate the more emphasis on training and development practice is related to decreasing the success of the project.
- The average of reward and recognition practice (B=-1.033) is not a significant impact (p=0.145) which is greater than 0.05 and the value is negative which would indicate the more



emphasis on reward and recognition practice is related to decreasing the success of the project.

From the finding the negative coefficient of training and development, and reward and recognition system indicates that when an increasing on these independent variables decline project success. there for its concluded that the “personnel factor” was the only factor for the project success and the research results show that Personnel factor is the only marginal variable in the success of a project and its concluded that human resource management in the context of project management is yet undeveloped.

Training is one of the crucial HRM practices especially successful organizations (Robbins S. P., 2003) suggested that the investment on workforce is actually for the organization’s own benefit as the trained workforces have higher productivity and contribute to higher organizational effectiveness and such organization is capable to attract workforce with higher quality.

The full model being tested

$$\ln\left(\frac{p}{1-p}\right) = 6.243 + 0.715x_{1_{\text{selection}}} + 2.960x_{2_{\text{performance}}} - 0.394x_{3_{\text{training}}} - 1.033x_{4_{\text{reward}}} = 8.491 \text{ or } 84.91\%$$

$x_1 = 1$  for selection,  $x_2 = 1$  for performance appraisal,  $x_3 = 1$  for training and development and  $x_4 = 1$  for reward and recognition

Similarly, other researchers do have different findings on the above results as follows: HRMP for managing performance exist to develop a high-performance culture and achieve increased project success, better results for individuals and teams, and higher levels of skill, competence, commitment and motivation (Armstrong, 2014).

Training is one of the crucial HRM practices especially successful organizations (Robbins, 2003) suggested that the investment on workforce is actually for the organization’s own benefit as the trained workforces have higher productivity and contribute to higher project success and such organization is capable to attract workforce with higher quality.

As (Haftu, 2013) the results also show that HRMP alignment with overall corporate objectives and management development in HR practices has a positive effect on project success and organizational

effectiveness with coefficients of 0.03 and 0.104 respectively. However, the result of the selection system shows that it has a negative (-0.013) effect on project success and organizational effectiveness.

A well-functioning reward and recognition practice may also encourage employees to take more responsibility for their own development, including the development of the skills viewed as critical in the company. A well-planned career development system along with internal advancement opportunities based on merit, results in high motivation among employees, which has an impact on firm performance (Boudreau, 1998).

The purpose of this study was to examine the effect of human resource management practices on project and investigate the relationship with the project success a case study on CBE data center upgrading project. The study identified four human resource management practices which are selection, performance appraisal, training and development and reward and recognition and tried to analyze the data from the respondents which were participated in the data center upgrading project. All the variables had an acceptable level of reliability with Cronbach alpha  $> 0.7$ . This study identified the four human resource management practices and checked all practices one by one.

## **CHAPTER FIVE**

### **5. SUMMARY MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter presents the summary of the findings, and it provides the conclusions and recommendations of the study based on the objectives of the study and finally the recommendation for further studies will be presented.

#### **5.2 Summary of findings**

The main objective of this study was to examine the effect of human resource management practices on project success in the case study CBE specifically on the Data center upgrading project. The section dealt on the summary of the findings generated from the data analysis. The summary was done along with the objective of the study. The dependent variable under study was project success and the independent variables were the four human resource management practice which are team selection, performance appraisal, training and development and reward and recognition practice. The results for each human resource management practice are summarized below:

Regarding team selection practice the finding shows that majority of the respondent's response are moderate on the average mean value of the variables shows which is 3.11 and the standard deviation is 1.038. The respondent believes that the company didn't facilitate the opportunity for internal staff to compute equally in the project according to their professional, and also the employees was not asked about their desire and permission to participate in the project. This leads to the doubt on the fairness and the transparency of the project team selection.

Based on the respondent rate the performance appraisal practice in the project is moderate (mean= 3.05 and SD= 0.921), the project performance appraisal was done based on the project objective, but the performance appraisal was not assessed without interruption and timely and also the performance appraisal measurement was not stated clearly for employees but the performance appraisal was done by individual or supervisor and the feedback from the supervisor had been received timely.

On Training and development practice in the project is moderate ( $M=3.26$   $SD=1.156$ ), based on the respondent response there were no discrimination based on preference on employees training selection process, the trainees on the project are properly selected to meet the goal of the training, the provided training helped the employees to perform their task effectively and the provided training play a major role for project success and the training delivery method were relevant with the training objective.

Regarding to reward and recognition practice in the project is not good ( $M=2.51$ ,  $SD=0.916$ ). the respondent believe that the reward and recognition practice on the project was not fair, the reward and recognition practice didn't motivated to perform better work on the project, also individuals and project teams was not get reward for their achievement on the project goals and objectives.

- There were statically significant correlations between team selection practice with project success at a significant level ( $p<0.01$ ).
- There were statically significant correlations between t performance appraisal practice with project success at a significant level ( $p<0.01$ ).
- There were statically significant correlations between training and development practice with project success at a significant level ( $p<0.01$ ).
- There were statically significant correlations between reward and recognition practice with project success at a significant level ( $0.01<p<0.05$ ).
- The regression result show that the percentage accuracy classification which is 88.1% and the percentage implied using this model is 88.1% accurate and 11.9% the chance that will not be accurate.

## 5.3 Conclusion

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 2.5 and 3.5.

The study concluded that the company needs to work more on effective project team selection practices. The company didn't facilitate the opportunity for the internal staff to compete equally in the project according to their professionalism, 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 the right process and interview. Generally, the researcher doubts that there is fair and transparent selection process.

Performance was appraised by individual or their supervisors, the appraisal was done based on the project goal and objective but the appraisal was not done timely or without interruption also the appraisal measurement were not stated clearly for employees and they had been received timely feedback from their superiors or supervisors.

Regarding to training and development, there was no bias or favoritism in selecting a person to train. The content of the training is also helpful in carrying out project tasks and activities. Trainers that have been precisely selected and specialized in a particular category or knowledge are effective for training because they provide training based on their expertise and expertise and the methods of delivery training in accordance with the training objectives.

When it comes to reward and recognition practice, the implementation of reward and recognition for the project has been unfair and the practice of reward has not motivated employees to do more and perform better to achieve goals of project. To a moderate extent, the project staff received a letter of financial recognition and a letter of recognition for the good performance of the project. There are no awards to the team for achieving project goals and objectives. In general, the reward and recognition practice during project was not good and fair.

## 5.4 Recommendation

The researcher recommends the below points.

- ❖ It would be better if CBE provide employees with the best platform to have equal opportunities for project vacancies so that suitable employees can apply for the position.
- ❖ It is better for the company to prepare a clear selection process and procedure so that the company informs its employees and each employee knows the procedure and will have a transparent selection process for upcoming and in progress projects.
- ❖ It would be better to measure employees' performance appraisal in a timely and uninterrupted manner, also its good to be stated clearly the performance appraisal measurements to the employees, and feedbacks needs to be communicated to the employees in a timely manner.
- ❖ Training and development practice on the project was good and the bank should make such practices in a new way that makes it effective to achieving the company goal and objective.
- ❖ The organization should give attention to the reward and recognition system hence, the project success will increase whenever the reward and recognition package are designed to the employee performance and company goals.
- ❖ Although this study tried to examine the effect of human resource management practices, it has a significant effect on the success of the project, so it would be good if the company gives to attention.

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# APPENDIX

## Appendix- I QUESTIONNAIRE

### QUESTIONNAIRE

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE

GRADUATES PROGRAM

DEPARTMENT OF PROJECT MANAGEMENT

#### *Survey Questionnaire*

**Dear Sir/Madam**

The questionnaire is designed to collect the required data to conduct an entitled “THE EFFECT OF SELECTED HUMAN RESOURCE PRACTICES ON PROJECT SUCCESS: THE CASE OF COMMERCIAL BANK OF ETHIOPIA DATA CENTER UPGRADING PROJECT” is design to examine the effect of human resource management practices on project success in the case study of Commercial Bank of Ethiopia specifically on the Data center upgrading project. This study is conducted in partial fulfillment of the requirement for award of MSc. Degree in project management from Addis Ababa University. I kindly request you to take your precious time to fill this questionnaire as much as possible. I inform you that, the information you provided will be consumed for academic purpose only. Your responses will be handled with utmost confidentiality. You are not required to write your name. You have a right not to participate in the research if you want to do so. Your genuine response will contribute highly to the validity of the result. I would like to thank you for your willingness to participate in this study. If you have any question to ask, please contact me at any time through the following address – 0913763894/0910763891

#### **Part 1. Demographic related questions**

*Please, put  $\surd$  or x mark in the box in front of the item of your choice*

1.Sex:  Male  Female

2.Age:  Below 25  26 – 30  31 – 40  41 – 50  above 51

3.Marital Status:  Single  Married  Divorced  Separated

4.What is the highest level of education that you completed?

Certificate Diploma Degree  Masters  PHD

5.Please indicate your functional work unit from which you were selected to the project.

ICT department  Customer service department  Finance department  
 Project management department  Human resource management department  
 Marketing department

6. Please indicate your part in the project

Director  Project manager  Human resource manager  
 Project team member Other; please specify \_\_\_\_\_

**Part 2. Project team selection practice**

7. Think of project team selection practices of the data center upgrading project and Put a tick (√) to appropriate space of particular score, which is suitable to your agreement about the following statements.

Project Team Selection Practice	Strongly Disagree	Disagree	Neutra	Agree	Strongly Agree
	1	2	3	4	5
The Employee Selection process for the project was fair and transparent.					
The company facilitates the opportunity for the internal staff to compute equally in the project according to their professionalism and experience					

I was selected through the right selection process to participate in the project					
I was selected to participate in the project because of my experience in other projects					
I was asked about my desire and permission to participate in the project					

***Part 3: Project Team Performance Appraisal***

8. Think of project team performance appraisal practice of the data center upgrading project and put a tick (√) to appropriate space of particular score, which is suitable to your agreement about the following statements.

Project Team Performance Appraisal	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
performance appraisal was done based on the project objective and goal					
Performance appraisal has been done timely without interruption					
Performance appraisal was done by individual or supervisor					
The performance appraisal measurement were stated clearly for employees					

I had been received timely feedback from the supervisor or superior					
---	--	--	--	--	--

**Part 4: Training and Development Practices**

9. Think of training and development practices of the data center upgrading project and Put a tick (√) to appropriate space of particular score, which is suitable to your agreement about the following statements.

Training and Development Practices	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
There were no discrimination based on preference on employees training selection process					
The Training program trainers and trainees on the project are properly Selected to meet the goal of the training.					
The provided training helped me to perform my task effectively					
The provided training play a major role for project success					
The training delivery method were relevant with the training objective					

**Part 5: Reward and Recognition Practice**

10. Think of project team recognition and reward practices of the data center upgrading project and put a tick (√) to appropriate space of particular score, which is suitable to your agreement about the following statements.

Reward and Recognition Practices	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The reward and recognition practice on the project was fair					
The reward and recognition practice motivated me to do more and perform better to meet the project goals and objectives.					
Employees got an appreciation and recognition letter and certificate for their good performance					
Employees got financial rewards for their good performance on the project					
project teams got rewarded as a group for the achievement on the project goals and objectives					

**Part 6: Data Center Upgrading Project Success**

11. Think of the data center upgrading project success and Put a tick (√) to appropriate space of particular score, which is suitable to your agreement about the following statements.

Measurement of project success	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The project met the expected objective and goals					
The project was completed within the expected time					

The project was completed within the expected cost					
The project has met the intended outcome					

**Thank You for Your Willingness and Time!**