

الجامعة
البريطانية في
دبي



The
British University
in Dubai

Exploring Key Success Factors in Implementing Project Management Processes to Ease Strategy Execution

إستكشاف عوامل النجاح الرئيسية في تطبيق عمليات إدارة المشاريع
لتسهيل تنفيذ الإستراتيجية

By

Shahd Ahmad Saeed Al Huwaidi

Dissertation submitted in partial fulfillment of
MSc IT Management

Faculty of Engineering & IT

Dissertation Supervisor

Dr. Abubakr Suliman

February-2011

Table of Contents

Abstract	3
Chapter 1	5
Introduction	Error! Bookmark not defined.
Overview.....	6
1.1. The rationale of the study	8
1.2. The aim / objectives of the study	9
1.3. The study Questions	10
Chapter 2.....	11
Chapter 2:Literature Review.....	11
2.1. Acceptability of the new method of work (and reasons)	21
2.2. Resistance of the new method of work (and reasons)	22
2.3. Methods of easing acceptance and approval of implementation	26
Chapter 3:.....	29
Chapter 3: Research Methods.....	30
3.1. Study sample	30
3.2. Study Hypotheses	31
3.3. Study variables and measures	32
3.4. Study limitation	32
Chapter 4:.....	34
Chapter 4: Results and Discussions:.....	35
4.1. Results from the survey	35
4.2. Job satisfaction	36
4.3. Manager-rated work performance	39
Chapter 5:.....	46
Chapter 5: Conclusion:.....	47
5.1. Summary	47
5.2. Conclusion	49
5.3. Recommendations	51
Reference List	54

Abstract

The given research paper explores on the staff perception of project management versus the commitment to the actual work. Change resistance in the workplace is increasing and the given research analyzes how to overcome resistance and thus lead the way for acceptance. The methodology employed involved use of books as secondary sources of information along with a survey of 50 respondents using questionnaires (the respondents were senior employees (the middle management and their subordinates). The sample contained 35 men and 15 women with 40 of them from the same organization and the other 10 from different organizations. Qualitative analysis was done on the information from books while the survey results analysis was carried out using the excel spreadsheet. Findings show that most of the employees' resistance to project implementation is closely linked to the perceptions they have. The acceptance or resistance of project implementation largely depends on the incentives, motivation and the general treatment of the employees. If the employees perceive the project as an extra work, time consuming, affecting their job security and social security, resistance is inevitable. Making use of books as sources of information and a survey in the UAE using questionnaires; the results of the research reveal that motivation, incentives and training and education along with a clear communication of the benefits of the project to the organization may ease project acceptance.

Lack of communication in regard to the benefits of the project, extra workload to the employees without reward or recognition, lack of training and education regarding the project, job security issues and social detachment from workmates have been established as some of the reasons for project implementation resistance. The staff perception in regard to project implementation either facilitates acceptance or resistance. The survey results indicate that job satisfaction and manager rated work performance influence workplace project implementation. The recommendations made seek to overcome change resistance in workplace and thus retain high productivity in the given organization. The management should assign employees' tasks in areas of their expertise, thus reducing the level of incompetence among them. Furthermore, there is a need to adjust the project activities to fit in the current workplace environment to avoid disruption of the existing work activities. Thus, the requirement to develop a channel for airing hardships among employees has been suggested if success is to be realized while implementing a project.

الخلاصة

هذا البحث يستكشف موضوع وجهة نظر الموظفين لمفهوم إدارة المشاريع مقابل الإلتزام بالعمل الفعلي. مقاومة التغيير في مكان العمل تتزايد حيث يحلل هذا البحث كيفية التغلب عليها و تمهيد الطريق لقبول التغيير. المنهجية المستخدمة تشمل الكتب كمصادر ثانوية للمعلومات بالإضافة إلى مسح شمل 50 شخص بواسطة استبيان (الأشخاص يعتبرون موظفون كبار من الإدارة الوسطى و مرؤوسيهم). العينة تكونت من 35 رجل و 15 امرأة حيث 40 شخص من العينة ينتمون لنفس المؤسسة و 10 آخرين من مؤسسات مختلفة. جرى التحليل النوعي استناداً على المعلومات المستخرجة من الكتب بينما تحليل نتائج المسح الإستبائي جرى باستخدام جداول اكسل. النتائج تظهر أن مقاومة معظم الموظفين لتطبيق إدارة المشاريع ترتبط بشكل وثيق مع وجهات نظرهم للموضوع نفسه. قبول أو مقاومة تطبيق إدارة المشاريع يعتمدان بشكل كبير على الحوافز و الدوافع و على أسلوب التعامل مع الموظفين بشكل عام. في حال كانت نظرة الموظف إلى المشروع كعمل إضافي، مضيعة للوقت، له تأثير على التي تؤثر على الأمن الوظيفي والضمان الاجتماعي، المقاومة ستكون شيء لا مفر منه. استكمل هذا البحث بالرجوع إلى الكتب كمصادر أساسية بالإضافة إلى مسح إستبائي استكمل في دولة الإمارات العربية المتحدة. نتائج البحث أظهرت أن الدوافع و الحوافز و التدريب المهني و الدراسة بالإضافة إلى التواصل الواضح بالنسبة لفوائد المؤسسة قد يساهمون كعوامل لتسهيل قبول المشاريع. من الأسباب المكتشفة التي ساهمت في مقاومة تطبيق المشاريع هي القصور في التواصل بالنسبة لفوائد و منافع المشروع، و العمل الإضافي على الموظفين بدون اي تقدير أو تمييز، و قلة التدريب المهني و المؤهل العلمي بالنسبة للمشروع، مشاكل الأمن الوظيفي و الانفصال الاجتماعي من زملاء العمل. وجهة نظر الموظفين بالنسبة لتطبيق المشاريع تسهل القبول أو تكون سبب في المقاومة. نتائج المسح الإستبائي تبين أن الرضا الوظيفي و تقييم مدير العمل ينعكس على تطبيق المشاريع في بيئة العمل. التوصيات وضعت لتبحث في التغلب على مقاومة التغيير في مكان العمل و بالتالي إبقاء إنتاجية العمل عالية في المؤسسة. على الإدارة تحديد مهام للموظفين بأخذ بعين الإعتبار مجال التخصص، و بالتالي، تقليل مستوى عدم الكفاءة فيما بينهم. توجد حاجة لتعديل نشاطات المشروع لتناسب في بيئة العمل الحالية لتجنب تعطيل نشاطات العمل الحالية. للوصول للنجاح من خلال تطبيق المشروع يقترح أن تطور قناة لبث الصعوبات التي تبرز بين الموظفين.

Chapter 1

Introduction

In the contemporary corporate world, project management has been an issue of concern bringing about great debates. This is given to the reason that project management with the specifics of project implementation has been in most cases faced with resistance, especially when it is being implemented for the first time. Interestingly enough, not every project implementation leads to the expected results of the project management. Hence, there are many reasons that can translate to potential failures of projects. In particular, unexpected changes of the external conditions can act as a barrier to a project implementation. Such conditions can include resistance of the stakeholders, lack of required resources for implementation and on the larger perspective, lack of commitment in the project management processes. Indication of a failed project implementation has a greater effect than anticipated both to the management staff and the members involved.

Consequently, staff perception of project management in relation to commitment to the actual work, which translates to performance, has attracted many contributions from scholars around the globe. Similarly, projects that have been taken by many businesses are inclined towards bringing change, thus, they are termed as change projects (Beel 2007). In fact, change projects like any other projects require management in which staff are the driving force.

However, the perception of staff towards project management and the performance of the employees or rather commitment to the actual work has been an issue that has been of great concern. Moreover, it is one thing to manage a project, and it is yet another for the members to commit themselves to the actual project work, thus, translating to performance. In this context, staff perception in regard to the performance of the members towards the implementation of the project which is the actual management, has brought about some sort of inconsistency.

In the same way, there are several variables of project management, which can be related to the performance variables. Therefore, the topic under discussion will explore how staff perception relates to the actual commitment of the members to the actual outcome of the project. As a matter of fact, staff that is concerned with project management has been questioned with the fact that the actual commitment of the members to the actual project work

along with their performance has been inconsistent. Additionally, variables of project management versus those of performance will be brought into view.

Overview

It is important at this point to bring out some definitions of the important terms. To begin with, there is the project management theory. This theory, according to Healy (1997), signifies the application of knowledge, skills, tools and in the larger point of view, techniques to project activities in order to achieve project requirements or rather objectives. Consequently, project management will consider the application and integration of the processes of initiating, planning, executing, monitoring and controlling as well as the closing of a project (Lewis 2007). Moreover, project management revolves around a triangle made up of cost, time and scope of which the three are interlinked where quality also comes into view. Similarly, planning is a crucial part of project implementation and management and termed as the cornerstone of the whole management of the project (Lewis 2007).

Accordingly, planning of project activity is varied as it is determined by the type of the project and as well, the environment in which the project is being carried out. Planning can be done in a small descriptive coverage explaining what needs to be done in regard to the project and at the same time it can be made as an extensive illustration of the plan being generated by a project planning software. Alternatively, planning a project is a determining factor of the performance of the project. Therefore, poor planning is associated with poor project performance as well as the associated problems in the management. Further, it is imperative to show commitment and ownership along with being attentive to details in regard to any project of which performance is to be realized. Along with this point, project management when mentioned in this context brings out the meaning of a sequence of solving a problem over a specified time period.

In the same way, the performance of a project or rather the outcome is determined by the factor of whether the project has been accepted or resisted by the members. Accordingly, the performance will also be determined by the level of satisfaction even though there are times when job satisfaction does not impact job performance completely. The way the staff views project management is crucial as it is related to how the members of the business will be committed towards bringing the project to a reality. This is to suggest, an attitude towards a job or the nature of an organization greatly affects the job performance of the staff and employees. If for example the staff views project management as an activity that is not of

great benefit to the company, then, the commitment of the members in the performance towards the project will automatically fall.

Equally, acceptance of a project needs some empowerment of the members in terms of motivation and incentives. The reason behind this is that project implementation requires extra time, effort and a full understanding of the whole project together with the benefits associated. Consequently, the management's point of view of project management should be synonymous towards ensuring the commitment of the members to the actual work or performance. It should also ensure that there is excellent communication between the management and the staff members. As a result, the stakeholders will support as well as work with commitment towards the success of the project. It is best that the implementation of a project should be started with communicating the benefits associated with the stakeholders.

From a broader point of view, staff perception of project management has a direct effect to the commitment to the actual work or performance (Agarwal, 1983). Further, project management staff determines either the acceptance or the resistance of a project. The project management is mandated to ensure the organization and the planning of the project right from its onset to the closing.

In the same way, the structured plan of the project by the management should be able to cope with issues of resistance and any other external and internal obstacles towards the success of the project implementation. It is crucial for the stakeholders to ensure that they get all the people that are involved to accept the project planned activities. In addition, along with the aspect of communicating with them the project plan to ensure that they support the project (Daft 2009). Likewise, the objectives of the project to be implemented should be set in such a manner that they can be measured up when it comes to the issue of meeting the objectives.

Apart from this point, it is the responsibility of the project management to ensure that it motivates the staff to work and commit themselves to the actual implementation of the project. Additionally, the management should be in a position to help the members to take part to solve the project related problems. Conversely, resources may sometimes limit the success of a project together with its performance. This can be related to the lack of resources at important phases of the project.

In view of the previous point, a good utilization together with the use of the resources is important if the success is to be realized. Correspondingly, the success of any project implementation monitors time and financial resources along with a constant measurement of

the project performance. Alternatively, the management of the project should make use of information systems, which are able to cater for the needs of the project as a whole.

Similarly, communication is imperative in the context of project and thus the management should ensure communication with all the members involved in the project along with the aspect of listening to the members regarding the matters of the project implementation (Daft 2009). Moreover, the management should not view the project management methodology as a routine kind of management, but rather should lead the project management with the aim of ensuring that it is implemented as per the methodology.

From another point of view, job satisfaction, which is integral to the topic of discussion, is the general feeling possessed by an employee towards his or her job. On the other hand, it is imperative to bring out the work performance as a concept that entails a wide range of behavior related incentives. Basically, work performance can be assessed by means of the records of production, disciplinary cases, hours spent at work, absenteeism and lateness among others as such.

1.1. The rationale of the study

In particular, change projects in most of the organizations across the globe have been associated with a great level of resistance or acceptance depending on the context of the project and the approach of the implementation used. Following this point, resistance has been cited as a main problem that has limited change in most of the organizations. In fact, most of the projects have been associated with the aspect of employees and staff being demoted, their skills losing productivity, being socially dissociated and being overworked without necessarily being rewarded. These factors have brought about a negative attitude of staff towards project implementation. Usually, project implementation is viewed by the staff as an additional burden without rewards and as such, staff react by reporting to work late, issues of being absent and others even leaving the job in search for another.

In relation to this point, if the job satisfaction is affected by the project implementation, then, the employees will automatically respond by failing to be committed to the work. As a consequence, they perform poorly in this regard and as such, resistance to project implementation becomes a great challenge to the management. In connection to this point, the research under discussion is meant to explore the perception of the staff towards project implementation and their eventual performance. This is because many projects have

been faced with resistance across the globe and especially change projects. There are however some cases whereby project implementation has been accepted.

Additionally, points of resistance will be explored and the associated reasons thereof. Moreover, points of acceptance and the associated reasons will be explored. This is given to the reason that by exploring the reasons for resistance and acceptance, recommendations can be made on how to effectively implement change projects. Presumably, by establishing the problems that limit implementation and exploring the points that enhance implementation, will bring about successful project implementation. Accordingly, it will be easy to bring out the methods of easing acceptance and the eventual approval of implementation. The other reason for the study is to establish how the staff perception of the project management affects their commitment to the work. This is where the relationship between job satisfaction and job performance comes into perspective.

Further, the commitment of the staff, which is brought about by their perception of project implementation, it is an important factor if project implementation is to be successfully realized. Change projects are important in an organization as in most cases they increase productivity and profitability of the organization. This factor alone is enough to justify the study under discussion. In addition, if the projects are resisted it may translate to great losses in the organization. For instance, project implementation may consume a lot of resources and due to a lack of acceptance and commitment, losses become inevitable.

1.2. The aim / objectives of the study

The topic under discussion is aimed to bring out what really happens in the implementation of a new project in a place where project management methodology was not implemented before. Moreover, such projects are faced with resistance from the members and as such, this happens as a result of certain reasons. Basically, the paper will explore the theory of project management, actual implementation of the project, and the factors of acceptance and resistance of the project. Similarly, implementation of a project needs more effort, time and even incentives and motivation.

Additionally, failure to actualize these incentives and motivation has its own implications and therefore, the outcome thereof will be explored considering the possible ways of easing the acceptance of new method of working. Arguably, project management is an issue that needs more than superficial planning of it thereof. Further, project management

requires more than just having the project and thus, there are many issues that are involved when it comes to project implementation and the eventual result in relation to the general performance. Moreover, the study will provide some recommendations to both practices, and implementation.

1.3. The study Questions

From a general point of view, several research questions will be addressed in this context. First, the question of what project management theory entails will be brought into view. Secondly, the investigation will seek to answer the question of what happens in the actual implementation of a project having been faced with resistance from the members. In the same way, things that are required for a successful project implementation will be brought into the context. In general, factors of the extra time, effort and incentives together with motivation, which are required in the implementation of the project, will be tackled. Moreover, acceptance and resistance of a project implementation will be explored pointing to the reasons that can translate to resistance or acceptance of a project implementation. The question of the impact of job satisfaction on job performance will be undertaken. At the same time, the factors of job satisfaction will be explored to see whether it can motivate employees or staff to work or rather perform in a project management

Chapter 2

Literature Review

Chapter 2: Literature Review:

The research examines the staff perception of project management and commitment to the project, along with the eventual performance. Staff is the personnel that help their superiors in carrying out an allocated task. Furthermore, the staff's perception of the project management has a great effect to the general commitment of the staff to the actual implementation of the project from the larger point of view.

Project management comes into the scene by means of being a tool of expansion, thus; it may simply be termed as change and expansion project. It is arguable that the project management in the recent past has been in use as a building block of strategic business management and development (Best, Langston & Valence 2003). Similarly, it is important to bring out the point that project management deals with the planning, organization and in the larger perspective, the management of resources with the aim of bringing about a successful completion of particular goals as well as the very objectives of a project under implementation.

A project can be defined as any undertaking that is based on definite, final objectives representing particular values, which are aimed at satisfying a particular need or desire if it may be said. To clarify, management sets up the work in the project by means of sharpening and controlling the staff involved in the implementation of the project and thus, making them view the output of their accomplishment. Thus, a project takes in the combined resources of an organization so as to bring into being something that did not exist previously in an organization. Projects have the potential to make a provision of the performance capacity in the proposition as the execution of the strategies of the organization (Best, Langston & Valence 2003).

In the same way, project management involves the cost, time and scope of the project, in addition to technical performance capability that the project is able to bring to the organization. Furthermore, the outcome of the project should fit into the proposition of the strategies of the particular organization along with their strategies. In fact, strategic planning is a tool that has been in common use especially in the current world as it provides an organization with alternative course of action which takes the form of projects. To emphasize, strategic planning is interdependent with project management of which it calls for hard work, innovation, creativity and analytical ability if the project is to be implemented (Andersen, Grude & Haug 2004).

Strategic planning and project management may be faced by resistance of the staff since common and old processes have been established and used for a long period of time. This means that the staff may be so much used to the pres-existing policies, strategies, processes of operation and procedures altogether. Projects bring about so many benefits although they are time and resource consuming business activities as they are made use of in the implementation of the strategies of an organization, achievement of the particular organizational objectives and goals and thus contributes to the organization realizing its mission (Bragg 2009).

Research has pointed out that the success of any project in a business context depends on how the outcome of the project is viewed or rather perceived by the different stakeholders in the project not leaving the role played by the staffs who contribute so much in the implementation of the project. Attributed to this factor as perceived by the staff, is the fact that it affects whose magnitude cannot be underrated. Generally, staffs have in most cases perceived project management as a factor that is time consuming and as well, a factor that interferes with their working schedules (Bolles & Hubbard 2007). This is to suggest that staff may feel that the project that they are committed to its implementation is of no benefit and that it is the project of the management and not theirs. Such a feeling will translate to a lack of project acceptance as well as an eventual resistance from the staff in the actual work of implementing the project from the larger point of view.

Research points out that the success of a project so much depends on the way stakeholders feel about the project; if they are then happy about the project, then, the project will definitely translate to a great success. In fact, it has been found that implementation of projects are related with ownership issues. Researchers have found that in most cases, there is resistance from members of the staff who perceive the project as the work of the management rather than their own project (Bolles & Hubbard 2007).

In this context, adaptation of the new method of working by the staff may not be successful as they may fail to take the ownership of the project. In this case, the perception of the project management by the staff may limit the actual commitment to work or performance and therefore this may jeopardize the whole project (Andersen, Grude & Haug 2004). Equally, it takes commitment of the staff to the actual implementation of a project for it to work out and as such, it is important to state that otherwise the project may end up failing. It

has been frequently noted that when perception or rather the point of view of the staff limits their commitment to the actual work or performance.

In particular, a staff will fail to accept or to employ the new method of work based on the pre-existing mentality on the outcome of the project. For instance, in a case whereby the staff views the project to be only benefiting the higher management, it may be reluctant in terms of commitment since he or she perceives no direct benefit of the project (Andersen, Grude & Haug 2004). Furthermore, lack of commitment to the actual project implementation may be as a result of the staff not being well motivated a factor that can translate to a lack of commitment. Consequently, a lack of incentives may make the staff view the project implementation as too much of a sacrifice without reward. As a result, the staff may fail to commit themselves in the actual work of the project implementation. Therefore, staff perception of project management is a determining factor of the staff commitment to actual work or performance (Beel 2007).

As it has been highlighted, there are several motivational factors that contribute to the particular problem of resistance experienced while implementing a project. Furthermore, there are factors like lack of motivation and incentives from the management along with no clarification of the purpose of the project along with the associated benefits thereof (Abbott 2003). Also, the management may bring in the project in a way that the staff may feel that they are not part of the project but just performers. This may lead to an aspect of reduced commitment to the actual work or performance.

As part of my findings, there have been many contributions both in the past and present in regard to the topic under discussion. Apparently, the topic has received a lot of attention in the current corporate world as strategic planning is highly required given to the prevailing situations in the corporate world. Moreover, scholars have explored in depth, the theory of project management, project implementation in the face of resistance and acceptance pointing out to the reasons for acceptance and resistance, and how the staff perception of the project management affects the actual commitment to the actual work or rather performance.

It seems the problem with staff perception is a recent problem that has probably started with the start of implementation of project management methodology in organizations. In reference to Watkins & Leig (2009), project management is accomplished in four phases, which comprise of initiation of the project, planning, implementation and the eventual closure

of the project. Furthermore, planning takes the most part of the project management which takes the form of ADDIE (Analysis, Design, Development, Implementation, and Evaluation). In this regard, design, development and prototype is the core of project planning, which if it is well done, it can eliminate the burden of correcting problems that arise due to poor planning.

In fact, the overall management of a project has to do with the actual decision documentations. Furthermore, the scope, cost, quality or performance, human resources, risk, communications and procurement among others make the main aspects of project management. Silber and Foshay (2009) assert that the implementation of a project is the performance of the work of the project which is also affected by the environment of the project. While carrying out the implementation of the project, it is important to consider the acquisition, development and the leadership of the team dealing with the project in terms of implementation. Distribution of the related and important information regarding the project is also necessary as it gives all the stakeholders the required communication. There has been a reported discrepancy between the planning of the project and the reality which is brought about by the actual implementation.

Moreover, this is as a result of the issues of resources, time, costs and performance altogether. Resources may be either limited or over-spilling; time may be short or too much, and in the same manner, performance may be satisfactory or there may be underperformance. In particular, performance or rather commitment of the staff to the actual work of the project is determined by the view the staff hold (Cummings & Worley 2002). Failures to perform have been reported with staff failing to commit themselves in the actual project work and as such, they fail to perform as a result of their perceptions and the prevailing conditions. Staff or employees need to have job satisfaction as well as the capacity to own the project and feel that they are one project management team.

Additionally, implementation of project management is the key strategic factor of planning. It is expected that work assignments and daily work management are carried out with efficacy and as such, it is expected of the staff to be able to coordinate tasks, activities and the general information to the staff's own schedules (Phillips, Bothell & Snead 2002). In order to carry out the management of the project, management of time, tasks and information should be put into practice.

Alternatively, implementation requires that work is done as it is stipulated in the planning. Moreover, there should be a good management and the controlling or rather

governance of the project together with taking care of the communication required along with the changes and adjustments required in the actual working of the project (Phillips, Bothell & Snead 2002). Kerzner (2009) points out to the project acceptance as the beginning of the project implementation, which is then followed by growth as well as the maturity of the project altogether. It is vital to point out that the project management implementation should be accompanied by recognition as well as the stipulation of the associated benefits altogether. Project implementation is as a result of a firm's recognition that there is need for quality and cost in order to remain competitive. In this case, project implementation earned great recognition after economic recession whereby firms and businesses sought to implement change that would keep them competitive.

Implementation of project management in the workplace has not been an easy task due to the fact that there have been many cases of reported project failures. Attributed to these failures are some of the great challenges like cost overruns, time overruns together with customer dissatisfaction. Accordingly, there have been failures due to staff turnover and low morale. This is also associated with a lack of commitment by the staff and thus reducing the performance of the project altogether. In addition, change resistance is inevitable when it comes to actual project implementation. Furthermore, staff may react by resisting any new method of working. As a result, it is imperative to make every effort to motivate the staff to commit themselves in the project (Cummings & Worley 2002). Benefits of the project should be well communicated along with the actual involvement of the project manager.

Research has revealed some factors that hinder the integration of project management in work-place. Firstly, the benefits of project management should be explained and exposed to the staff in order to counteract the perception that the project does not benefit them at all. Secondly, project methodology should be well framed to serve as a guide for the staff to follow in the actual project performance. Moreover, there have been cases of difficulties in gaining both agreement and commitment of the staff. This is given to the reason that sometimes it may prove to be hard for the staff to realize and define the role of the project manager (Daft 2009). Project management implementation requires that there be effective communication. Staff in particular is mandated to be communicated on the way the project will affect their working processes.

Best, Langston & Valence (2003) point out that project management implementation requires that the staff and the involved members to change the way procedures are done. As it

is with the nature of the human beings, they are always resistance to change and they are bound by their usual way of doing things. This is to suggest that the staff translate project management implementation as extra work, effort and time as well. In such a situation, project management interferes with the normal business activities that take place in a business since the business has project management as a time-limited activity.

Generally, there is so much literature addressing the process of project management being introduced in the work place. In fact, literature has pointed out to the initiation of project, planning, executing and closing the project once it has been completed. Arguably, there still remains so much that has not yet been undertaken by literature regarding the way staff perception of project management relates or rather affects the issue of the staff's commitment in the actual implementation work and the performance of the project (Daft 2009). In the past, project successes and failures have been witnessed whereby some have faced a lack of completion and thus terminated before time and even before meeting the targeted objective and goal.

In order to overcome these failures, literature shows that some businesses have gone to an extent of integrating project management in the strategic planning of the business. Apart from this point, Kerzner (2009) points out that the culture of a company mostly does not give support to project management. Furthermore, a company's culture gives room for project management to be carried out in an informal way. It has been argued that the cultural barrier of an organization to accept project management is interlinked with the perception by the staff that it is time-consuming and many details are required. As a result, extra work and effort are required to succeed. Staff's lack of commitment to the actual work in the project implementation is classified as a cultural barrier to project management. Consequently, staff wish to be involved in decision making process as it regards the new work methodology. Therefore, accepting change in the work place is always resisted by the staff who may feel that they are being overworked or taken advantage of.

Arguably, change resistance is also associated with the sense of job dissatisfaction. Whenever employees fail to be satisfied with their job or when they seem they are not enjoying doing their job, they may respond by means of resisting the change implementation. Moreover, if the employees feel that the project implementation may interfere with their satisfaction of their job, resistance is inevitable. Job satisfaction enhances performance of the employees thus it is important for the management to ensure that the staff are satisfied by the

type of a job or role brought about by the project management methodology (Watkins & Leigh 2009).

From the perspective of the information given, implementation of project management in the workplace, between change management and resistance management, has been an issue of concern especially in the contemporary corporate world. Theory of project management takes in project management as a process of management and planning. Furthermore, the project management actions are interconnected with the project outcomes, which can be termed as project actual work performance. The theory assumes that project management is a tool used to achieve a goal rather than being viewed as an individual organization by its own right. In addition, project management is carried out under the driving force brought about by complete rationality.

(Andersen, Grude & Haug 2004) has explored issues of project management in a detailed manner. In fact, a project is a very unique task in the sense that it is a task that is done once. Furthermore, projects have the problem of not have been implemented previously. This is to suggest that in most times the members have got no details of the activities done and the only guidelines are found in the plan, which has not yet been actuated by real performance. Planning of a project is based on other methods, which are quite different from the methods taken by the base organization. Moreover, it is important to state that the uniqueness of projects has many hidden issues or obstacles that only come to view after the execution phase has started. Additionally, projects are designed for the purpose of attaining a specific result which is only achievable by a project in specific.

Alternatively, a project requires or rather needs a variety of resources inclusive of time and professional skills among others. A project can also be considered as a change process, which potentially changes people's environment of work together with the general understanding of the organization where it is being implemented. In addition, (Andersen, Grude & Haug 2004) points out to project management as a change management which is meant to bring out the meaning that it is a management of change. Actually, change management is managing change which means that throughout the execution phase in particular, certain changes arise to the original plan; therefore, change in this sense must be managed and controlled. Moreover, projects require resources that should be provided by the organization.

Since projects require resources that should be provided by the existing organization, nevertheless, the organization itself might have the tendency to be reluctant, which is due to a variety of reasons. The reluctance of the organization can be related to the expectation that the staff should participate in the project without hesitation in addition to their original work (Malone 2003). Additionally, this expectation comes with no reduction of the existing responsibilities and load given to the staff initially (Malone 2003). It has also been found out that most organizations fail to grasp the understanding of a project. This usually tends to take up time. As a result, it is always preferred to accept smaller projects which need a short time in order to use minimal resources.

Consequently, this burdens the staffs who participate in the project in addition to their given responsibilities. Furthermore, the base organization brings about other problems that come as a result of not investing enough resources in the projects. Moreover, a project which is highly oriented to processes may require more effort and work from the staff. This might make the staff feel exploited or over worked (Rashid 1983). Additionally, a project has a fixed date of completion of which this may add pressure to the staff as they try to meet the deadline. Time constraints often contribute to additional work to the staff of which within a limited time, a large workload may be required to be accomplished. Therefore, as change management comes as part of project management, it might be difficult to manage the change due to the efforts and the work along with the time limit associated.

In general, a project takes in new and almost unknown tasks which may result to a high demand of time. Further, project management will incorporate changes in the day to day activities and the living and working activities altogether. In relation to project management, it is a fact that the organization may be faced by the difficulty of getting the right people just in time along with the factors of the availability of the particular individuals. Being subject to a strict deadline, project management may require soliciting members from different work backgrounds to work extra towards the implementation of the project. This may result to more problems that originate from incompatibility of the staff in the actual work.

Bolles & Hubbard (2007) reveal the fact that most organizations face difficulties in project management. In fact, functional managers or leaders in the face of project implementation fear they might lose their control and governance over the related resources which in most cases report to them. Moreover, workers usually have fears of being held

accountable as a result of performing a new requirement which is brought about by changes in the base organization.

Consequently, this is the fear that the stakeholders express it as a resistance to the project management in addition to a lack of acceptance as it regards the implementation and commitment to perform towards the project. Importantly, if there it is not clear how the project will affect the jobs of the staff, then; the staff may not accept the project management methodology and might not commit as required (Bolles & Hubbard 2007).

In the same way, there is a great need for the organization to perceive the effects the project implementation will have on the staff and the organization as whole. Vering (2001) argues that implementation of a new project in the workplace is faced by challenges from the participation in the sense that the staff need to be kept informed in the time of implementation and accordingly, the proper expectations for the workplace ought to be communicated clearly with high levels of efficacy.

As a consequence of the challenges of project management implementation in the workplace, it is important to highlight the factors of success in the implementation. These factors require the measuring of the potential value of the project in the workplace. In the same way, the project being implemented should be aligned with the goals of the business to avoid failure. Additionally, the management should seek to keep the project focused with consideration of the accountability of the beneficiaries of the project. Apart from this point, it is expected of the project management to employ the use of a well patterned methodology of management along with a precise and a clear set of objectives. Moreover, the management should ensure that the expectations of the project are well stipulated along with a clear definition of the problem.

Project management implementation in the workplace is usually faced by challenges. To elaborate, the challenges come as a result of the fact that project implementation translates to change within the organization. In fact, change affects the core culture of the organization at the same time affecting the business processes. According to research findings, managers and staff have been anxious when the environment that they are used to work in is threatened by external factors. The only change that they accept is when it does not interfere with the patterns of work and the authority that they have (Wysocki 2004). Moreover, project managers only have the fear of the added burden risk.

2.1. Acceptability of the new method of work (and reasons)

Acceptability of a new working method that is different from the existing one may be faced by several obstacles. It is therefore advisable for one during project management methodology implementation in a workplace to carry out acceptability tests whereby legal requirements must be met (Healy1997). In order to implement a project, the management should ensure that it is in compliance with the legal or legislative requirements. In particular, project implementation in a work place translates to extra work which needs people like the staff in the organization.

Furthermore, there is a low morale among the people. As a result, lack of acceptability might occur if not monitored carefully. Project implementation is limited by the issues of the staff perception towards project management. In addition, to realize the project management methodology properly means that the stakeholders might have to sacrifice extra time as it is added work to the general work that the staff and employees are entitled to do. Moreover, the staff are expected to add effort, do the additional work and meet the milestones of the project in hand. The project management implemented can either be accepted or rejected (Griffin & Moorhead 2009).

Consequently, several reasons lead to the acceptability of the project management methodology. First, if the project is oriented to the goals and the objectives of the business, then, it is possible for the staff and the management to accept the project easily. The managers and staff motivation to work and perform can facilitate the acceptability of the new method of work (Cummings & Worley 2002). This motivation is brought about by the managerial participation in the project. In a case where the project is well communicated, planned and made in a way that it does not disrupt the work patterns of the staff and the employees, it may be accepted. Additionally, staff motivation and incentives are required to ensure better acceptability (Cummings & Worley 2002). This is because there is a requirement for extra effort, work and time for other activities in addition to the pre-existing responsibilities of the staff. In the same way, a project management methodology full of incentives to cater for the extra time, work and effort by the work is acceptable.

Right from the start of the project, all the stakeholders should be well informed of the benefits of the project to them and should learn how to own a project. This is a contributing factor to acceptability. Acceptability of a new method of work or rather project implementation is accompanied by competent project management and leadership. Moreover,

a good project manager should accept the need for change, communicate it, defend it throughout the organization and create an open and receptive environment whereby the staff are part of the decision making process (Cummings & Worley 2002).

The acceptability of a new method of work is accompanied by the involvement of management in the process of the project implementation. In a case whereby the project resources and time frame is short and manageable, the staff will accept the new method which is actually a new change. This is because the staff's patterns of work are not compromised and even if they do, there is some form of motivation along with incentives which keeps them working and showing a lot of commitment and thus, translating to performance (Malone 2003).

Adequate training for both managers and staff to handle new tasks or projects are a prerequisite for them to be able to work efficiently. Occasionally, project implementation will be accepted by the staff and employees in the organization if its benefits are well communicated. Equally important, projects are accepted on the basis of the rewards that they give ; therefore, there should be enough communication as it regards the benefits of the project implementation along with the associated consequences.

2.2. Resistance of the new method of work (and reasons)

Under the category of change resistance, which is best termed as project implementation, there are several reasons related to it. Furthermore, every project is bound to bring about a certain point of change, not only to the organization as a unit, but also to some stakeholders. There have been instances of employee resistance being realized in the context of change and as such, this is something that occurs as a natural part in any process of change (Beel 2007). Moreover, change resistance or rather resistance to a new method of work is associated with the change being a threat to the status quo.

Additionally, change in an organization triggers the stakeholders to a position of defense. Similarly, it also leads to a change of the way individuals perceive the world and make sense out of it. Moreover, fear of expected or real consequences of the project has been pointed as to be a causal factor of change resistance. Further, a new method of work may be resisted due to the factors of the employees having some resentment towards the project management. Accordingly, job security of the staff and employees may be threatened and thus they may resist any change as this might cost them their jobs (Griffin & Moorhead 2009).

In the same way, employees might have doubts or fears in regards to their ability or capacity to perform in the project. Consequently, the resistance to a new method of work may occur due to differing interests between the management who may support the change while on the other hand resistance by the employees. In reference to Russell and Russell (2006), resistance is bound to occur in the context whereby fear takes a strong position and overcomes desire which motivates people in most cases.

In general, there are main factors that drive stakeholders to resist project implementation leading to change. The in-born fear of individuals to lose something that is valuable to them or in simple terms narrow self interest, may drive employees to resist change. Practically, the lack of understanding as far as the project is concerned accompanied by a lack of trust is another point that can translate to change resistance. Alternatively, there may be some lack of unity translating to disagreements regarding the need as well as merits of the change. Some may see the need for the change while others may not (Griffin & Moorhead 2009).

Another driving factor towards resistance to a new method of work may be interrelated with a low open-mindedness for change role. Fundamentally, there are some of the common losses or disadvantages that the stakeholders may perceive. As a result, they involve job security which is associated with fear of losing a job and financial resources due to a decreased job or the lower level of income (Russell& Russell 2006). As a consequence to this point, the staff may perceive an originating risk regarding their control over their future.

Equally, this comes due to a perception that both psychological comforts along with security will arise. This is given to the reason that the staff may foresee a reduction in their level of certainty regarding their job. Occasionally, the employees may have a feeling that their purpose and meaning in life is greatly threatened. Additionally, their competence may be jeopardized in a case where they feel that the new responsibilities given to them may limit their capacity to perform (Russell& Russell, 2006).

As far as social connections are concerned, a new method of work may be resisted as it means that the staff's contacts with the customers that they are used to; workers and managers is broken down. Moreover, a new method of work may be resisted as a result of the stakeholders feeling that their area of work, expertise, assignments, job title and workspace among others may be limited or tampered with (Russell & Russell 2006).

Accordingly, new method of work might be resisted due to the fact that anticipated future opportunities and rewards are perceived to get lost in the face of change. Furthermore, power and influence of the stakeholders may be lost due to change or rather the project implementation. In most cases, employees and staff will feel that their social status which comes in as a result of hardwork, competence and influence may be lost as a result of the change (Malone 2003). Moreover, new method of work may make the work that the employees and staff do to be an exercise in futility by rendering it to be meaningless. Aspects of losing the capacity to be self-directed along with being self-managed and governed make the platform for the stakeholders to be afraid for their independence and self-rule being threatened (Russell& Russell 2006).

Alternatively, the aspect of misunderstanding related to requirements to be filled to be in the change, along with a lack of trust in the leaders of the change, has been pointed out as the driving force of resistance to change or a new method of work in the workplace. Additionally, the staff may lack enough information. In this case, they will automatically employ their own imaginations as it regards the consequences of change. Lack of communication in this case leads to change resistance.

In general, new method of work in the workplace or rather project implementation in the work place calls for extra effort, work and time. Martin, Martin and Tate (2001), asserts that in project management there has been the issue of the staff-effort costs being ignored in the very budget meant for the whole project. Similarly, staff-effort costs can be defined as the costs that come as a result of the work done or carried out on the project by the employees. It actually incorporates the staff-effort costs in the sense that each employee or staff has to spend time while creating the project deliverables.

Additionally, stakeholders must create time to attend project-related meetings, report writing and resolution of project-related issues among others. Altogether, this amounts to staff effort as an added work of which it is mostly not paid for (Palmer 2003). In the same way, there are no incentives or motivations and also there is no clear understanding of the future benefits of the implementation of the project just as it has been highlighted earlier in this research. Generally, the staff effort required in project management is related to time required by the management to plan as well as manage the project at hand.

In particular, there are three types of resistance that take place in the face of project implementation or a new method of work in the workplace. Firstly, individual resistance has

to do with differences that are commonly found in different people with different personalities, perceptions and in the larger perspective needs (Hellriegel & Slocum 2007). To emphasize this point, personal resistance to change can be attributed to economic factors whereby something like technology change may threaten the staff due to the fact that the employees perceive loss of the job resulting from technology unemployment.

Consequently, there are those individuals who resist change due to fears of being demoted as their skills and education may not meet the requirements for the new jobs brought about by the project together with the new responsibilities. This is common in places whereby an employees' level of productivity is closely linked to the amount of salary received or rather the amount of pay if it may be said. Previously, change has been revealed as to be associated with high standards being required for the job, an aspect that contributes to reduced opportunities for incentives to be given (Hellriegel & Slocum 2007).

In fact, insecurity as it has been earlier on mentioned may cause change resistance owing to the accompanying effects of change. Moreover, communication barriers, extent of the change being implemented and its consequences have been associated with resistance to change. Change may come along with new ways of doing work in the workplace which may be completely new to the existing staff in an organization. It seems that there are psychological problems that are brought about by change in an organization or rather the aspect of project implementation. A lot of tension is born out of project implementation causing different staff from different departments to come to work together.

Alternatively, resistance to change may occur in terms of group resistance. This is to suggest that change or project implementation is able to break strong ties between a strong working team or group. However, the group resistance occurs as a result of the group feeling that the strong bond between the work group members may be broken and thus fail to benefit from the group cohesiveness (Hellriegel & Slocum 2007). On the other hand, resistance to a new method of work in workplace may take place at an organizational level.

In regards to this point, some instances have organizations which strongly resist any new idea expected to bring about a change. The management of an organization may feel threatened in relation to their power and governance over the organization. Furthermore, the structure of an organization may resist change in a case whereby the flow of information occurs from the higher management to the bottom (Hellriegel & Slocum 2007). There being

interdependent in the subsystems of an organization, change means an eventual effect to other systems and this may be not possible in a bureaucratic system of an organization.

In addition, the aspect of specialization, which is common in organizations, is threatened by a new method of work and thus in such an organization change resistance is a common norm. Moreover, the resource constraints may lead to a resistance to change as project implementation requires training and education along with the aspect of rewarding the stakeholders in support of the project implementation (Hellriegel & Slocum 2007). Furthermore, there is the issue of sunk cost which is attributed to a top management resistance due to a perceived loss of the effort and investment made on the existing employee training.

Generally, resistance to a new method of work in workplaces is something common and as such, it has been commonly been associated with several factors. Initially, it is attributed to a lack of trust in the change leaders along with the associated fears of losses as stipulated. Moreover, lack of information regarding the benefits and consequences of the implemented change has been cited as a contributing factor to change resistance (Agarwal 1983). Lack of incentives and motivation has also been pointed out to be a contributing factor to change resistance. Additionally, it is the perception of the staff that mostly contributes to the level of commitment of stakeholders to the actual project work or performance altogether.

2.3. Methods of easing acceptance and approval of implementation

In general, resistance is an expected reaction in the face of change that is brought about by project implementation. It has been argued that in most cases the staff perception of project management is a key determinant of the resultant commitment of the employees and/or staff to the actual implementation of the work along with their subsequent job performance. Further, there are several ways through which change resistance can be overcome. Beel (2007) points out that overcoming change requires some things like incentives although there have been some arguments that incentives have a tendency to ignore the reasons. In reference to Russell and Russell (2006), the best way to deal with resistance to change is to make sure that the people involved are convinced of the need for the change. It is also expected of the management to bring into view the vision of the change along with the view of the strategy. Alternatively, the stakeholders should be involved in the decision making and planning along with the implementation of the project as whole.

Overcoming resistance is one of the best ways of easing acceptance and approval of implementation of a project in an organization. There are several ways through which this can be accomplished. Importantly, it is crucial to ensure that resistance is low from an individual to group level. Moreover, participation as well as the involvement of the employees in the change has been found to be an effective tool in ensuring that the stakeholders do not resist the change (Bragg 2009). Further, the involved persons in the implementation of the project should be well informed of the change and even before the planning, they should be well informed and as well involved in the whole aspect of decision making (Agarwal 1983).

Arguably, workers involvement in the decision making process regarding change has been attributed to the commitment to the actual project implementation along with quality decisions of change and thus a remarkable overcoming of resistance. Additionally, there is another point of making communication to be rather efficient and effective so as to avoid the effects of inaccurate information which leads to change resistance. Basically, the workers should be fully equipped with information of the project so as to help about change education, training in class, conferences and other such like meetings (Malone 2003). It is also important to point out to the reasons for the implementation of the project with precision. In the same way, communication flow should be made to be flowing both from bottom to the top and from the top to bottom (Agarwal 1983). Such a case will provide good information and the feedback which is imperative in an organization. Communication is able to unveil so much that helps the workers to embrace change in the organization.

On the other hand, the leadership of an organization has been pointed as to play a great role in overcoming resistance. Leaders have the ability to act as change agents when the leader happens to be an influential and effective leader who is able to influence the staff and/or employees to embrace the change who would have otherwise not support the very change (Kerzner 2009). Matters of agreements and negotiation come into play in this context as they are applied when determining costs as well as benefits of a well distributed kind of benefit among the concerned parties in the very project implementation. Agreements bind the parties not to neglect its terms and thus resistance to change may turn out to be not possible. It has been pointed out by research that sometimes managers may be forced to make use of other methods by manipulating information and resources along with the factors of giving some favors to the stakeholders in order to overcome their resistance to change. Though the

method is associated with deficiencies in terms of ethics, sometimes it leads to desirable results (Bragg 2009).

Consequently, there are other times when the managers have to make use of the key group leaders by giving them some favors in the project implementation so as to influence their groups to commit themselves to the performance of the actual project work.

Beel (2007) further states that even for the most qualified and skilled employees, a lack of motivation may render such an employee unproductive as well as unable to perform effectively. In the same way, motivation, incentives and encouragement towards the use of the skills, can work to the benefit of the project implementation. Moreover, Kerzner (2009) asserts that the use of training and educating the stakeholders has the potential to increase their competence and thus they gain the ability to execute the given methodology of the project management.

Methods of clarifying the benefits of implementation include communicating with the employees and/or staff to make them know the importance of the project implementation and the associated benefits. Furthermore, the staff can be taught the benefits of the project implementation by means of being trained and educated using case studies of the change that has been brought about by such a projects along with the aspect of being shown the benefits that were experienced as a result. As it has been highlighted earlier on in the text, incentives and motivation, play a great role in enabling employees to commit themselves in the implementation of a project work (Palmer 2003).

Chapter 3:

Research Methods

1 Chapter 3: Research Methods

In this context, it is important to bring into view the approach and methodology that was employed in order to solve the problem of staff perception towards project management and how it affects the commitment to actual work or performance. Firstly, the approach has employed the use of books only owing to their reliability as opposed to other sources. In line with this, the sources have been used to bring out the background of the problem, motivating factors and as such what others have contributed towards providing the solution for the problem (Beel 2007). Additionally, this is accompanied by a literature review of what has been done in the past regarding the topic. Additionally, a survey carried out with about 50 respondents had been integrated as a primary source of information. The survey study sample, variables and measures have also been explained below. Qualitative analysis was done on the information from books while the survey results analysis was carried out using the excel spreadsheet.

3.1. Study sample

In order to get primary information, questionnaires were administered to 50 respondents to verify theoretical information regarding the existing problem. This is to suggest that a sample of 50 participants was used in the survey. The sample comprised of senior employees who take in the middle management and their subordinates. This is because, the middle management and their subordinates receive instructions from the top management and as such they carry out the work of project implementation. In fact, it is the performance of the middle management and their subordinates which determine the success of project implementation.

In addition, among the 50 participants chosen, 40 of them are employees from the same organization while 10 from different organizations. This is given to the reason that the 10 employees from the different organizations have a cancellation effect on bias brought about by interviewing people from the same organization. Moreover, the survey involved 35 males and 15 females. The number of women chosen is for the reason that the number of working women is small compared to that of working men. The age bracket chosen was 25 to

44 years. To clarify, at 25 years, one has some experience, while at 44 years one has enough information about the conditions of work in addition to more experience in the field. The age bracket was chosen since it was viewed as to have enough information related to job satisfaction and turnover.

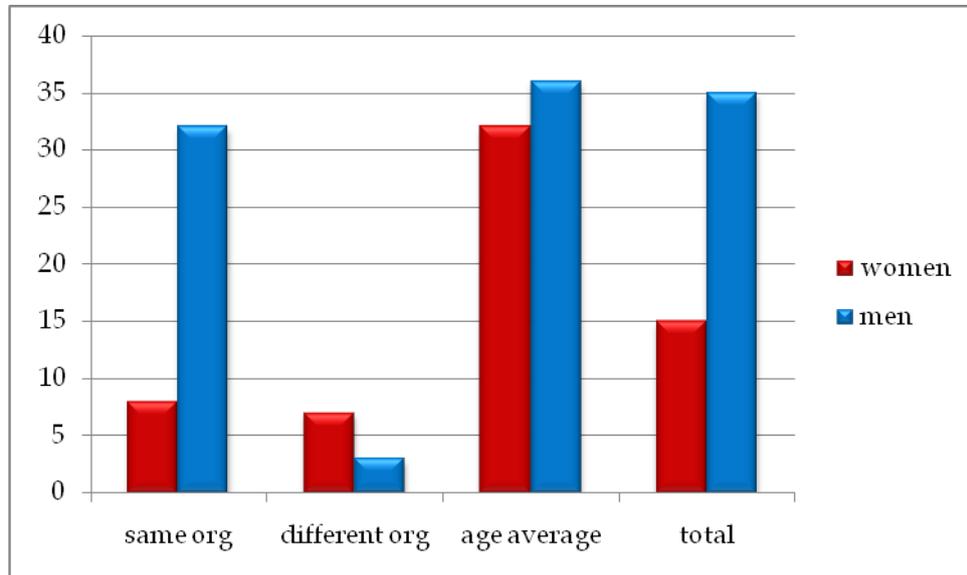


Figure 1 - Survey Sample Representation

The 50 respondents were interviewed to establish their views as it regards to a wide range of work-related issues considering the general information, job satisfaction and the turnover altogether. Given to the primary data and information, the next thing was to carry out an analysis of the information as it relates to the topic of discussion so as to draw out conclusions.

3.2. Study Hypotheses

Notably, the study under research seeks to establish staff perception of project management versus the commitment to the actual work. In this line of thought, it is important to state both the null and alternative hypothesis. The null hypothesis (H_0) and the alternative hypothesis are as follows:

H_0 : Staff perception of project management does not affect the employees' commitment to the actual work.

H_A: Staff perception of project management affects the employees' commitment to the actual work

H_O: Project implementation does not face resistance from employees.

H_A: Project implementation faces resistance from the employees.

Following the given hypotheses, the fact that staff perception affects employees' commitment to the actual work will be proved against the null hypothesis that staff perception does not affect the commitment of the employees to the actual work. On the other hand, the fact that project implementation is faced by resistance from the employees and/or staff will be proved against the null hypothesis that project implementation does not face resistance from employees.

3.3. Study variables and measures

The study variables and measures took in senior employees (middle management and their subordinates). These were used as the independent variables since by getting information from them; one can easily make conclusions since the middle management is the one in charge of project implementation once they receive instructions from the top management. In the same line of thought, it is important to note that job satisfaction, turnover, age, gender and different organizations were used as variables and measures of the study. As well, the general information of the senior managers and their subordinates was another variable which was considered in the study. Manager related work performance and the measures of the performance were other variables used to predict the outcome of the study which had to do with the actual commitment of the staff members as far as project implementation is concerned.

3.4. Study limitation

Apart from the survey as a primary source of information, in order to get the required information for the research being carried out, a selection of books will be made use of as

secondary sources of information.. These are the only sources of information that will be used. Nonetheless, there are some limitations affecting the study which involve some bias from the respondents of the questionnaires administered. Again in this context, the study may be limited due to making use of a few numbers of sources and this may require more extensive sources of information for precision. Accordingly, the study may be limited by the mere fact that it considered only a small sample population.

Chapter 4:

Results and Discussions:

2 Chapter 4: Results and Discussions:

4.1. Results from the survey

The survey used to gather the necessary information for this paper was conducted in the UAE whereby the questionnaires were administered to both English speakers and non-English speakers who were best communicated in Arabic. Consequently, the survey took in about 50 respondents who willingly chose to give the required information. In the same way, among the 50 respondents, only 15 who were women while others were all men. This is to suggest that 35 men were interviewed in the survey. From the questionnaires, the respondents gave their gender, marital status, level of education, age, number of years they worked in the current organizations, number of years worked in the job position, the job status and the nationality altogether. This is what formed the part for general information which is commonly used to get and even make sure that the preferred candidate for the interview is found.

4.2. Job satisfaction

The second section of the questionnaire was made to establish job satisfaction of employees. The feeling of the employees that their efforts were underpaid and therefore not satisfied with the benefits received was realized. In addition, a matter of being un-appreciated by the organization the employee is working for as it regards the pay was established. Only 20 percent of the respondents who were satisfied by chances of the salary increases of which this was a total of 10 respondents. The other 60 percent were not satisfied by their jobs in relation to pay and the chances of salary increment. On the other hand, 20 percent who were 10 respondents felt that there was little chance of being promoted in their job.

Job satisfaction	Number of Respondents (out of 50 total)
Satisfied by chances of salary increase	10
Not satisfied by chances of salary increase	30
Little chance of salary increase	10
Few Rewards for good work	30
Fair Rewards for Work	15
Not satisfied by the available rewards	5
No Supervisor competency in work	30
Agree with supervisor competency	15
No idea of supervisor competency	5
Like their job	20
Dislike their job	20
Neither like nor dislike the job	10

There were actually 30 respondents who agreed strongly with the fact that few rewards were available for those who worked in the various organizations of work. On the other hand, 15 agreed that those who did well in their jobs were fairly rewarded by standing a greater chance of being promoted. Additionally, the same agreed that employees had another chance of going up the ladder of job profile as it is for other related organizations. Others were not at all satisfied by their chances of being promoted.

In relation to the point of supervisors being competent in doing their work with the various organizations, 30 employees disagreed with the point stating that the supervisors were not competent but rather dictatorial. Given to the in-competencies of supervisors, there was also unfairness amongst the supervisors showing very little interest in the very feelings of the subordinates. Other 15 employees pointed out that they liked their supervisors, the people they worked with and the general enjoyment of being with their co-workers.

Others reported that they found themselves in a position whereby they had to work more than they should due to the incompetence associated with the people they worked with. Together with this point, there were about 20 employees who felt that there was too much of bickering and fighting at work; they felt that their jobs had no meaning to them. Alternatively, there were 20 employees who reported that they liked the job they did, had a sense of pride in regard to their job and in the larger perspective, they actually enjoyed their jobs.

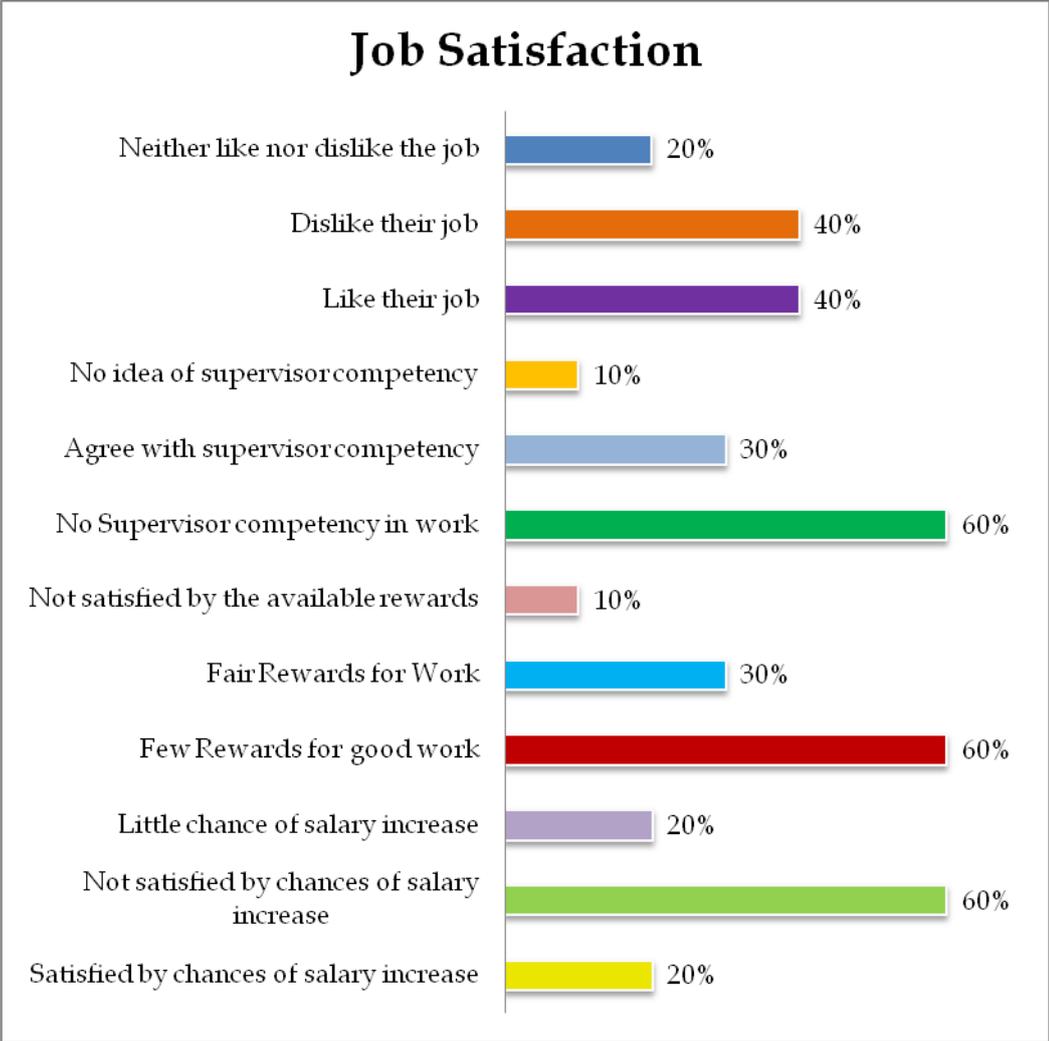


Figure 2 - Job Satisfaction Results

4.3. Manager-rated work performance

Under this section in the questionnaire, the work performance of the managers was rated. Consequently, some respondents pointed out that their managers showed a lot of understanding when it came to issues dealing with the day to day carrying out of jobs along with the associated tools of use. Understanding of work requirements and goals by the manager was also found to be possessed by about half of the managers of the employees interviewed. In a similar way, there was also the issue of job responsibilities being understood by the managers whereby about 40 employees agreed while the other 10 disagreed.

Manager performance measures	Number of Respondents(out of 50 total)
Understanding job Responsibilities	40
Lack of job responsibility understanding	10
Desire of the managers to work	25
Lack of the desire to work	25
Cooperation with peers	10
Lack of cooperation with peers	40
Desire of the managers to work	25
Lack of the desire to work	25
Cooperation with peers	10
Lack of cooperation with peers	40
Timely delivery of work	25
Delay in work delivery	25
Willingness to engage new ways of problem solving	13
No willingness to engage in new ways	37
Ability to come up with new ideas	14
Managers lack of the ability to come up with new ideas	36
Sticking to traditional ways of management	38
Ready to accept new ways of management	12

Client know-how which is needed for proficiency in carrying out jobs was lacking in sufficiency among the managers of the employees interviewed. Moreover, the ability of a manager to understand the procedures, steps and methods that are required in order to carry out a particular job were examined. As a result, the survey revealed that a good percentage of the managers were not well acquainted with the procedures, steps and methods of work.

In the same way, there were some managers in the survey who were associated with a lack of familiarity on the effective job performance although others were found to be familiar with the required skills for the particular jobs. The desire of the managers to work was also investigated in among managers only to find that 50 percent had the desire with the other 50 percent not having the desire. Another point that was investigated was the issue of the manager's cooperation with their supervisors and peers in the workplace.

Results indicated that most of the managers worked as dictators and never worked in cooperation with the supervisors and peers with a 20 percent of them showing some cooperation. Furthermore, the survey investigated the concentration of the managers in the jobs by giving their best. Subsequently, it was found that the while some concentrated to give their best, most of them had a moderated concentration enjoying the position rather than giving their best. On the other hand, work outcomes of managers were found in the survey to have had errors and inaccuracy while others showed that managers had their outcomes free of error and accompanied by accuracy.

Delivery of work in time was another factor that was used as a measure of manager's performance and as a result, the survey found out that 50 percent of the managers delivered work in time while the other 50 percent did not. The speed of work taken by the managers was also inquired and as a result, it was found out that this factor varied with some being moderate, slow and others fast and thus, depending on the work the measure of speed being satisfactory reflected different levels of responses. Completion of quantity work in time reflected most of managers not being able to complete the bulky work just in time.

Another factor that was used as a measure of the manager's performance was the aspect of the manager's ability to adhere to the set rules and procedures altogether while doing the job. The survey found out that most managers have a tendency to stick on the established rules and procedures without the willingness to change and adapt new ways. Accordingly, the survey established that manager's search for new ways of resolving problems was limited in the sense that above 75 percent of managers were not willing to

engage new ways of resolving problems with the 25 percent of them willing to engage new ways of resolving problems. Besides this point, the survey investigated whether the managers were able to come up with and as well try new ideas in the workplace of which it is a requirement for managers (Malone 2003).

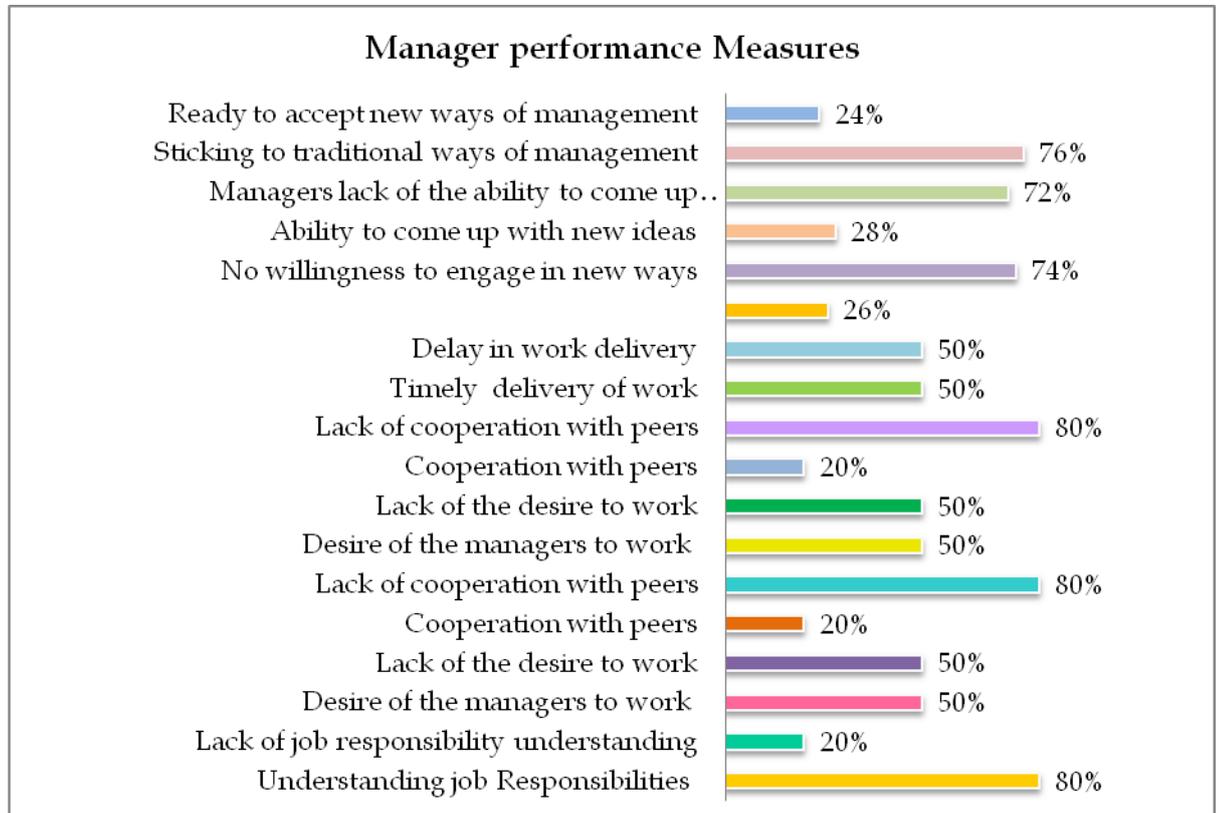


Figure 3 - Manager Performance Measures

The results pointed out that 75 percent of the managers were not able except for 25 percent of the managers who were able to come up with new ideas and try them in the workplace. Additionally, the survey also investigated the managers' ability to try to question old ways of doing things in the work place. The results found that most of the managers would not dare to question the old ways of doing things while some of the managers tried to question though at a moderate rate. When doing the job, the survey also examined the managers' aspect of sticking to the old method and habits when doing a job (Abbott 2003). Consequently, above 75 percent of managers' performance in this context revealed that they stick to old established habits when doing a job.

Reflecting on the results of the survey, it is important to relate them to the aspect of project management and implementation in an organization. In fact, job satisfaction is a determining factor of the actual commitment of staff and/or employees. Moreover, if the staff

and/or employees are not satisfied with the pay that they get for their job or work, additional work due to project implementation may be resisted. Furthermore, the staff may decline in performance whereby they feel that they are being given unfair treatment. On the other hand, employees who are satisfied with their jobs, happy about them and as such are rewarded for their efforts are the most likely individuals to show commitment to the actual implementation of a project (Abbott 2003).

Consequently, job satisfaction has to do with the perception the employees have towards their job. Furthermore, some feel that they are being unfairly paid or underpaid along with the aspect of others feeling that they have no chances of getting promotion. In such a case or situation, the employees may fail to commit themselves in a project implementation and thus they may lack in terms of being committed to the actual work in the project activities (Rashid 1983).

If the employees are not satisfied by the benefits they receive in their work, the way the supervisor treats them by showing little concern in regard to their feeling along with unfair treatment of the feeling of the subordinates; they may resort not to commit themselves in the work of the project implementation which may finally translate to poor project performance altogether. In a case where the employees like their supervisors, the people they work with and enjoy the company of the co-workers, there is a high chance of commitment to an actual implementation of a project.

In the same way, employees who possess a feeling that their job has got no meaning, and does not find joy doing the work they do, then, a commitment to actual project management may be a rare occurrence. It is inevitable that the staff will not be able to commit themselves to perform in an actual implementation of projects if their jobs have no stability to begin with. It is important at this point to note that listening to the grievances of the subordinates and attending to their feelings brings about job satisfaction of the employees along with the aspect of motivating them to enjoy their jobs.

As a result, this can motivate the employees to commit themselves to perform in a project implementation. Job satisfaction is also realized whereby one is given the right people to work with. Given to this point, one may be committed to perform in the project implementation in a case whereby he is not burdened to do more than he or she ought due to the people he or she is working with. Giving to the employees and/or staff what they are best

at and ensuring that they enjoy doing it, then, brings about satisfaction in the job with an eventual commitment to the actual implementation of the project or change.

In addition to commitment being driven by underlying job satisfaction, manager rated-work performance has been cited to be a driving force behind any successful project implementation. Similarly, the managers' performance has been cited as a measure that leads to smooth implementation of a project. For instance, if the manager is equipped with enough skills on the way the job is carried out, then, he or she can help the subordinate to carry out their assigned activities in the project implementation.

The understanding of the work goals and requirements from the side of the manager is crucial as it helps the staff to perform in their work since they are well supported by the management. Consequently, managerial familiarity with the skills that are required in job performance is essential in making it possible for the staff to perform effectively in project management. Alternatively, it has been noted from the survey that some of the managers have limited understanding in regard to the steps, procedures and methods that are required to perform a job.

Following this point, this may limit the staff performance as they may happen to be not acquainted with procedures, steps and methodologies of work. A lack of cooperation between managers and subordinates along with a lacking in the managerial way of listening to the interests and feelings of the subordinates was pointed out in the survey. This implies that in case of project implementation, the staff's perception of unfair treatment by the management may translate to a change resistance and a resultant lack of commitment in the actual work of project implementation.

For the managers who are unable to give best to their job, they may as a result limit the outcome of a project as they may hinder the implementation or rather slow it altogether. Quality work being completed in time has been pointed out to be associated with a small percentage of managers and thus a project's implementation success may be impaired as the managers may fail to facilitate commitment of the staff to the particular job. According to the survey, managers have most of them associated with work output which is inaccurate and not completely error free.

Therefore, implementation of a project under the management of such like managers may lead to total failure of the project as the only outcome may contain errors and thus is inaccurate. Other managers according to the UAE survey are not able to complete quantity

work on time and therefore, any project implementation requiring quantity work may be limited in terms of being implemented in time. Furthermore in this survey, it was established that a big percentage of managers stick to the established rules along with procedures to do jobs. Due to this point, implementation of projects may be hindered as in the sense that project implementation requires a method of its own while managers may try to make it fit the existing rules and procedures of the base organization.

In addition to this point, the survey found out that 75 percent of the managers did not engage in new ways of resolving problems and as a result, only 25 percent who did. From this point of view, it is imperative to note that such managers not willing to engage new ways of resolving problems may resist any change brought about by project implementation. Furthermore, 75 percent of managers were found out to be not able to come out with new ideas and as such try them.

Due to this point, implementation of a new method of work in the workplace may prove to be an exercise in futility due to resistance from such managers who may not be willing to accept as well as try new method of working in the workplace. Moreover, there has been also established in the survey that a large percentage of managers in UAE do not try to question the old ways of doing things at work and as a result, this may limit such managers accepting the implementation of change or a new method of work as they may be comfortable with the existing old methods of operation.

Finally under the manager-rated work performance, the survey resulted to another 75 percent of the managers being associated with the aspect of sticking to old established habits while doing a job. This is actually a limitation to implementation of a project since such managers will never accept any change in the organization and thus they remain to be so much attached to the old established ways of working not willing to let them go at the advent of a new way of working.

Generally, Mathis & Jackson (2007) states that employee turnover is the process through which an employee leaves an organization permanently with the only remedy being a replacement. Employee turnover actually relates the number of employees leaving the organization as compared to the number of employees that exist in the organization. Organizations mostly struggle to ensure that they maintain a low turnover due to the high costs associated with it. However, employee turnover has continued to bring about many costs

to organizations owing to the effects of job satisfaction and management work rate performance.

Consequently, implementation of projects or new methods of work in the work place have been associated with the employees withdrawing from the work by means of leaving the work permanently. Once an employee feels that his or her job is no longer satisfactory, it is possible for the employee to permanently leave the job. Equally important, the employees can leave the job owing to unrewarded efforts being directed to project implementation of which the employee has got no clear definition of the consequential benefits of the project.

As a result, employees feel that they are being taken advantage of since they are not well informed of what they should expect from the project being implemented. Lack of commitment in the implementation is usually the first reaction brought about by change resistance or rather the resistance of the new method of work (Rashid 1983). Employee turnover comes into play as the last resort for an employee who is unable to cope with change in a case of project implementation.

Chapter 5:

Conclusion

3 Chapter 5: Conclusion:

5.1. Summary

Project management implementation at the workplace has continued to face numerous challenges which have threatened the successful implementation of different projects initiated by the company or organization's management. Furthermore, many project management initiatives have been resisted by employees and lack of commitment towards fulfilling the purposes of these projects. Some of the main issues considered as the cause of low commitment and resistance from the employees is the lack of understanding of the benefits of the projects that has been initiated (Andersen, Grude & Haug 2004).

Moreover, the management in most cases has failed to convince the staff to commit themselves towards implementing the projects methodology for proper management. This has often resulted in failure of the project to meet its planned objectives and goals. This is can be seen in the fact that employees will reject or rather resist an attempt to introduce new ideas or methods of work which might change the way operations in businesses and organizations are carried out (Rashid 1983).

In the same way, there are different factors which have been identified to facilitate the acceptance to new work methodology. Firstly, one of the most appropriate ways of ensuring that the resistance to change is minimized is by ensuring that the employees understand and embrace the need for change (Agarwal 1983). This can be facilitated thorough communication with the employees from time to time to help them understand why there is a need for change. In addition, incentives and other motivational factors could be used to challenge the employees to accept full participation in the implementation process of the initiated projects.

Similarly, ensuring that resistance is as low as possible is a vital approach which could help in easing acceptance of change which arises as a result of applying project management methodology. This resistance could be overcome by allowing the participation and involvement in the change process in a business or organization. However, when employees participate in a particular project implementation process, they have been found to increase their sense of ownership of the project carried out, thus increasing their responsibility towards implementing the project (Bolles & Hubbard 2007).

Despite the fact that there are different ways which have been formulated so far to deal with staff resistance, it was found among some of the contributing factors towards the failure of project management. Consequently, there are various factors that have contributed to this

resistance. Firstly, one of the factors was lack of trust between the management and their employees (Daft 2009). Moreover, staff may develop a suspicious attitude towards their management with regard to the change to apply project management methodology introduced in the business. Not having enough or clear information in regard to the programs or rather projects introduced has also been found to raise a lot of doubt from the staff causing them to become resistant. This can be considered in addition to no or low incentives and motivations to staff towards participating in a particular project.

A survey was carried out for the purpose of supporting this research. It has covered different issues that affect the implementation of project management methodology in businesses in the United Arab Emirates. Moreover, the survey examined the issue of job satisfaction of employees. It has found that most employees were not satisfied with their job. Most of the issues realized in this survey indicated that lack of satisfaction resulted from the fact that employees were not paid as much as their effort warranted (Mathis & Jackson 2007). In other words, the employees reported cases of underpayment, and most of them were not satisfied with the pay raise given to them. Furthermore, most of the employees also reported that their jobs did not offer opportunities for promotion and salary increment. Additionally, various issues related to job satisfaction are also related to salary and incentives. Cases of no satisfaction have been reported as a result of the fact that these employees worked with incompetent people as regular staff and management. Therefore, these employees faced difficulties with the way they worked with their peers and employers, which resulted in their lack of satisfaction (Cummings & Worley 2002).

Alternatively, other issues were examined in the survey where the manager rated work performance. Additionally, the work performance of manager was rated. The respondents who were interviewed for this survey reported that the managers were fully conversant with the day to day operations at the workplace as well as utilizing different work tools which were vital in the management of businesses and organizations (Bolles & Hubbard 2007). Similarly, most of the managers understood their goals and requirements as managers. In the same way, they also understood their responsibilities towards enhancing their capabilities to manage the company or organization. However, most managers had insufficient knowledge and understanding of their clients.

5.2. Conclusion

It is important to note that project management is one of the most important organizational operations that have the ability to boost the stature of a business or organization in its line of industry. However, there are different issues that have risen in the past which have hindered the successful implementation of different projects within an organization. Furthermore, the staff perception of project management was found to be among the greatest difficulty to their individual commitment towards supporting a particular project (Agarwal 1983). Moreover, the implementation of any particular project within an organization requires that the staff should work harder and under pressure sometimes due to increased work responsibilities (Malone 2003).

This research also found that since most staff were not satisfied with their job, any changes introduced in the organization could easily lead to their dissatisfaction. This would further obstruct the ability of the organization to implement new project management methodology in the organization. The survey indicated that most employees were dissatisfied with their job. In this case, adding more responsibility on their workload would only worsen the situation (Langston & Valence 2003). Additionally, the managers introduced project management in their organizations as routine work rather than extra work to their employees. As a result, the project would fail under these circumstances.

The fears, mistrusts and suspicions which employees have toward the introduction of project management are also impediments towards the successful implementation of projects. Note that employees perceive project management activities as extra workload without extra pay. Similarly, the past experience with project management saw some employees losing their jobs since their skills were no longer needed due to new tasks which had been introduced (Palmer 2003). Therefore, employees have formed the habit of resisting any changes which are introduced in the organization as a result of project management.

In fact, the first impression of project management activities in organizations were not viewed correctly, the managers of these organizations had an opportunity to reverse these trends by following or rather considering certain issues in their project implementation process. Moreover, the managers have a responsibility to help their employees to understand the purposes of the project to be implemented, train them to provide them with the required knowledge and skills that would enable them to take up the new tasks. Furthermore, using

incentives as a motivational strategy could help minimize the resistance of employees towards the project management activities (Abbott, 2003).

5.3. Recommendations

There are various recommendations which can be made in line with project management and employee participation. As a start, there is a need for researchers and scholars to conduct extensive research on different ways which could be used to motivate employees to accept participation in project management by willing and accepting to carry out a project to the fullest without interfering with their commitment at work. Furthermore, the current research indicates that motivating the staff is one of the approaches that can be exercised to acquire their commitment towards project management at the workplace. However, this is not enough. Further research must be carried out to ascertain other ways which could equally deliver results by getting staff to commit themselves towards completing a particular project. In addition, strategies of minimizing resistance towards project management by employees would also need to be examined. Moreover, most staff are resistant to project management.

The issues of project management and motivation have been in contention for a long time. Similarly, most companies and organization across the globe introduce project management activities in their systems without taking into consideration the stakeholders to complete these projects. Consequently, these companies and organizations expect their employees to implement these projects apart from fulfilling their other duties as employees. This has been found to increase the workload of employees in the company or organization, a factor which was found to demoralize employees. Therefore, the company or organization should come up with different ways of motivating employees whenever there emerges project management activities. For instance, the company or organization which is involved in project management should decide on the amount of incentives which would be given to these employees as a result of their participation in project management.

Organizations across the globe need to come up with a planned framework which will outline the specific projects which would be carried out within a particular financial year. Consequently, these projects would need to be assigned specific budget which would be used to finance the project, including paying employees for their service in the process of project management. Moreover, the number of employees who would be called on board to participate in this project would be determined early in advance and their incentives set aside. This strategy would assist the company or organization to maintain an excellent relationship

with its employees by removing the issues contributing to low morale among employees in addition to minimizing the strain of the project on the stakeholders.

Additionally, it was noted that most projects are short-lived and would only involve the employees of the company or organizations for a short period of time. Nevertheless, there is a need to train employees in order to prepare them to carry out a specific project. Furthermore, most of these projects require special skills to be accomplished effectively. To be sure the staff are competent and capable of carrying out the project in hand, they must be trained to align them with the plans and roles required. This would increase their effectiveness in accomplishing the tasks of this project.

This research also found out that most of the project management activities which were initiated in the company were as a result of the top management decisions. In other words, the employees were not involved in making or rather participating in the decision making process. Instead, the top management made the decisions regarding these projects and then expected the employees to actualize and implement the outcome of these decisions. Therefore, the employees had no sense of ownership towards the project management activities since the initial phase. Hence, the implementation was not in their focus initially. As a result, some staff developed a negative mentality and perspective.

On the other hand, the timeframe for accomplishing the project management activities was too short. Therefore, employees were expected to complete their normal tasks as well as participate in other tasks and activities. Thus, most of the employees were exhausted by being overworked by both their routine jobs and project activities. In the same way, the employees were forced to work without taking into consideration the quality of their deliverables. As a result, projects have failed in addition to their goals and objectives. Consequently, the management needs to consider the amount of time allocated to a particular project, project phase or task to avoid straining employees.

The work environment was also found to play an important role in the accomplishment of particular tasks in a business or organization. Furthermore, employees were used to a particular environmental setup find it difficult to adjust to a new setup quickly. This may shift the ability of employees to meet their targets towards a negative direction or attitude. As a result, the management will need to adjust the project activities to fit in the current workplace environment to avoid disruption of the existing work flow. This could be

achieved by breaking the project into smaller defined phases that do not affect the current workplace environment.

There is also a need to develop a channel of airing issues among employees. This should be done long before any project management activity is introduced in the business or organization. Consequently, employees would be able to open up and air their complaints and dissatisfactions concerning the current workplace environment in addition to other issues. Moreover, employees would be able to air their concerns when new projects are introduced as well as suggest ways through which they think would be appropriate for them to work on the project.

The introduction of new projects in businesses and organizations in most cases has been found to bring new responsibilities. However, the management in most cases has failed to understand that some of their employees who do outstanding work in their current work positions may not necessarily mean they are able to perform in the same way in a new activity. Therefore, the management would be required to assign people tasks in areas where they have the necessary skills and knowledge relevant to that specific activity; thus, reducing the level of incompetence among the employees. In other words, employees should be evaluated thoroughly to ensure that they have the required knowledge and skills which would enable them to carry out tasks on the projects which have been introduced.

3.1 Reference List

- Abbott, L.F. (2003). *Technological development in industry: A business-economic survey and analysis*, Manchester: Industrial Systems Research.
- Agarwal, R.D. (1983). *Organization and management*, New Delhi: Tata McGraw-Hill.
- Andersen, E., Grude, K., & Haug, T. (2004). *Goal directed project management: effective techniques and strategies*, London: Kogan Page Publishers.
- Beel, J. (2007). *Project Team Rewards: Rewarding and Motivating your Project Team*, CA: Scotts Valley.
- Best, R., Langston, C., & Valence, G. (2003). *Workplace strategies and facilities management*, Burlington: Butterworth-Heinemann.
- Bolles, D. & Hubbard, D. (2007). *The power of enterprise-wide project management*, New York: AMACOM Div American Mgmt Assn.
- Bragg, S. (2009). *Just-in-Time Accounting: How to Decrease Costs and Increase Efficiency*, New Jersey: John Wiley and Sons.
- Cummings, T., & Worley, C. (2002). *Organization development & change*, Connecticut: Cengage Learning.
- Daft, R., (2009). *Organization Theory and Design*, Connecticut: Cengage Learning.
- Griffin, R., & Moorhead, G. (2009). *Organizational Behavior: Managing People and Organizations*, Connecticut: Cengage Learning.
- Healy, P. (1997). *Project management: getting the job done on time and in budget*. Burlington: Butterworth-Heinemann.
- Hellriegel, D., & Slocum, J. (2007). *Organizational behavior*, Connecticut: Cengage Learning.
- Kerzner, H. (2009). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, New Jersey: John Wiley and Sons.
- Lewis, J. (2007). *Fundamentals of project management*. New York: AMACOM Div American Mgmt Assn.

- Malone, S. (2003) *How to set up and manage a corporate learning centre*, Burlington: Gower Publishing, Ltd.
- Martin, P., Martin, P., & Tate, K., (2001). *Getting started in project management*. New Jersey: John Wiley and Sons.
- Mathis, R., & Jackson, J. (2007). *Human Resource Management*. Connecticut: Cengage Learning.
- Palmer, B. (2003). *Making change work: practical tools for overcoming human resistance to change*, Wisconsin: American Society for Quality.
- Phillips, J., Bothell, T., & Snead, G. (2002). *The project management scorecard: measuring the success of project management solutions*, Burlington: Butterworth-Heinemann.
- Rashid, S. (1983). *Organizational Behaviour*, Ontario: Taylor & Francis.
- Russell, J., & Russell, L. (2006). *Change Basics*, Baltimore: American Society for Training and Development.
- Silber, K., & Foshay, W. (2009). *Handbook of Improving Performance in the Workplace, Instructional Design and Training Delivery*, New Jersey: John Wiley and Sons.
- Vering, M. (2001). *The e-business workplace: discovering the power of enterprise portals, Volume 1*, New Jersey: John Wiley and Sons.
- Watkins, R. & Leigh, D. (2009). *Handbook of Improving Performance in the Workplace, The Handbook of Selecting and Implementing Performance Interventions*, New Jersey: John Wiley and Sons.
- Wysocki, R. (2004). *Project Management Process Improvement*, London: Artech House.