


The Impact of Information Systems on Project Success in a Hybrid Work Environment: Evidence From the World's Largest Consulting Firm

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ABSTRACT

This study investigated the impact of information systems (IS) success on Project Success (PS) within hybrid and remote work environments, drawing empirical evidence from the world's largest consulting firm. By integrating the DeLone and McLean IS success model with established PS frameworks, the research examined how IS components—system quality, user satisfaction, and use/intent to use—influence key PS dimensions: project management success, impact on the team, impact on the customer, and project investment success. Data from 198 employees were analyzed using structural equation modeling, confirming all hypothesized relationships. Results revealed that IS net benefits significantly enhance PS across all dimensions, while system quality and user satisfaction further drive IS effectiveness. The study underscores the critical role of robust digital infrastructure in optimizing project outcomes, offering theoretical insights and practical recommendations for organizations navigating hybrid work models. Limitations and future research directions are also discussed.

KEYWORDS

Hybrid Work Environment, DeLone and McLean Model, Structural Equation Modeling, Remote Work, Digital Transformation, System Quality, User Satisfaction, Net Benefits, Project Management

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INTRODUCTION

The rapid digital transformation and widespread adoption of remote and hybrid work models have reshaped the landscape of project execution and success measurement (Basulo-Ribeiro et al., 2023; Ika & Munro, 2022). Information systems (IS) play a pivotal role in this transformation by facilitating communication, collaboration, and project management across distributed teams (Cimini et al., 2024). Despite the increasing reliance on digital tools, the impact of IS success on Project Success (PS) in hybrid and remote work environments remains underexplored (Locatelli et al., 2023). Traditional PS frameworks have largely focused on cost, time, and scope constraints, often neglecting the role of IS in enabling effective project execution.

Given the shift toward technology-driven work environments, there is a pressing need to understand how IS success contributes to various dimensions of PS. This study does not propose IS success as the sole determinant of project outcomes but, rather, positions it as a critical enabler embedded within a broader ecosystem of factors—including workforce dynamics, organizational culture, and adaptive capacity—that collectively shape project performance in contemporary settings (Pereira et al., 2021; Samardzic & Marjanovic, 2021; Shenhar & Dvir, 2007).

The primary objective of this research is to examine the relationship between IS success and PS in hybrid and remote work settings. Specifically, the study aims to assess how different components of IS success affect key PS dimensions. By integrating established IS and PS frameworks, this research seeks to provide a comprehensive model that captures the influence of IS on project outcomes. Through empirical analysis, the study also aims to validate the proposed framework and offer insights into the mechanisms through which IS success contributes to PS. To achieve these objectives, the study formulates two main research questions: (1) How does IS success influence PS in hybrid and remote work environments? (2) What are the key IS success factors that drive positive project outcomes? Based on these questions, the research develops hypotheses exploring the impact of IS success on four dimensions of PS: project management success (PSMS), impact on the team (IMPT), impact on the customer (IMPC), and project investment success (PSIS). Additionally, the study examines relationships within the DeLone and McLean IS success model to understand how system quality (SQ), user satisfaction, and use/intent to use contribute to net benefits and, consequently, to PS.

To empirically explore these relationships, we selected a contextually rich and theoretically aligned setting: one of the world's largest consulting firms, characterized by high digital maturity, extensive project-based operations, and a well-established hybrid work culture. The firm operates across a wide array of sectors and industries, offering a unique opportunity to investigate the role of IS in shaping project outcomes within remote and hybrid environments. While the study is situated within a single organization, this design was intentional, allowing us to examine the proposed model under controlled organizational conditions while maintaining significant internal heterogeneity. Given the firm's central role in shaping digital project practices globally, the findings provide valuable insights that are likely to be applicable to similarly structured, knowledge-intensive organizations undergoing digital transformation.

From a theoretical perspective, this research contributes to the literature by empirically validation of two established models: the DeLone and McLean (2003) IS Success Model and a combined framework for PS based on Shenhar and Dvir (2007), as well as Zwikael and Smyrk (2012). The data were collected from 198 employees of the world's largest consulting firm using a questionnaire and then were analyzed. Eight out of eight hypothesized relationships between the eight variables are significantly supported. The results of this research provide a novel approach to evaluating PS, considering both technological and managerial perspectives. The study also offers practical implications by highlighting the importance of investing in high-quality IS infrastructure to enhance project efficiency, team performance, customer satisfaction, and overall business value. Organizations can leverage these findings to optimize their IS strategies and improve project outcomes in remote and hybrid work environments.

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