

The Effect of Project Management Practice on Project Success of Bahrain Airport Services Company “BAS”

Khadija Jaffer Mohammed, Mba
AMA International University - Bahrain

ABSTRACT: *The main purpose for this study is to investigate the impact of project management practice on project success. Accordingly, there are objectives that the researcher seeks to achieve include identifying the status of project management practices implementation in BAS and identifying the status of project success. The study is applied on the case of BAS (Bahrain Airport Services Company) which is one of the most well-known service providers in Bahrain. There is also focus on the population and research sample. The researcher selected the descriptive research design and the quantitative approach for applying the study. The instrument formation is another major component of this part of the research. The questionnaire is designed for the purpose of data collection. This questionnaire is attached as an appendix to this part of the study. In addition, there is a brief explanation for the data analysis instruments that is run via SPSS version 22. The data analysis guided the researcher to find out that, there are effective project management practices in BAS as one of the services companies in Bahrain. Project success criteria are effectively found in BAS as one of the services companies in Bahrain and all the practices of project management have significant correlations with all the indicators of project success in BAS as one of the services companies in Bahrain.*

KEYWORDS: *Correlations, Management, BAS, SPSS.*

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I. INTRODUCTION

The past few years witnessed a great focus on studying the relationship between project success and the factors leading to project success in the literature of project management. There is an agreement that the ever-growing interest in the project success domain of knowledge is actually explained in light of the truth that though there is a high level of failure, more firms transfer to the implementation of project-based structures. As a matter of fact, there are numerous contributors to project success. The most prominent factors include top management support, size of the project, characteristics of the managers, project teams, etc. Project management including the characteristics of the managers and the team of management are alleged to be of great significance. Personality of the managers and their psychological traits do greatly contribute to success of the projects though there still needs to be more empirical evidence for this supposition.

One of the well-recognized definitions for the concept of project management refers to it as "The practice of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria at the specified time. When firms manage to create a systematic project management, this systematic project management is often made up of specific means; model, and toolkits. When firms employ a well-structured approach, there would be certain competencies to be stored and transformed over time, context and space. To add, thanks to project management, firms turn to be less vulnerable to the loss of tacit knowledge that is stored in the heads of their employees Carvalho, et al. (2015). Once any firm makes use of systematic project management, these firms propose that having a high level of project management maturity drives them towards experiencing improved project performance Alagba (2013).

It is evident that there are particular practices that are more effective in project management. When projects fail, this failure is directly attributed to the management. Prior research assured that it is quite possible to improve the practices of the management in order to overcome such failure. Soft skills and hard skills of the management are of great importance as they play vital roles to control project the project during its life cycle. In addition, communication skills are highlighted as soft management skills as well as stakeholders' management as contributors to success of the projects Carvalho (2014).

Project management is understood then as the process of planning, organization, and control over every possible aspect of the project so that the project objectives are fulfilled in a safe manner. In accordance to the project management definition, the most importance aspect is performance. It is important stick to particular criteria as quality, time, and cost. Success of the project does not mean success of the project management. There are points of view alleging that projects can be considered as successful ones though their project

management failed. This is because these projects achieve their long-term objectives Radujkovi & Sjekavica (2017).

It is possible that no other word is as word is desirable as success for project PR practitioners. There is no universal agreement on one definition for the concept of project success. However, project success can be defined as "The overall performance of a project, including completion of project within budget, delivery within schedule, completion according to pre-determined technical specifications, and satisfaction of project stakeholders". It is understood that the vast majority if not all projects possess their own primary critical success factors which are known to be part and parcel of the project itself and its nature. This is to say that critical success factors for any project are not the. Furthermore sticking to determined project budget can be considered as a critical primary success factor. In addition, there are some secondary success factors. These usually stem from what is known as passive stakeholders who are recognized to not be contributing to the project but to show interest in the project. Nevertheless, there are some other parties who are influenced by the project. When the management identifies all the project requirements and what every party needs to achieve from the project is a certain means for the management to grant success of the project.

In accordance to the findings of many previous research about critical success factors of projects, it is assured that these critical success factors can be recognized as specific project factors which act as indicators of the project success. Perceiving these indicators within any project reflects the extent to which the project is successful. Investigation of previous studies in project management drives the author of this paper to declare that there are particular indicators through which project success can be assessed. Good planning, clear responsibility and accountability, schedule control, project leadership & governance, and communications are all on top of the project success indicators. Other reviewers allege the most important of the project critical success factors are: a clear project plan, a plan for risk management, and the commitment and support from stakeholders.

Statement of the Problem

The topic of Project management and project success is one of the knowledge areas in the management science that is confronted with increased complexity. Determination of the critical factors upon which project success is measured is found to be a complex effort as well. Project success is regarded as a complex issue as it is made up of inputs, processes and outputs which is also referred to as an input-output perspective. Thus, the research problem can be stated in the following questions

1. What is the status of project management practice in BAS in terms of:
 - leadership & culture,
 - lifecycle management process,
 - HR Management,
 - Stakeholder management,
 - Project Management risk management, and
 - Communication.
2. How effective is project success in BAS in terms of:
 - Project efficiency
 - Impact on customer
 - Impact on project team
 - Business success
3. Is there a significant impact for project management practice on project success in BAS?

Significance of the Study

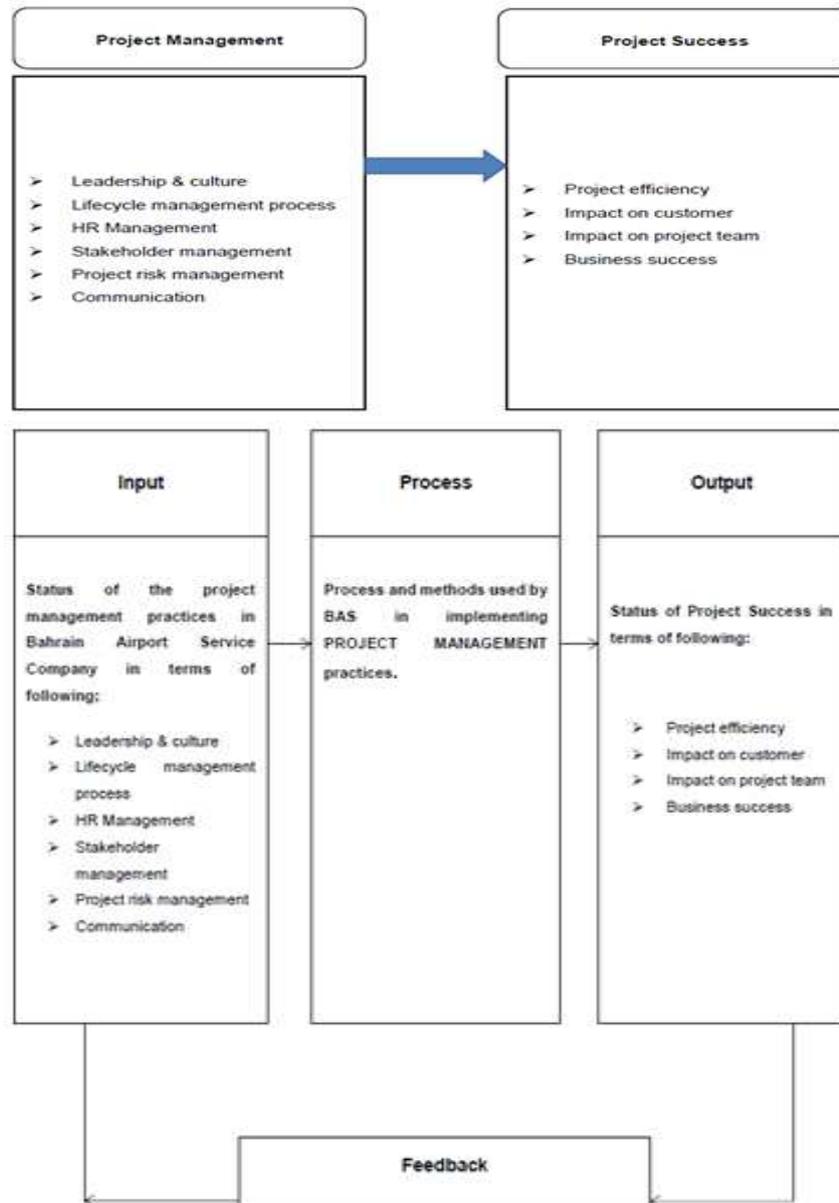
- **Services sector in Bahrain. Stakeholders of Bahrain Airport Services.**
- **Future Researchers.**
- **Contribution to the Body of Knowledge of management.**

Scope and Limitation of the Study

The present study casts light on identifying the relationship between project management practices and project success criteria in BAS (Bahrain Airport Services Company) that is known to be responsible for providing different types of services for all the operations in Bahrain Airport. The researcher tends to make use of the quantitative research approach plus the descriptive research design. Primary data is collected by a questionnaire that covers all the main and sub-variables. The population of the study includes all the employees in BAS who have knowledge about project management and project success plus having experiences in their domain.

The limitations that may hinder the research include the data collection process and data statistical analysis.

Theoretical Framework



Research Design

Methodologists assume that research design can best be considered as "that group of methods and procedures exploited in gathering and analyzing measures of the variables determined through the problem of research" Jalil, (2013). The most observable issue concerning the design of any research is that it guides the researcher to determine the sort of research they apply: descriptive, correlation, etc. It is essential for researchers to just before determining the research design type is that the key objectives of the researchers be decided on. In accordance to the determined objectives, the proper design is certainly selected for the research. Researchers usually rely on one of the three most popular research design type, which are: casual; descriptive; and/ or exploratory .

Respondents of the Study

The research organization is Bahrain Airport Services Company that is responsible for managing operations in the airport. There are 3000 individuals who work in BAS. They constitute the population of the present study.

Research approach

The quantitative research approach seems to the researcher as the one that is most adequate for the purpose and nature of the research. It is the approach that is defined as "the systematic empirical investigation of observable phenomena via statistical, mathematical or computational techniques". It is selected for this research due to the various positive points it has. For one thing, researcher using this approach grow more likely to obtain

statistically significant outcomes about the topic under research and the tested hypotheses. The sample is regarded as a representative one for the entire population. Another thing is the state of compliance in between the descriptive and causal research designs on one hand and the quantitative approach on the other hand.

The quantitative approach is also featured by a high degree by reliability originating from the minimized subjectivity related to the implementation of this approach. Furthermore, the implementation of the quantitative leads to reducing complexity of the tested variables. The relationships between variables are precisely measured and the hypotheses are properly tested. It also leads researchers to find out whether or not their findings are compliant with the existing theories and models.

Sampling Design

In order to select the sample for the present study, the research made her mind to employ the simple random sampling technique. Simple random sampling has been given numerous definitions. The most widely used definition refers to it as "a subset of individuals who are selected from a larger population. In light of this definition, every employee in Bahrain Airport Services Company is likely to be selected to participate in the questionnaire and respond to it. Respondents are selected in a random manner. All the individuals of the population have equal opportunities to be selected at any phase of the process of sampling. Being an unbiased surveying technique is actually a very important characteristic that distinguish this sampling technique from other sampling technique. It is sometimes essential, as in the present study, that respondent's possess prior knowledge about.

Population:

The population of the present research includes all the employees in Bahrain Airport Services Company. The total number of those employees is 1700.

Research sample:

The sample is collected from the overall population depending on the Raosoft sample calculation model. This model is electronically available where the sample is calculated electronically on condition that the margin of error is 5%; and the confidence level is 95%. Since the entire population of BAS is 1700 employees, the size of the adequate sample is 314.

Research Instruments

The questionnaire is determined to be the instrument through which primary data is collected in the present research. Merits of the questionnaire stand behind the researcher's decision to make use of it. Researchers know that making use of the questionnaire contributes to saving their efforts, time, and money. This is because questionnaires are circulated within the least time on the most number of respondents. Information technologies are also no incorporated in circulating questionnaires. Just like what happened in this study where the questionnaire is uploaded on Google forms and a link is messaged to respondents on social media platforms. This grants the researchers reduced circulating and collecting data times plus having high levels of accuracy particularly when data is decoded. Moreover, the questionnaire involves a credibility and validity since researcher's intervention is minimized to the lowest degree. Quantification of the results takes place quickly and easily specially under the usage of software programs. The quantified data is easily compared and contrasted with other previous findings. Most of all, positivists claim that quantitative data is employed to introduce new theories plus testing existing hypotheses.

Summary of Findings

The data analysis guided the researcher to conclude to the following

1. Findings related to the status of project management practice in BAS:

- a) In BAS, project management is effectively practiced as the average mean score for all the 30 questions of this variable is 4.01. This finding is consistent with the outcomes of the study of AKEWUSHOLA, OLATEJU, & HAMMED (2012)
- b) Project management in terms of leadership and culture is effectively practiced in BAS since the average mean score for 6 questions of this practice is 4.03. This conclusion is in line with the findings of Alagba T. (2013).
- c) Project management in terms of **Lifecycle management process** is effectively practiced in BAS since the average mean score for 6 questions of this practice is 4.09. This is said to be consistent with the outcomes of Berssaneti & Carvalho (2015).
- d) Project management in terms of **HR Management** is effectively practiced in BAS since the average mean score for 6 questions of this practice is 4.14. This is comparable to the outcomes reached by Attarzade & Siew (2015)

- e) Project management in terms of **Stakeholder management** is effectively practiced in BAS since the average mean score for 6 questions of this practice is 4.12.
 - f) Project management in terms of project **risk management** is effectively practiced in BAS since the average mean score for 6 questions of this practice is 4.12.
 - g) Project management in terms of **Communication** is effectively practiced in BAS since the average mean score for 6 questions of this practice is **4.15**.
- 2. Findings related to the status of project success practice in BAS:**
- a) Project success is effectively practiced in BAS owing to the average mean score for the 17 questions showing this dimension, which is 4.15. This can be in line with the outcomes of the study of Carvalho , Patah, & Bido (2015)
 - b) Project success in terms of **project efficiency** is effective in BAS as its average mean score is 4.02.
 - c) Project success in terms of project **impact on customer** in BAS is effective as its average mean score is 4.12.
 - d) Project success in terms of project **impact on project team** in BAS is effective as its average mean score is 4.12.
 - e) Project success in terms of project **Business success** in BAS is effective as its average mean score is 4.21. These findings are actually consistent with the findings of Carvalho M. (2014)
- 3. Findings related to the relationship between project management practice in BAS and project success:**
- a) All the practices of project management (leadership & culture; lifecycle management process; HR Management; stakeholder management; project risk management; and communication) have a significant correlation (at 1%) with all the practices project success practices (project efficiency; impact on customer; impact on project team; and business success). This is claimed to be consistent with the outcomes of the study of Els, Van , & Hauptfleisch (2015)
 - b) There is a significant impact (at 1%) for project management practice on project success in BAS. This goes along with what Gewanlal & Bekker (2015) came across.
 - c) There is a significant impact for leadership & culture on project success in BAS
 - d) There is a significant impact for lifecycle management process on project success in BAS.
 - e) There is a significant impact for HR Management on project success criteria in BAS.
 - f) There is a significant impact for stakeholder management on project success in BAS.
 - g) There is no significant impact for project risk management on project management criteria in BAS.
 - h) There is no significant impact for communication on project management criteria in BAS.

II. CONCLUSIONS

As a result of the findings referred to above, the researcher reached a number of conclusions. First, it was found out that there are effective project management practices in BAS as one of the services companies in Bahrain. Then project success criteria are effectively found in BAS as one of the services companies in Bahrain. All the practices of project management have significantly correlations with all the indicators of project success in BAS as one of the services companies in Bahrain. Also, it is ensured that project management can still be enhanced in in BAS as one of the services companies in Bahrain. Most of all, project success can be improved in BAS as one of the services companies in Bahrain.

III. RECOMMENDATIONS

1. Improved models for the project lifecycle are to be employed for better business processes.
2. More focus can be given to the issue of diversity when building team works.
3. Coherence of teams is an issue that needs more attention for better outcomes.
4. More focus is required on the issue of partnerships with the internal and external customers.
5. More involvement for internal and external stakeholders is required for better project execution.
6. Risks can be better managed through adoption of improved standard tools and templates.
7. Due attention is required for project fulfillment on time.

Future recommendations

1. Future research need investigate the how project fulfilment impact project success.
2. More future research need approach the relationship between project management and project success in different sectors in Bahrain.
3. Future research need be done about the effect of partnerships on project management.
4. Future research can approach public private partnerships and its effect on project management and project success.

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