



Does Project Governance Moderate the Effect of Emotionally Intelligent Managers on the Success of a Project

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This is second part of a study on Emotionally Intelligent managers of Projects in relation with the success and completion of the projects. This part of study is aimed to examine the role of managers' emotional intelligence on the project-success with the moderation of project governance in the construction area, Pakistan. A cross-sectional survey results questions yielded 228 responses who the project managers of the construction companies in Peshawar are, Pakistan. Analysis was done through correlation study and the moderated hierarchical regression analysis. The findings highlighted a positive and significant effect of self-awareness and self-regulation on project success of construction companies in Peshawar with a moderating effect of project governance similar as studies of Wong, & Law, (2002); Müller, R., Geraldi, & Turner, (2011). While social-awareness is insignificantly affecting the project success with denying the moderating effect of governance contrast to findings of Loufrani-Fedida, & Saglietto, (2016); Brackett, Rivers, & Salovey, (2011); O'Boyle et al., (2011) and Fisher, (2011). Having lack of a culture of giving much importance to social awareness and to achieve through collective competence of the team can be the foremost cause of the absence of such relationship in project managers of construction companies in Peshawar. This study is contributing into the prevailing literature on study variables specifically with a tempering of governance in Pakistani context. The findings of the study can be supportive in the academic goals to link the logical networking among contribution of emotionally intelligent of the managers and the project governance that would benefit project management practitioners in different governance contexts ensuring the success of projects specially the national level mega projects.

Key Words: *Emotional Intelligence, Project Success, Project Governance, Social Awareness*



Introduction

The immense rate of projects failure stresses the basic to recognise the contributing players in the success of projects. Especially where the work is of complex nature and feelings of individuals are increasingly imperative to be considered. Hence, both the technical as well as soft skills are equally mandatory to reach the project up to its expected goal. Various researchers studied governance and emotional intelligence of project leaders as serious antecedents of project success (Mersino, 2013; Joslin, Robert & Muller, 2016).

Emotional intelligence skills are key to the survival and manage work changing environment (Bar-on, 2006). The utilization of emotional intelligence in projects have the capacity to improve workers compatibility and groups' cohesiveness. Project governance is one of the elements in the success of projects especially in the construction projects. The success of projects especially, based on complex nature of tasks like in construction industry and information technology industry, need to improve the procedures of project governance (Love et al., 2011).

It is perceived that projects of the construction industry in Pakistan also encounter the hitches of unattainable goals because of lack of both emotional and technical skills in the leaders. The moderating role of project governance on project success and emotional intelligence of project managers is not been found in previous research studies. Therefore, the study is one of the series of investigations, intended to explore the impact of emotionally intelligent managers on the accomplishment of the project with the moderating role of project governance in the construction areas of Pakistan. The study is aimed to answer the following questions.

- 1) Does project governance moderate the relationship of self-awareness (E.I) of the managers on the success of the projects in the Construction Industry, Pakistan?
- 2) Does project governance moderate the relationship of self-regulation (E.I) of the managers on the success of the projects in the Construction Industry, Pakistan?
- 3) Does project governance moderate the relationship of social-awareness (E.I) of the managers on the success of the projects in the Construction Industry, Pakistan?

Unluckily, the literature on project management (PM) reports that the projects are not carried on time, within budget and/or scope (Asif, 2003; Frese & Sauter, 2003; Cicmil & Hodgson, 2006, Lee & Xia, 2005, Papke-shields et al., 2010; Group, 2009) while other projects like in Oil and gas industries have slightest rate of failure and the reason given is the use of best practices and intellectual property in more valuable ways to enhance the success rate of these projects (Yeong & Lim, 2010). This study is contributing into the existing literature on emotional intelligence and project success with a tempering of governance in Pakistani context. The findings of the study can be helpful for academic purpose to link the logical networking among emotional intelligence of project managers, the success of projects and the project governance. Moreover, the study can contribute to rise managers in the knowledge of



emotional intelligence role in projects success in all the project-based sectors. However, the relationships between the project manager's emotional intelligence and success of project along with the moderation of project governance has not been studied in Pakistani context as per available literature, so the study will add significance to the recent knowledge.

Literature Review

Emotional Intelligence and Project Success

Australian Institute of Management (2017) focused in the various training programs that humans keep dealing with their own as well as others emotions all the time in life. Salovey & Mayer (1990), followed by Golman (1998) introduced the concept of emotional intelligence and linked it with organizational success. Zhang and Fan, (2013) revealed a positive relationship between emotional intelligence of team working in construction projects. Effective project management requires both the technical as well as soft skills including the parameters of emotions (Fisher, 2011). Studies highlighted that the skills and competence of managers in recognizing and regulating their own and others emotions in context of the project management (Mazur et al., 2014; Muller & Turner, 2007). Such proficiency can help to achieve high quality results, effective workforce relationship and achieving targets of all related stakeholders. Project managers having high degree of emotional intelligence are more able to understand emotions and behaviours of others in addressing the challenging tasks in more creative way (Liderbaum & Jordan, 2014; Peslak, 2005) and able to achieve collective competence of the team (Loufrani-FEdida & Saglietto (2016). Emotionally intelligent project supervisors positively influence the employees' attitude towards diagnosing the problems and coming up with solutions to different project-oriented problems faced by employees (Mount, 2006; Zhang, Cao & Wang, 2018). Studies revealed a positive impact of emotional intelligence (EI) on project success (Clarke, 2010, Mazur et al, 2014; Muller & Turner, 2010).

Project Governance and Project Success

The idea of governance is characterized by Muller (2009) as the amalgam of the esteem framework duties, procedures and arrangements to give organizations a system. Project governance means to evaluate the benchmarks of an on-time completion of the project, budget, project success criteria and the reimbursements to organization to be matched with the future in terms of modernization and growth (Judgev & Muller,2005; Papke-Shelds et al,2010). Governance of project encompasses the project lifecycle and provide an appraisal pattern to ensure its success by documenting and communicating reliable project practices (PMI, 2013b; Muller et al., 2014).

Along with the technically achievement of goals, the governance of contractors in construction projects is also vital (Cacamis & Asmar, 2014; Thomas, 2018). Besides that, the pledge,

harmonization and talent of the project participants (Loufrani-Fedida & Saglietto, 2016; Hai, et al., 2012) support the success of projects. Studies showed the importance of soft factors including collaboration, headship roles of the project managers and the team's harmony (Hoegl & Gemünden, 2001; Turner & Müller, 2005; Cox et al., 2003; Judgev & Müller, 2005). Particularly, the large scale investment projects essentially require the application of governance principles that affects project success (Bekker & Steyn, 2008). The most important factor of the project success is timely troubleshooting for the unanticipated issues of any project to provide robust solutions. Shahzad et al., (2011) studied the impact of emotional intelligence on employee performance and found a significantly positive relation between both the variables. Another study in Indian context proved a similar relative between dimensions of Emotional-Intelligence and work output in the construction industry (Kulkarni et al., 2009) by establishing an influence of emotionally intelligent managers on their performances. Similarly, in Pakistani context, Rahim et al., (2010) verified that emotional intelligence develops the smooth satisfaction at work that triggers to the improved performance concluding the projects successfully.

As the moderating role of project governance in a model align with the influence of project managers' emotional intelligence on project success has not been proven by an in-depth research. Therefore, this piece of work would be aiming to fill the prevailing vacuity in this regard. Following is the theoretical framework developed for the study based on the review of the related literature to achieve the objectives.

The Conceptual Frame Work

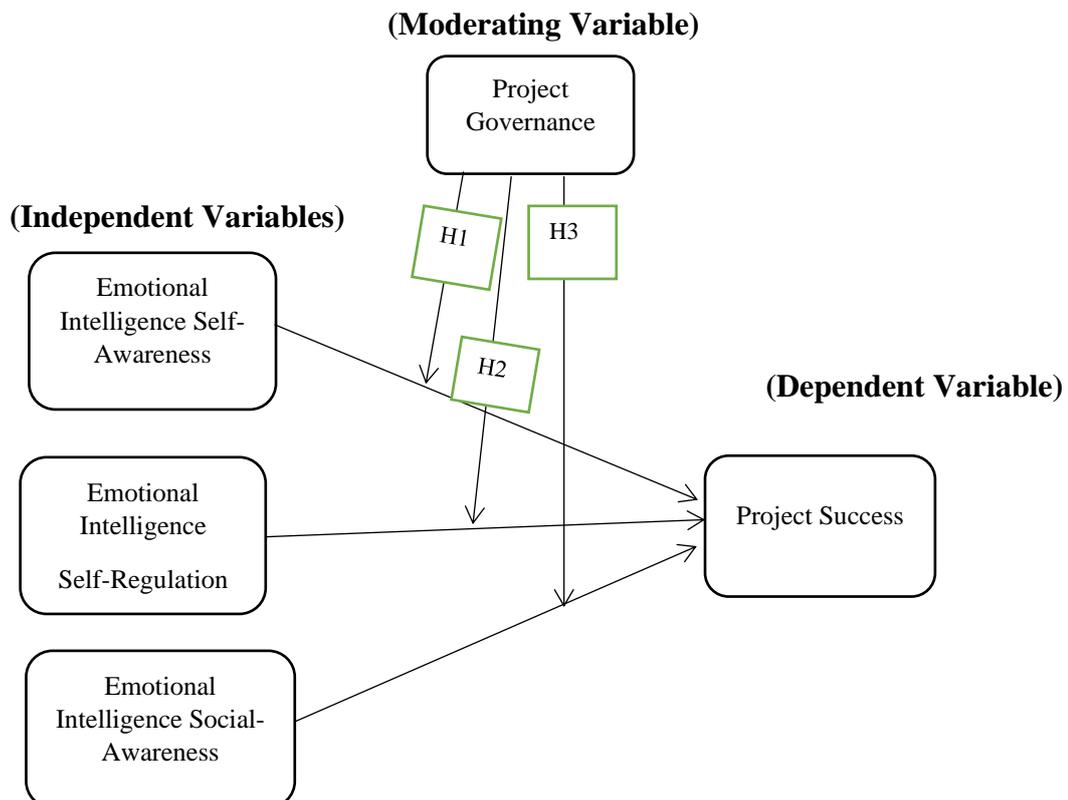


Fig 1. Theoretical framework of the study

Figure 1 is explaining the theoretical framework of the study. The independent variables in this research are Self-Awareness(SW), Self-Regulation(SR) and Social-Awareness(SA). The dependent variable in this study is project success (PS) and project governance (PG) is the moderating variable. Using the theoretical framework of the study, following hypotheses are developed.

- H₀: *Project Governance does not significantly moderate the association of Self-Awareness and Success of the Projects.*
- H₁: *Project Governance significantly moderates the association of Self-Awareness and Success of the Projects.*
- H₀: *Project Governance does not significantly moderate the relationship between Self-Regulation and Success of the Projects.*
- H₂: *Project Governance significantly moderates the relationship between Self-Regulation and Success of the Projects.*
- H₀: *Project Governance does not significantly moderate the relationship between Social-Awareness and Success of the Projects.*
- H₃: *Project Governance significantly moderates the relationship between Social-Awareness and Success of the Projects.*

Methodology

This causal study is using cross-sectional time horizon. The selected population for the study consist of construction companies of Peshawar, Pakistan. Data from 228 out of 250 individuals (89% response rate) collected who are the project managers of these construction companies. The sample is nominated to realize the fact that not all the individuals in the sample will be chosen having equal chance as per convenience sampling. So individuals are chosen at ease conveniently from within relevant population. Data is collected using questionnaires for the emotional intelligence, project governance and project success all adopted from the previous studies as given in table 1.



Table 1

References of adopted questionnaires

Variable	Authors and Year
Emotional-Intelligence	Wonng & Laaw (2002)
Project Governance	Muller & Martinsuo(2015)
Project Success	Shenar et al. (2008)

For the analysis, number of statistical tools used including Cronbach's alpha coefficient to check the internal consistency of the variables. Preferably, the decision criteria to achieve a reliable scale is the value of coefficient above 0.7 (70%) (Cronbach, 1946; Oppenheim, 2000; Streiner & Norman, 1995; Sekaran, 2006).

Further descriptive statistics is calculated including measures of central tendency and deviations and skewness-kurtosis. Besides that the Pearson, (1920); Nagelkerke, (1991); Miles and Shevlin, (2001) believed that a bivariate-correlation can be attained using a Pearson Product-Moment correlation coefficient values "from -1 to +1". Correlation among variables is calculated to determine the association of the variables. Moreover, regression analysis is done to show the fitness of model and the value of R-square (coefficient of determination) depicts the explanatory power of the model. Impact of independent variables was examined on dependent variable. Last but not least is the Moderator (Hayes) to check the result of a moderator is considered statistically as an interaction e.g., gender, ethnicity, class, level of reward that upsets the endorsed the relation between dependent variable (project-success) and independent variables (emotional-intelligence). The moderating variable of the study is project governance.

Results and Discussion

The data received from 228 project managers (89% response rate) of construction companies of Peshawar is analysed as follow:

Reliability Analysis

The reliability results show that the coefficient is 0.951 (95%) based on "standardized items" proving a good uniformity among its 32 items. The reliability is calculated for the sample size of 228 project managers in construction companies in Peshawar. The reliability coefficient of all variables are given in table 2.

Table 2

Cronbach's Alpha for Reliability study

Study Variables	Items	Cronbach's Alpha
Self-Awareness	5	82.0%
Self-Regulation	5	88.0%
Social-Awareness	8	90.0%
Project Governance	8	90.0%
Project Success	6	71.0%

Source: author constructed

Table 2 shows that by using the Likert scale from the scale of 1 to 5, the Cronbach alpha values of Self-Awareness is 0.82 i.e. 82% , the Self-Regulation is 0.875 i.e. 88%, the Social-Awareness is 0.897 i.e. 90% , the project governance is 0.899 i.e. 90% and the project success is 0.709 i.e. 71%. The reliability test for all the five variables gives the acceptable values (greater than 0.7) and shows a good consistency in the data.

Descriptive Analysis

Table 3

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
				Statistic	S.E	Statistic	S.E
EI (SA)	228	3.2719	0.96151	-0.252	0.161	-0.653	0.321
EI (SR)	228	3.9489	0.88484	-1.492	0.161	1.836	0.321
EI(SAW)	228	3.0455	0.93691	-0.494	0.161	-0.499	0.321
PG	228	3.9304	0.82032	-1.682	0.161	2.528	0.321
PS	228	3.7639	0.73655	-0.628	0.161	0.183	0.321

Table 3 shows the mean value of all variable as well as the standard deviation of the data. Skewness and Kurtosis values are confirming the normality and the goodness of the data.

Correlation

According to Cohen (1988), $r = \pm 0.10$ to ± 0.29 (small), $r = \pm 0.30$ to ± 0.49 (medium) and $r = \pm 0.50$ to ± 1.0 (large) correlation can be found among the variables.

Table 4

Correlation Coefficient of Emotional Intelligence, Project Success and Project Governance

		E.I	P.G	P.S
Emotional Intelligence	Pearson Correlation	1		
	“r”			
	Sig. (2-tailed)			
Project Governance (PG)	Pearson Correlation	0.929**	1	
	“r”			
	Sig. (2-tailed)	0.000		
Project Success (PS)	Pearson Correlation	0.459**	0.579**	1
	“r”			
	Sig. (2-tailed)	0.000	0.001	
	N	228	228	228

** Correlation is significant at the 0.01 level (2-tailed).

Table 4 shows that Pearson correlation coefficient “r” value between emotional intelligence (EI) and the project governance is $r = 0.929$ (i.e 92.9%) which means both have positive and highly significant correlation. Similarly, the Pearson coefficient value for emotional intelligence (EI) and project success is $r = 0.459$ (45.9%) proves a positive and medium level correlation. Moreover, project governance and project success has $r = 0.579$ (i.e 57.9%) which means both have positive and strongly significant correlation. Pearson correlation coefficient of all the variables specify minimal accepted relationship among each other and helps to understand the impact of Emotionally Intelligent project managers on success and completion of a project. Moreover, the moderating role of project governance in construction companies of Peshawar is also established.

Regression Analysis

Table 5

Model Summary of Self-Awareness (Emotional Intelligence)

	β	SE	t-value	p-value	LLCI	ULCI	R ²	F
Constant (Project Success)	0.3528	0.5945	0.5935	0.5534	-0.8186	1.5243		
Project Governance Self-awareness	0.8619	0.1450	5.9451	0.0000	0.5762	1.1477		
Interaction	-0.1305	0.0480	-2.7183	0.0071	-0.2251	-0.0359	0.321 2	35.328 5

β = coefficient , SE= standard error, LLCI= lower level confidence interval, ULCI= upper level confidence interval

The values of lower level confidence interval (LLCI) and upper level confidence interval (ULCI) are significantly positive impact of project governance on success of the project so the hypothesis is accepted. Then the values of LLCI and ULCI are also positive and have significant impact of EI (self-awareness) on project success, so the hypothesis is accepted. So, when we check the interaction effect which is significant, so there is moderation in EI (self-awareness).

Table 6

Model Summary Self-Regulation (Emotional Intelligence)

	B	SE	t-value	p-value	LLCI	ULCI	R ²	F
Constant (Project Success)	2.7203	0.4714	5.7705	0.0000	1.7913	3.6493		
Project Governance Self-Regulation	0.5189	0.1865	2.7833	0.0058	0.1515	0.8864		
Interaction	-0.6347	0.2053	-3.0912	0.0022	-1.0394	-0.2301		
Interaction	-0.0933	0.0453	2.0614	0.0404	0.0041	0.1825	0.3287	36.5633

β = coefficient , SE= standard error, LLCI= lower level confidence interval, ULCI= upper level confidence interval

The values of lower level confidence interval (LLCI) and upper level confidence interval (ULCI) are significantly positive impact of project governance on success of the projects so the hypothesis is accepted. Then the values of LLCI and ULCI are also positive and have significant impact of EI (self -regulation) on project success, so the hypothesis is accepted. So, when we check the interaction effect which is significant, so there is moderation in EI (self-regulation).

Table 7

Model Summary Social Awareness (Emotional Intelligence)

	<i>B</i>	<i>SE</i>	<i>t-value</i>	<i>p-value</i>	<i>LLCI</i>	<i>ULCI</i>	<i>R²</i>	<i>F</i>
Constant (Project Success)	2.0537	0.7791	2.6358	0.0090	0.5183	3.5891		
Project Governance	0.3846	0.1942	1.9806	0.0489	0.0019	0.7672		
Social Awareness	-0.0658	0.2434	-0.2703	0.7872	-0.5454	0.4138		
Interaction	0.0333	0.0604	0.5510	0.5822	-0.0857	0.1522	0.0009	0.3036

β= coefficient , SE= standard error, LLCI= lower level confidence interval, ULCI= upper level confidence interval

The values of lower level confidence interval (LLCI) and upper level confidence interval (ULCI) are significantly positive impact of project governance on success of the projects so the hypothesis is accepted. Then the values of LLCI and ULCI are negative and have insignificant impact of EI (Social-Awareness) on project success, so the hypothesis is rejected. So, when we check the interaction effect which is insignificant, so there is no moderation in EI (Social- Awareness).

Hypothesis	Statement	Decision
H ₁	Project-Governance plays moderator role between Self-Awareness and Success of the Projects.	Accepted
H ₂	Project-Governance plays moderator role between Self-Regulation and Success of the Projects.	Accepted
H ₃	Project-Governance plays moderator role between Social-Awareness and Success of the Projects.	Rejected



Conclusions and Recommendations

The study was aimed at knowing the effect of emotionally intelligent managers of the construction projects attributes on success of the projects using a moderator of project governance in the project based organizations of the construction industry in Peshawar. The independent variables of the study are the measurements of the Emotional-Intelligence including managers' self awareness and regulation as well as the social-awareness, the dependant variable is project success with project governance as a moderator.

A structured questionnaires were adapted from literature, having five point Likert scale. 250 questionnaires have circulated among project managers in construction sector and 228 were properly filled. However, studying the impact of dimensions of emotional intelligence, The findings highlighted a positive and significant impact of self-awareness and self-regulation on project success of construction companies in Peshawar with a moderating effect of project governance similar as studies of Wong, & Law, (2002); Müller, R., Gernaldi, & Turner, (2011). While social-awareness is insignificantly effecting the project success with denying the moderating effect of governance contrast to findings of Loufrani-Fedida, & Saglietto, (2016); Brackett, Rivers, & Salovey, (2011); O'Boyle et al., (2011) and Fisher, (2011). Having lack of a culture of giving much importance to social awareness and to achieve through collective competence of the team can be the foremost cause of the absence of such relationship in project managers of construction companies in Peshawar. This study is contributing into the prevailing studies on study variables with a tempering of governance in Pakistani context. The findings of the study can be helpful for academic purpose to link the logical networking among emotional intelligence of project managers and the project governance that would benefit project management practitioners in different governance contexts ensuring the success of projects specially the national level mega projects. Furthermore project governance moderates the relationship between project success and the dimensions of the independent variables. Hence the results of the study revealed that in order to increase the ability of project managers for the success of a project, all the attributes of emotional intelligence should be given attention specially the dimension social-awareness. Knowing the team participants differences and uniqueness would help to utilise the human capital more efficiently and effectively. When the attributes of emotional intelligence would be considered worthwhile that will help to increase the ratio of successful projects specifically in construction industry. Because both the emotional intelligence and the project success are having direct influence on each other and increase in emotional intelligence of the project managers increases the ratio of project success with the moderating effect of governance. Hence the triangle needs to be considered most vital in projecting sensitive and mega projects. The study highly recommends that the project managers must give appealing focus to all attributes of emotional intelligence specially self and social awareness. Hiring of emotionally intelligent managers who can regulate their emotions in a productive way would ensure the success of projects specially the national level mega projects.



In addition the project governance should not be oversighted and mandatorily aligned with the project life cycle to get a higher rate of success.

Future Directions

The future directions of the study include a longitudinal study to check a detailed impact of the given independent variables with a more big size of sample and in other cities of Pakistan. Some other dimensions of independent variables such as empathy can be taken as the independent variables to check the impact on project success in construction industry whereas other project based industries can also be studied. Similarly, other moderator can also be included like leadership styles, goal clarity, project manager competence, job performance and trust. By including new dimensions in independent variables as well as moderators this study can get a different direction and thus construction productiveness in Pakistan can take assistances from the study's reveals to improve the projects in term of Completion and success rate.



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