HUMAN RESOURCE MANAGEMENT IN PROJECT MANAGEMENT: EXPLORING THE CONCEPTUAL LANDSCAPE

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2019 Project Management Symposium
Agenda

1. Purpose
2. Literature Review
3. Methodology
4. Results
5. Future Research
6. Conclusion
Purpose

• *Identify research themes at the intersection of two domains—project management, and human resource management*

• To advance nascent research that focuses on multiple facets of HRM that may affect project outcomes (Keegan, Ringhofer, & Huemann, 2018).

• Part of larger research study that investigates employee motivation in project management
Literature Review

Project Management & Human Resource Management

**Review of Research themes at the intersection of these domains**

- Human resource management for project-oriented Organizations
  (Huemann, Keegan, & Turner; 2007)

- Literature review on the topic from major project management journals
  (Keegan, Ringhofer, & Huemann, 2018)

- Research themes common to HR Development & Project Management
  (Carden, & Egan (2008))

**HR practices in projects/ project-based organizations**

- Global project teams
  (Brown, Dreitlein, My, Manzoni, & Mere (2016))

- Project manager’s job satisfaction
  (Ling, Ning, Chang, & Zhang (2018))

- Employee selection, training, and performance Management
  (Dociu, & Mirabela, 2018)

- Challenges to implementing performance management System
  (Miltlacher, 2012)

- Impact on project outcomes
  (Poipatoon, & Seingthai, 2014)
Methodology

- Web of Science database used to extract research articles
- Strings used: “project management” AND “human resource management”
- Peer-reviewed articles and conference publications considered between 1970-2019
- 109 articles extracted
- Co-Occurrence of key words as a methodology to analyze research themes; revealed as a social graph with color coded nodes (constructs), and lines (relationship between constructs)
Results

Number of Publications

- 2013: 11 publications
- 2014: 9 publications
- 2015: 8 publications
- 2016: 7 publications
- 2017: 6 publications
- 2018: 10 publications
- 2019: 12 publications
Results

3. Engineering Construction and Architectural Management
7. Journal of Management in Engineering
3. Personnel Review
1. Journal of the Canadian Public Administration Administration Publique du Canada
1. Journal of Disaster Prevention and Management
1. Engineering Management Journal
1. Journal of Disruption and Engineering Management
1. Automation in Construction
1. Economic Computation and Economic Cybernetics Studies and Research
1. Engineering Management Journal
1. British Food Journal
1. British Journal of Management
1. British Journal of Management
Results

Domains

50 BUSINESS ECONOMICS

27 COMPUTER SCIENCE

4 CONSTRUCTION BUILDING TECHNOLOGY

4 MATERIALS SCIENCE

4 PSYCHOLOGY

34 ENGINEERING

10 EDUCATION EDUCATIONAL RESEARCH

3 MATHEMATICS

2 ENVIRONMENT SCIENCES ECOLOGY

2 INFORMATION SCIENCE LIBRARY SCIENCE

5 SOCIAL SCIENCES OTHER TOPICS

3 OPERATIONS RESEARCH MANAGEMENT SCIENCE

2 INTERNATIONAL RELATIONS

2 PUBLIC ADMINISTRATION

2 TELECOMMUNICATIONS
Results
## Results

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Constructs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Project Management Process</td>
<td>operational effectiveness, project cost, project duration, project success, psychological empowerment, resource allocation, time management, workplace</td>
</tr>
<tr>
<td>2. Construction Project Management</td>
<td>budget, contractor, culture factors, project failure, productivity, safety, schedule</td>
</tr>
<tr>
<td>3. Project Manager hard skills</td>
<td>Capability, decision maker, innovative project organization, selection, skill shortage, technology</td>
</tr>
<tr>
<td>4. Project Manager soft skills</td>
<td>Ability, Emotional Intelligence, team member, team reflexivity</td>
</tr>
</tbody>
</table>
Limitations

- Does not distinguish the unit of analysis: organization, project, or individual when analyzing research themes
- Does not distinguish between HR practices that are strategic in nature, and those which are operational
Future research

- **Project management & Human Resource Management**
  - Web of Science
    - 109 peer-reviewed articles with key words “project management” AND “human resource management”

- **Work motivation in i/o psychology vs. Work motivation in project management**
  - EBSCO Host
    - 248 peer-reviewed articles with key words “employee motivation” and “project management; 503 peer-reviewed articles “employee motivation” in i/o psychology journals (2000-2019)

- **Work motivation in project management: emerging theories, and defining the construct**
  - Socio-Technical Perspective
    - Job design theories
    - Event-System theory to explain employee motivation
Conclusion

• Project-Human Resource Management continues to expand as an important sub-domain of project management
• Need for comprehensive review to identify research themes at the intersection of project management, and human resource management
• Apply emerging qualitative research methods to identify themes
Conclusion

• Research themes center around project management processes, project manager competencies, and managing relations with internal and external project actors

• Construction management and New Product Development (NPD) projects extensively researched

• Complements the extant literature which establishes the theoretical corpus for project-human resource management research
Questions?

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Thank You!