

# Factors Impacting the Adoption of Project Management Techniques in Small Businesses

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**Abstract-** *Small organizations play a significant role in the social as well as economic development. The adoption of project management by small businesses has mounted to new prominence as projects are being considered critical to public and private sectors. The chief reasons of small businesses expanding their dimensions to project-based work include challenging environment as well as opportunities accompanied by advancements in technology, dynamic market conditions, the shifting boundaries of knowledge, and alterations in the environmental regulations, increased complexity as well as scope of inter-organizational relationships and the shift towards shorter product life-cycles. In the view of the fact that the projects are being extensively implemented by the small organizations; it is hence, essential to identify the factors that contribute to successful adoption of project management methodology. Achieving high-levels of project success is challenging for the small business since they have few resources when compared to large organizations. Therefore, they are required to identify the right project management method and the factors that influence its adoption. Hence, the fundamental aim of this particular study is to identify the factors that lead to successful adoption of the project management methodology by small businesses. In this specific study, the analyst had utilized mixed study design that was executed through surveys and interviews. The survey was conducted with 50 participants who were the part of small businesses. On the other hand, the interviews were performed with project managers. To enhance the understanding of the topic under consideration, the research additionally performed secondary research. In which the information was obtained from online journals, articles and books. . The review of the literature identified 12 factors that impact the adoption of project management methodology. The factors top management support, organizational adaptability, acceptability of project management, leadership style, commitment to planning and control, personnel, training, troubleshooting, project management improvement initiative attributes, communication and influence, inner context and outer context. The outcomes of the survey and interviews also put forwarded that these factors impact of project management adoption in small businesses.*

**General Terms-** *Adoption of Project Management, Project Management Methodologies, Small Businesses, Adopting Methodology.*

**Keywords-** *Top Management; Support; adaptability; Acceptability; Leadership; Troubleshooting; improvement; Communication; influence*

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## 1. INTRODUCTION

We Small organizations play a significant role in the social as well as economic development. According to Anbari, Bredillet [1], projects account in average for one-third of the small business and a large number of the small businesses develop different projects to manage innovation and growth. Likewise, small businesses consider project management as power tool as it empowers them concentrate on the project outcomes [2]. It likewise gives them a solitary purpose of administration contact which, among different components, cultivates a synergistic environment urging the group to concentrate on accomplishing a shared objective inside a particular time allotment and asset requirements. Regardless of applying the prescribed procedures, project fails essentially for two reasons [3]. To start with, albeit most firms do submit to the accepted procedures to some

degree, they do not perform them thoroughly. Moreover, the researches guiding the small businesses towards the adoption of project management are still scarce, since the major focus of most of the studies is on the large project. However, various researchers have noted that both small and large organizations should adopt and implement project management [3]. This is primarily because it is crucial for all the businesses regardless of their size to achieve their project goal within the specified time frame and fixed budget.

The adoption of project management by small businesses has mounted to new prominence as projects are being considered critical to public and private sectors. The chief reasons of small businesses expanding their dimensions to project-based work include challenging environment as well as opportunities accompanied by advancements in technology, dynamic market conditions, the shifting boundaries of knowledge, and alterations in the

environmental regulations, increased complexity as well as scope of inter-organizational relationships and the shift towards shorter product life-cycles [4]. Nowadays, small businesses are even operating under high-level of uncertainty and the implementations of the new projects are exposed to all forms of unanticipated events, external influence, increasing requirements, fluctuating resource flows and changing resource flows. This clearly implies that if new projects are implemented by small businesses and if efforts are not made to manage them efficiently as well as effectively, the chance of failure is high. In this context, Project Management consultants have identified several issues related to the project failures including in adequate follow up, insufficient resources, high staff turnover, poorly defined objectives, absence and lack of good project management skills and no adoption of common project management methodologies [5].

In the view of the fact that the projects are being extensively implemented by the small organizations; it is hence, essential to identify the significant factors that contribute to successful adoption of project management methodology. Achieving high-levels of project success is challenging for the small business since they have few resources when compared to large organizations. Therefore, they are required to identify the right project management method and the factors that influence its adoption. Hence, the fundamental aim of this particular study is to identify the factors that will lead to successful adoption of the project management methodology by small businesses. The research will provide a comprehensive review of the factors that influence the adoption of the project management methodology.

## 2. Definition of the Project

McAdam, Reid [6] defined the project as the temporary endeavor and effort that aims to produce a new product or service; on the other hand, project management corresponds to the utilization of tool and techniques essential for managing project. In contrast, project management has been defined by Andersen, Grude [7] as “planning, organizing, motivating and controlling resources with the intent to accomplish the project goals”. Some of the pioneers view project management as the approach to apply methodologies, tools, set, skills and knowledge in order to ascertain that a particular project fulfills its requirements.

## 3. Project Management Methodologies

Project management methodology has been described by Turner [5] as “the collection of structural units or elements that create a theoretical foundation for the project management process”.



**Figure 1: Project Management Methodologies.**

In the view point of Andersen, Grude [7], project management methodology is the customized and the organization's choice of methodology that is in accordance with the requirements of that particular firm. It is utilized by the project manager and the project team for developing a plan or a project for projects as well as for executing, monitoring and controlling projects. Moreover, in any nature, size and type of project, a project management methodology comprises of various project checklists, activities procedures, templates and phases.

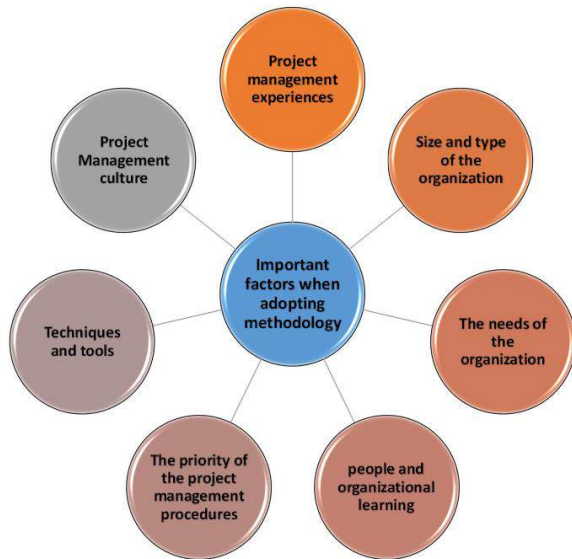
### 3.1 Adoption of Project Management by Small Businesses

Small businesses can make decisions regarding the adoption of innovation but the success of it depends upon the way it is implemented by the employees. In this regard Murphy and Ledwith [8] had pointed out that adoption of any innovation out to be taken serious for the reason that if the employees resist the implementation, the desired outcomes cannot be achieved and may cause the firm abandon the innovation. There are several benefits of adopting project management; however, the adoption of project management is still a challenge for the small businesses.

### 3.2 Factors to Take into Consideration When Adopting Methodology

In the view point of Besner and Hobbs [9], in order to successfully adopt project management methodology, it is extremely important to take into consideration certain factors. Consequently, these factors can be categorized into project management culture, general management system, people and organizational learning, techniques and tools and processes. Nevertheless, the researchers noted that there is no unique approach for adopting the project management methodology in the view of the fact that it differ from organizations of distinctive industries, types and sizes. On the other hand, Aquil [10] noted small businesses can commence various initiatives in order adopt project management methodology. In this regard, Turner [5] proposed that project management experience can positively influence the adoption of project management methodology by small businesses. In contrast, Besner and Hobbs [9] noted that there must be tailored as well as standardized project management procedures while adopting a project management methodology. The procedures must describe the functioning of the project management methodology prior to the commencement of the implementation procedure. This implies that small businesses that intend to adopt

project management approach must draw up all the procedures during the planning stage and customize them according to the needs of the organization. As per the standpoint of Murphy and Ledwith [8], in order to ascertain that the project management methodology is adequately adopted in an organization, there must be appropriate management of the of the project management competencies in the firms. Likewise, the employees responsible for executing the implementation of project management must depict adequate competencies so that they can direct the team members [11].



**Figure 2: Factors to take into consideration when adopting methodology**

According to Love and Irani [12] the culture of the organizations places a significant impact on the adoption of project management; therefore, small businesses should implement a learning culture that motivates the employees in embracing project management technology. On the other hand, in the view point of Heagney [13] there must be a Project Management Office to ensure successful adoption and implementation of the selected project management method. It is eminent to note here that the structure of the PM office should be in harmony with the overall organizational culture and tasks performed in it must be in synchronization with the other tasks executed by small businesses.

In addition, the project managers must be empowered to make decisions [14]. Consequently, the projects designed by the small businesses must be categorized in order to identify a particular project management methodology for a project. In order to develop awareness regarding the significance of the project management, small businesses are suggested to arrange workshops or seminars or introduce and other methods of creating awareness among the employees and stakeholders [15]. Furthermore, the project management methodologies must be adopted in the small businesses as the standard way of performing tasks. This implies that each employee associated with the

small firms will be obliged to utilize adopted project management.

Once all the measures are set to implement the project management methodology, firms should lay down the path leading to the successful adoption of the project management. In this regard, Burke [16] noted that small businesses can carry the adoption as well as implementation procedure as the turbulent event or persistent event.

Kerzner [17] recognized the principle barrier to the reception of project administration inside small businesses was absence of support or even resistance from the establishing business person. This as a rule happened on the grounds that he or she knew minimal about project administration and the points of interest it could bring. In organizations where the establishing business person demonstrates no intrigue, project directors could possibly utilize project management works on relying upon their own particular responsibility [17]. Nonetheless, project supervisors will probably utilize project administration practices to oversee projects for outside customers than to oversee inward advancement projects. Organizations will probably embrace project administration if the establishing business person or CEO sees the advantage of its utilization, and the practices are easy to receive and apply.

#### 4. Factors Impacting Successful Adoption of Project Management Methodology

The title



**Figure 3: The most factors Impacting Successful Adoption of Project Management Methodology**

##### 4.1 Top Management Support

The support of the top management is the most crucial factor that influences the adoption of the project management in small businesses. It is defined as the buy-in, commitment and continuous support from the senior management of the organization [18]. Significant



researches have agreed that support from the top management of the company is a key facilitator of the successful adoption of the project management methodology. As per the standpoint of Gido and Clements [19], Top management support in the form of funding, resource allocation and commitment towards the project objectives and goals is indispensable to successful adoption of the project management methodology.



**Figure 4: Impacting of the top management support.**

Furthermore, Cemil, Akyuz [20] noted that commitment from the top management delivers an unspoken message that adoption of an explicit project management methodology is crucial to project success; thereby, providing the required comfort for the project team to accomplish the project goals. On contrary, without the support and commitment of the top management, successful adoption of project management in small businesses is not possible [21]. As a result, the project may lack adequate resources and eventually fail to meet their goals. [2] pointed that failure of the small businesses to adopt project management is attributable to lack of top management support.

#### 4.2 Perceived Ease of Use

Perceived ease of usability is a crucial aspect that influences the adoption of the project management in small business [4]. The term usability has been defined by ISO 9241 as the extent to which a product can be utilized by particular users in order to accomplish pre-determined foals with satisfaction, efficiency and effectiveness [22]. In the context of project management, a user friendly framework or methodology ascertains that the employees who are the chief users attain the impetus along with additional buy-in to continue utilizing the selected framework [23]. This clearly implies that greater understanding and conception of the usage and benefits of project management among the employees influence its adoption [24]. Employees who find the proposed project management methodology adaptable and user-friendly for various projects support its adoption [12].

#### 4.3 Organizational adaptability

Organizational adaptability corresponds to the capacity of the organizations to respond effectively as well as swiftly to the changes in the marketplace [25]. Two critical aspects associated with organizational adaptability were

inherent in small businesses, committed towards excellence: lean and simple organizational structure and organizational adaptability [26]. The decision concerning the type of project management adoption depends on the cost, size and scope of the project as well as availability of the experienced personnel [27, 28].



**Figure 5: The positive aspect of the adaptable methodology in the project management**

A project group where its structure is straightforward and incline empower better control, correspondence and in spending plan. With this incline approach, the project manager must be experienced and have a qualified team [29]. There must be a reasonable definition of duty and expertise for individual team members and the project head must be capable to play the role of facilitator, pioneer, coordinator, organizer, delegator and manager all together for the venture to be executed effectively.

#### 4.4 Acceptability of Project Management

Acceptability of the project management in small business considerably influences its adoption [10]. However, culture of the organization can impede the adoption procedure. Therefore, mentoring and coaching is essential to overcome the cultural resistance to the adoption and implementation of the project management framework [6]. Hence, the culture of the organization must always be considered while selecting and adopting project management methodology [3]. For instance, corporate as well as collaborative culture supported by open communication, team working and long-term management is appropriate for agile methodologies. In contrasts, rigid and conservative culture is suitable for SLDC methodologies

#### 4.5 Leadership style

Strong leadership style is essential for the successful adoption of the project management methodology [29, 30]. Characteristically, the management of the small businesses acquires a great deal of responsibility but do possess essential skills to manage their tasks [31]. Taking into consideration this fact, it is highly imperative for the management to adopt a leadership style that motivates and guides all the employees to embrace and support the adoption of project management in businesses [32].

#### 4.6 Commitment to planning and control

Well managed adoption of project management methodology is committed to adequate planning [30, 33]. Moreover, if the chief purpose of the adoption and

implementation of the project management approach is to deliver high-quality projects in timely manner, then this aspect must be adequately planned for the initial phases of the project management adoption [29, 34]. When detailed planning is carried out in relation to project management adoption, it ought to be tracked and followed-up. Morris and Venkatesh [35] pointed out that personnel factor particularly the leadership style and competence is one of the crucial factors in the successful adoption of project management in small businesses.

#### 4.7 Personnel factors

According to Premkumar and Ramamurthy [29] and Cooke-Davies [31], personnel factor encompass recruitment of competent individuals, recruitment as well as team members to ensure successful adoption of project management methodology. A range of researches in the past had found that project management approach that has been implemented by skilled personnel with the right planning generate enhanced outcomes when compared with low-skilled staff as well as resources [35, 36]. Project Management Institute had stated that project management entails application of resources, skills and knowledge to project activities. Therefore, it is highly imperative to acquire proficient human resources who will apply technical as well as personal expertise to successfully manage the adoption procedure. On the other hand, various researchers had contended that majority of the project management adoption failures are the consequences of deploying unqualified personnel for implementation.

In the view point of Cicmil, Đorđević [37], managers who exhibit appropriate project management certifications and who are well-educated are more likely to execute successful adoption of the project management. Consequently, successful adoption and implementation of project management requires team effort from project team, stakeholders and project managers.

#### 4.8 Training programs

Effective training of the employees plays a crucial role in the adoption of project management. Nevertheless, the emphasis of the effective training is on flexibility, creativity and structure [38, 39]. The implementation of effective training programs can offer multiple benefits to small businesses who aspire to adopt project management approach for their projects. In addition, it can enhance the management skills of the employees, presenting them long-standing career prospects and work satisfaction [39]. In fact, training creates the foundations for the adoption of the project management in small business and increases the chances of success. Hence, the project managers involved must undertake proper trainings on the utilization of the project management framework and what it constitutes of [37].

#### 4.9 Troubleshooting

Troubleshoot is also referred to as risk management in some researches as well as continuity to manage complex contingencies in others [40]. For instance, the research performed by Kerzner [17] described trouble shooting as the capacity of the organization to navigate the complex project environment in the midst of economic crises and responding to unanticipated deviations. Pich, Loch [41] argued that risk is an inherent part of any project management implementation process. Hence, proactive risk identification along with assessment and application risk response strategies at the time of implementation of project management methodology is indispensable to success of adoption procedure. Subsequently, Reiss [42] suggested performing regular brainstorming session to recognize issues emerging during the implementation of project management. Various researchers have agreed that troubleshooting is a potential contributor of successful project management adoption.

Moreover, in the perspective of Turner, Ledwith [15] risk assessment must be carried out to spot out the benefits and shortcomings of the various project management methodologies before selecting a particular for a project. Accordingly, documents should be crafted following the review and the risks allied with the adoption of the project management methodology must be rated for potential serious impact as well as probability of occurrence.

#### 4.10 Project Management improvement initiative attributes

According to Barad and Raz [43], before adopting a particular project management methodology, it is essential to take into consideration certain attributes that are listed below:

- The selected project management approach must be perceived better when compared to its predecessors.
- The project management approach should address the need of small businesses and ought to be compatible with the environment in which it is being adopted [44].

Employees' attitude also influences the adoption of project management methodology; therefore, it is exceptionally important that they are convinced that the implementation of the selected approach will facilitate them in completing the projects within specified time and budget. In a different context, the individuals associated with small business must be motivated to utilize the methodology. Furthermore, White and Fortune [26] noted that in order to successful adopt project management, the selected methodology must have been tried and tested and there must be sufficient evidences supporting its efficacy. In addition, the outcomes of the project management methodology must be identifiable and at the same time observable to others [45]. This is primarily because the firm that realizes the significance of adoption of project management has a greater propensity to make the adoption process successful [46].

#### 4.11 Communication and influence

Prior to the implementation, it is essential to thoroughly communicate the value which small businesses are going to gain through the adoption of the project management methodology [47]. There must additional be buy-in from the top management in order to push forward the implement procedure and thereby the adoption of project management methodology. Likewise, in order to create awareness about the project management, mass media communications and workshops are suitable option [25]. However, when it comes to influencing the adoption of project management, interpersonal channels of communications are considered as most influential in ascertaining that employees adopt the new framework [48]. Moreover, strong opinion leaders are crucial to the adoption of the project management methodology by small businesses as they are able to encourage and engage the employees in the adoption process. Various researches had pointed out that it is relatively easy for an employee to adopt project management methodology if they have been involved in the implementation process [40]. All through the adoption phase of the project management, continuous feedback should be provided to the adopters regarding the enhancements that have witnessed since the start of the implementation process and if the performances of the projects are improving as a result of adopting project management approach.

#### 4.12 Internal context

The structure of the organization places significant impact on the adoption of project management in small businesses [14]. Hence, the organizational structure must support the changes that emerge as a consequence of adopting project management framework [49]. As discussed earlier, there must be culture of leadership as well as learning that fosters the dissemination of the project management knowledge amongst the adopter and knowledge holders [50]. The employees in small firms inheriting such type of culture and structures are more likely to adopt the project management methodology [51]. It is eminent to mention here that the environment in which the project management methodology is being implemented ought to permit risk taking and conductive experimentation [25].

#### 9.13 External context

Small businesses are most likely to adopt and implement the project management methodology when they have the assurance that another firm with the same size has successfully implemented the methodology and had significantly benefited from it [52, 53]. Therefore, successful implementation of project management framework by one organization has a significant impact on the adoption of the second organization [14, 45, 47].

### 5. Methodology

A mixed study design based on survey and interview has been utilized by the researcher to gather relevant data to generate findings of the study and drawing essential conclusions. Interviews and survey were chiefly utilized to gather primary data of the study while scholarly journals, books and articles were reviewed to collect secondary information of the study. Furthermore, questionnaire comprising of 8 questions was used to conduct the survey with 50 individuals from United States. The questions included in the questionnaire were close ended and especially designed to assess the factors identified in the literature review. The participants of the survey and interviews were the individuals or employees associated with different small businesses in United States. Convenience sampling techniques was utilized to select the participant for both interviews and survey. The interviews were conducted with 3 project managers from United States. The questionnaire designed for the interview consisted of open-ended questions that provided flexibility in the responses of the participants. The interviews were conducted in person by the researcher with the project managers and each interview lasted for approximately 20-25 minutes. The data obtained by the means of survey was analyzed through SPSS software whereas the information attained from interviews was categorized through content analysis technique. In both the research designs, the researcher followed the ethical considerations by attaining the consent form from the participants and ensuring that none of the information collected through interviews and survey is modified to achieve the purpose of the study.

### 6. Data Analysis

#### 6.1 Survey Analysis

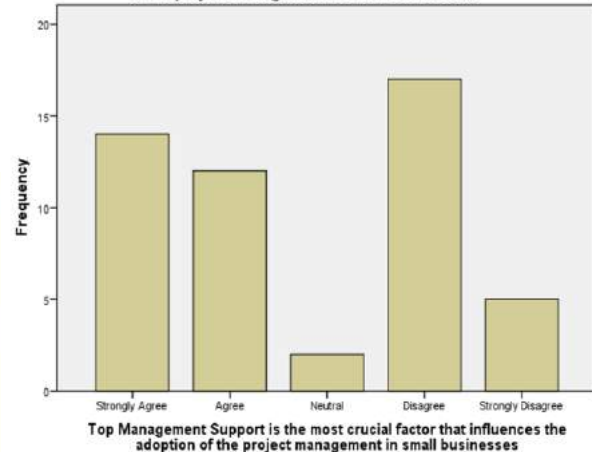
The statistics illustrated in the preceding chart along with the frequency table demonstrate the opinions of the members of the survey when asked if top management support is the most crucial factor that influences the adoption of the project management in small businesses. Majority of the participants composing 52% of the surveyed population agreed with the proposed notion that top management support is the most crucial factor that influences the adoption of the project management in small businesses. In contrast, 22 participants of the participants contradicted with it by responding to strongly disagree and disagree scale.

**Table 1: Top Management Support is the most crucial factor that influences the adoption of the project management in small businesses**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	14	28.0	28.0	28.0
Agree	12	24.0	24.0	52.0
Neutral	2	4.0	4.0	56.0
Disagree	17	34.0	34.0	90.0
Strongly Disagree	5	10.0	10.0	100.0
Total	50	100.0	100.0	



Top Management Support is the most crucial factor that influences the adoption of the project management in small businesses

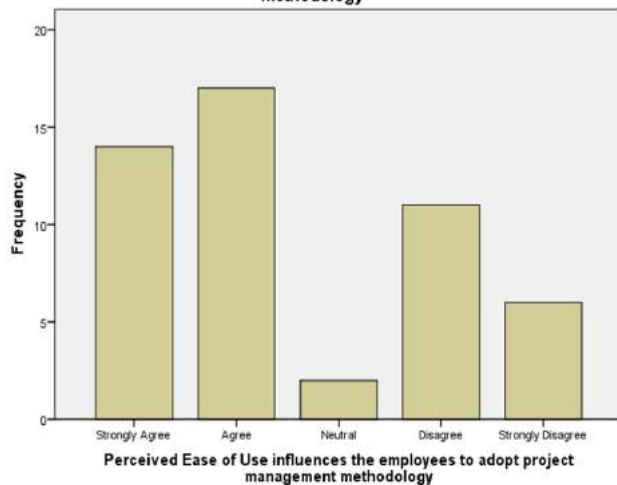


. The responses of the participants when asked whether perceived ease of use influences the employees to adopt project management methodology are replicated in the above table and chart. 62 percent of the participants stated that in their perspective perceived ease of use influences the employees to adopt project management methodology. On the other hand, only 2 participants were not sure about their opinions and therefore, responded to neutral scale.

Table 2: Perceived Ease of Use influences the employees to adopt project management methodology

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	14	28.0	28.0	28.0
Agree	17	34.0	34.0	62.0
Neutral	2	4.0	4.0	66.0
Disagree	11	22.0	22.0	88.0
Strongly Disagree	6	12.0	12.0	100.0
Total	50	100.0	100.0	

Perceived Ease of Use influences the employees to adopt project management methodology



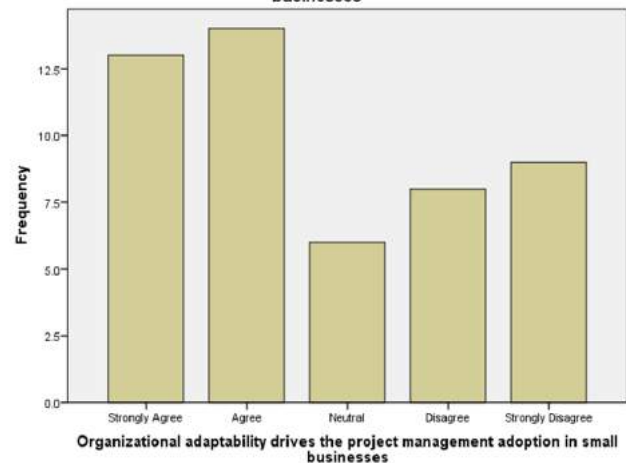
The above question was included in order to attain the responses of the participants regarding the concept that organizational adaptability drives the project management adoption in small businesses. A significant and large

division of the participants composing 54 % of the entire surveyed population agreed as well as strongly agreed that organizational adaptability drives the project management adoption in small businesses. In the meantime, 17 participants contradicted with it. Nevertheless, 6 participants representing 12 percent of the surveyed population presented neutral responses.

Table 3: Organizational adaptability drives the project management adoption in small businesses

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	13	26.0	26.0	26.0
Agree	14	28.0	28.0	54.0
Neutral	6	12.0	12.0	66.0
Disagree	8	16.0	16.0	82.0
Strongly Disagree	9	18.0	18.0	100.0
Total	50	100.0	100.0	

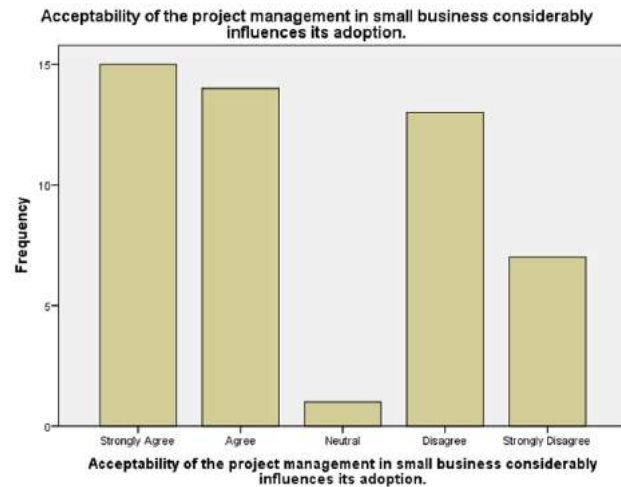
Organizational adaptability drives the project management adoption in small businesses



The outcomes of the preceding table and bar chart illustrate that a large division of the participants stated that acceptability of the project management in small business considerably influences its adoption. Nearly, 58 percent of the participants responded to this question as agree and approximately 30 percent strongly agreed. However, there were few participants who stated that acceptability of the project management in small business does not considerably influences its adoption.

Table 4: Acceptability of the project management in small business considerably influences its adoption.

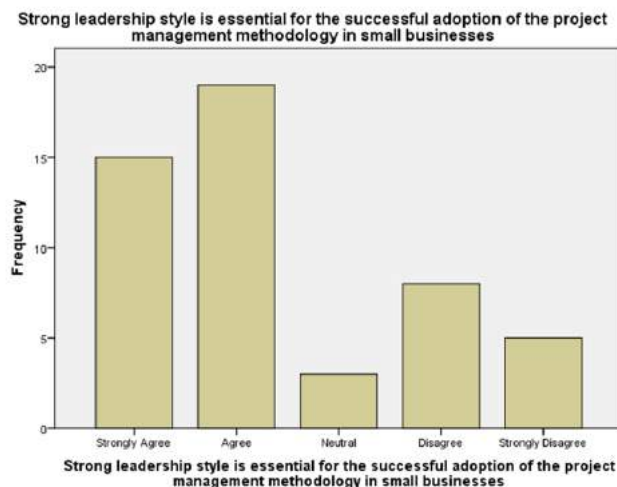
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	15	30.0	30.0	30.0
Agree	14	28.0	28.0	58.0
Neutral	1	2.0	2.0	60.0
Disagree	13	26.0	26.0	86.0
Strongly Disagree	7	14.0	14.0	100.0
Total	50	100.0	100.0	



The outcomes illustrated in the preceding bar chart and frequency table portray the responses of the participants when asked to share their perspectives on the notion that strong leadership style is essential for the successful adoption of the project management methodology in small businesses. Approximately 68% of the participants agreed with the statement among which 30% of the employees strongly agreed with the statement

**Table 5: Strong leadership style is essential for the successful adoption of the project management methodology in small businesses**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	15	30.0	30.0	30.0
Agree	19	38.0	38.0	68.0
Neutral	3	6.0	6.0	74.0
Disagree	8	16.0	16.0	90.0
Strongly Disagree	5	10.0	10.0	100.0
Total	50	100.0	100.0	

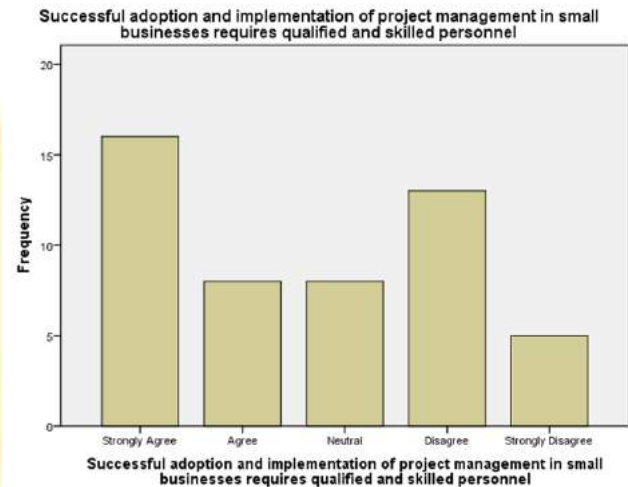


The outcomes that are shown in the above table depicts that around 48% of the participants believe that Successful adoption and implementation of project management in small businesses requires qualified and skilled personnel. Additionally, nearly 16 percent of the studied population had a neutral outlook towards the proposed conception. Therefore, in the light of the outcomes, it can be deduced that successful adoption and

implementation of project management in small businesses requires qualified and skilled personnel.

**Table 6: Successful adoption and implementation of project management in small businesses requires qualified and skilled personnel**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	16	32.0	32.0	32.0
Agree	8	16.0	16.0	48.0
Neutral	8	16.0	16.0	64.0
Disagree	13	26.0	26.0	90.0
Strongly Disagree	5	10.0	10.0	100.0
Total	50	100.0	100.0	



As illustrated in the bar chart and frequency table, 64 % of the participants believe that effective training of the employees plays a crucial role in the adoption of project management. On the other hand, 30 participants contradicted with it by responding to disagree and strongly disagree scale.

**Table 7: Effective training of the employees plays a crucial role in the adoption of project management.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	16	32.0	32.0	32.0
Agree	16	32.0	32.0	64.0
Neutral	3	6.0	6.0	70.0
Disagree	11	22.0	22.0	92.0
Strongly Disagree	4	8.0	8.0	100.0
Total	50	100.0	100.0	

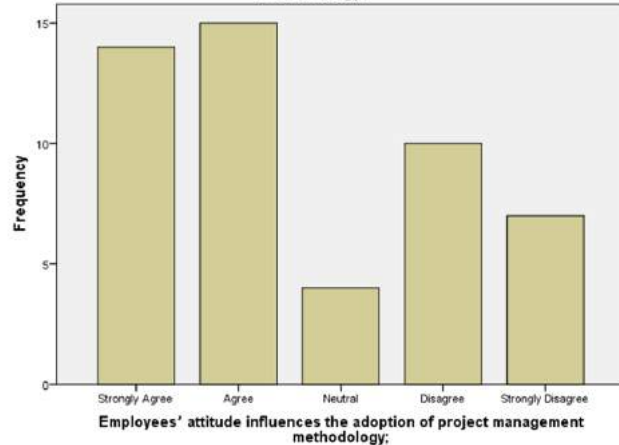




**Table 8: Employees' attitude influences the adoption of project management methodology**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	14	28.0	28.0	28.0
Agree	15	30.0	30.0	58.0
Neutral	4	8.0	8.0	66.0
Disagree	10	20.0	20.0	86.0
Strongly Disagree	7	14.0	14.0	100.0
Total	50	100.0	100.0	

**Employees' attitude influences the adoption of project management methodology;**

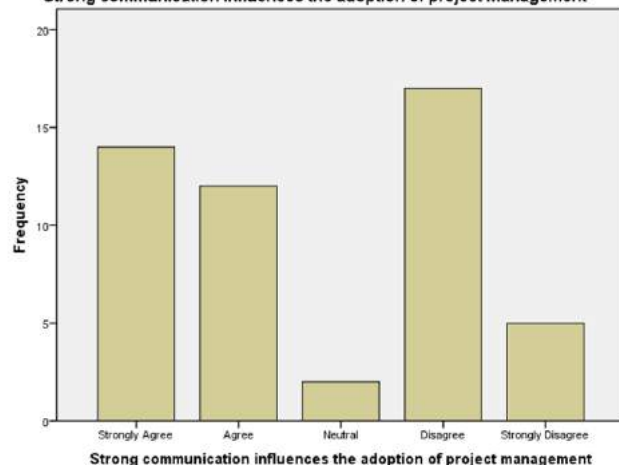


The statistics illustrated in the preceding chart along with the frequency table demonstrate the opinions of the members of the survey when asked if attitude of the employees influences the adoption of project management methodology. Majority of the participants composing 58 % of the surveyed population agreed with the proposed notion that Employees' attitude influences the adoption of project management methodology. In contrast, 17 participants of the participants contradicted with it by responding to strongly disagree and disagree scale.

**Table 9: Strong communication influences the adoption of project management in small businesses**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	14	28.0	28.0	28.0
Agree	12	24.0	24.0	52.0
Neutral	2	4.0	4.0	56.0
Disagree	17	34.0	34.0	90.0
Strongly Disagree	5	10.0	10.0	100.0
Total	50	100.0	100.0	

**Strong communication influences the adoption of project management**

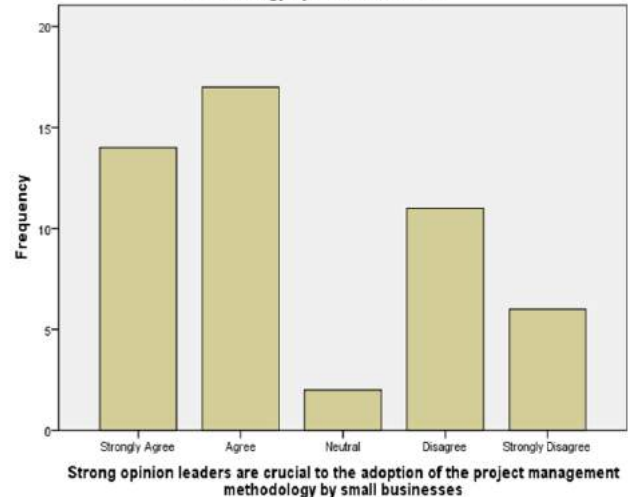


The responses illustrated in the preceding bar chart indicate that majority of the participant believe that strong communication influences the adoption of project management in small businesses. 44 percent of the surveyed population contradicted with the proposed notion by presenting their responses to disagree and strongly disagree scale.

**Table 10: Strong opinion leaders are crucial to the adoption of the project management methodology by small businesses**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	14	28.0	28.0	28.0
Agree	17	34.0	34.0	62.0
Neutral	2	4.0	4.0	66.0
Disagree	11	22.0	22.0	88.0
Strongly Disagree	6	12.0	12.0	100.0
Total	50	100.0	100.0	

**Strong opinion leaders are crucial to the adoption of the project management methodology by small businesses**

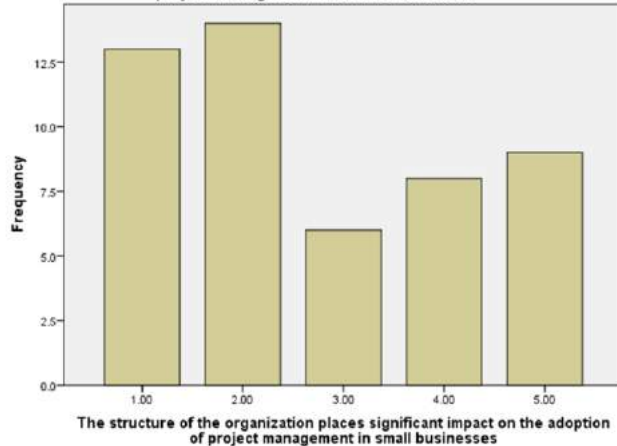


The viewpoints of the members of the survey when asked if strong opinion leaders are crucial to the adoption of the project management methodology by small businesses. Out of 50 participants, 17 agreed with the question while 14 strongly agreed with the proposed notions. According to these participants, the strong opinion leaders are crucial to the adoption of the project management methodology by small businesses. On contrary, 17 participants contradicted with the proposed notion.

**Table 11: The structure of the organization places significant impact on the adoption of project management in small businesses**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	13	26.0	26.0	26.0
Agree	14	28.0	28.0	54.0
Neutral	6	12.0	12.0	66.0
Disagree	8	16.0	16.0	82.0
Strongly Disagree	9	18.0	18.0	100.0
Total	50	100.0	100.0	

The structure of the organization places significant impact on the adoption of project management in small businesses

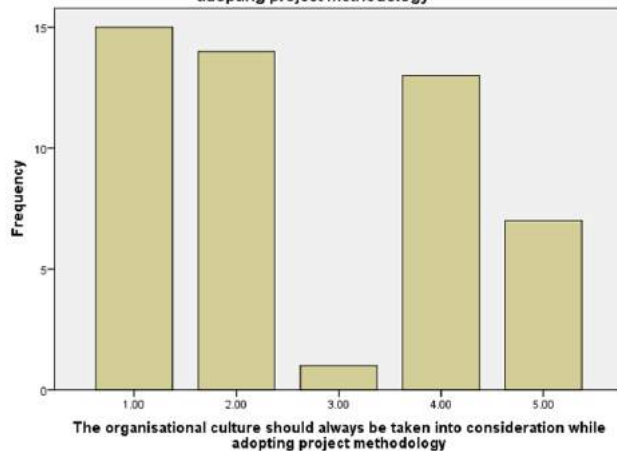


The preceding bar chart and frequency table demonstrate the responses of the participants towards the notion that the structure of the organization places significant impact on the adoption of project management in small businesses. 54 percent of the participants agreed that the structure of the organization places significant impact on the adoption of project management in small businesses. On the other hand, in the view point of 24 percent of the population structure of the organization does not places significant impact on the adoption of project management in small businesses.

Table 12: The organizational culture should always be taken into consideration while adopting project methodology

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	15	30.0	30.0	30.0
Agree	14	28.0	28.0	58.0
Neutral	1	2.0	2.0	60.0
Disagree	13	26.0	26.0	86.0
Strongly Disagree	7	14.0	14.0	100.0
Total	50	100.0	100.0	

The organisational culture should always be taken into consideration while adopting project methodology



The finding of the result that is shown in the above table depicts that around 88% of the employees believe that the organizational culture should always be taken into consideration while adopting project methodology.

## 7. Contribution and new insight

The invention of the project management has significantly influenced the way of managing business [14]. The importance of discovering an empirically verified list of factors that influence the adoption of project management methodology is both practical as well as theoretical. In practical terms, taking into consideration, the factors that influence the adoption of project management could assist the small businesses to improve the performance of future [50]. The literature is abounding with the evidence that projects designed and executed by the small businesses fail not because of technical inefficiencies but primarily due to absence of adequate project management methodology. Therefore, adopting potential project management framework can facilitate the small business to diminish the rate of project failures [51]. Moreover, to ensure successful adoption of the project management methodology it is essential to consider certain factors that impact the adoption process. However, no empirical studies in the past had focused on the fact factors impacting the adoption of project management techniques in small businesses. Hence a research gap exist that this particular research intended to fill. The study proposed a research model that encompasses 12 crucial factors that impact the adoption of project management techniques in small businesses. This model is anticipated to be of immense significance for the small businesses as it will facilitate them in successfully adopting project management methodology. This information can facilitates the small businesses in determining the optimum strategies for addressing the project needs of the small businesses.

In the theoretical context, the identification of the empirically verified factors that influence the adoption of project management by small businesses could assist in bridging the gap in the project management literature with respect to the project management literature. The findings of the current study and the proposed research model will significantly lay down the foundation for the prospect research in this field as well as increase the practical relevance of project management in small businesses. All in all, the study provided enhanced understanding of the aspects that predominantly stimulates the adoption project management in small businesses.

Based on the findings of this study, further research can be carried out to determine if successful adoption of project management enhances the rate of projects executed by small business. This research had not focused much on the impact of organizational culture on adoption of project management. Hence, the studies in future can solely focus on this aspect. Secondly, it is also suggested that studies in future can investigate the extent of significance of the proposed factors over different project management adoption life-cycle phases. To achieve, the researchers could modify the research design to permit data collection at different stages of process.

It has been observed that the only individuals

communicated, involved or trained regarding the project management methodology are those who are associated with the ongoing projects. This implies that when the current projects are terminated and new projects are initiated, the other employees need to be trained from start which is a time consuming process and at the same time slows down the adoption of project management methodology. Therefore, it is recommended that the communication and training must be inclusive regardless of the whether the employee is the part of the project team or not. The purpose of adopting project management methodology should be adequately communicated to all the employees and its benefits must be widely disseminated.

The project management maturity in relation to the small businesses is a crucial aspect, which can determine the extent of awareness among the small businesses regarding project management methodology and the adoption [40]. Developed small-scale businesses are more experienced as well as knowledgeable; thus, their rate of adoption is also high when compared to newly established businesses [51]. The other issue that should be examined further is whether in reality the project management development is enhancing inside the Bank. This implies leading development evaluations that would be utilized as a standard, and after that survey the development again following two years. The point of this practice is to see whether after some time, the reception of the philosophy has been exceptional and whether offices are developing in their project management initiatives.

The lesson learned from this research is that adoption of project management methodology in small businesses is impacted by several factors that need to be taken into consideration to ensure smooth and successful adoptions.

## 8. CONCLUSION

In United States small businesses are playing crucial role in strengthening the economy of the country. They are providing opportunities for employments and are also considered as the potential source of development of new products or services. In the viewpoint of Munns and Bjeirmi [40], small businesses are flexible and can be easily initiated by the entrepreneurs. In fact, a number of researchers have pointed out that small businesses quickly respond to the alternating business threats and environment. Furthermore, small businesses incorporate swift management as well as smooth communication system. On contrary, there are few shortcomings of these firms; for paradigm, they do not acquire the capacity to manage large projects or multiple projects simultaneously. An assortment of the practitioners along with the researchers across the globe had noted that adoption of project management can play a potential role in growth as well as innovation of small business. Characteristically, project management is an extensive study discipline and the purpose of it is to offer

techniques and tools for planning, defining and executing different projects of the organization.

According to various researchers, small businesses chiefly design and execute projects which are small, simple and do not require standardization. However, due to recent evolutions in the markets, rising competition and increased requirements of customers, it has turned out to be extremely essential to standardize the projects. Accordingly, the increasing complexity of the projects as well growing importance of the small businesses in United States had compelled them to enhance the quality of the projects. Therefore, the adoption of project management framework has become critical for the success of small businesses as it facilitates them in managing complex projects. Furthermore, it enables small businesses to accomplish their project goals in manner that reduces the intrinsic threats. Apart from the adoption of project management methodology also empower small businesses to gain competitive advantage in the local as well as global market. However, regardless of several benefits of project management, it has been observed that adoption of project management is not too common. Likewise, in spite a wide range of researches had focused on adoption and implementation of project management in large organizations, only few have concentrated on small business. Furthermore, while adopting project management; small businesses must take into consideration certain factors that impact the adoption process. These factors include top management support, organizational adaptability, acceptability of project management, leadership style, commitment to planning and control, personnel, training, troubleshooting, project management improvement initiative attributes, communication and influence, inner context and outer context.

The process of adoption of project management is complex and typically requires mutual and intensive attention of different aspects. Besides, adoption of a particular project management methodology is often accompanied with a set of critical success factors that need to be focused to ensure success implementation of project management in small business. This research study shed light on different factors that influence the successful adoption of the project management in small business. The study had designed and proposed a conceptual model encompassing 12 crucial factors that impact the adoption of project management techniques in small businesses. This model is anticipated to be of immense significance for the small businesses as it will facilitate them in successfully adopting project management methodology. The findings of the study revealed that top management support is the most crucial factor that influences the adoption of the project management in small businesses as well as perceived and understand the ease of use influences the employees to adopt project management methodology, the outcomes of primary research also affirmed that organizational adaptability as well as acceptability drives the project



management adoption in small businesses. Moreover, the findings suggested that effective training of the employees is important in the adoption of project management. Most importantly it was discovered that Employees' attitude and strong communication also influences the adoption of project management methodology. In addition the structure as well as culture of the organization places significant impact on the adoption of project management in small businesses.

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