

EMOTIONAL INTELLIGENCE AS AN ANTECEDENT OF TRANSFORMATIONAL LEADERSHIP, LEADING OF PROJECT SUCCESS

Ourangzeb and Dr. Muhammad Shafique

ABSTRACT

This study examined emotional intelligence as an antecedent of transformational leadership, which leads to project success. The target industry was the construction industry, and the target population was the construction companies registered with PEC in the premises of Islamabad. Data was collected from the companies involved in construction projects based in Islamabad, and the target population was the project managers, project directors, and CEOs of the construction companies. According to the PEC's final report (2021, 22), the total number of registered construction companies in Islamabad is 1997. For this population, the convenient sampling technique was used, and the sample size was 342 project managers, and the questionnaire was distributed among 650 project managers; out of this, only 348 responses were retrieved, and the total response rate is 59 percent. In this study, emotional intelligence was found to have a positive impact on project success, and the mediating role of transformational leadership was also established and originate to be positively associated with emotional intelligence and project success. The framework supports all the attributes used in this research. This study is an important contribution in the ground of project management. It offers some directions and suggestions for further studies, and it has different implications at academic and managerial levels. The current study suggests that transformational leadership is the best practice for project success in Pakistan's construction industry.

Keywords: Emotional intelligence, Transformational Leadership, Project Success.

**FACTORS AFFECTING DELAYS IN CONSTRUCTION PROJECT IN PAKISTAN:
A MODERATING ROLE OF RISK MANAGEMENT PRACTICES.**

Yasir Hussain and Dr. Muhammad Saeed Shahbaz

ABSTRACT

The construction sector in Pakistan is plagued by project delays caused by various critical factors, including the client, builder, consultant, budget, planning and scheduling, communication, resources, labor and equipment, and external factors. This study aims to assess the impact of these critical factors on project delays and to examine the role of risk management practices in mitigating their impact. Quantitative method approach was used in this research and to collect data through questionnaire, interviews and group discussion used as primary data collection method. There were 68 questions adapted from specific sectors. There was 450 of questionnaire were distributed to client, contractor, architect, supplier, project manager and site engineer. The 280 was collected thorough google form and 133 was collected through interview. The 413 total responses were collected from define industry. There was 325 male respondent and 88 female respondent who fill the responses. The results show that all critical factors have a significant impact on project delays. However, the use of risk management practices has an insignificant correlation in mitigating the impact of these critical factors on project delays. Based on the findings, the study provides recommendations for mitigating the risks of delays in construction projects. This study's results provide insights for practitioners in the construction industry to enhance their project management practices and minimize project delays.

Key word: Project Delay/Time Overrun, Critical Factors of delay, Risk Management Practices

RELATIONSHIP BETWEEN STAKEHOLDERS ENGAGEMENT AND PROJECT SUCCESS: MODERATED SOCIAL MEDIA IN THE TOURISM OF PAKISTAN

Mubashar and Dr. Muhammad Shafiq

ABSTRACT

This study explores the relationship between stakeholder engagement and project success. The study also examines the moderating role of social media. The study was conducted using the sample size of 260 project managers (tour operator). In this study the population is 796 register tourism companies of Pakistan, and the questionnaire were floated in 534 project managers and 292 responses were retrieved. Convenient sampling technique has been used with adopted questionnaire with five-point Likert scale. For data analysis, we used data analysis software SPSS 26.0 (Statistical Package for the Social Sciences) for analyzing the data. Results indicate that the relationship between stakeholder engagement has positive impact on project success. Whether the moderating role of social media between stakeholder engagement and project success was insignificant. It derived that the relationship between stakeholder engagement and project success is successfully accepted and significant, whether social media as a moderator has rejected.

Keywords: Stakeholder Engagement, Social-Media, Project Success

EFFECT OF LEADERSHIP STYLES ON PROJECT SUCCESS; MEDIATED BY RATIONAL DECISION MARKING IN HIGHER EDUCATION SECTOR DEVELOPMENT PROJECTS OF PAKISTAN.

Muhammad Yasir Anwar and Dr. Muhammad Shafiq

ABSTRACT

The aim of the study was to understand the role of leadership in the higher education sector development projects that were sponsored through the HEC. The study examined the relationship and association of two leadership styles (democratic and autocratic) with project success. The study analyzed the association of rational decision making with respect to leadership styles and project success. The questionnaire was circulated to 307 people against completed projects where 192 responses were received. The research was supported by the Situational Theory that interpreted that a leader adopts and switches between leadership styles as per the situational needs. The results of the study revealed that democratic leadership style has a more moderate positive association with project success as compared to the autocratic leadership style that had also shown moderate positive association with the project success. The study suggested that Democratic Leadership Style has greater influence on project success as compared to Autocratic leadership style. Similarly, Rational Decision Making was more associated with Democratic Leadership Style in comparison to the Autocratic Leadership Style. Further, Rational Decision Making has positively mediated the relationship with democratic and autocratic leadership style and project success. Moreover, the study concluded that autocratic leadership style was not negatively associated with project success and rational decision making. Hence, based on the empirical study and literature support, the project success at public sector universities for development projects was more influenced by the democratic leadership style as compared to autocratic leadership style. Besides, project leaders under both leadership styles had followed Rational Decision Making while making project decisions.

Keywords: Democratic Leadership Style, Autocratic Leadership Style, Rational Decision-Making, Project Success.

SHARED LEADERSHIP AND TEAM EFFECTIVENESS INTERVENTIONS OF TEAM'S AUTONOMY AND CREATIVITY: A STUDY OF AGILE IT SECTOR.

Qudsia Mehmood and Dr.Fuwad Bashir

ABSTRACT

The present study explores the concept of shared leadership in agile project management environments and empirically assess its effect on team effectiveness. The study examines the direct as well as indirect effects of shared leadership via mediation of team's autonomy and creativity in determining effectiveness of IT project teams. Moreover, the moderating role of role clarity has also been discussed to fully unveil shared leadership phenomena. The data is collected from IT sector of Pakistan, while the sample consists of 380 respondents from agile project teams. Partial Least Square-Structural Equation Modeling (PLS-SEM) technique is used for data analysis. Results establish the significant presence of shared leadership within agile work teams and demonstrate a positive relationship between shared leadership practices and team effectiveness. Moreover, shared leadership develops team autonomy and evokes more creativity specially in technology projects requiring innovativeness. The study advocates the need for development of shared leadership practices to achieve better behavioral as well as performance outcomes, especially in agile IT sector where rapid development and fast paced workflows demands for a shared and collaborative approach. This study contributes to project management literature by unfolding the underlying mechanism of shared leadership in project management to escalate team and project outcomes while drawing on shared leadership theory. Furthermore, the results of this study will not only add to the current academic literature on the topic but may also benefit the organizations, especially Pakistani PM sector to better apprehend and practice the leadership approaches to ensure success in their projects.

Keywords: Shared Leadership (SL), Leadership, Team Effectiveness, Team Creativity, Team Autonomy, Role Clarity

THE IMPACT OF CRITICAL SUCCESS FACTORS ON PROJECT SUCCESS WITH MEDIATING ROLE OF STAKEHOLDER'S AND MODERATING ROLE OF PERFORMANCE BASED INCENTIVES.

Ayesha Waheed and Dr.Fuwad Bashir

ABSTRACT

The present research investigates the relationship between Critical Success Factors (CSFs), Stakeholders Satisfaction, Performance-based Incentives and Renewable Energy Project Success. The Critical Success Factors with different aspects were used as an independent variable in this paper. The questionnaire survey method is used in this study to collect data from construction-based renewable energy projects in Rawalpindi and Islamabad, Pakistan, which included 368 acceptable sample size. For outcomes, SPSS was used for data analyses. Study indicates that Direct effects are identified in Pakistan's energy industry by analyzing the intervening association of Stakeholders' Satisfaction linking with Critical Success Factors and Project Success. It portrays total effect of 1.0622 and it establishes partial mediation, as well as identifying the moderate strengthening role of Performance-based Incentives within the Critical Success Factors and Successful Renewable Energy Projects. However, all hypotheses were also supporting study. This model can be practically implemented to see the outcomes in identifying organizations project success rate and incentives that firms give on quarterly basis. It is recommended that it should be specifically checked that in developed regions stakeholders are more attracted toward which type of performance-based incentives and in underdeveloped nation are people just attracted toward financial rewards because individuals cannot meet their day-to-day needs, or they are more concerned towards non-financial reward. It is also recommended that in future firms should improve their information technology system because they aid in enhancing the technical skills of all project employees and then the outcomes of projects will also improve. This study enriches the existing level of knowledge for renewable energy projects by using empirical findings.

Keywords: Project Success, Renewable Energy Project, Critical Success Factors, Stakeholders Satisfaction, Performance-based Incentives.

2023

**THE MODERATING ROLE OF AGE ON DETERMINANTS OF THE
ACCEPTANCE OF E-PAYMENT SYSTEMS AND E-MERCHANTS
BEHAVIORAL INTENTIONS FOR SEASONAL PROJECT**

Wajahat Hussain and Dr. Muhammad Saeed Shahbaz

ABSTRACT

EFFECTIVENESS OF THE PROJECT MANAGERS' RESILIENCE ON PROJECT SUCCESS: A STUDY OF PROJECT MANAGERS IN ISLAMABAD AND RAWALPINDI

Najia Rafiq Paracha and Dr. Muhammad Shafique

ABSTRACT

Covid-19 has made the already fast moving Information Technology industry into an even more aggressive market with hasty timelines which require resilient project managers and project staff members in order to succeed. Resilience is no longer an option but a necessity. This research focuses on understanding and assessing the resilience of project managers and project staff with two central objectives - to theoretically propose and empirically examine direct effects of the resilience of a project manager on the success of a project, and, to propose and empirically test mediating effects of the resilience of team members on the relationship between a resilient project manager and project success. Social cognitive theory was kept as the main focal of the research while reviewing literature while a cross-sectional study design was incorporated where data was gathered from 363 projects within the Information Technology industry within Islamabad, Rawalpindi region in order to examine the developed hypotheses. The purpose of the research is to identify relationships between the resilience of project managers (independent variable) and project success (dependent variable) while looking into the mediating variable of project team members. The resilience is measured on a Resilience@Work scale while the project success is measured through a project success scale. The study is based on a self-administrated online questionnaire filled out by project managers and team members of 363 Information Technology projects within the region of Islamabad and Rawalpindi. A series of regression tests were run through the Statistical Package for Social Sciences (SPSS) software 27 and Hayes PROCESS macro v4. The research was able to provide support to three of the independent relationships in variables however it has not succeeded in supporting the mediating hypothesis which contradicts similar literature found suggesting future research to clarify the finding. This study will contribute to the limited literature available in the Information Technology sector of Pakistan and give direction to future researchers in carrying out similar research in other parts of the country.

Keywords: Resilience, Project Managers, Project Staff Members, Information Technology.

TRANSFORMATIONAL LEADERSHIP STYLE AND PROJECT SUCCESS: THE ROLE OF EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL COMMITMENT

Noman Qadeer and Dr. Muhammad Zeb Khan

ABSTRACT

Project success has been determined by many factors, one of them is the critical role of project managers. This study looks into the Transformational Leadership Style of project managers in the Telecommunication sector in Pakistan with special focus on how it affects project success through the mechanism of Organizational Commitment. It also investigates the moderating role of Emotional Intelligence. Data was collected through a standardized questionnaire from project managers and the team members working under them. Using convenience sampling procedure, a total of 100 respondents filled in the online survey. Data was analysed using descriptive statistics (e.g: Mean, SD, and Correlation) and inferential statistics (e.g., Regression, t-test, and F-test) to test hypotheses. The overall results showed that the Transformational Leadership Style has significant impact on the project success with the Organizational Commitment not playing a mediating role (as hypothesized). Similarly, Emotional Intelligence too did not moderate the relationship between Transformational Leadership-Style and Organizational commitment. The study has theoretical and practical significance for researchers and practitioners in the field of project management.

Keywords: Project Success, Transformational Leadership, Emotional Intelligence, Organizational Commitment.

2021

ORGANIZATIONAL INTERNAL AND EXTERNAL FACTORS AND PROJECT SUCCESS: THE MEDIATING ROLE OF RISK ATTITUDE AND MODERATING ROLE OF RISK MANAGEMENT

Nayab Tanveer and Dr. Khansa Zaman

ABSTRACT

The purpose of this study is to investigate the impact of organizational factors on project success. This study expounds on the external factors that include economy, politics and technology, and an important internal factor, which is compensation having a direct impact on project success. The study also measures the mediating role of risk attitude between internal factors, external factors and project success. Moreover, this study aims to analyze the moderating role of risk management between risk attitude and project success. The sample size of 428 middle level managers of mega-projects was used and the data was collected using self-reported questionnaires. Correlation, multivariate regression, mediation and moderation tests were conducted to measure the relationships between the variables under study. Results showed that the external factors and internal factors affect the project's success except for economic factors. Risk attitude was found to have mediating relationship between external and internal factors and project success, whereas risk management was also strengthening the relationship between risk attitude and project success. The implications of this study can be used as a guide for practitioners and researchers in the area of risk management and project outcomes of understanding risk attitude based on the results. The limitations and directions for future research have been discussed.

Keywords: Political, Economic, Technology, Compensation, Risk Attitude, Risk Management, Project Success.

2021

IMPACT OF SHARED LEADERSHIP ON PROJECT SUCCESS: WITH MEDIATING ROLE OF KNOWLEDGE SHARING AND TEAM PERFORMANCE AND THE MODERATING EFFECT OF TEAM TRAINING EFFECTIVENESS

Khurram Yazdani Qureshi and Dr. Muhammad Zeb Khan

ABSTRACT

Achieving project success has always been a point of concern for organizations as well as project managers. The role of leadership in success of a project requires shared knowledge and empowerment to enhance team performance and ultimately improved project success. This research aims to examine the effect of shared leadership on team performance and project success. Study examined the moderating role of team training effectiveness between knowledge sharing and team performance. To examine the shared leadership, team processes and performance model, the researcher conducted survey by using dyadic technique and collected responses from 203 project managers and their subordinate staff working in project teams in Telecom, NGOs and Project Based Government Departments working in Islamabad/Rawalpindi. Structure equation Modelling tool was used to perform data analysis. Result showed that shared leadership positively effects knowledge sharing, team performance which in return positively effects project success. Knowledge sharing and team performance have contributed in serial mediation and reflected full mediation. The moderating role of team training effectiveness has not been observed in Pakistani context. This research adds to the knowledge of important team process factors through which shared leadership indirectly affects project success. Based on the findings, the research provided practical implications for managers and policy makers as well as theoretical contribution to the literature.

Keywords: Shared Leadership, Knowledge Sharing, Team Performance, Team Training Effectiveness, Project Success.

2021

HRM PRACTICES AND PROJECT SUCCESS: THE MODERATING ROLE OF EMPLOYEE PARTICIPATION

Muhammad Adeel Ansari and Dr. Muhammad Zeb Khan

ABSTRACT

Human resource management practices (HRM practices) create a competitive advantage in today's global market by providing improved convenience in projects ultimately leading to direct impact

on a firm's Project Success (PS). HRM practices have lately set new trends with direct relationships with project management and organizational performance in project-based organizations (PBOs). This research work unveils the impact of four well-versed HRM practices; Systematic Employee Recruitment and Selection (ERS), Effective Employee Training and Development (ETD), Fair Employee Performance Appraisals (EPA) and Perceived fairness in Employee Compensation System (ECS) on Project Success in PBOs with the moderating effect of Employee Participation (EP) in this relationship. The study focuses on the telecommunication sector of Pakistan. 272 complete responses accounted for data analysis and discussion part via online and field distributed surveys. IBM SPSS 20 was used for bivariate correlation and linear regression analysis for hypothesis testing of the study variables and corresponding results were documented and discussed. Preacher & Hayes macro was used to check moderation analysis. The study concludes that all four HRM practices (ERS, ETD, EPA and ECS) positively influence Project Success of firms and (EP) further moderates the relationship between HRM practices and Project Success, consequently giving future directions to researchers and suggesting project managers to inherit these HRM practices.

Keywords: Project Success, Employee Participation, HRM Practices, Systematic Employee Recruitment and Selection (ERS), Effective Employee Training and Development (ETD), Fair Employee Performance Appraisals (EPA) and Perceived fairness in Employee Compensation System (ECS).

2021

**IMPACT OF PROJECT COMPLEXITY ON PROJECT PERFORMANCE WITH
MEDIATING ROLE OF ABSORPTIVE CAPACITY AND MODERATING ROLE OF
PROJECT GOVERNANCE**

Shazia Parveen and Dr. Muhammad Zeb Khan

ABSTRACT

Finding ways to improve project performance has always been a concern of both researchers as well as practitioners. One aspect that may hinder smooth sailing of projects is their complexity but this is not been yet fully explored. This study aims at the dynamics of project complexity in the

context of its impact on project performance and the role of absorptive capacity and project governance. This study applies complexity theory and agency theory to support the given relationship among variables. In respect for further empirical studies researchers mainly neglected the essential role of human efforts and human interaction in performing complex project activities. To test various hypotheses data was collected from 260 IT managers working in different firms operating in Islamabad / Rawalpindi. Data analysis was carried out through SEM by using SmartPLS software. The results show that project complexity does not have negative impact on performance and absorptive capacity has a positive role. Project governance was not a good moderator as justified by the theoretical framework. The study has both theoretical and practical significance as shown in the last chapter of the thesis.

Keywords: Project complexity, Project performance, Absorptive Capacity, Project Governance, IT sector, Islamabad, Rawalpindi.

2018

**IMPACT OF PROJECT COMPLEXITY ON PROJECT PERFORMANCE WITH
MEDIATING ROLE OF ABSORPTIVE CAPACITY AND MODERATING ROLE OF
PROJECT GOVERNANCE**

Imran Mehmood and Dr. Khurram Shahzad

ABSTRACT

Researches have shown that Total Quality Management practices have created a positive impact on the success of an organization in both manufacturing and service industries. This impact was seen in developed countries as well as in developing nations. Similarly, project management tools and techniques also increased the probability of success rate because nowadays project managers believe that project management tools and techniques are one of the key factors which can increase the success rate of projects. In this research, the effect of TQM practices (leadership, customer/supplier relations, employee relations, product/process management and continuous

improvement) on project success is investigated mainly by highlighting the moderating impact of project management tools and techniques in the manufacturing organizations. An empirical research was conducted with 253 respondents working as a project manager in these manufacturing organizations. It was observed that relationship of TQM practices with project success and the relationship of project management tools and techniques with project success is significantly positive. Baron and Kenny (1986) method has been used to investigate the moderating effect. It was found that there was no moderating effect of project management tools and techniques on the project success. Possible reason could be the already implemented existing practices and techniques in these organizations. As the applied practices and techniques currently used in these organizations are appropriate, hence this reason is limiting the need of introducing anymore new method or technique in the system.

Keywords: Total Quality Management, Project Management Tools, Project Management Techniques, Project Success, Manufacturing Organizations, Pakistan.

2017

IMPACT OF GLOBAL SOFTWARE DEVELOPMENT CHALLENGES ON PROJECT SUCCESS: INVESTIGATING THE MODERATING ROLE OF TOTAL QUALITY MANAGEMENT PRACTICES

Raheel Mehboob Sheikh and Dr. Khurram Shahzad

ABSTRACT

As the software industry is continuously growing and implementing Global Software Development (GSD), more focus was given to produce software rapidly to meet the global requirements. However, there were several challenges associated with this implementation in order to carry out the seamless coordination and communication to manage diversified workforce. Hence, to make sure that strengths of GSD are not compromised, there was a need to come up with a mechanism that continuously embraces project success yet with the challenges of GSD associated with it. The specific aim of this research is to investigate the relationship between GSD challenges and project success along with the moderating role of Total Quality Management (TQM) practices among IT professionals. An empirical research was carried out to test the hypothesis using correlation and regression analysis methods. The data collected comprised of a total of 304

questionnaires from employees of different IT/Software organizations. The result indicated that there is a negative relationship between GSD challenges and Project Success, however, it was found that TQM practices moderated the relationship between GSD challenges and Project Success such that relationship between GSD challenges and Project success was weak, when TQM practices were high. It revealed that organizations should invest in implementing TQM practices so that project success across global software development environment is ensured.

Keywords: Global Software Development, Challenges, Project Success, Quality Management Practices.

2013

LINKING BIG 5 PERSONALITY TRAITS, CONFLICT MANAGEMENT STYLES WITH LEADERSHIP EFFECTIVENESS: A STRUCTURAL EQUATION ANALYSIS

Riffat Abbas Rizvi and Dr. Uzma Javed

ABSTRACT

The Present study aims to examine the direct and indirect (through conflict management styles) past of personality on the effectiveness of project managers working in various organizations. The investigation offers a conceptual foundation for exploring the relationship between big five personality factors, conflict management styles and leadership effectiveness (i.e. achieving employee's loyalty and adopting new procedures). Data was obtained from 308 project managers from multiple organizations to test the hypothesized relationships. Results show that the conflicts management styles partially mediate the association amongst personality traits and leadership effectiveness. Furthermore, extroversion, agreeableness and emotional stability are important personality traits among project managers, whereas, integrating and compromising styles are important conflict management styles among project managers. Where emotional stability has a direct association with leadership effectiveness, extroversion and agreeableness have an indirect effect on employee loyalty and adopting new procedures through integrating and compromising styles. Project managers who are extrovert and have the tendency of agreeableness in relation to integrating and compromising style can make themselves as effective Leaders.

Keywords: Personality, Conflict Management Styles, Leadership Effectiveness, Organizational Conflict Inventory.