



## Project Human Resource Management: Literature Review

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### ABSTRACT

This paper aims to define the role of project human resource management inside a company, as well as its stages and impacts. using the semantic method of literature review. Based on the study's findings, companies could maintain relationships amongst their human resources and make the greatest use of their current resources through implementing human resource management projects along with overseeing their own business activities.

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## **1. INTRODUCTION**

As a part of fundamental components, humans are the thinking creatures behind everything in the process of establishing a company. This is due to the fact that human resources will determine a company's sustainability, hence someone is going to be required who is capable of supervising and handling these human resources, so that they continue to be in line with the objectives the company is seeking to accomplish. Companies additionally must be aware of the resources they have on hand to ensure that the job is carried out as planned, with the least amount of risk and the greatest probability of success.

This research aims to determine the role of human resource management, especially the steps and impact of its implementation in project management and the responsibilities of the HRM manager or department as a crucial component in the organization.

## **2. METHODS**

The methodology used in this article is semantic literature review or qualitative description, which involves gathering information, reading and processing it from the research material obtained. This paper is accomplished through content analysis, with the information provided is in the form of research data relevant to project human resource management. This research also implemented inductive qualitative data analysis approaches, or analysis based on the data obtained from the information that emphasized human resource management projects. In addition, qualitative data analysis focuses on changing raw data by looking for, assessing, identifying, categorizing, mapping, investigating, and summarizing patterns, trends, themes, and categories in the raw data in order to comprehend and explain them. procedures for analyzing qualitative data that emphasize data reduction, data visualization, and data interpretation (Mezmir, 2020).

## **3. RESULTS AND DISCUSSION**

### **Human Resource Management**

Because humans primarily have their own thoughts, there are conflicts and crashes or disagreement among one another frequently arise. If these occurrences are not appropriately managed, these may end in separation even inside one team. Therefore, it is essential to have an organization that can oversee all the company's components, especially in a project. An expert who can mediate and offer psychological supports nor environmental assistance, while simultaneously improving performance among workers. It has become crucial for any country to produce the necessary talent in the constant competitive business environment, to ensure that the workforce can develop a well-balanced country from a political, economic, and social standpoint (Zandi et al., 2019).

Companies must organize all of their resources, including their human resources in order to carry out their tasks as efficiently as possible. Particularly in the Information Technology field, together accomplish the company's objectives as everyday technology industry and the internet evolve, leading to the development of numerous software, hardware, networks and applications that are compatible with one another. In addition, the company's main assets is its employees, which is obviously formed by humans since only humans are

creatures that capable of having revolutionary thoughts. Therefore, managing or maintaining human resources is crucial for ensuring their upkeep, business trust, and participation in achieving the company objectives.

The challenge of allocating the right people or personnel into a job that it is fits their skills is currently a common concern because it may impact the outcome of a project that the company performs. A project manager is therefore required to distribute and arrange each project job to the appropriate team members, departments, or company. It also offers moral support to minimize errors or revisions, risks, and to maximize the efficiency and effectiveness of employees work performance, in addition to accelerating up project implementation activities (Chiang & Lin. M. T., 2020).

Human resource management is a field within an organization as a support system for workers by helping them maximize productivity, work effectively, and perform their best in accomplishing company's objectives. Which emphasizes on the internal environments, guidelines, and policies for all of the company's human resources, to ensure their commitment and motivation to do their jobs (Wibowo et al, 2016).

In their book, Dinsmore and Brew (2011) define human resources as the department in charge of the personnel working on the project. Their list of the essential components of HR management includes resource planning, hiring, training, and team management, but Larose and Corriveau (2009) add two more: mobilization of resources and integrating employees from different cultural backgrounds.

Management of human resources is essential to the growth of a business. Implementation must be done correctly and effectively. The management of human resources must go hand in hand with efforts to achieve organizational goals so that HR have qualified work abilities as demonstrated by the quality of each HR. For the business to perform at its best, human resources need to be managed well (Sinambela,2022). Human resource management plays an important role to help managers avoid issues like hiring the incorrect people for the jobs (Satria, 2023).

So Human Resource Management can be defined as a charge department in order to supports workers or employees when working on internally by focused on environments, guidelines and policy, to help assign the right people for the jobs requirements in order to acceleration the company carry out their goals.

### **Project Human Resource Management**

According to Popaitoon and Siengthai (2014), excellent human resources management is one of the key factors that determining the success of a project. HR management and human resources are crucial for a company's overall success, and are among the conditions that allow it to realize various advantages (Anwar & Abdullah, 2021). Thus only 32% of Information and Communication Technology (ICT) projects were successful, and 42% of engineering projects and 81% of oil dan gas projects were falling behind schedule (Cullen & Parker, 2015). As stated by Iqbal et al. (2021), there is an advantageous connection between human resources management and a project success. In order to achieve individual and

organizational objectives, human resource management refers to the management of systems, policies, and practices relating to people (Dwivedula, 2019).

Pirozzi & Sampietro (2020) stated that the relationship between project management and human resources (HRM) is essential from a strategic perspective for all companies. Companies have learned that human resources should be considered a benefit rather than an expense. Every organization's most valuable resource is its people. Employees can effectively assist the company in achieving its goals. The only significant and irreplaceable asset that cannot be replicated is the human resources and their knowledge. It is easy to copy technology, infrastructure, advertising, and distribution methods (Joshi, R. R., & Kalyandugmath, K., n.d)

Human resource management's duty is ensuring that everyone whose getting involved may maximize their potential, by organizing, administration and placement of the project participants. In a project, human resources included sponsors, customers, project team members, assistance staff (if any), suppliers and so forth (Naibaho, 2023).

To satisfy all stakeholders, the project management approach must be thoughtfully designed (Serrador & Pinto, 2015). But, when compared to conventional approaches, they are riskier. So for projects whose requirements, functionality, and features are clearly defined, the traditional approach is recommended (Fernandez and Fernandez, 2008).

So Project human resource department is a manager or department, in charge of provide management approach or design about all the human resources involved and maximize their ability to contributes in a project mandatory by the company.

### **Construct The Project Team By Project Human Resource Management**

There are 5 fundamental construct of Human resource management concepts that can be used in projects as a manager to encourage high-performance work systems : Staffing, Work design, Training, Compensation, and Performance management.

#### *Staffing*

The hiring process is the beginning step of Human Resource Management. The recruitment process chooses possible applicants for genuine organizational openings. Finding and attracting eligible candidates to apply for open positions within the organization is the process of recruitment (Karim et al., 2021). Various strategies for spreading the word about vacant positions and filling them include print media advertisements, headhunting, word-of-mouth recommendations, and selecting prospective employees who are related with current employees. Each industries and companies use or have different selection procedures. It mostly involves the process of creating a pool of qualified people who can apply for jobs within a business. The recruitment process is where a company begins to gather personnel, and in order to accomplish its overall strategic objectives, it must choose the most qualified candidates.

Although interviews are frequently used, when they are conducted improperly, they can be unreliable and biased (Posthuma et al., 2002). As a way for selecting potential applicants, Noe et al. (2012) also recommended several types of exams, including technical expertise,

psychometric, and physical ability tests. But which types of selection techniques work most effectively for project management staffing and choosing are unidentified.

#### *Work design*

Based on Noe et al. (2012), the ideal work environment should include the following characteristics: opportunity for decision-making, access to information, participation in change planning, teamwork, job rotation for developing skills, and utilisation of a diversity of skills. It is unsure whether of these project managers prefer human resources management practises that allow them access to information and decision-making opportunities.

#### *Training*

Training is the following component of human resource management to emphasised the value of maintaining and improving employees current skills (Bratton et al., 2021). With the aim of improving the value that the new hire generates and the value that the company captures, the ensuing on-boarding training may be sector-specific, occupation-specific, task-specific, firm-specific (Starr et al., 2018). Fraser (2000) found employees who have received training are probably more productive at work, although it is unclear if this is applicable to project management.

#### *Compensation*

Human resource management involves setting up a system to acknowledge and maintain excellent staff members motivates them to work hard and attracts qualified candidates for vacant positions (Lim & Ling, 2012). A reward system should be a package/system that consists of rewards and benefits, such as holiday leaves, medical benefits, transport allowance and performance bonus (Lim & Ling, 2012).

#### *Performance management*

A study conducted by Dainty et al. (2009), performance management has a double purpose which concentrates on maximising employee career development and individual, team, and organizational performance. By requesting for employee feedback, management may identify where they are doing effectively alongside what is requires improvement, thereby encouraging an environment of respect and trust (DeVoe, 1999). in line with Loosemore & Dainty (2003), The performance appraisal is a further component of performance management. It is a delicate procedure because it involves assessing an employee's contribution to organizational goals in order to figure out incentives and punishment.

### **3.4. Stages Of Project Human Resources Management Plan**

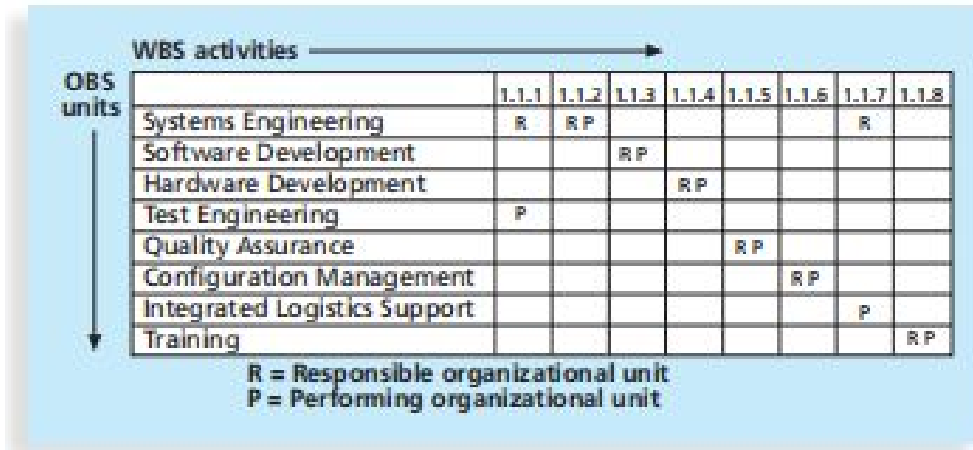
#### *Project organizational charts*

Because there's going to be lots of different cultural background on the people inside the project team, it is important to provide a clear organizational structure (job desk for each individual) by additionally considering the abilities and the position's job to determine whether it is suitable for each members. As an example, try to design a framework to

determining and assigning the work project by : (i) completing the project's objectives; (ii) specifying how the task will be carried out; (iii) Dividing the task into achievable parts; and (iv) Assigning work responsibilities.

*Responsibility Assignments Matrics (RAM)*

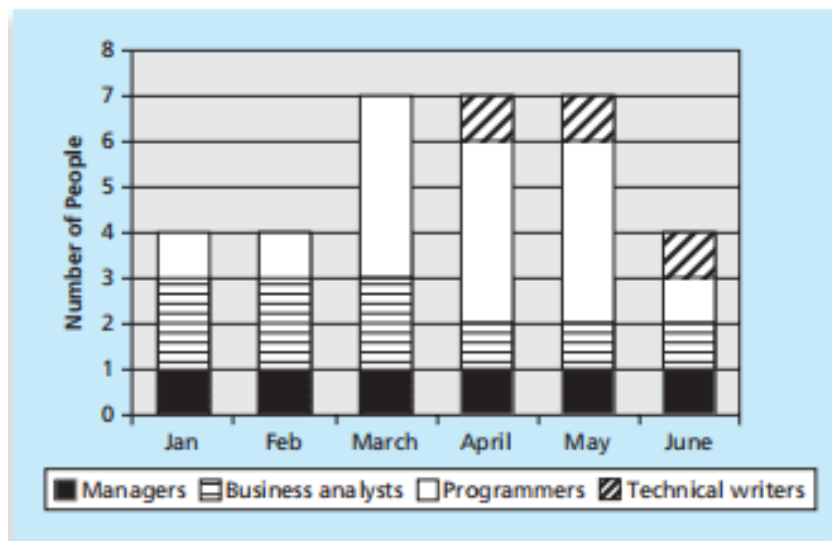
RAM is an activity process to defining the maps of work for the project, that assigning task to effective or proper organizational, teams, or individuals, depending on the desired level of detail. It can be used differently based on the projects, and WBS (Work Breakdown Structure) or OBS (Organizational Breakdown Structure), the difference only by how specific or precisely the project team is put together, is it define by work unit or organizational.



**Figure 1.** The methods to create eco-creative hub model.

*Staffing management plans and resources histograms*

A staffing management strategy defines how and when an individuals of the project team will be placed on or dismissed from the project. The amount of detail may change based on the project type. Furthermore, the strategy would detail how these resources would be recruited, trained, acknowledged, and reassigned after the project. All of these challenges are critical to addressing the needs of the project, the employees, and the overall organization.



**Figure 2.** Example of Resource histogram, from : Information Technology Project Management by Kathy Schwalbe

A resource histogram, which is a column chart that displays the quantity of resources provided to a project over time, is frequently incorporated in a staffing management strategy.

*Acquiring the project team*

After staffing plan, it is also important to assign the appropriate type and number of people to work on projects at the appropriate times. This section addresses important topics related to acquiring the project team :

A **resource loading** refers to when someone allocates employees to their projects or employs additional employees to work on the project. Project managers with excellent influencing and negotiating skills are generally effective at convincing internal employees to work on their projects. The organization still has to make sure that workers are assigned to initiatives that finest meet their abilities and the organization's requirements. The staffing plan updates, resource availability information, and employee assignments are the key results obtained from this approach.

Consequently, when making decisions about hiring and retaining employees, it is crucial to take both the needs of the individual and the organization into consideration. The term resource loading refers the total number of resources that are needed at any given time on the timetable.

When a timetable is in place, the term "resource loading" describes the total number of resources that are needed at any given time. It assists in project managers' awareness of the demands a project places on the organization's resources and on the schedules of certain employees. When there are insufficient resources to complete the allotted work within a particular time frame, overallocation may occur.

Therefore, **Resource leveling** is a method for resolving disagreements over resources by delaying tasks. It is a type of network analysis whereby the start and end dates of scheduling are determined by resource management considerations. The fundamental objectives of resource leveling is to spreading or distributing resource utilization more evenly. The network diagram is inspected by project managers to spot resource conflicts and regions of slack. Conflict over resource allocation comes in different forms. When this occurs, the project managers can adjust the timetable to eliminate resource overallocation; on the other hand, resource underallocation is also possible.

Thereby, Resource leveling adjusts tasks within their slack limits to minimize period-to-period variability in resource loading. And subsequently, resource leveling frequently raises morale. People prefer their work to be stable. And project management software can be automatically leveled the available resources. However, the project managers must be careful in using the results as it is. To guarantee that the leveling is done correctly, an expert project manager would have his or her work evaluated by a team member who is skilled in the project management software.



### *Managing the project team*

There were lots of tools and techniques can be used in order to assist in managing project teams, such as observing team members work to assess how they are performing and ask them about their feelings about work. Also provide performance appraisals for their workers, it is important to give feedback to give them encourages to work hard. As a project managers, must posses several interpersonal skills that focused on leadership, influencing and decision making skills. Lastly, there always some conflicts are actually desirable on projects, so it is important to understand strategies for handling conflicts and to proactively manage conflict.

Consequently, the following are additional recommendations to guarantee that teams are productive :

- (i) Be gentle and patient with your group. Don't suggest that your team members are careless and lazy; instead, believe the best about them;
- (ii) Fix the issue rather than throwing the blame on others, focusing on behaviours will assist people in solving their issues.
- (iii) Set up frequent, productive meetings. Concentrate on achieving project goals and generating beneficial outcomes.
- (iv) Give teams enough time to complete Tuckman's five basic stages of team development—forming, storming, norming, performing, and adjourning. Expecting teams to operate at their peak efficiency straight away is unreasonable.
- (v) Don't make the work teams too big, make it simple to make each members comfortable with each other around three to seven members.
- (vi) To enable project team members and other stakeholder get to know each other better, arrange some social activities. So that social gatherings can be more enjoyable rather than obligatory.
- (vii) Emphasized the sense of belonging of the team. Establish or develop habits that the team will appreciate.
- (viii) Encourage team members to support one another by nurturing them. Find and offer training that will increase the effectiveness of each individuals and the team as a whole.
- (ix) Recognize both individual and group accomplishments.
- (x) By taking addition actions, try to work with virtual team members. If it is possible, meet in person or over the phone to introducing each members of the virtual team members before begin a virtual project. To guarantee that each members can cooperate productively and effectively in a virtual setting, also carefully screen the potential employees among all the members. Moreover, specify the paths of methods of communication for the virtual team, so it will be more comfortable to talk with each other for all the members.

### **Impact Of The Project Management to the Human Resource Management**

The Human resource management is significantly impacted by the project management. This comes with two implications. Example, professional engineers or workers are in charge of project management and the supply of engineering services, and most of the case study companies have a solid engineering culture that is used to defend the engineering practises that form the basis of competitive advantage. Second, and in a similar manner, companies pay the costs associated with submitting bids "up-front" before receiving or rejecting a contract. Engineers have a reputation for their technical knowledge, which is evident in the ways they manage.



So the project management can be impacted by the way culture of the workers had in their department, and it will be also affected the way they were doing their jobs. Along with the ways companies making contracts to control their bids before agreeing or declining the contract.

## **Responsibility Of The Project Human Resource Manager**

### *Templates*

Despite the fact that each project is distinct, most of them have some characteristics. As a result, the organization's assets and lesson acquired are crucial. There is no need to reinvent the wheel because there are already existing project templates that, with a little modifications, may be utilised to accommodate the project.

### *Human resource practices*

As a project manager, you may gain from several kinds of organizational policies, guidelines, and procedures that may assist in resource management.

### *Organizational theory*

It is commonly known how an organisation should be structured properly. In order to meet the project needs appropriately, the project management team should have a fundamental understanding of organizational theory.

### *Stakeholder analysis*

To ensure that all stakeholder's demands are fulfilled, it is essential that we evaluate their requirements and document stakeholder management.

## **Leadership Characteristics Of The Project Human Resource Manager**

### *Leadership*

Primal Leadership, written by Daniel Goleman who is also author of Emotional Intelligence, lists six alternative approaches concepts to leadership and the circumstances in which each is most effective.

### *Visionary*

Required whenever a company needs to change direction and the objective is to lead people (team members) towards a new set of shared goals. The group's leader, outlines their destination, but the team members have the freedom to develop, experiment, and take calculated risks in determining how to get there (achieve the goals).

### *Coaching*

A one-on-one approach that emphasizes personal or individual development and performance improvement. This strategy work and functions well with employees that take first step or initiative and seek for assistance.

### *Affiliative*

Highlights the value of collaboration and building harmony by bringing the team members together. This strategy works well when attempting to improve morale, by enhance communication, or restore damaged trust.

#### *Democratic*

Emphasizes team members abilities and expertise, creates a sense of commitment to achieving shared objectives. This leadership style performs well, when the leader utilises the team members knowledge to determine the optimal or best path to take for the sake of the organization.

#### *Pacesetting*

Using excessive standards for performance. The leader expects the team members to put up their best effort and wants the work to be completed faster and more effectively.

#### *Commanding*

The most prevalent style of leadership, often known as autocratic of military leadership. This approach works well, when a crisis or turnaround is required.

### **4. CONCLUSION**

A company needs project human resource management since it has several advantages when put into practise. This reflects the company's concern for its employees, encouraging them to maintain their loyalty to their jobs and cooperate well to meet the company's objectives. Therefore, a project human resource manager is required to screen all existing human resources in order to maintain longlasting and excellent relationships. In addition, the project human resource manager is responsible for allocating each existing task to the appropriate team members individually depending on their abilities and knowledge.

### **5. AUTHOR'S NOTE**

The authors declare that there is no conflict of interest regarding the publication of this article. The authors confirmed that the paper was free of plagiarism.

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