Impact of Human Resource Management Practices on Project Success in Project Based Organizations with Moderating Role of Project Managers Competences

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ARTICLE DETAILS

ABSTRACT

This study aims to examine the impact of human resource management practices on project success in project-based organizations with moderating role of project managers competences. This study unit of analysis is top management, middle tier managers and employees from both IT and construction related public sector organizations of Rawalpindi and Islamabad. The study was based on the field survey and Convenient sampling technique was used. This sampling technique was used for appropriate results with randomized responses of participants and to avoid any type of biasness. A total of 275 questionnaires were distributed in Project based organizations, 250 were returned and 221 were usable. Results showed a strong impact on the success of project with Human resource management practices in Pakistan. Factors of HRMP's have stronger relationship with project success with moderator role of project manager Competences (i.e.., having a high level of certifications and high numbers of years of experience in project management). In the relationship of independent variable with the dependent variable project manager competences acts as a moderator. It is indicated by the findings that there is positive correlation among the variables. This study also examined that Employee Recruitment and Selection, Employee Training and Development, High Performance Work Practice, which are the factors of the Human Resource management practice, have high strength on project success in the occurrence of project manager competences.

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Introduction

Projects are temporary in nature which may make the innovative product, services and get the results with a defined beginning and end goals (usually time-constrained, and often constrained by funding or staffing) in which they can meet the goals of the projects, in which they can add the values and beneficial for every project. Projects are not same as if we link them to the business operations and due to their permanent and in temporary nature. If the projects manage the unique activities and distinct production operations technical skills and other management strategies are being developed and designed, the whole activities are said to be a project management activity (Cattani et al., 2011). The research literature related to project management is spreading continuously. Project success is recurrently searched topic in project management (Jugdev and muller 2005). Literature specifies that the organizations are focusing on the direction of the development of the positive organizational psychology at individual and organizational level. (Meyers et al., 2013). Mostly project success is measured by tangible triple constraint (cost, time, and performance). (Koops et al., 2016: Chen 2015). Project success will often be termed differently by individuals and stakeholders (Cleland and Ireland, 2006). If we follow the triple constraint, it does not mean that project is implemented successfully (Irimia-Dieguez, Medina-Lopez and Alfalla-Luque 2015). Project management recognized that a success of every project means different outlook to different people which mean the sense of success will be diverse for every project (Muller & Turner, 2007; Zwikael & Smyrk, 2011). Without concern about the common objectives project success is a common goal of every project. From last three years in the field of project management project success has increased the attention of many researchers.

In today's work environment, the managers are facing biggest challenge, which is they have to do more but with fewer resources. That is why the employees are managed to successfully achieve goals and objectives (Tamkin, 2004). The practices which enhance the engagement and empowerment of employees with productivity, effectiveness is collectively termed as high-performance work practices. There are soft practices of human resource management that stimulate common admiration, influence, and obligation in the project based working environment (Gollan, 2005; Long & Shields, 2005). High-performance work practices are pertinent to the environment of organizations which are project-based for the reason that these practices promote that jobs should be aimed at a comprehensive level with a combination of planning and implementation, the responsibilities of individuals at jobs changed with the occurrence of changing in environment, for performance the teams are accountable and lateral communication and control depends on the goals sharing with least status differences (Gollan, Davis &Hmaberger, 2005). High-performance work practices are intended towards increase the job satisfaction and motivation of employees. In return of these positive attitudes, it increases the performance at work (Way, 2002).

Human Resource Management Practices (HRMPs) are important aspect in persuading employee faithfulness and their pledge to be reserved with organizations. In current scenario, our focus is on the research. Project Management has a multipart action, as further it affects the outcome of the result which has been conclude after research on the basis of different variables and given concepts of authors. HRM is one of the most essential features which confirming success of a particular project. HRMPs can expose the suggestion between management and employees. Now days, HRM practices are repeating their role as organizations are creating more attention towards their project

management practices. Thus, HRMPs are the tools through which employee's skills can be promoted. Human resource planning model or result measurement should be made and select the exact and properly check and balance facts of HRM in projects which may include the training and development (T&D), recruitment and selection, High performance work practices (HPWP) (Partington et al., 2005).

Ahmad et al. (2016) Defined the HRM is like that "the art of hiring, impelling, modernizing, and holding human resources to compete the desire goals of organizations. "Project success (PS) is the planned of strategic goals through becoming business, for the product and services of the firm (Khan and Rasheed, 2015)." For theorizing this model and reviewing the literature, our paper has followed, the literature review writing style outlined in the previous related research (Anser et al., 2020; Gulzar, Ahmad, Hassan, & Rasheed, 2022; Hong, Rasheed, Sigala, & Ahmad, 2024; Kanwal, Rasheed, Pitafi, Pitafi, & Ren, 2020; Khalid, Weng, Luqman, Rasheed, & Hina, 2021b; Luqman, Masood, Weng, Ali, & Rasheed, 2020; Masood, Feng, Rasheed, Ali, & Gong, 2021; Moin, Omar, Ali, Rasheed, & Abdelmotaleb, 2024; Murtza & Rasheed, 2023; Naeem, Weng, Hameed, & Rasheed, 2020; Rasheed, Saleem, Altaf, Leong, & Okumus, 2024).

Research Questions

This study is based on these questions.

- What is the impact of Employee Recruitment & Selection on Project Success?
- What is the impact of Employee Training & Development on Project Success?
- What is the impact of High-Performance Work Practices on Project Success?
- Does Project Manager Competency moderate between ERS and Project Success?
- Does Project Manager Competency moderate between ETD and Project Success?
- Does Project Manager Competency moderate between HPWP and Project Success?

Research Objectives

This study took place for meeting-up following three objectives.

- To find out the impact of Employee Recruitment and Selection on Project Success.
- To find out the impact of Employee Training and Development on Project Success.
- To find out the impact of High-Performance Work Practice on Project Success.
- To identify the moderating impact of Project Managers Competencies between Employee Recruitment and Selection on Project Success.
- To identify the moderating impact of Project Managers Competencies between Employee Training and Development on Project Success.
- To identify the moderating impact of Project Managers Competencies between High Performance Work Practice on Project Success.

Literature Review

The work which has been done by the researchers before this in the field of HRMPs, project success and Project manager competences. Whatever been found in the research is not more knowledge about that what has been evaluated before on the given area o study, the advantage and issues that are popular and important study. This chapter will give us the reasonable study based on HRMPs or and different roles of HRPs, dispute research, and previous results. This will conclude with the HR practice which can be taken and find the impact on project success especially in the project-oriented organizations.

Human Resource Management Practices

The completion of successful projects, every project team must be needed to be well kept. The academia gathers three constraints like time, cost and scope and quality for the project success, while gathering human resource management HRM communication, procuring and risk can be introduced as a collective function. Moreover, HRM can be played a vital role in real practice of project management which it has been given helpful services. In practical life the responsibility of project manager is that he assigned many HR activities of team building, training and growth and HR performance management. But the HR functions cannot assume the basic work of the project manager during the life cycle of the projects these are gather for the certain time period without fixed looping (Naqvi et al., 2011).

HRM can appointing all decisions and action of the top management that can be effect the kind of relation of the firm or its employees. Mostly management makes important decisions that have better affect oh their relationship (Shen, 2004). HRM is the complete as usual and regularly process or manners for playing good roles, which they are common for the organization, or it affect firm success directly or indirectly. (Wambua, 2009).

Mostly the authors and researcher have studied that HRM is most important element that led a project for it successful closing (Fitz, 1984). It also includes the factors that are planning, organizing, managing, and controlling all resources to get the achievement of project goals and their objectives by achieving the work in good and successful way. The challenge of HRM is gather the all-project goals and its objective through use the resources and holding the project constraints such as scope quality cost and time. (Ofori, 2013). Real management of HR can affect a lot of results of project in a better direction. (Belout, 1998). On the daily basis of project being failed due to the sociological facts: like hire a not good staff, not good training, and also inexperienced management (Hubbard, 1990). Petersen (1992) it also shows that HRM in every project is important and essential factor.

HRM play an important role in the performance of the project-based organizations in further studies (Hayton, 2005). Heumann, et al. (2007) it also proposed that the qualities of project-based organizations can make the great challenges for HRM are not too much, which may be identify in the management, Human resource management or project management (PM) literatures. Project management now- an important activity in most recent companies. Projects frequently have a biggest aim, include many internal and external performers, and allocated in many activity

segments. From 1980s, many researchers are decided that HRM is one of the vital factors of an organization's success (Dolan & Schuler, 2002).

Project Manager Competences

In a survey of multinational projects, Thamhain (2013) concluded that to promote the team's commitment, an experienced project leader who can earn the trust, respect and trust of the team is needed. The main goal of team commitment is the schedule the daily meetings to check the project goals and objectives and solve the problem during running in project (Thamhain, 2013).

According to (Cheng et al., 2005) Project management have the different skills, traits, and characteristics have the different ranking system which are most important, project manager competencies include the interpersonal skills, management skills team building skills, leadership skills coping skills for example it can be flexibility and creativity which also include the technological skills.

We investigated the competency that companies use through job advertisement of project managers. Analysis shows that job advertising emphasizes "soft skills". Once again, the best competency was communication, but most demand capabilities were "result-oriented project manager Ahsan et al. (2013). A considerable limitation of the research was to find the action abilities required by the project manager nothing but the approaches and systems to develop that competency (Takey & De Carvalho, 2015). Posner (1987) concluded the results for project managers which can increase and develop the interpersonal skills, which is important and have more technical and fast skills, in the project manager competency interpersonal skills are also called as "soft" skills and technical skill is said as "hard" skills. One of the common approaches which are behavioral competency include the knowledge, educations, qualification, soft skills, hard skills, or as personality characteristics e.g., motives, traits, and self-concept (Crawford, 2001). A proficient person is one with best personal characteristics, knowledge, skills, and abilities needed to task good or successfully attained goals (Sanghi, 2007; Majcen, 2009). Mostly, competencies are in three different groups: technical, human, and conceptual (Robbins & Judge, 2013). Winterton (2005) established a holistic model of competencies in which the combination of conceptual, operational, occupational, and personal competencies forms cognitive, Meta, functional, and social competencies. These results are common for considerate the competencies concept, but not important for our research because it is a general model that is not focused on projects. In further studies the researchers maintained the competencies of the different IT project managers, in which he intake the behavioral competencies which can be easily shown in the importance of technically. The also make the huge difference between the competencies of experienced and non-experiences of project managers, especially communications skills. The researcher also investigate that junior IT project manager make both functional communication skills and which may relate to their decisions (what to communicate, who to communicate to, how to communicate, and when to do so). Mostly the results are more important and common for communication skills when the dealing with other communication situations (Dillon and Taylor, 2015).

The behavioral approach also explains project management performance depend on easily measure competency and traits (Cheng et al., 2005). Myers and Briggs leadership style was interactive with project leadership styles, which may give the types of personality traits that enable project leadership (Gehring, 2007). The managers and their leadership styles have related to each other like projects (Muller & Turner, 2007). Now a days the most common and important leadership and managerial behaviors of women can working as a project manager which have been identified (Neuhauser, 2007). According to the (Lechler, 1998) said that soft personality or competencies can give the better performance and success as compared to the technical skills, such that planning and controlling. Instead of it the soft skill can have the abilities to attend the other attentions towards success.

Traditional skills are the first level of skills in which they can have the best performance or success, but they cannot lead other because they have superior performance skills, whatever soft skill can do unintentionally (B. Jiang, 2002; Turner & Muller, 2003). Those projects which have the personal competence it must be a better forecaster of the person possibility which may perform than one functional competence (Cheetham &Chivers, 1998). According to the Skulmoski, Hartman, and DeMaere (2000) he explored that edge of the superior competencies and both project participants and project managers. Threshold is that in which the person must have the skills and capabilities to do his required job. Further in this case the best examination into the project manager competencies was concluded by (Sabba. 2001) their results shows that human skill which involve the best project manager which have the best traits, interpersonal skills or have personal characteristics and which do have the best knowledge regarding project manager competency and their practices.

On the other side if we further study the authors, they examine that personal skill is much better and best as compared to the technical skills. El Sabaa's more contribute the study of (Lechler's 1988) that personal skills have the more influence and give the better result and project success as compared to the technical skill which are like scheduling. According to (Dainty et., all 2005) indicated in his research that project manager competencies provide the best team building, leadership, decision making, honesty, integrity, communication, ability to learn, self-efficacy, and external focus, one of the authors also explain in his research that competency is like a project which is most common and important, if we have the list of all soft competency which may contribute the project success.
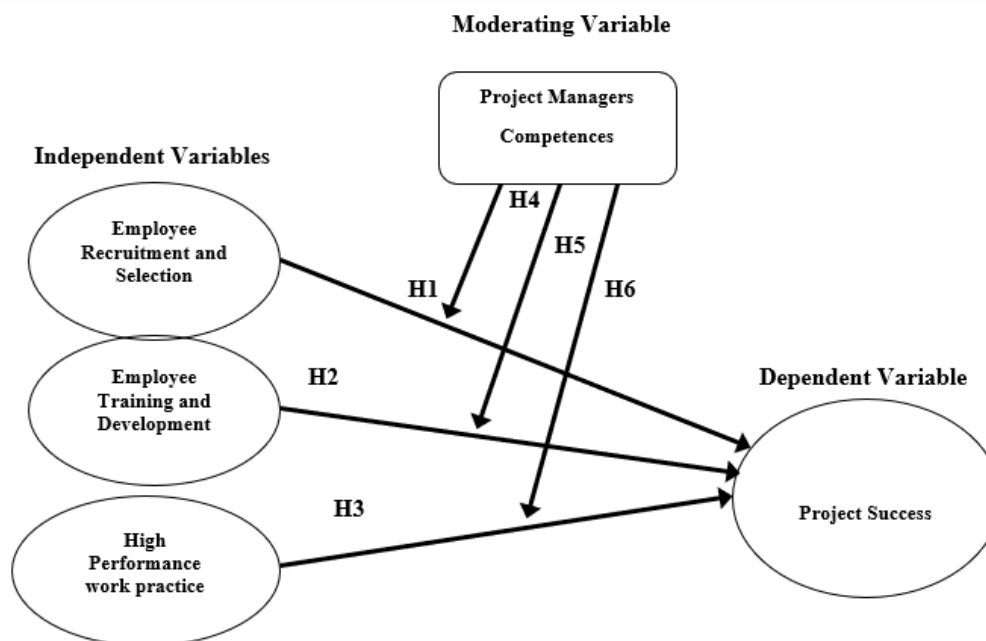
Project Success (PS)

A project is the one investment which can play various targets, if we can take the authors example, he defined that the generating of goods and services, to take the profit or give services for society (Merna and Al-Thani, 2008). Every project is fixed and attached with life cycle to show the start and end time. Since 1970 researchers have tried to understand the success of concept projects and the aspects contributing to achieving it. (Ika, 2009). Research over the past 4 years has recognized various aspects of success throughout the lifecycle, the possibility of the project succeeding has increased, and after that several success criteria applicable to the project have been determined the success of the project (Muller and Judgev, 2012). Project success is one of the most important

topics in project management. The criteria for measuring the success of a project depend on the type, size, and complexity of the project (Mir &Pinnington, 2014). The importance of project success depends on the contract of the project, the type of project, individual role of personality in the project (Muller &Jugdev, 2012). The success of the project consists of two parts. First is the success of project management and other achievements (Baccarini, 1999). Success of project management focuses on project management procedures, and three aspects such as cost, time, quality, etc. show the efficiency of project outcomes and product concentration to project terminated products (Westhuizen, 2008). The success of the project is multifaceted. Emergency variables have a major impact on the success of the project and some researchers call the dimension of unexpected variables of project success. The magnitude of the success of the project is the size of the project, the type of project, the life cycle of the project, the complexity of project management (Bannerman, 2008).

Formerly both Davis (2014) and Mazuer et al., (2014) distinctively recognized that these aspects are the matchless measures of the project success, considerably in the state of difficult projects. Mazuer et al., (2014) has focused on the people-related aspects for the success of the project. They reasoned that, firstly, communication should be effective with inner and external stakeholders and secondly unexpected problems and difficulties should be managed effectively as they happen during crises. Thirdly there should be clarity of mission of the project and lastly, social support in terms of the top management support is essential (Pinto, 1990). The scholars are of the view that these aspects are the key to the project success.

Researcher Framework

Multiple models were developed to measure the project success by many researchers. The renowned and mostly acknowledged are by Pinto and Slevin (1988), Shenhar et al., (2002), Hoegl

and Gemuenden, 2001, and Turner and Muller, 2006, these models were developed with the numerous important assumptions. Pinto (1990) designed a framework for success which contains the effectiveness of the organization, technical and organizational rationality. Freeman and Beale's (1992), the context of success consists of the execution, efficiency, performance in terms of technical, organizational implications, managerial implications, productivity, personal development, and progress of business. Whereas the Shenhar et al., (2001) clarified every project have its peculiar requirements and they needed diverse success aspects. These variables rely on the idea of the project and their objectives. Historically, the success a criterion of the project is established from a discreet triple constraint model called an iron triangle. Budget, scope and time are included. To some extent, success criteria such as knowledge, quality, and satisfaction of stakeholders have been added (Atkinson, 1999; Judgev& Muller, 2005; Judgev& Muller, 2012; Shenhar& Dvir, 2007). Budget, time, and quality were traditionally used to calculate the success of the project (Pinto & Selvin, 1987; Mullaly, 2006; Papke-Shields et al., 2010). If the actual cost is close to the planned budget, the project deadline is estimated, and the project is successful if all the requirements are satisfied by the deliverables set by the stakeholders.

Hypotheses

> *Hypothesis 1:* *"ERS" has a significant positive impact on Project Success.*
> *Hypothesis 2:* *"ETD" has a significant positive impact on Project Success.*
> *Hypothesis 3:* *"HPWP" has a significant positive impact on Project Success.*
> *Hypothesis 4:* *The association between "ERS" and "PS" is moderated by PMC.*
> *Hypothesis 5:* *The link between "ETD" and "PS" is moderated by PMC.*
> *Hypothesis 6:* *The association between "HPWP" and "PS" is moderated by PMC.*

Research Methodology

In this section, the methodology is illustrated which is employed to stumble on the relationship of HRMPs on project success, with moderating role of Project Manager Competence. The methodology chapter contains research design covering all data collection techniques (population and sample). Furthermore, it highlights measurement and instrument consistency analysis. A quantitative approach has been used to examine different public project-based organizations located in Rawalpindi / Islamabad.

The choice of public-sector organizations is based upon the necessity to gather data to analyze their achievement in terms of Human Resource Management implementation. The organizations have been selected considering their size, type and being claimant of successful in Project based Human Resource Management Practices implementation efforts. Initially, informal interviews were conducted with Project Managers and Managers followed by supervisors, later personal surveys were conducted to get questionnaires completed.

Structure of research procedure is called research design. The procedure to collect related material is research design (Zikmund, 2003). Research scheme includes time horizon, kinds of setting and unit of analysis which are explained below. Overall, we have followed research method chosen in the top quality research papers in our field (Gulzar, Ahmad, Hassan, & Rasheed, 2021; Khalid, Weng, Luqman, Rasheed, & Hina, 2021a; Moin et al., 2024; Peng, Liang, Fatima, Wang, &

Rasheed, 2023; Pitafi, Rasheed, Islam, & Dhir, 2023; Pitafi, Rasheed, Kanwal, & Ren, 2020; Rana, Gaur, Singh, Awan, & Rasheed, 2022; Rasheed, Hameed, Kaur, & Dhir, 2023, 2024; Rasheed et al., 2020; C. Wang, Ilyas, Ni, & Rasheed, 2023; Yousaf, Rasheed, Kaur, Islam, & Dhir, 2022). Population is "the group of people, events or things of interest that the researcher wishes to investigate" (Sekaran, 2001). The main objective of the study determines population, which is project team members working in the public sector organizations located in Rawalpindi and Islamabad. Sample of the study consists of employees working in targeted population organizations. Data collected from organization representing different sectors and represent various sector to create diversity in the study. All data collected by convenient sampling from two big cities of Pakistan i.e., Rawalpindi/Islamabad. Total 275 questionnaires were distributed in Project based organizations, 250 were returned and 221 were usable. The study was based on the field survey. Convenient sampling technique was used in this research. These techniques were used for appropriate results with randomized responses of participants and to avoid any type of biasness. The data was collected from employees of public sector organizations located in Rawalpindi and Islamabad.

Results and Discussion

This section deals with the descriptive statistic of data. Descriptive statistics summarizes or describes the characteristics of a data set. Descriptive statistics consists of two basic categories of measures: measures of central tendency and measures of variability (or spread). Measures of variability or spread describe the dispersion of data within the set. The Descriptive statistics of the variable taken into consideration are presented below.

Table 4.1 Gender Percentage

Gender	Frequency	Percent
Male	150	54.5
Female	71	25.8
Total	221	80.4

Table 4.1 represents the gender composition of the sample in which 54.5% were male and 25.8% were female.

Table 4.2 Respondent's Age Distribution

Age	Frequency	Percent
Below 18	18	6.5
18-25	22	8
26-35	114	41.5

36-45	36	13.1
Above 45	31	11.3
Total	275	

Table 4.2 shows the respondent's age distribution. 6.5% of respondent's age was below 18. 8.0% of respondent's age was 18-25. 41.5% of respondent's age was 26-35. 13.1% of respondent's age was 36-45. 11.3 % of respondents age was 45 & above, the percentage of 26-35 was highest.

Table 4.3 Respondent's Qualification/Education

Education	Frequency	Percent
Bachelors	36	13.1
Masters	105	38.5
MPhil	73	26.5
PhD	6	2.2
Total	221	80.4

Table 4.3 shows the respondent's education. Bachelors qualified were 13.1%. Masters qualified was 38.5%. M.Phil. qualified was 26.5%. PHD qualified was 2.2% and MS/M.Phil. The Master qualified was highest.

Table 4.4 Respondent's Experience

Years	Frequency	Percent
0-10	39	14.2
20-Nov	106	38.5
21-30	35	12.7
31-40	31	11.3
Above 40	10	3.6
Total	221	80.4

The above table shows the respondent's experience of the work in which percentage of respondents is 14.2% in range of 0-10 years. In range of 11-20 years the experience is 38.5%. In range of 21-30 the experience is 12.7%. In range of 31-40 the experience is 11.3%. In range of above 40 the experience is 3.6%. 11-20 was the highest.

Reliability test was run in SPSS Version 21. Reliability study is the process to gauge the level uniformity result of measurement. Nunnally and Bernstein (1994) explain the standard of the

Cronbach alpha if the value is greater than 0.70 then it is considered a good reliability. The table below shows the reliability study when data was pilot tested.

Table 4.5 Reliabilities

Variable	No. Items	Cronbach Alpha
Employee Recruitment Selection	9	0.797
Employee Training Development	4	0.864
High performance work practices	8	0.824
Project Manager Competences	12	0.828
Project Success	6	0.805

A correlation is a number between -1 and +1 that indicates how linear two quantitative variables are. Correlations are used to assess the strength of a linear relationship between two (and only two) variables. The coefficients of correlation range from -1.0 (perfect negative correlation) to 1.0 (perfect positive correlation) (perfect positive correlation). The correlation coefficients are closer to -1.0 or 1.0 the stronger the association. The correlation coefficient approaches zero as the link between the two variables becomes weaker. Data that is ordinal or relative (or group) should be used. In the types of associations, we're looking at, nominal data isn't utilised.

Table 4.6: Correlations

Variables	Mean	Std. Deviation	1	2	3	4	5
ERS	3.67	0.57	1				
ETD	3.81	0.75	.549**	1			
HPWP	3.69	0.58	.730**	.658**	1		
PMC	3.95	0.4	.595**	.451**	.704**	1	
PS	3.88	0.52	.209**	.507**	.442**	.468**	1

**. Correlation is significant at the 0.01 level (2-tailed).

ERS =Employee Recruitment and selection, ETD = Employee training and development, HPWP = High-Performance Work Practices, PMC = Project Manager Competence, PS = Project Success,

If the value is close to 1, the relationship is perfect: when one variable is increased, the other variable tends to increase (if it is positive) or to decrease (if it is negative) (if it is negative). High degree: if the value of the coefficient is between 0.50 and 1, it is considered a strong link.

The table shows that the sample size is 221 out of 5 variables. All variables (project success, Employee recruitment selection, Employee training and development, high performance work practice, project manager competences) will be evaluated on a 5-point liker's scale. The mean

value shows the essence of the answer. The mean of the project success is 3.88, indicating that the respondents agree. The mean of project manager capacity is 3.95, which indicates that it is very important for the project success. The mean value of independent variables such as high-performance work practices is 3.69, the training and development of employees is 3.81, the employment recruitment and selection are 3.67 respectively, the practice and ethics are suitable for the project I have agreed to that. Correlation is used to check the strength of relationships between variables. All variables presenting the correlation analysis analyze the points correlated with each other in all the variables of the study. The range of correlation is sufficient to stimulate the absence of multiple correlations between variables.

Table 4.4: Moderated Regression Analysis

Predictors	Project Success	
Step 1	β	Prob
ERS	.190**	0.046
ETD	.351***	0.000
HPWP	.395***	0.000
R^2	0.219	
Adjusted R^2	0.203	
Step 2	β	Prob
ERS*PMC	.179***	0.001
ETD*PMC	.093***	0.000
HPWP*PMC	.091***	0.000
R^2	0.217	
Adjusted R^2	0.173	

*"The ***, **, and * asterisks indicate the level of significance at 1%, 5%, and 10% respectively".*

   a. *Predictors: (Constant), ERS_Mean, ETD_Mean, HPWP_Mean, PS_Mean, PMC_Mean*
   b. *Predictors: (Constant), PMC Mean, ERSxPS*
   c. *Predictors: (Constant), PMC Mean, ETDxPS*
   d. *Predictors: (Constant), PMC Mean, HPWPxPS*

Table 4.4 shows the results of regression analysis. This table explained that employee's recruitment and selection have a positive influence on the success of the project as a value shown in the table (β = .190**, p <0.01). Therefore, it was clear that H1 was supported.The above table also shows the value between employee training and development along with the project success. This table shows that the employee training and development has a positive and significant influence on the project success as indicated in the table values (β = 0.351***, p <0.001) It is. Therefore, hypothesis H2 was supported in this study.The table described that high performance work practice has positive impact on Project success as the value indicated in table (β =.395***, p<0.001). So, it was clear that H3 supported.The ability of the project manager competence has a significant and positive impact on the success of the project. In this table, the capabilities of the project manager and the value of the project success are stated (β = 0.606***, p <0.001). This indicates that the ability of the project manager has a positive impact on the project success.They

interpreted that the ability of the project manager would moderate the relationship between employee recruitment and selection and project success. Since the value is (β = .179***, p <0.001), hypothesis H4 was supported in this study.Project manager competences moderate the relationship between employee training and development and project success because their results are positive and significant. Value is (β =.093***, p<0.001) so in this study, hypothesis H5 supported.Project manager competences moderate the relationship between high performance work practice and project success because their results are positive and significant. Value is (β =.091***, p<0.001) so in this study, hypothesis H6 supported.

Summary of Hypothesis Results

Table 4.5: Hypothesis Summary

Serial	Hypothesis	Results
H1	"Employee Recruitment and selection" has positive impact on "Project Success"inproject-basedorganizationsof Pakistan.	Supported
H2	"Employee Training and development" has positive impact on "Project Success"inproject-basedorganizationsof Pakistan.	Supported
H3	"High Performance Work Practice" has positive impact on "Project Success"inproject-basedorganizationsof Pakistan.	Supported
H4	The relationship of "ERS" and "Project Success" is moderated by "Project Manager Competence" in Project-based firms in Pakistan.	Supported
H5	The relationship of "ETD" and "Project Success" is moderated by "Project Manager Competence" in Project-based firms in Pakistan.	Supported
H6	The relationship of "HPWP" and "Project Success" is moderated by "Project Manager Competence" in Project-based firms in Pakistan.	Supported

Discussion

From the literature and data gathered from the employees of various public sector organizations it is clear that the implementation of human resource management will affect the success of projects in Pakistan's cultural and corporate environment. The purpose of this survey was to analyze the ground reality of the implementation of human resource management practices and the impact of the three key factors (ERS, ETD, and HPWP) on project success. The findings of the research are as follows: Demographics data was collected from public institutions based on projects working in Islamabad / Rawalpindi project-oriented IT field and project-based organizations-maintained research objectives. The sample data consists of employees in the following categories. Female employees consist of age groups of 26 to 35 years old with a sample size of 25.8%.Men with fall of participants under service brackets with 6–20-year-old experience were 54.5%.Total 80.4% of

the sample size comprises from all the different organization, from which 2.2 % having doctoral degrees. Descriptive statistics also revealed that the response for ETD has the highest standard deviation 0.75.Demographic data was collected from project based public organizations working in project orientated organization operating at Islamabad/ Rawalpindi. Only 25.8% of the samples composed of female employees have released the data. Our results are discussion is in line with the previous research in the social sciences research (Rasheed, Weng, Umrani, & Moin, 2021; Q. Wang, Azam, Murtza, Shaikh, & Rasheed, 2023; Yousaf, Rasheed, Hameed, & Luqman, 2020; Zhang, Rasheed, & Luqman, 2020; Zhang, Wu, & Rasheed, 2020).

Adeel (2014) also found the existence of both gender in project-based organizations, given that women's employees prefer the public sector to be the permanent nature of work. This study shows the low preference of women in project-based organizations. The data shows that 54.5% sample size is comprised of ages of 26 to 35 years of age and 70.2% of the participants are under service brackets with experience of 6 to 20 years old. These are low indicators of sales of employees in organizations based on public sector projects. Adeel (2014) discovered that mixed experienced employees of young / elderly people and middle-aged and elderly people are prevalent in organizations based on public projects. The data shows that 13.1% of the employees hold bachelor's degree holders and only 2.2% of the managers hold a doctorate. This data is consistent with regression analysis. Adel (2014) also hires most of its graduates in a variety of areas that show considerable levels of academic excellence in project-based organizations.Interestingly, among all the variables, the highest mean of the response data was the mean value of the PMC, i.e., 3.95. In Muslim countries like Pakistan, we can understand that employees responded positively to this variable.

This result is consistent with the result of (Gregory J. Skulmoski, 2010), respondents positively answered and showed data on the highest mean. Descriptive statistics also revealed that the response for ETD has the highest standard deviation 0.75. This survey is being conducted in the public sector where the employee's well-being and non-profit motivation becomes unique from the private sector (Wingfiled, 1995). This indicates that the ETD is perceived by the employee at his take.The project success shows a positive correlation with all IV's (ERS, ETD, and HPWP) and moderator PMC. The same thing was tied by (Francis T. Hartman, 2010). It is consistent with the study of Bealout (2004) which emphasized the importance of HR practices in relation to project success.The regression analysis confirmed positive and significant relationship between all HRMP's with project success, Therefore, managers from project-based organizations working at public sector in Pakistan must draw significant relevance from Pakistani culture to draw positive bearing on Project Success.It can also investigate other impacts of Human Resource Management practice, policies and programs on employee motivation, job satisfaction, organizational commitment, labor productivity, will be use as further research. Implementation of HRM will have a major impact on the function of the Organization based on public or private sector projects. Future researchers need to focus more on research on the interaction with other HRM research in Pakistan's cultural and corporate environment, the ability of project managers. Further research in the future will need to focus on multinational companies in other parts of the country. Among all the variables, the highest mean of the response data was PMC, i.e., 3.95.

A strong positive relationship was found between human resource management practices (ERS, ETD, and HPWP) and project success when correlation tests were applied. IV, i.e. (ERS, ETD, HPWP) and DV, the success of the project. From a relationship perspective Kerling fred (2000) advocates those multiple regressions are related to a single DV with one linear combination than one IV. Therefore, it supported my statistical model. Regression analysis confirmed the agreement of six hypotheses indicating that there is a significant positive relationship between IV (ERS, ETD, and HPWP) and project success as DV. All three human resource management practices under study are proven to be reliable. During the regression analysis, the moderating effect of PMC on the relationship between the three selected HR practices and project success was also tested and proved to be significant with all three hypotheses.

Conclusions and Recommendations

Result showed a strong impact on the success of project with Human resource management practices in Pakistan. it is demonstrated by the results that factors of HRMP's have stronger relationship with project success with moderator role of project manager Competences (i.e.., having a high level of certifications and high numbers of years of experience in project management). In the relationship of independent variable with the dependent variable project manager competences acts as a moderator. It is indicated by the findings that there is positive correlation among the variables. This study also examined that Employee Recruitment and Selection, Employee Training and Development, High Performance Work Practice, which are the factors of the Human Resource management practice, have high strength on project success in the occurrence of project manager competences.

Recommendations

The purpose of this study was to analyze the impact of three key HRMP on project-based organizations in Rawalpindi / Islamabad Public or Private Sector Organization. In this survey, an HRM theoretical model to simplify the organization that discovered the failure cause of HRM and adopted HRMP was delayed was introduced. This study also proved that the project management capacity has an important influence on the three HRM practices under study. Implications and Recommendations for this research are as follows:

1. Implementation of Human resource management will have a major impact on the Organizations, in public or private sectors projects. Future researchers need to focus more on research on the interaction with other HRM research in Pakistan's cultural and corporate environment, and the ability of project managers. Further research in the future will need to focus on multinational companies in other parts of the country.
2. Recommendation of Human resource management is that every individually do research in their separate model in project-based organizations, according to the rest of HRM variables. In addition, developing project manager competences is a complete method of indicating an obligation to longitudinal research and shows an obligation to emphasize encouragement of manager development at all stages of the occupation.

Future Research

Organizations based on the project of Rawalpindi / Islamabad and other industrial cities in Pakistan, the same to improve the general capability aspect that may lead to more research findings and conclusions with reference to Pakistan's public sector Surveys can be carried out individually. It can also investigate other impacts of Human Resource Management practice, policies and programs on employee motivation, job satisfaction, organizational commitment, labor productivity, will be use as a further future researches.

Limitations

This research explored the impact of project manager competences on three aspects of HRM (ERS, ETD, HPWP) in different organization located in Rawalpindi and Islamabad with following limitations: -

1. The research was conducted with particular emphasis on the Rawalpindi / Islamabad public sector organization, but it may not apply to similar organizations in other parts of the country or organizations based on private projects.
2. The ability of the project manager was used as a moderator, but in an organization based on a public sector project based in Pakistan, testing the impact of all 13 independent HR variables on PS is a lack of time. It was delayed. Therefore, only three independent HR variables, i.e. (ERS, ETD, HPWP), were chosen to study the impact on PS with PMC as a moderator. Therefore, we could not study other factors of HRM that contributed to the success of the project-based organization.
3. Because this study was a cross-sectional study, the results may not be appropriate for longitudinal purpose.
4. Employees in the surveyed organization hesitated to fill out the questionnaire due to unknown fear. They were convinced that the findings did not affect their work in any capacity.
5. SPSS is a foreign instrument designed to measure the influence and relationships of IV, DV, and moderate variables. Another constraint is for this equipment, which may not give reliable results on Pakistan's unique environment and culture, specific to public sector projects, but the reliability of the variable is confirmed by Cronbach alpha.

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