

Emotional Intelligence and Project Success in Construction Projects

Tanveer Ahmad¹, Shahid Rasheed¹, Nauroz Khan²

Abstract

Project complexity either technical or human in any project leads to a substantial increase in the challenges faced by the project managers. Draw upon the affective event theory, the research intentions to explore the nexus between emotional intelligence (EI) and project success (PS) with a mediating role of employee job satisfaction (JS). Data was collected by distributing 500 questionnaires among the construction sector project workers from which 356 employees responded. Results of the study revealed that EI has a significant influence on PS, whereas JS partially mediates the linkage between EI and PS. Hence, from the results, it is enough evidence to state that project managers (PM) should be well-aware of the concepts pertains to EI so that they can initiate more human cum project-oriented programs to make a project successful in multifaceted project conditions.

Keywords: Multifaceted project, Project success, Emotional intelligence, Job satisfaction, Construction projects.

1 Introduction

The development and fast evolution of industries are increasing the compound projects in different divisions which include information technology, security and social sectors, construction, and many infrastructures (Yatim & Ruiz, 2009; Whitney & Daniels, 2013). The world economic data have recorded a huge increase in project base management systems around the world. Administrations that are using the practice of project management should be more skillful and professional at responding to threats or prospects, various scholars have debated the value and convention of EI in completing the projects with success (Gehring, 2007). An investing budget in projects around the world has increased drastically from millions to billions and these numbers of budget investing in projects are rising every year (Anantatmula, 2008). He also argued that these increasing figures making it difficult to manage the project as they demand high from the project manager, faster and more cost-effective projects (Reich & wee, 2006).

These projects face major challenges and each multifaceted project is truly the first of its type (Sausser, Reilly & Shenhar, 2009) which suggests new capabilities infrastructure. Such projects usually highlight issues related to complicated systems and huge budgets such as uncertainty and irregularities. Further, such a large budget project usually attracts the attention of the public and also the political interest which results in considerable environmental, international, national, and social implications for the

¹Abasyn University Peshawar

²Ashna University Afghanistan

Corresponding Author: shahid.rashid@abasyn.edu.pk

failure or success of these kinds of organizations (Maylor & Whitty, 2009). Projects are frequently chastised for being late, overbudget, underproductive, and of poor quality. (Sudong et al;2017) found that a failed project can cause disaster for project stakeholders.

Emotionally strong leaders who are express their emotions may practice emotional impurity to express moods of pleasure and happiness to increase team members' constructive conditions and pleasure (Ilies, Cur, seu, Dimotakis, & Spitz- muller, 2013). They also say that project managers' EI is important to avoid the risk of project team members, i.e., team member's selection, job involvement, and JS. An Emotionally strong project leader wants to make a managerial environment that gives importance to EI and attract and keep Emotionally strong team members. Similarly, emotionally strong managers enhance their group member's confidence and group identity which is important to create team EI (Druskat & Wolff, 2001). This research backs up the theory that a project coordinator who uses a transformational leadership style has a favorable influence on project success (Bahaudin, 2018)

To achieve PS the team members, play a significant role so, managers must encourage physical activity and developing prospects that increase the EI and abilities of their team members. Emotionally strong executives are capable to construct team social uniqueness's between their team members and support and move them towards emotional situations that increase their determination and work fulfillment (Ashkanasy & Humphrey, 2011). Literature has presented that EI has a remarkable effect on job efficiency. Goleman (1995) says that EI has a large impact not only on job performance but also on the personal life and says that 80% of human life success depends on EI. If managers possess high EI, ultimately their employee's performance will be good and they will do well (Wong & Law, 2002) because emotionally strong managers will create a positive work environment in which the employees will perform better which will ultimately lead to PS. Emotion regulation and management can help project members of the team regulate and comprehend their own and other teammates' emotions in the face of conflict (Khosravi,2020). To examine the impact of leadership qualities, personal qualities, behaviors, and interpersonal capabilities in enhancing performance of the project in construction organizations, Wu et al. (2017) and Rezvani et al. (2018) used data from Wu et al. (2017) and Rezvani et al. (2018).

1.1 Significance of the study

Many research studies have recognized leadership as an intrinsically emotional process. Connecting with employees on a high level of emotions, it is necessary to build relations on confidence and commitment (Madera & Smith, 2009). Leban and Zulauf (2004) say that EI is significant for project managers to recognize the moods and emotions of employees toward work and to help them to make good choices about how policies should be presented. Leadership practices that raise positive and optimistic affectivity have also been seen to be allied with an improved team and organizational performance (Ozcelik, Lang- ton & Aldrich, 2008). Such types of findings have directed claim that EI shows a unique set of competencies which gives us better leadership outcome (Ashkanasy & Ashton-James, 2005). Most of the earlier research observing EI and

project leadership has focused on how EI contributes to the leadership and team cohesion. But less work has been seen on the part of EI and the connection between emotional leaders and team members (Clarke, 2010).

Literature has presented that to build a positive relationship and to achieve the desired work outcomes i.e., team performance, job commitment, JS, and organizational identity there should be a good positive association which is achieved through EI (Dulebohn, Bommer, Liden, Brouer & Ferris, 2012). We have constructed the idea of our research based on some literature gaps in the relation between EI and PS like Xiang, Yang, and Zhang (2016) say that they have focused only two items (awareness and management of others' emotions) of EI out of four components in their research. The significance of EI associated with individuals in many areas has turned more attentive from the last ten to fifteen years (Adeyemo, 2008).

Research says that personalities who own a high level of EI might have a durable capacity to grip with complexities and struggles amongst them and other team adherents and might be an additional productive idea over distinct and proficient life. Weiss and Cropanzano (1996) say that moods at the workplace are affected by the involvement of emotions and moods like arrogance, keenness, irritation, embarrassment, blame, horror, obstruction, and jealousy. These types of emotions and feelings appear from conditions that produce emotional responses in the job location. Literature has presented those personnel not only team members but also project top management also experience emotions in workplaces (Mignonac & Herrbach, 2004). Ashkanasy and Ashton-James (2005) claimed that there are some relationships among administrative decision-making practices and the emotions that project administrators practice in reaction to job situations.

1.2 Problem Statement

Projects are mostly done to accomplish the anticipated result within inadequate time and budget (Barczak, 2010). Two types of resources are always required for any project to complete successfully i.e., human resource and technical resource. Technical resources always rely on human resources therefore the most important resource for any project to be completed is Human resources. Everyone knows that human beings have emotions that affect teamwork which directly influence PS. As we know CPEC is started in Pakistan, so people from diverse cultures, areas, backgrounds and religions of Pakistan and China are working together to complete the different projects. So, it is very difficult for project managers to manage their feelings and emotions properly. Literature has also ignored the underlying mediating mechanism through which EI affects the PS is largely ignored in construction sites and project-based organizations. Therefore, in light of the previous studies i.e. (Zhang et.al; 2016, Ashkanasy et.al; 2016), this paper intends to study the mediating role of JS among the linkage of EI and PS.

2 Literature Review

2.1 Emotional Intelligence

EI is well-defined as the ability to observe, recognize and apply the emotions and feelings of one person and others in the conduct of one's thoughts and actions". Salovey and Mayer (1990). Afterward, emotional intelligence is consistently defined by a set of managing skills that have an important impact on how leaders interact with peoples. (Caruso & Salovey, 2004) and also many scholars have concluded that mostly the case in the situation of high complication in projects (Clarke, 2010). On the behalf of entire evidence provided by scientists that EI is correlated to administrative efficiency (Boyle, 2011), now this looks reasonable and we can accomplish that operative strategy in a project are not only resolute by practical implementation nor by difficult skills, but also by emotional skills (Fisher, 2003).

According Project Management Research by (Pisarski, Chang, Ashkanasy, 2014) also (Müller, Turner, 2007) have established a relationship among the EI of the project manager and his expertise in the management of complex projects. In specific, the outcomes of their research (Mazur, 2014, Müller & Turner, 2007) reveals the ability of the project manager to identify and control the feelings of others, as well as the quality and business relationships with stakeholders. Emotional experiences change with time and workplace behavior to varies with the employee's emotional experience (Weiss and Cropanzano, 1996). Workplace employees are prone to positive or negative feelings (Jordan, 2014). Commonly this has a positive effect and employees can do their work better (Caruso et al; 2008, Tram, 2006, Wong & Law, 2002), however undesirable emotions like disappointment and irritation, where anger may decrease interest which may subsidize to reduced activities performances (Fisher, 2003, Anderson et al; 2002, Shapiro & Brett, 2004).

Sometimes managers of projects with more EI must be highly motivated to have some positive influence on the project team members also offer them suitable explanations to problems and challenges which are present in a complex project entail (Mount, 2006). The EI of a team means the capability of a group of workers to develop a set of standards that guide emotional procedures (Druskat & Wolff, 2001). These ethics enable teamwork and consistency, behavior that is important to team efficiency (Druskat & Wolff, 2001). Jordan and Lawrence (2009) explain the EI of a team of four dimensions: awareness of one's feelings, awareness of one's feelings, one's emotions and emotions. It has been shown that the intelligence of the emotional team leads to closer relationships with colleagues (Jordan & Troth, 2004), better knowledge sharing, and verdict creation (Pelled et al; 1999).

Teams with a higher level of EI can give employees more support and confidence. It helps create an atmosphere of collaboration without negative criticism, teasing, and fear and also promotes better communication and conflict (Rego 2007). Teams with higher EI can monitor and adapt their emotions, and their sensitivity to other emotions not only motivates but also helps build relationships with others (Dulewicz & Higgs, 2000). Furthermore, emotion management permits teams to resolve skirmishes without

sacrificing team goals and effort. There seem to be different perspectives that can prevent misunderstandings from moving towards a common goal leading to a more cooperative atmosphere (Suliman and Al-Shaikh, 2007).

2.2 Job satisfaction

JS is about approaching someone's work defines by (Brief 1998). JS involves affective and cognitive components. Preceding researchers (Locke, 1969 & Weiss, 2002). It has been revealed that emotional and cognitive components subsidize general attitudes and behaviors. JS can be found as an independent variable with a variation of behaviors in the office, including project manager performances, assignment, and also as PS. (Bowling, 2007, Thoresen & Bono, 2001). This is supported by (Parker & Skitmore, 2005) where he concluded that JS is an important pointer of the intent of the project manager. Furthermore, (Pheng & Chuan, 2006) also distinguished that the manager of project career success also depends on JS, especially in complex projects.

We find that smart project manager who is satisfied with their efforts are likely to promote effective communication, problem-solving, and clarity of the project's mission. EI leaders are likely to know how their employees feel or feel in different situations and use that knowledge to develop trusted content and productive relationships. (Chun, Litzky & Godshalk, 2010, Mayer & Caruso, 2008). It promotes communication, open communication, and creativity during a crisis by maximizing the success rate of the project (Christie & Jordan, 2015). Employees with greater JS are important because they believe that the organization can have a bright future in the field and take care of the quality of their work; therefore, they are more organizational, have a higher retention level, and can be more productive (Fatt, Khin and Heng 2010).

JS has been the subject of intense research over the last 40 years of organizational research. Job performance is defined and measured as a global structure and perception that has multiple dimensions or dimensions (Lund, 2003). JS is often described as "a function of the observed relationship between what a person wants and thinks he should present" (Locke, 1969). A job is crucial to protecting and retaining qualified staff. Jobs are people's attitudes to their work and organizations. For the method, we can define JS as an employee's emotional response to work based on a comparison of actual and desired results (Mosadeghrad, 2003). A job is often accepted as a multifaceted structure that encompasses employees' feelings about internal and external business elements. This includes specific aspects of pay, benefits, promotions, working conditions, training, organizational skills, and peers (Misener et al., 1996).

2.3 Project Success

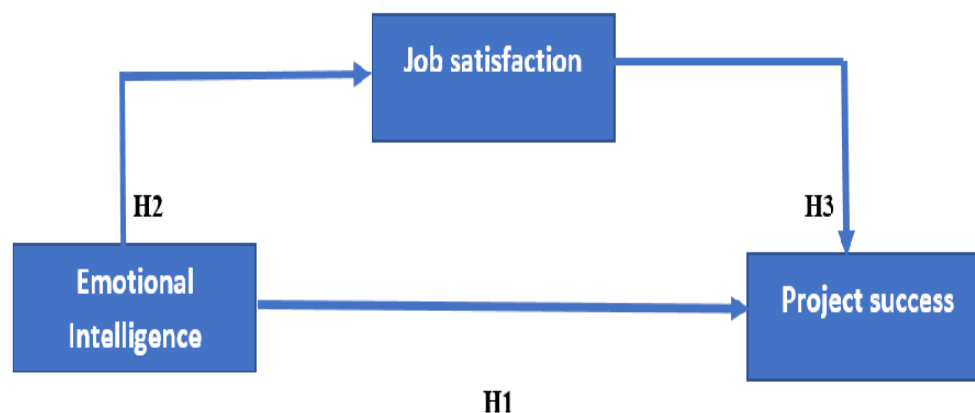
Many kinds of research have confirmed that EI greatly affects PS. The literature proposes that the higher authorities of the project should realize that the project's success cannot be achieved without the significance of the project leaders. Moreover, essential resources of project resources must be allocated to the project leaders where proper documentation is always useful for revising advanced strategies and strategies for achieving PS (Iqbal, Long, Fei, & Bhukari 2015). As the project is defined as an orientation towards high and long-term goals, there will be more important factors in the goals such as investment, profit, and market competition (Munns & Bjeirmi, 1996). Moreover Reich, 2007 also argued that an organization should be capable of practically. Information sharing between different projects holders can help them reduces the costs by not repeating the same mistakes one does (Boh, 2007).

The strong social network and the sharing of information between and within the organization becomes a source of knowledge and trust amongst which leads to better organizational performance means PS (Swift & Hwang 2013). Scholars have always believed that these four components were key to the success of the project. For example, Couillard (1995) Describe communication and problem solving i.e. troubleshooting as indicators for the success of complex and risky projects. Similarly, (Belout & Gauvreau 2004) highlight the problem solving of goals and clear project assignments contributed to the PS during the implementation phase. Moreover, (Davis & Mazur, 2014) precisely recognized these components as important gauges of PS, particularly in the project management context.

Take the lead in (Mazur, Pisarski & Chang, 2014) and (Procaccino & Verner, 2005), we will focus on four main components of PS which are highly related to a human. Firstly “influential communication” can be internal and external stakeholders. The second one is troubleshooting which may be the unexpected complications and challenges that are effectively solved when an emergency occurs. The third one is the most important for any project manager i.e. “clear project mission” means that the task of the project is very clear, and the last one which can be called the backbone of an organization “top administration support” is the will of the higher management authority to offer the resources and power needed to succeed in the project (Pinto, 1990). Communication means to “Provide appropriate networks and data to key designers” (Pinto & Slevin, 1989). Communication is an important leadership ability that affects the success of a project.

Troubleshooting confers to the “Ability to cope with unexpected crises and project-related anomalies” (Pinto & Slevin, 1989). In difficult projects, project managers face unforeseen problems and challenges because of their complexity and complication (Sun & Meng, 2009). These must be addressed before ensuring the success of a project. Mission clarity refers to “First clarification of goals and guidelines” (Pinto & Slevin, 1989). Multifaceted projects are characterized by high difficulty and uncertainty (Dvir, Ben-David, Sadeh & Shenhar, 2006.). Eden and Williams (2013), noted that ambitious goals for large-scale and complex defense projects are often defined as defense capabilities at the start of a long-term project. Additional precise goals lead to the success of the project. Top management support states that “the will of senior management to provide the resources and authority needed to make the project a success” (Pinto & Slevin 1989). Moreover, Mazur (2014), emphasized the need for high-level management support at every stage of project design and implementation.

Conceptual Framework



3 Methodology

The data collection duration was one and half months for this study because of time constrain and our limited selected industries and project-oriented organizations. The nature of the data was cross-sectional and was collected at once. In this research, the unit of analysis was distinct (individual) of different projects either public or private from Peshawar KP. The research populations are the experts at the project i.e. project managers, project coordinators, project consultants, and project team members/workers. The current study seeks to focus on the industries and companies of Peshawar.

4 Measures

In this research, all of the 62 measurement items were adopted from existing research. The questionnaire employed a seven-point Likert scale ranging from “1” meaning “strongly agree” to “7” meaning “strongly disagree.” The 16 items scale was recognized by (Jordan & Lawrence, 2009) to measure EI. To measure the PS, we adopted the scale of (Aga, Noorderhaven & Vallejo, 2016). An adopted questionnaire by Warr, Cook, and Wall (1979) uses 15 items to describe overall JS.

4.1 Tool for Data Analysis

To evaluated the valuable information in the questionnaire, the researcher used the statistical software Smart Partial Least Square (PLS) and SPSS for the research study.

4.2 Data Analysis and Results

After data collection, the data was punched in SPSS with individual codes like EI as IE, JS as JS, and PS as PS. At the first step, data normality was checked using different approaches such as outliers, missing values, kurtosis, and Skewness. The data at this stage showed reasonable consistency and was in the normality range.

5 Demographic Profile of Respondents

5.1 Respondents Age Percentage

Table 4.1: Age.

	Frequency	Percent	Cumulative Percent
22-30	142	49.0	49.0
31-40	98	33.8	82.8
41-50	28	9.7	92.4
51-59	22	7.6	100.0
Total	290	100.0	

The table 1, shows the age groups where 49% of respondents age were 22-30, 33.8% respondents age were 31-40, 9.7% respondents age were in 41-50 range and 7.6% respondents age were in 51-59 range. In this study, the percentage of 22-30 respondents is high.

5.2 Gender

The study comprised of statistical questions related gender orientation of the respondents. Table 4.2 represents the gender composition where 95.2% were males while 4.8% were female.

Table 4.2: Gender

		Freq	Per %
Valid	male	276	95.2
	female	14	4.8
	Total	290	100.0

5.3 Tenure

Table 4.3 represents the respondent experience of the work, in which a high percentage of respondent's work experience is 52.1% in range (1-5).

Table 4.3 Tenure

	Frequency	Percent	Cumulative Percent
1-5	151	52.1	52.1
6-10	65	22.4	74.5
11-15	19	6.6	81.0
16-20	11	3.8	84.8
21-25	7	2.4	87.2
26-30	12	4.1	91.4
31-35	20	6.9	98.3
36-44	5	1.7	100.0
Total	290	100.0	

6 Descriptive statistics of Constructs

6.1 Emotional Intelligence

The first factor in this study that was responded was the independent variable i.e., EI. EI measures that how much the organization's employees have managed themselves or aligned themselves with managerial skills (EI). The achieved results clearly show how much the respondents agree to a certain level that their organization employees have the ability of managerial skills and they recognize the need and recommended actions for the good of their organizations. EI measures the ability that links a person's knowledge processes to his or her emotional processes. This construct aims to recognize the level of EI of the higher authority of an organization to make things happen in the right direction. Descriptive statistics for EI is shown in table 4.4 which present that the respondents are showing their keen interest in their job responsibilities and work with their team members for making the PS for their organization. Item EI15 has the highest mean of 5.38 and standard deviation of 1.536 implying that the respondents believe that organizations they are working for are highly emotionally attached with them as they are providing appropriate training programs which are associated with their JS.

6.2 Job satisfaction

The second construct of our study is JS which is playing the role of mediator which is best define by Locke (1976) as “it’s the pleasurable or positive emotional state resulting from the appraisal of one job or job experience”. JS is the mediating variable among EI and PS which regulates the effect of EI on PMS' evaluative judgments concerning their job. The outcomes of this construct demonstrate that the respondents are satisfied with their job with higher posts but the lower post of employees are worried for their future. Descriptive statistics are shown in table 4.4. Descriptive statistics table for JS presents the mediating role that the respondents are showing their interest in their job responsibilities and work with their team members for making the PS for their organization. Item JS13 has the highest mean of 5.29 and standard deviation 1.472 implying that the respondents are of the belief that organizations they are working for are highly sincere with their jobs.

6.3 Project Success

The third variable of our study is the dependent variable PS. The results of these variables show in table 4.4, that the projects have straight led to an improvement in performance for the targeted employers which shows the success of the project participants assessment against four factors which are communication, troubleshooting, mission clarity, and top management support. The PS has 14 items scale in which PS10 has the highest mean of 4.98 and standard deviation of 1.644 which indicates the role of the employees in PS.

Table 4.4: Descriptive statistics

<i>Item</i>	<i>Mean</i>	<i>SD</i>	<i>Item</i>	<i>Mean</i>	<i>SD</i>	<i>Item</i>	<i>Mean</i>	<i>SD</i>
<i>EI1</i>	4.80	1.681	<i>JS1</i>	5.01	1.749	<i>PS1</i>	4.76	1.710
<i>EI2</i>	4.65	1.619	<i>JS2</i>	4.69	1.675	<i>PS2</i>	4.69	1.721
<i>EI3</i>	4.87	1.560	<i>JS3</i>	5.36	1.555	<i>PS3</i>	4.76	1.748
<i>EI4</i>	5.19	1.604	<i>JS4</i>	4.90	1.658	<i>PS4</i>	4.90	1.549
<i>EI5</i>	5.12	1.539	<i>JS5</i>	5.08	1.588	<i>PS5</i>	4.93	1.527
<i>EI6</i>	5.08	1.503	<i>JS6</i>	5.08	1.598	<i>PS6</i>	4.75	1.715
<i>EI7</i>	5.03	1.525	<i>JS7</i>	4.25	1.724	<i>PS7</i>	4.93	1.657
<i>EI8</i>	5.14	1.527	<i>JS8</i>	4.72	1.707	<i>PS8</i>	4.95	1.524
<i>EI9</i>	4.90	1.599	<i>JS9</i>	4.56	1.649	<i>PS9</i>	4.91	1.671
<i>EI10</i>	4.56	1.710	<i>JS10</i>	4.72	1.728	<i>PS10</i>	4.98	1.644
<i>EI11</i>	4.44	1.730	<i>JS11</i>	4.97	1.653	<i>PS11</i>	4.95	1.611
<i>EI12</i>	4.48	1.656	<i>JS12</i>	4.72	1.678	<i>PS12</i>	4.91	1.588
<i>EI13</i>	4.84	1.510	<i>JS13</i>	5.29	1.472	<i>PS13</i>	4.82	1.697
<i>EI14</i>	4.98	1.524	<i>JS14</i>	4.84	1.782	<i>PS14</i>	4.92	1.638
<i>EI15</i>	5.38	1.536	<i>JS15</i>	4.71	1.651			
<i>EI16</i>	5.08	1.705						

6.4 Reliability and Validity

The following Tables 4.5 shows the factors loadings, Cronbach's Alpha, Composite reliability, and Average variance extract AVE. Though few of the elements still have factor loadings < 0.70, however, acceptable reliability and validity are attained.

Table 4.5: Reliability and validity

construct	Cronbach alpha	Composite reliability	AVE
EI	0.928	0.937	0.501
JS	0.926	0.936	0.513
PS	0.935	0.943	0.508

Table 4.6: Cross loading for constructs

Emotional intelligence	Job satisfaction	Project success
0.660	0.754	0.784
0.723	0.680	0.725
0.678	0.656	0.546
0.618	0.700	0.670
0.775	0.636	0.770
0.684	0.643	0.713
0.577	0.631	0.804
0.648	0.739	0.674
0.684	0.752	0.704
0.718	0.769	0.713

0.768	0.769	0.756
0.793	0.732	0.723
0.775	0.756	0.624
0.791	0.725	0.779
0.733	0.650	
0.810		

6.5 Convergent Validity

In this research, the AVE value for all the constructs was found to be over .50 as shown in table 4.5, confirming convergent validity (Fornell-Larcker Criterion 1981).

6.6 Reliability Analysis of Constructs

Reliability is conducted to discover the internal consistency of the construct. Several means are available to find the reliability of a construct. As the most communal method to measure construct reliability are Cronbach Alpha and Composite Reliability (CR) and their results are shown in Table 4.5. The statistics for CA of the constructs ranged between .926 and .935 while CR values ranged between .936 and .943 which are both over 0.70. The results indicate good reliability.

6.7 Discriminant Validity

As shown in Table (4.5), the square root values of AVE for the construct are lower than the inter-construct correlation with other constructs.

Table 4.7: Fornell-Larcker Criterion

	EI	JS	PS
EI	0.708		
JS	0.602	0.716	
PS	0.749	0.610	0.723

6.8 Hypothesis Testing

The following Hypotheses were tested during analysis.

H1: There is a significant impact of EI on PS.

H1 seeks to measure whether EI carries a significant influence on PS. Our findings reveal in specific that PMs' EI is significantly related to PS. The results of hypothesis tests revealed that EI has a significant influence on PS (B=0.364, t=4.319, p=0.000). This shows that in the context of the present study a higher level of EI would lead to better Organization PS. Hence H1 is supported.

H2: There is a significant impact of EI on JS.

H2 seeks to assess whether EI carries a significant influence on JS. The results of hypothesis tests revealed that EI has a significant impact on JS (B=0.749, t=26.556, p=0.000). This shows that in the context of the present study a higher level of EI will give the ability to the organization to make their employees satisfied with their job. Hence H2 is supported.

H3: There is a significant impact of JS on PS.

Examining the direct effects of JS on PS which had a positive significant effect on PS ($B = 0.329$, $p = 0.000$), therefore H3 was supported.

Table 4.6: Results of structural model path coefficient (direct relationships)

Path	B	SD	T	P	Decision
EI → JS	0.749	0.028	26.556	0.000	Supported
EI → PS	0.364	0.084	4.319	0.000	Supported
JS → PS	0.329	0.088	3.729	0.000	Supported

H4: JS mediates the relationship between EI and PS.

H4 seeks the overall impact of EI over PS with the inclusion of a mediator i.e., JS, the result was found significant ($b = 0.246$, $p = 0.000$). Hence JS mediates the relationship between EI and PS. H2 is supported.

Table 4.7: mediation results in Specific indirect Effect

Hypothesis	Path	B	STDEV	T	P	Decision
H4	EI → JS → PS	0.246	0.066	3.737	0.000	Supported

7 Conclusion

The goal of our research was to find the influence of EI on PS, with JS as a mediator. The result shows that EI is significantly related to both PS and JS.

As the findings show, emotionally strong managers significantly predict PS as they are capable to solve new problems, challenges and also motivating team members at work (Pisarski et al; 2014). Similarly, many other studies show the positive relationship between EI and PS such as Muller and Turner (2007) say that while examining the relationship of PMs EI with PS they found that this mechanism shows that positive emotions of PM's result in a positive effect on PS.

Our results show that EI makes a positive work atmosphere which inspires the workers to perform their job more efficiently and professionally. Likewise, EI creates team cohesion among workers which leads to encouraging working environments. There are different types of factors that affect the team members' motivation and trust which creates team cohesion such as, communication process, goal clarity, how to handle complexities, and support from top management.

7.1 Discussion

Understanding how EI influences PS, we should look at our recruitment process. While hiring project professionals for projects, we should ensure that they should be highly Emotionally strong so they can recognize the project necessities and perform with an encouraging work attitude. According to Clarke (2010), who emphasized that while employing project specialists, they should be Emotionally strong to handle new difficulties and achieve the project properly and efficiently. Our findings also confirmed the first hypothesis that there is a positive association between EI and PS.

EI is important to overcome the complexities of the project and to complete the PS. Rezvani, Chang, Wiewiora, Ashkanasy, Jordan, and Zolin (2016) suggest in their results that complexities in new projects increasing and emotionally strong PMs can only handle the complexities and make PS. Their results reveal that top management should be alert of the importance of Emotionally strong PMs and their contribution to PS. If top management wants to save his project from complexities and complete the PS, they should hire Emotionally strong PMs.

EI PMs can deal with the negative emotions and stress of team members. Emotionally strong leaders can regulate their emotions due to complexity. Emotionally strong managers should be aware to improve the negative feelings of the group members and the communication amongst the group members so that they can express negative feelings with them. Emotional appearance helps the PMs to communicate with team members easily. Emotional appearance leads the PMs towards creating team cohesion which leads towards PS (Stephens & Carmeli, 2016).

EI is particularly important in large and complex construction projects because an Emotionally strong PM can accomplish the complexities and new problems either they are technical or managerial. An Emotionally strong manager can manage the teams and inspire them towards work. Deficiency of EI leads the team members towards prevention, stiffness, and opposite direction that leads to failure. Examining by (Troth et al; 2015) the impact of EI on employees' work attitude and performance and concluded that EI has a significant impact on employee's performance if either they are satisfied with their job or not and PS. In this way, our second hypothesis which that there is a positive association between EI and JS is also supported.

JS is an important part of our study which shows that without JS PS is very difficult. JS is generally described as positive emotions and feelings toward project team members or using of similar feelings between team members which creates an optimistic work environment between members that leads towards PS. Normally, high JS will assume a major part in PS. JS, which is viewed as a key variable for group participation, its connection with firm performance has been broadly talked about (Salas, 2015).

7.2 Theoretical and Practical Implication

There are many implications of this research to the project management domain of EI and PS. first, we hypothesized, the EI on PS the present conclusion of the research fills the research gap and established the effect of EI on PS. Second, we tested the relationship of EI and JS, this relationship was also missing in the current project management literature and the finding confirmed the relationship. We tested the relationship between team cohesion and PS; this relationship was also missing in the current project management literature and findings confirmed the relationship.

To understand that how EI associates with PS, project organizations have some practical implications. Our research findings suggest that organizations should take care while recruiting PMs who have a high level of EI so that a high level of positive work attitude can be expected. In the hiring process, emphasis should be given to Emotionally strong

personnel (Clarke, 2010). In the construction industry, EI seems the main factor that plays a significant role in making team cohesion and cooperation within teams. Emotionally strong managers are capable to handle conflicting situations among team members and create a positive work attitude towards the job (Mount, 2006).

Finally, our research shows that project management organizations need to understand the importance of EI in PMs to ensure PS in difficult situations, such as increasing team cohesion, increasing self-confidence, increasing JS, and increasing JS. PMs' belief in their observers be part of management agendas. In this context, the provision of suitable training programs is related to higher JS (Harris et al., 2009). Another strategy that builds trust between the two groups in projects that generate income growth is the reward or empowerment of the project (Mohr and Puck, 2007) and cooperation among team members that leads to PS. The results of this study are important for teaching project leadership topics especially EI and it is also important for project literature.

7.3 Limitations and Future Directions

In the current study, only one mediator is used in this study due to the lack of time available for this study. In the future, other mechanisms can also be considered, such as work environment and personal situations that can also expand the model and control additional mediators such as team cohesiveness, self-efficacy and also add a moderator to test the individual personality trait. Second, note that the generalizability of the outcomes may be inadequate as the data was only collected in the city of Peshawar. The study could improve the data collection method and collect data in various cities in Pakistan and other countries. Finally, we recognize that we have focused more on governance. Therefore, committed researchers must pay additional attention to the impact on non-managerial staff and their influence on the success of the project.

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