

Human Resource Strategy and Organizational Change in Project Management

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Abstract: This article discusses the interactive relationship between human resource strategy and organizational change in project management through systematic review to reveal how the three synergistically promote the performance of organizations. The core components of human resource strategy such as talent selection, training and development, and incentive mechanisms and the optimal configuration thereof in project management are analyzed. The drivers of organizational change, including adjustments to the external environment and internal strategic adaptation, are identified as the context for project management implementation. Organizational change is bridged by project management through formal procedures, risk management, and cross-departmental coordination to translate strategic intentions into tangible outcomes. This article highlights the synergy between human resource strategy and project management to increase the adaptability of organizations and enhance the success rate of change and provides theory and inspiration for managers of enterprises.

Keywords: Project Management; Human Resource Strategy; Organizational Change; Teamwork; Strategic Integration

1. Introduction

Project management has become a significant mechanism for organizations to realize strategic aspirations under the conditions of globalization and accelerated technological progress. The success of project management is not only contingent on the use of technical tools and techniques, but heavily relies on the effective configuration and management of human capital as well. Human resource strategy is

the key to project management through the optimal use of the potential of teams, incentive system and leadership training[1]. Meanwhile, since organizational change is an essential process to let enterprises adapt to the change of the external environment, project management is instated simultaneously in many cases. Organizational change puts greater demands on human resource strategy, such as the retention of talents, renewal of skills and cultural adaptation during the change[2]. Researching the interactive relationship between human resource strategy and organizational change in project management not only facilitates the exploration of how the two collaborate to drive the performance of organizations, but offers enterprises the theoretical basis to construct adaptive management strategies in complicated surroundings as well. This paper centers on such intersection and intends to investigate how human resource strategy is involved in project management and organizational change through systematic reviews of literature, offering academia and practice new insights. Project management and organisational change are increasingly found together within companies today, particularly in the context of the growth of digital transformation and agile management[3]. As a bridge connecting project execution and organizational change, the importance of human resource strategy is becoming increasingly prominent. However, existing studies rarely explore the dynamic relationship between the two from a comprehensive perspective, especially the adaptive adjustment of human resource strategy in a changing environment. Therefore, this study has important theoretical and practical significance, can fill the knowledge gap in related fields, and provide guidance for enterprise managers. Existing literature has extensively discussed

human resource strategy and organizational change in project management, but most of them focus on a single dimension. Regarding human resource strategy, scholars emphasize its role in project management, such as improving project success rate through talent selection, training and motivation [4]. For example, Pinto et al. pointed out that the leadership and communication skills of the project team directly affect project results [5]. On the other hand, organizational change research focuses on the model and implementation strategy of change management, such as Kotter's eight-step change model [6]. These studies show that organizational change requires strong leadership and employee participation, which is closely related to the implementation of human resource strategy. However, there is a lack of systematic analysis in the literature on how human resource strategy plays a role in the interaction between project management and organizational change, especially the lack of in-depth discussion on the dynamic adjustment of human resources under the change context [7].

This study integrates the relevant theories of project management, organizational change and human resource strategy through literature review and constructs a comprehensive research framework. First, the core elements of human resource strategy in project management, such as team building and capability development, are analyzed. Second, the driving factors of organizational change and their impact on project management are explored. Finally, the synergy mechanism between human resource strategy and organizational change is examined and a theoretical model is proposed. This study adopts literature analysis and case study to reveal the dynamic relationship between the three and provide a basis for subsequent research.

2. Human Resource Strategy in Project Management

2.1 Core Elements of Human Resource Strategy

The position of human resource strategy in project management is becoming increasingly important, and its essential

constituents are the key to project success. First, talent screening and team establishment are the foundation of human resource strategy. Team members should not only possess professional skills, but should also possess good cooperation skills and the ability to adapt to the dynamic project environment[8]. Research has proved that the project managers' leadership and the heterogeneity of team members can directly influence project execution efficiency[9]. Secondly, training and capacity building are another essential component of human resource strategy. Complex technology and changing circumstances are involved in project management, and therefore constant skills training and updating knowledge can raise the team's ability to meet problems[10]. Moreover, incentive mechanisms cannot be left out of human resource strategy. Proper incentive policies, such as reward for performance and opportunities for career advancement, can strengthen the commitment and loyalty of the team members and lead to improved project outcomes[11]. These components together form the framework of human resource strategy and offer strong human backup to project management. Under the rapid change of the business environment, the knowledge of and adaptation to these essential components will not only contribute towards enhanced project management efficiency, but also provide the basis for organizations to keep competitive edge. Even though the theory of human resource strategy is comparatively mature, how it is implemented in various types of projects and fields of industry requires further exploration. It is different, for instance, between large-scale multinational projects and small and medium-scale local ones [12]. Thus, future studies should be on how to tailor human resource strategies to project characteristics to achieve the best effectiveness of its key elements in particular contexts.

2.2 Human Resource Allocation and Optimization in Project Management

Optimization and allocation of human resources are two critical connections to achieve efficient resource usage in project management. Reasonable allocation is the dynamic adaptation of human resource input

to the demands of different stages of the project life cycle. Literature has indicated that more strategic planning skills are demanded in the project initiation stages, whereas the project execution period depends on the expertise of professionals and collaborative teams [13]. By using tools like human resource information system (HRIS), project managers are able to better match staff skills to project demands, and as such, enhance resource utilization [14]. Moreover, another critical element of human resource optimization is conflict management and group operation. The project team will often develop conflicts because of the competition for resources or different project targets. Optimizing human resource allocation demands maintaining team cohesion through communication mechanism and conflict management techniques [15]. Human resource optimization is also about maintaining proper weights of workload among employees. Overload of work can cause burnout to the employees, and as such reduce the quality of the project [16]. Thus, project managers must apply work breakdown structure (WBS) and time management techniques to reasonably allocate the work and track the progress of the team members. Recent literature has further reiterated the criticality of human resource optimization to agile project management. Particularly, in an iteration-intensive and high-uncertainty environment, flexible human resource allocation can seriously enhance project flexibility [17]. In short, the effective application of human resource allocation and optimization is not only able to enhance the efficiency of project execution, but also is able to strengthen the organization to react to external adjustments and render assistance to organizational change.

3. Interaction between Organizational Change and Project Management

3.1 Driving Factors of Organizational Change

Organizational change is an adjustment made by an organization to respond to alterations in the internal and external environment. Its driving factors tend to originate from various opportunities and pressures (Figure 1).

Firstly, the accelerated change of the external environment is the primary driving force of change within an organization. Advances in technology, increased market competition, and shifts in customer demands push companies to adjust operational models and organization structures to remain competitive. For instance, the digital transformation wave has led many companies to re-engineer procedures and apply new technologies. Moreover, the trend of globalization also demands companies to maximize resource allocation and cultural coordination in cross-border activities. Secondly, internal drivers are no less critical. Inefficient procedures within the organization, decreasing employee morale, or strategic goal remodeling may trigger the demand for change. For instance, companies may be compelled to adjust the allocation of resources or streamline team structures because of strategic remodeling. Drivers of change also include adjustments in policies and regulations, such as environmental protection standards or revisions to industry standards. These external compulsory factors tend to impose rapid adjustments on companies to achieve compliance. Awareness of these drivers allows corporate managers to perceive the urgency and necessity of change, and therefore provides clear direction for project management and ensuring the consistency of change with organization strategies. Although the drivers vary, their core is to drive organizations to adapt to dynamic environments. The success of change depends not only on the accurate identification of drivers, but also on the transformation of change goals into executable plans through effective project management. The complexity of organizational change requires managers to identify the drivers at the beginning of the change to ensure that subsequent project management can be carried out around these factors.

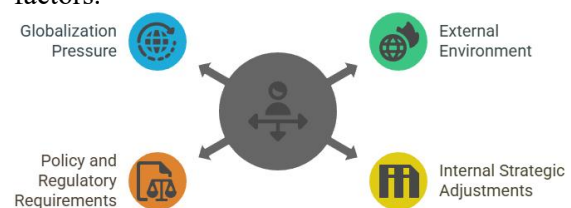


Figure 1. Drivers of Organizational Change

3.2 The Role of Project Management in Organizational Change

Project management is an important carrier of organizational change and is the key to bridging the gap between strategic intentions and real outcomes. On the one hand, project management offers an executable route for organizational change through an orderly approach. Organizational change typically crosses various departments and complicated tasks. Through project management, the change process can go forward in an orderly fashion through work breakdown structure, time scheduling and resource allocation. For instance, when an organization implements an information system, project management can coordinate the technological development, employee training and adaptation of processes. On the other hand, project management can handle uncertainty and risk during change. Employee resistance or resource conflicts are often involved in change. Through the risk assessment and communication mechanism, project managers are able to find out the problems and develop countermeasures in advance. Besides, project management is goal-oriented and can dissect long-term vision of organizational change into measurable phase results, so as to promote the controllability and success rate of the change.

Project management also drives cross-departmental collaboration and adaptation of culture during change. Various departments may contradict each other during the change period because of different goals. Through project management, there is team coherence through shared goals and collaborative mechanisms. Project management also emphasizes monitoring and feedback and, at the same time, is able to adjust change strategies timely to fit new conditions. In short, project management offers best support to organizational change with its systematicness and flexibility and guarantees that the achievement of change targets is always consistent with the organization's strategy.

4. Conclusion

The interactive relationship between human resource strategy and organisational change

in project management is examined in depth through systematic review in this study, and the complete picture for theory and practice is offered. The talent selection, training and development, and the incentive mechanism of human resource strategy are the main supports for project management, ensuring the matching of team capability and project target. Organisational change drivers, including the external and internal strategic adjustments, motivate enterprises to achieve the transformation objective through project management. The structured approach, risk management, and cross-departmental coordination of project management convert the strategic intentions into tangible effects. Through literature reviews, it has been demonstrated that the combination of human resource strategy and project management can increase organisational adaptability to dynamic environments and the success rate of change. This paper highlights the dynamic synergy of the three, indicating that human resource strategy is not only the cornerstone of project management, but also has the bridging function in organisational change, serving as an assurance that enables enterprises to realise their strategic objective. Future studies can further extend the depth of analysis of the implementation of human resource strategy and organization change in certain types of projects or industries. For instance, discuss the adaptive adjustment of human resource strategy within agile project management, or compare the effect of change management implementation in different cultures. Besides, the study can target the contribution of technical tools (like artificial intelligence) to the optimal allocation and change management of human resources, and analyze the effect on project efficiency. Bringing in new thinking with an interdisciplinary approach, such as integrating psychology or data science, can also shed new light on how to better understand the behavior and decision-making of employees during change. These aspects will further complement the theoretical framework of involved fields and give practitioners more accurate standards.

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