Trust and the Project Management Body of Knowledge

MUHAMMAD ZUBAIR KHAN
BS (Petroleum & gas engineering), BUITEMS
Quetta, Pakistan
SYED NISAR AHMED
Visiting Faculty Member, BUITEMS
Quetta, Pakistan

Abstract:

   In this research we find the relationship between trust and project performance. In order to get primary data collection I prepared a questionnaire about trust and project performance. The questionnaire was distributed among 100 students. The conclusion of the research is that trust is positively related to project performance. If we increase trust between the team members, the project performance will be enhanced. The result of the study is that the correlation between trust and project performance is positively significant at 0.01 levels.

Key words: Trust, project performance, project management body of knowledge

Introduction

In this study we focus on two main words, trust and project performance. Today all managers are of the view that trust should be given large attention because it has great importance in project performance. They believe that project performance is dependent upon how much trust exists among the team members. Researchers are there in quest of what specific attitude trust forms when he/she gets satisfied with the project performance which leads an organization to perform better.

The individual connections required in any association or project setting essentially need trust (Romahn and Hartman 1999).It has been planned that all aspects of the project management function comprise two dimensions, namely the technical and human (Cooke, Davies and Arzymanow 2003, 472). Fostering trust is a branch of the team building process, which must essentially want the construction of interpersonal relationships (Pinto et al. 2008). The human factor of project management is basic to the PMBOK, and reliability is the behavioral trait where one party is organized to act in the finest interests of another party (McLain and Hackman 1995).

The main purpose of this study is to find the relation between trust and project management body of knowledge. If the trust is present between the team members the project management will be enhanced and always we get good results. Trust is necessary between the team members for the success of any kind of project. So when we are doing work in a team we always try to create a trust between us so that you could face the challenges of the various situations. To carry new changes we should have trust between us and work with open heart for the success of our project.

Literature review:

Trust

Trust is a psychological condition which is based on the intention to accept susceptibility based upon positive notion of doings or behavior of another. (Rosseau et al.1998)

Trust is the key step to initially facilitate human interaction and there is across the board allurement on the value placed on trust while analyzing human behavior. Literature is regarded to be the key factor in identifying the amplitude of trust that has thinkable effect on the behavior of the project. The human interacting which is considered obligatory in any organization or project for setting, primarily

demands trust; therefore trust is a key factor in the success or failure of any project and oversighting it causes extreme problems for the project manager. Trust is therefore a key factor to the practice of project management and lastly has tremendous effect on any project success. (Romahn and Hartman 1999)

Project Management

Project management is the implementation of knowledge, fineness, tools and technique to project activities to fulfill project demands. (Project Management Institute 2008, 6)

A project is a short term attempt to create or produce an unprecedented product, service or result. It is evident that the application of project management is the combination of technical "Science" and human "act", although it is not always recognized in evolving literature perspective to it. Eventually this study is acknowledged as the human behavior required in any organization or project silting essentially requires element of trust. The position obtained by the project manager is a complicated issue, which has a critical effect on the success or failure of the project objectives of any project. (Jiangetal 1996, 1998)

Link between trust and project management:

Trust is the key factor in practicing any rule of project management and deeply encounters immense repercussions on the extreme results of any project.
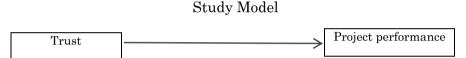
1. The project manager should believe that the project group is sincere about assignment estimates.

2. The project manager ought to trust that stakeholders are truthful about supplies.

3. The project manager should keep the trust of project team when he is informing about all the changes to the project. (Necessity, timetable)

4. The stakeholders have to believe that the project manager is

sincerely keeping them knowledgeable of all changes to the assignment (expenditure, timetable)

HI: Trust is positively related to project performance.

Methodology

The process which I performed to do this research is as follows: I first prepared a questionnaire containing 10 questions, 5 for each variable. Then I distributed these questionnaires among 100 students. I had these questionnaires filled by both males and females in order to get accurate results.

Study Model

Trust		Project performance

		Frequency	% age
Gender	Male	40	40
	Female	60	60
Age	17-20	30	30
	21-25	70	70
Education	Bachelors	100	100
Experience	1-4	10	10

Table 1.Demographics:

Results and Discussion:

1. Correlation Analysis:

The correlation found in this study between trust and project performance is highly significant. Almost all the variables are strongly correlated with each other. In this correlation, trust is denoted by Tr and project performance is denoted by Pp.

	tr1	tr2	tr3	tr4	tr5	pp1	pp2	pp3	pp4	pp5
tr1	1	.582**	.379**	.292**	.398**	.378**	.351**	.230*	.378**	.560**
tr2	.582**	1	.382**	.449**	.419**	.426**	.291**	.378**	.305**	.539**
tr3	.379**	.382**	1	.342**	.237*	.259**	.181	.154	.216*	.266**
tr4	.292**	.449**	.342**	1	.264**	.299**	.304**	.227*	.368**	.402**
tr5	.398**	.419**	.237*	.264**	1	.428**	.479**	.450**	.369**	.505**
pp1	.378**	.426**	.259**	.299**	.428**	1	.641**	.711**	.513**	.412**
pp2	.351**	.291**	.181	.304**	.479**	.641**	1	.667**	.569**	.456**
pp3	.230*	.378**	.154	.227*	.450**	.711**	.667**	1	.438**	.448**
pp4	.378**	.305**	.216*	.368**	.369**	.513**	.569**	.438**	1	.456**
pp5	.560**	.539**	.266**	.402**	.505**	.412**	.456**	.448**	.456**	1

Table 2: Correlation Matrix

	tr	Pp
Tr	1	.519**
Pp	.519**	1

Table 3: correlation Matrix2.

The above two tables show the correlation between variable to variable and item to item. The items to item and variable to variable correlation has been shown in the above tables, which shows the significance level of 0.01 and 0.05.

2. Regression analysis:

In regression analysis, we take the independent variable, which is trust, represented by Tr, and this regression table which is below will show us the coefficient of trust and its significance along with r square and adjusted r square.

Variables	B	t-stat	Significance
tr	0.515*	0.010	0.000
R square = 26.9 %		**Adjusted R square = 26.2%**	

Recommendation and practical implications:

My research will help mainly to the project. If the team members will have trust then they will show the better performance. Nowadays there is a lot of lack of trust, so those policies should be implemented which will help the project organizers to build better trust between team members. Practically it will give more benefit to the owner of the project and organization. Once trust is built up among the team members then they will work honestly and efficiently just like they are doing their own work. They will have only to work for getting their own goals and will prefer to the organization benefits rather than their own ones, so the owner should facilitate his employees with good pay and also give every facility to workers which will be beneficial for the organization development. When decisions are taken, then the employers should also get the opinion from their workers too.

Limitation and future research:

I tried to complete the whole research with full explanation but I didn't have time to accomplish it completely. There was also lack of budget, which represented a hurdle in my work. I also wanted to research outside my own department but again this aspect has come within the range of financial problems. The future researchers should manage every problem which I have discussed in my research limitation.

Conclusion:

My research concludes with the recommendation for organizations to build trust between team members. They should work friendly and sincerely. They should produce mutual harmony between co-workers and the team which is working under their supervision. Policy making should be made

keeping in view of this outcome.

BIBLIOGRAPHY:

_____. 2008. *A Guide to the Project Management Book of Knowledge* (PMBOK Guide). 4th ed., Project Management Institute. Newtown Square, PA.

Mayar, R., Davis, C. and Schoorman, F. 1995. "An integrative model of organisational trust." *Acadamy of Management Review* 20(3): 709-34.

Mclain D.L. and Hackman, B.K. 1995. "Trust and risk taking in organization." *Public Administration* 23(2):152-76.

Munns, A.K. 1995. "Potential influence of trust on the successful completion of the project." *International Journal of Project Management* 13(1): 19-24.

Romahn, E. and Hartman, F. 1999. "Trust: a new tool for project managers." *Proceedings of the 30th Annual Project Management Institute Seminars & Symposium.* Philadephia, PA, 10-16 October.

Rotter, J.B. 1967. "A new scale for the measurement of interpersonal trust." *Journal of personality* 35: 651-65.