

The Moderating Role of Human Resource Management Practices on the Project Governance and Success of Engineering Projects of Commercial Banks in Qatar

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ABSTRACT: In the rapidly evolving business environment, human resource management (HRM) practices play a crucial role in ensuring the success of engineering projects, particularly within the commercial banking sector in Qatar. These strategies include employee selection and appointment, training and development, and compensation systems, all of which contribute to improved employee performance and, consequently, organizational success. This study investigates the moderating role of HRM practices on project governance and the success of engineering projects in commercial banks in Qatar. The study explores key dimensions of project governance—communication, accountability, and transparency—and their relationship with project success, assessed in terms of time, cost, quality, and safety. Additionally, the research examines the effectiveness of HRM practices within commercial banks, particularly in talent acquisition, workforce development, and reward mechanisms. The study employs a quantitative approach, utilizing survey instruments to gather data from key stakeholders involved in engineering projects within the banking sector. Statistical analyses were conducted to determine correlations between project governance and project success, as well as the moderating influence of HRM practices. Findings indicate that project governance in commercial banks is characterized by effective communication, strong accountability, and a commitment to transparency. These governance factors are significantly correlated with successful project outcomes, ensuring that engineering projects meet their objectives in terms of time efficiency, cost-effectiveness, quality assurance, and safety compliance. Furthermore, the study finds that HRM practices, including selection and appointment, training and development, and compensation systems, are positively perceived and contribute to overall project performance. However, while HRM practices positively influence project success, they do not significantly moderate the relationship between project governance and project success.

KEY WORD: Human Resource Management Practices, Project Governance, Project Success

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I. INTRODUCTION AND LITERATURE REVIEW

People recognize this factor as extremely vital to accomplish strategic goals in present-day society. Competitiveness bases change at a fast pace because of continuous technological progress (Tajeddini and Ratten, 2017). While technology holds a fundamental position organization need their staff members to maintain their highest levels of performance in modern operations. Employee activities promote enhanced performance levels that result in organization-wide achievement of projects.

These tools are aimed at both managing and optimizing the workforce performance. Cultural and economic transformations can proceed with the establishment of strong reward schemes and solid employee training and development solutions in addition to work arena support systems (Pirzada et al., 2013). Organizational requirements determine which set of HRM methods will be implemented depending on their specific needs and scenarios. Some organizations select reward structures to enhance workplace morale and productivity but other organizations invest their energy into executing several programs for gaining competencies.

Swathi (2014) recognizes human resources as the most essential organizational asset. Managing human resources remains a complex task because it proves more complex to handle than technology or capital management. The HR management systems encounter complexity because personnel require different motivational approaches depending on the specific organization. The strategic management of people comes under HRM while it operates within the boundaries of employer-employee relations. The management system aligns itself to aim optimization by delivering personnel satisfaction alongside organizational needs.

The implementation of effective HRM practices requires systematic procedures to attract employees as well as methods to persuade them and train them while retaining them in their roles. A consistent system of practices enables each staff member to help achieve organizational objectives (Veth et al., 2017). A complete HRM framework links individual work outcomes to entire organizational targets.

The engineering projects specifically operated in fast-growing areas of US and Canada demonstrate the importance of these HRM practices. HRM practices develop particular importance under these circumstances. Large engineering projects typify the sector as they demand complex coordination between a well-skilled team of professionals. Through efficient HRM practices organizations enable the hiring of suitable applicants who receive proper training that allows them to adapt to changing project requirements. The implementation of these practices leads to developing both a stable workforce and employee motivation which is vital for productivity levels and successful project accomplishment. The working environment stands improved substantially when project organizations apply effective Human Resource Management (HRM) practices according to extensive project management literature and scientific research (Ahmad, 2017). Khan and Rasheed (2015) discovered how targeted Human Resources practices starting from the employee selection and appointment to training and development, compensation systems and performance assessment lead to increased project success perceptions. Research findings show project-based organizations gain maximal advantage from proper implementation of selected HR practices because of their organizational uniqueness.

Project governance moderation achieves essential engineering project success at commercial banks across Qatar through an appropriate selection process which develops and rewards qualified team members. Organization selection methods define the procedure to find qualified candidates who hold matching skills needed for project requirements and organizational strategy. The establishment of a standard recruitment process helps businesses build engineering teams through hiring specialists who have expertise in banking infrastructure and specialized knowledge of risk management and regulatory compliance. Systematically choosing people for roles enhances clarity about their duties to decrease time delays and operational inefficiencies that stem from unattended abilities and improper skill sets.

Training programs plus appropriate compensation schemes drive project success because they maintain staff learning and maintain employee commitment. Service members gain modern technological abilities and leadership expertise through continuing training procedures to improve adaptive responses of changing project responsibilities. Organizations achieve high staff retention with objective pursuit among their employees by implementing competitive payment structures that offer performance-based rewards. Commercial banks running these Human Resource Management dimensions obtain superior project governance combined with maximized employee performance for successful engineering projects.

Projects within commercial banks in Qatar receive their governance direction. Project governance implements standardized organizational frameworks that guide all major resource-based choices and construction supervision decisions. Project governance uses communication channels to connect stakeholders for exchanging expectations about project developments as well as reports about status and risk assessments. Effective communication systems ensure reliable teamwork between banking executives and project teams together with HR management while avoiding misunderstandings by linking project goals with organizational direction. Project governance acquires stronger foundation through transparency and accountability because stakeholders achieve trust in decision-makers and experience responsible conduct. Teams with accountability measures in place can define their responsibilities easily since team members become responsible for their assignments and final results.

The combination of transparent procedures throughout financial and performance assessments creates an ethical culture based on integrity that avoids both inefficiencies and ethical problems. The separate HR management dimensions operate synchronously to enhance the project governance of engineering tasks in commercial banks.

Project completion success determines the accuracy together with substantial value delivery of project deliverables. Engineers reach their targets by completing projects successfully because proper time handling eliminates delays which cause financial problems and customer complaints along with contract breaches. Proper scheduling methods together with correct distribution of resources and active risk assessment practices allow projects to complete projects before their deadlines. Agile methodology operates as a project development management system to stop delays from occurring. Engineering projects gain greater credibility and deliver their planned benefits more effectively when they finish operations in a timely manner.

Project achievement relies greatly on implementing proper cost regulation systems. All engineered projects need to adhere to established financial boundaries as budget overruns lead to subtracted tasks along with modified project range and funding problems. On-time project success demands accurate forecasting of budgets at project inception together with continuous monitoring activities supported by prepared cost management approaches to prevent financial breaches. Having financial flexibility along with spending wisely becomes essential for project success since cost changes result from inflation along with material price volatility combined with unpredicted risks. The three key elements of budget control in projects consist of strategic distribution of resources together with competitive procurement of materials and labor costs followed by regular financial inspections.

Engineering projects rely on quality assurance to reach desired outcomes because this process maintains performance consistency and required standards throughout the permanent project duration. A focus on superior

quality execution allows the project to decrease defects and minimize maintenance costs and achieve high customer satisfaction. Structures uphold their integrity and operational excellence through the use of best industry standards while fulfilling every regulatory requirement and passing all examination protocols. Engineering teams verify work for maintaining high quality benchmarks. A project that executes its tasks with high quality standards generates both long-term business success alongside operating system efficiency.

Engineering project execution requires absolute safety measures which directly affect workers as well as end users and nearby community members. Multiple dangers exist at construction sites and industrial projects which requires completely mandated safety procedures with risk evaluation and essential staff training programs. Production operations must follow regulations to reduce accidents successfully. An organization with strong safety standards safeguards lives while simultaneously achieving better output and reducing financial risks. A successful engineering project stands as a balanced achievement of time efficiency with cost effectiveness and high quality and safety standards to meet both present needs and long-term requirements (Muller 2016).

1.2 Research Objectives

The objective of the research is to describe the moderating project governance and engineering success projects in commercial banks

1.3 Research Methodology and Data Analysis

The study design method was explained together with the geographic area selection and research participants and development of measuring tools and procedures for obtaining data and analyzing outcomes and potential ethical concerns.

Research Design

Project governance stands as the key element to achieve engineering project success within commercial banks operating in Qatar. The independent variable project governance consists of three fundamental dimensions which include communication as well as accountability and transparency. These essential elements act as primary building blocks to achieve effective project management through established decision paths alongside set roles and responsibilities and complete stakeholder information share. The research adopts a correlational design to explore the effects that these governance elements have on engineering processes.

The connection between governance and engineering project success functions independently from other factors. This study brings human resource management competencies to enable efficient performance. The implementation of a properly organized compensation system brings about both higher motivation and improved responsibility levels leading to better governance compliance.

Locale of the Study

Qatar functions as the research setting for this study because it stands as a financially powerful nation in the Middle East where its economy expands at a fast pace. The research evaluates commercial advancement in this specific context. The banking sector of this country plays an essential role in sustaining economic operations by supplying essential financial systems for international and domestic businesses.

The fast-growing economy together with the Qatar National Vision 2030 development plan has elevated emphasis on building infrastructure as well as engineering works in the country. The nation needs these projects to achieve two key economic goals: economy expansion and increased independence from oil gas income. The massive engineering projects of this context receive financial support and services from commercial banks acting as essential partners. This research holds great significance to Qatar's contemporary economic environment since effective project governance together with appropriate human resource management determine the success of these projects.

Respondents of the Study

Research data will come from five prominent commercial banks operating in Qatar consisting of Ahli Bank and Commercial Bank in Qatar and Doha Bank and Qatar Development Bank and Qatar National Bank.

Table 1
Respondents of the Study

Current Position/Role in the Construction Projects	f	% of Total	Cumulative %
Contractor	98	39.8 %	39.8 %
Engineer	51	20.7 %	60.6 %
Head of Section	2	0.8 %	61.4 %
Human Resource Officer	51	20.7%	82.1%
Manager	9	3.7%	85.8%
Sr. Engineer	5	2.0%	87.8%
Supervisor	30	12.2%	100%
Total	246	100%	

Research Instrument

Qasem (2022) in "The Impact of Human Resource Management Practices on the Success of Engineering Projects: The Moderator Role of Project Governance" provided the adopted questionnaire. The execution of projects monitored by governance systems combines purposeful directions with assigned responsibilities and follows ethical practices to decrease both risks and wasteful expenditures. Governing structures alone fail to ensure project success therefore HRM practices become crucial elements for achieving success.

The employment of human resource management practices ensures greater engineering project success through their function to enhance project governance systems performance. An organization experiences enhanced communication when its trained workers fully understand their responsibilities to accurately interpret project objectives. Accountability strengthens through the selection of qualified employees who receive performance-based rewards due to their competency. Approaches to HRM transparency demand systems of open dialogue to build fairness because this leads to effective worker performance.

Workers maintain these stable conditions because the organization employs experienced personnel who have received proper training. The correct training programs alongside regulatory adherence lead to higher engineering project safety levels.

Sustainable engineering projects with efficient functions for commercial banks emerge from the combined operation of these key factors. The HRM practices framework shows its significance for improving organization selection choices and training activities and payment systems alongside enhanced governance systems that deliver better organizational performance. Project managers need to build collaboration with HR professionals and industry stakeholders to apply these approaches for enhancing project governance during engineering project success. His work demonstrates dedication to develop proven methods in a way that fits the research requirements of the specific context.

The questionnaire presented queries about the moderating factors that included HRM practices. The section asks survey participants about their organizations' processes regarding selection and appointment and training and development as well as compensation systems. Engineering projects obtain success through these specific HRM practices which serve as fundamental components for success. The research investigates these variables to establish which HRM practices deliver maximum benefits to project outcomes. The questions posed direct participants to provide detailed information about how their organizations use and perform these organizational practices. For the purpose of measurement Tahir Masood (2010) created tools to evaluate selection and appointment (SA) along with training and development (TA) and compensation system (CS). Multiple studies have confirmed that these measuring tools prove efficient for assessing significant human resource management practices used by organizations. Qasem (2022) used these instruments as part of his research to assess HR practices and their project success influences in detail.

Data Gathering Procedure

The research targets 246 participants who have diverse job roles consisting of engineers, supervisors, human resource officers, heads of sections and senior engineers. The project relies on a diverse participant population because their varied insights will provide complete understanding of HRM approaches and project supervision methods and project achievement results. The research method ensures that participants receive equal representation from different job levels and business sections participating in the study. The structured survey questionnaire functions as the tool for collecting data. The research instrument contained questions that enabled comprehensive assessment of HRM tactics and project authority models and stakeholder perspectives. The gathered data undergoes combination and inspection before it proceeds with processing for analytical purposes. Statistical analysis possibilities receive a firm base from the random sampling method which ensures the collection

of . The study gathers its data through this multifaceted survey approach to develop reliable findings that increase comprehension of the HRM system and governance and construction processes in Qatar's commercial banking sector.

Data Analysis

Multiple procedural stages were applied to data collection for developing an in- depth and detailed understanding of the research problem. The initial part of the data execution process involved performing descriptive analysis to understand project governance practices in commercial banks. The research analysis revealed in-depth details about the implementation methods of governance through its key dimensions which included communication, accountability and transparency. This analysis combined verbal descriptions for finding prevalent governance practices but it also used means and standard deviations to establish practice consistency and variability. The step proved crucial both for establishing quantitative governance standards in banks and for revealing different institution-to-institution governance results. The comprehensive descriptions of governance practices enabled a description of their effect on engineering project success.

The second stage concentrated on performing an extensive descriptive analysis of project success indicators. Here, four critical parameters. The analysis evaluated the performance of these parameters through data extracted from different engineering projects within commercial banking institutions. Project results became visible through mean statistics but standard deviations demonstrated the degree to which individual projects differed from the mean. This methodology helped researchers detect particular thresholds which projects typically achieved or missed during performance assessments.

Multiple regression analysis was employed during the third stage of the research. The phase adopted communication indices and accountability indices along with transparency indices as independent variables which evaluated their effects on the dependent variables including time, cost, quality and safety. The analysis intended to identify the key project success factors within the different governance dimensions. Researchers interpreted regression coefficients to determine the degree project success enhanced from effective communication systems combined with strict accountability and transparent processes. The robustness regression model underwent diagnostic tests that evaluated multicollinearity together with residual analysis tests. The execution of projects monitored by governance systems combines purposeful directions with assigned responsibilities and follows ethical practices to decrease both risks and wasteful expenditures. Governing structures alone fail to ensure project success therefore HRM practices become crucial elements for achieving success.

Ethical Considerations

Researchers need to analyze multiple ethical concerns because they safeguard participant well-being together with research credibility. Complete understanding by study participants concerning these ethical aspects is necessary to make consent procedures valid. Involved participants deserve both an assurance of research confidentiality and an opportunity to remain anonymous. The research must protect response confidentiality since organizations provide project governance and Human Resource Management details that might be sensitive. Companies must establish protocols to anonymize personal data which get securely protected through personnel access control systems. The research data obtained from participants exists only for academic purposes and will remain confidential so their identities remain protected from any identification attempts by employers or external organizations. The preservation of trust combined with honest responses depends on this step. Funding institutions and managing researcher and participant bias alongside conflicts of interest will prove essential for running the study effectively. The research staff needs to pay constant attention to their personal biases together with biases in their analytical techniques.

The researcher evaluated any existing professional bonds between themselves and participating banks. All professional or financial interrelations must be revealed with proper measures taken to prevent conflicts of interests from developing. An independent third-party should supervise the research work or multiple researchers should participate in the study to avoid single-point bias through diverse perspectives. Diligent attention to these ethical matters will strengthen both the study's ethical standards and the reliability and authenticity of the research results.

1.4 Findings and Interpretation

The Relationship of Project Governance to the Success of Engineering Projects of Commercial Banks

The examination of engineering project governance in commercial banks appears in Table 12. Project Governance possesses a highly positive connection with project success based on the predictor estimate of 0.9705. The relationship between governance and achievement of project goals within banking sector stands strongly confirmed by the extremely significant P-value (<0.001) indicating its vital importance.

Table 2

Relationship of Project Governance to the Success of Engineering Projects of Commercial Banks

Predictor	Estimate	SE	t	p
Intercept	-0.0387	0.2469	-0.157	0.876
Project Governance	0.9705	0.0575	16.874	<0.001

Project governance at high estimate value enables engineering projects to experience greater success rates. A bank operating with solid governance practices which includes periodic checks together with transparent communication mechanisms coupled with accountability standards ensures that all projects follow strategic directions. Project alignment stands essential for maintaining the security of IT infrastructure installation projects and bank branch construction activities. The standard error result 0.0575 reveals precise measures about project success since project governance delivers consistent performance improvements in various project settings. Project outcomes become more predictable when practices related to governance receive enhancements because of the low standard error value. The t-value reaches 16.874 to support the obtained results. Governance practices establish themselves as crucial determinants that significantly affect project performance based on the high value of t. Banks that train their project managers in governance principles such as risk management and stakeholder engagement will increase their prospect of reaching goals even when working on complicated engineering projects that need team and vendor collaboration. Studies reveal that when project governance fails to exist project success levels stay virtually nonexistent based on the - 0.0387 intercept result and its corresponding P-value of 0.876. Governance emerges as a fundamental need rather than a secondary element for engineering projects to achieve their targets.

A lack of proper governance allows critical elements to fail which creates threats to both project accomplishment and market advantage for the bank. Project governance plays an essential part in achieving success for engineering projects in commercial banking operations according to Table 2. Governance frameworks help banks manage resources perfectly through accountability systems that combine clear decision paths which enables projects to achieve organizational targets. Organizations must dedicate ongoing funds to governance practice investment to maintain and boost their project performance levels in competitive banking markets.

Moderating the Role of HRM Practices on the Relationship Between Project Governance and The Success of Engineering Projects in Commercial Banks

Project governance in commercial banking now significantly affects engineering project success because it enables organizations to achieve their objectives. Both project governance and success levels are analyzed through moderation estimates to understand their complex relationship with human resources management practices in this study.

Table 3

Moderating the Role of HRM Practices on the Relationship Between Project Governance and The Success of Engineering Projects in Commercial Banks Through Moderation Estimates

Variables	Estimate	SE	Z	p
Project Governance	0.4429	0.0493	8.992	<0.001
HRM Practices	0.6201	0.0473	13.111	<0.001
Project Governance*HRM Practices	0.026	0.0887	0.293	0.769

Table 3 displays the variables which include project governance together with HRM practices alongside their interaction term (Project Governance*HRM Practices). The results display estimates and standard errors (SEs) and z-values and p-values for each variable together with their effects on project success. Project governance demonstrates a positive contribution to the success of engineering projects based on the estimate calculations.

The success of a project is significantly influenced by the establishment of robust governance structures that delineate roles, specify decision-making processes, and implement clear accountability mechanisms. The large z-value of 8.992 validates the solid foundation of governance within project success. Organizational success in engineering projects depends heavily on the deployment of appropriate Human Resource Management approaches which incorporate identification of talent along with training initiatives and performance assessment and employee connection programs. The large value of z (13.111) demonstrates how much HRM practices matter as they establish an essential environment to boost project efficiency along with innovation effectiveness thereby driving overall project success.

The relationship between project success and its individual influences of HRM practices and project governance remains constant despite their combined effect. HRM practices boost project outcomes independently of their effects on governance mechanism strength. Organizations should maintain individual focus on enhancing both factors independently since their combined effect remains minimal. Business success depends greatly on the simultaneous improvement of governance systems and detailed human resource management strategies. Research should investigate alternative influencing elements and environmental conditions together with technological adoption and organizational culture to discover new mechanisms that enhance project achievements.

Table 4

Moderating the Role of HRM Practices on the Relationship Between Project Governance and The Success of Engineering Projects in Commercial Banks Through Simple Slope Estimates

HRM Practices Level	Estimate	SE	Z	p
Low (-1 SD)	0.4169	0.0493	8.456	<0.001
Mean (0 SD)	0.4429	0.0493	8.992	<0.001
High (+1SD)	0.4689	0.0493	9.514	<0.001

The study demonstrates project governance maintains its positive relationship with project success when HRM practices reach their lowest quality level (-1 SD). The strength of HRM practices plays a small role in reducing governance mechanism effectiveness in comparison to an optimal HRM practice scenario. The predictive value reaches 0.4429 when researchers analyze the mean practices level (0 SD) and generate a z-value of 8.992 with statistical significance at (p<0.001).

Average Human Resource Management practices create an intensified beneficial impact on the model. The data shows that HRM practices which are implemented effectively stabilize governance systems thus enabling them to operate with maximum efficiency. When HRM practices reach +1 SD tier their effect becomes 0.4689 as the z- value reaches 9.514 and the p-value remains below 0.001. This demonstrates that strong. Enhanced HRM practices create the essential platform which allows governance to reach its full potential by providing both needed tools and workplace environment and employee motivation for success.

Project governance effectiveness depends crucially on HRM practices to function properly as these results establish. The project success framework established by governance structures is made effective through HRM practices because these methodologies maintain a workforce that both follows governance direction and performs at maximum capability. A complete HRM system investment protects organizations by delivering greater value from their governance initiatives which results in higher success rates during projects. Companies put effort into developing their HRM procedures to maximize project governance achievements. Organizations implement specific employee development programs with performance monitoring frameworks as well as staff engagement methods to achieve their goals. By aligning HRM practices with governance objectives organizations achieve maximum operational impact of their frameworks on project success.

Recommendations

Based on the results of the study, the following recommendations were formulated:

1. The research of innovative project management software by commercial banks will help them boost their project governance accountability while increasing transparency and strengthening both project governance communication.
2. Commercial banks should purchase stakeholder management tools to build communication channels that allow complete stakeholder involvement from project initiation through completion thus developing collaboration that produces successful outcomes.
3. Employee opinion assessments complemented by performance-based feedback systems help commercial banks to understand worker needs and develop better HR processes leading to satisfied and retained staff.
4. The project team conducts periodic evaluations with governance protocol updates to track strategic objectives as they adjust project conditions.
5. HRM practices employed by commercial banks should establish connections to technological departments through operational sections to discover synergies that enhance project performance results even further.
6. Future investigation into project governance needs to study its relation with bank organizational elements including technology growth and customer participation because this can enhance knowledge about engineering project success in commercial banks.

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