The Influence of Goal Orientation, Goal Commitment, and Implementation Mindset on Project Success

TREO Talk Paper

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Abstract

While IT project management approaches have been applied and studied for several decades, a large number of projects continue to fail. For instance, Gulla (2012) suggests that 25% of technology projects fail outright, while 50% usually require massive rework by the time they are delivered. Academic literature suggests that such failures can be attributed to expectation misalignment, organizational resistance, system misfit, cultural barriers, and erroneous project management approaches (Dwivedi et al., 2015). To better understand factors that impact project success, we propose an examination of goal orientation, implementation mindset, and goal commitment on project performance. While the impact of goal orientation and its impact on organizational commitment has been studied extensively (e.g., Lee et al., 2010), little is known regarding the impact of goal orientation on goal commitment. In addition, literature has established that multiple forms of commitment (affective, continuance, and normative) have a positive effect on intentions to continue and performance (success) (Korzaan & Brooks, 2015; Lee et al., 2010). However, little is known about the antecedents to these facets of commitment in the context of an information system project. This study seeks to address these gaps by investigating the influence of goal orientations on commitment and further considers the potential intervening psychological states that help explain the relationship between goal orientations and commitment. One such psychological state of interest to this study is implementation mindset (Armor & Taylor, 2003). This is an important research domain as even with extensive literature and a well-trained workforce, a substantial number of IT project implementations continue to fail to meet stakeholder expectations.

This project explores the following research questions: RQ1: Does goal orientation impact psychological states such as implementation mindset? RQ2: Do psychological states such as implementation mindset impact project goal commitment? RQ3: Does goal commitment impact outcome variables such as intention to continue and project success? This TREO talk invites discussion for this research-in-progress.

References


