

ROLE OF EMOTIONAL INTELLIGENCE IN PROJECT SUCCESS; MEDIATING IMPACT OF JOB SATISFACTION AND TRUST IN OTHERS

Nazeemud Din¹, KhansaHayat², Muhammad Arshad³, RanaYassir Hussain⁴and Muhammad Qasim⁵*

^{1,2}ShaheedZulfiqar Ali Bhutto Institute of Technology

³University of Education, Lahore

⁴Jiangsu University, 301 Xuefu Road, Zhenjaing City, Jiangsu province, China.(Postal code 212013).

⁵University of Education, Lahore

*For correspondence:Tel: +(92)304-8694754 E-mail qasimmuhammad886@yahoo.com

ABSTRACT: *This study aims to explore the relationship between Manager Emotional Intelligence (EI) and Project Success with the mediating role of Job Satisfaction and manager's trust in others in the organizational context of Pakistan. The data has been collected from 135 project managers who are working in different projects across Pakistan out of which 100 responses are used for analysis. In this study, an empirical model is used which measures the mediating role of Job Satisfaction and Trust to strengthen the relationship between Emotional Intelligence and project success. For this purpose, we used the multi-regression analysis and Preacher and Hayes technique, which reveal that there exists a positive relationship between emotional intelligence and project success. It also depicts the there is a positive impact of Emotional Intelligence on job satisfaction and emotional intelligence on the trust of the team. Further the estimations from Preacher and Hayes techniques confirms the positive mediating role of trust and job satisfaction in the relationship between EI and project success.*

Keywords: Emotional Intelligence, Job Satisfaction, Project Success, Pakistan, Trust in others.

INTRODUCTION

1.1 Background of the Study

In the contemporary era, there exists a large number of complex projects in all sectors including manufacturing and service sectors. Such projects are likely to be highly budgeted and risks associated with it. Such projects tend to follow complex systems like as nonlinearity, uncertainty and irregularity. According to Sauser, Reilly & Shenhar [1], the every new project is unique in its nature and aim to deliver a new product or an outcome including breakthroughs in the complex and highly automated projects. However, such type of new endeavors possess a high financial impact and other issues with the complex systems such as risk, irregularities and non-linearity in the processes.

The studies conducted by Dvir, Ben, Sadeh & Shenhar [2] and Sauser *et al.* [1] revealed that complex projects are challenging which are mainly associated with management, relative to the technical component of the work. The managerial skills of the project managers play vital role in leading the projects to the successful end line. In such scenarios, the leadership skills and management skills of project management affect the outcome of the large nature of projects. While developing the central theme, it has been notably found that the emotions of the project managers found a critical aspect in dealing day to day operations of the business [3].

According to Koh [4], EI partially mediates the relationship between physical activity and mental health (distress), by demonstrating a reduction in the direct effect of mental health (distress), after inclusion of EI into the path analysis. It reflects that the emotional intelligence of a project manager depends on the nature of Job and level of distress. Clarke [5], explored the relationship between successful projects and emotional intelligence of project managers where the research considered emotional ability of project managers is a very important factor in projects in the contemporary form of firms. Because the project manager's behavior related to the attentiveness, conflict management, teamwork, effective communication contributes in achieving successful project outcomes. This research further explored the relationship of emotional intelligence with the capacity of thinking which significantly contributed in the competence of the conflict management

and teamwork. EI of project managers also linked with the competence in attentiveness. The intellectual abilities of the project managers influence the performances in the projects.

1.2 Study Objective

In this study, we aim to expand the findings in the field of complex projects oriented organizations in Pakistan. The existing empirical test outcomes of these variables in different context and in different mechanism/approach, encouraged us to analyze the relationship between emotional intelligence of managerial staff and project success, with the potential mediating role of their job satisfaction level and trust in the peers in the organizational context of Pakistan. For this purpose, we will conduct research focusing project managers working in different sectors across Pakistan.

1.3 Significance of the Study

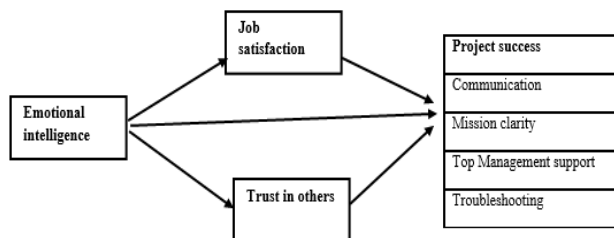
Emotional intelligence (EI) is the propensity to recognize the importance of feelings and meetings with others, and understand their nature before any issue arise. Since 1990s, the interest in studying the emotional intelligence of managerial professionals posing a positive trend among the scholars. According to Oxford & Bolaños [6], the arrival of the concepts and the theories regarding emotional intelligence after mergers of the widely known psychological terms, i.e. emotions and intelligence, opened the field for the scholars for further discussion and research. Before this revolution, these two concepts are considered as mutually exclusive concepts and studied them independently.

Leadership is a very important part of effective management of complex projects because it has a direct impact on achieving positive project outcomes [7]. In this research study, we aim to analyze the project managers managerial skills accumulated with their emotional intelligence which enable them aware of, to manage and to understand others and in self as well. This approach was prior utilized by Rezvani, Chang, Wiewiora, Ashkanasy [8], in the scenario of project management. Another study by Mazur, Pisarski, Chang & Ashkanasy [9] stated that the project managers with higher intellectual ability to solve new challenges and problems accumulated with trust on the team has a significant role in the success of the projects. These approaches and emotional intelligence as key

ingredient is also thoroughly discussed by Clarke [5] and Müller and Turner [10].

Considering the outcomes of the existing literature and following the basic principles underlying Affective Events Theory (AET), we contended that the job satisfaction of the managerial level staff and their trust in teams mediate the relationship between the intra-personal skills of the managers and project outcomes. According to Sy, Tram & Hara [11], the emotional intelligence of the employees is positively correlated with performance and job satisfaction, while there prevails a strong positive association between emotionally intelligent project managers and their satisfaction level from their duties. The findings of Wang & Huang, [12] and Sy *et al.*, [11], are consistent to the rational that depicted in the literature which also explained that the job satisfaction and trust of project managers in others can play mediating role between emotional intelligence of the managers and project success.

1.4 Research Framework



1.5 Variables

The depicted in the above research framework, the variables are selected in such a way that it will represent the behavior and attitude of the managers at workplace.

1. EMOTIONAL INTELLIGENCE
2. JOB SATISFACTION
3. TRUST IN OTHERS
4. PROJECT SUCCESS

LITERATURE REVIEW

2.1 PROJECT SUCCESS

In the context of the complex and long term projects, the definition of project success always remains a challenge as well narrated by Brown [13]. They narrated that the major key progress indicator become invalid in case of large and complex projects. According to Muller and Judgev [16] there are two major components which describe and define the project success, i.e. success criteria and critical path success factors. In this scenario, the critical success depicts the objectivity of the project like as cost, quality and time frame falls in the project triangle. However in the long term projects, these factors become invalid as earlier described by Mowday& Sutton due its different factors like simplicizing of the projects [14]. They further explained that it can't able to cover the broader success factors like as strategic management criteria and dispositional skills of an individual.

According to Crowston, Annabi, &Howison, [15], project success is multidimensional figure so it is important to create measures of success for software projects. Firstly, it would help project managers to assess the success and secondly for the advancement of systems, software projects are gradually evident. In order to understand project

success, it is important to differentiate between the project success factors and project success criteria. Project success factors are defined as the elements that can facilitates or degrades the probability of project success. They might be autonomously or in an arrangement can influence project success. While project success criteria are required when project success is to be measured or calculated.

The critical success factors are initially used by Muller& Judge [16] which are now globally used as the critical factors for the measurement of project success which are related to the project manager's i.e. Effective communication, trouble shooting, clear mission of the project and top management support for the executing the necessary tasks as per requirement. These major factors of the project success are crux of the research work undertaken by Pinto and Slevin [17].

2.2 Emotional Intelligence:

Emotional intelligence is the ability to observe the feeling and emotions of other persons and utilization of this tacit knowledge to classify them and influence the actions and thinking of the person [18].

According to Jones &Bouffard, [19] the arrival of the concepts and the theories regarding emotional intelligence after mergers of the widely known psychological terms, i.e. emotions and intelligence, opened the field for the scholars for further discussion and research. Before this revolution, these two concepts are considered as mutually exclusive concepts and studied them independently. They further explained that the earlier the emotions are treated as hurdle in individual performance, but the later studies revealed that the properly managed emotions leads to rational thinking, capable managers for good decision making and guide them to engineer their behavior. These types of research outcomes cultivated great interest in the researchers and management personals as in the contemporary era, there is a dire need to develop an emotional connection of managers with their peers to ensure achievement of business goals through teams. These types of capabilities and manners are based on the features of the emotional intelligence.

2.3 Job Satisfaction

Bowling [20], described job satisfaction as a correlating factor with a different prevailing component like as job performance in the organization and the willingness to switch the job, etc. In that study, his analysis recommended that the satisfaction-performance largely leads to the manager's performance in a project. It is specifically emerged as a self-evaluation factor of the person. According to Carmeli [21], job satisfaction is basically one's approach towards a specific job. It is a reflection of the attitude of the employee. In the overall context, job satisfaction comprehends intellectual and affective (emotional) components. The literature reflected that both affective and intellectual components develop the behavior and attitude of an individual. Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self- contentment, but the satisfaction, perceived by doing a particular job.

Organizations play a vital role to started incorporating work life balance strategies with employer branding exercises. Work life balance strategies help organization enhance its employer job satisfaction level, which will help to increase employee retention [22, 23]. Barrow and Mosley [22],

suggested that Work life balance is one of the most important components or it is very difficult for the organization to develop satisfaction from their responsibilities without incorporating work life balance. Walsh, Schaarschmidt & von [24], has identified work life balance is the major component for employer branding. Work life balance is very important to manage the talent in the firms for many years. Many debates on work life balance shows that work term is used as a negative because it requires very long hours for working on the particular problems and life word is used for different responsibilities like childcare but through the work life balance concept women are more affected by this requirement. In this manner the level of the job satisfaction increases of the staff.

2.4 Project Manger’s Trust in others

According to LewikiTomlinson, & Gillespie [25], the trust reflects a “positive” or “confident” hopes about another person and the “willingness to accept vulnerability” in the association, keeping oneself in the boundaries of risk and interdependence. In this study, the trust has been discussed and elaborated through rational choice cooperative behavior, and the physiological reflection associated with trust, which constitutes of expectations, intentions, affect, and dispositions. Knowledge based trust basically creates through the professional communication in the work place in which each worker (managers and co-workers) communicates tacitly to the other about oneself values, expertise and his depositional factors [26].“Trust” as the willingness to accept vulnerability in the different circumstances and delegate the tasks with an intention of trust.

For all above key variables the following hypothesis are drawn.

H1: Project managers' EI is positively related to project success.

H2: Project managers' EI is positively related to their job satisfaction

H3: Project managers' EI is positively related to their trust on the others in the team

H4: Project manager’s job satisfaction mediates the relationship between project managers' EI and project success.

H5: Project manager’s trust mediates the relationship between project managers' EI and project success.

1.6 3. METHODOLOGY

Non-probability convenience sampling method was applied, as research is in different projects across Pakistan, and the unit of analysis is managers and managerial level staff from the projects. The survey is undertaken with an aim to collect the responses of 100 valid questioners.

Data was collected in the form of Questionnaire’s to study the variables of current research study and items of the questionnaire were relevant to the research study. We will use published and validated measures of project success, Emotional intelligence, job satisfaction level of project managers and trust in others used by Pinto, Jordan and Lawrence, Scot &Patter, and John &Tobby [27, 28, 29, 30] respectively. English language was used as a medium to carry-out questions. And 5-points Linker-Scale was used to classify the options for the questionnaire from strongly agree to strongly disagree.

The population comprises of project managers who are managing projects in different regions across Pakistan.

4. RESULTS AND DISCUSSION

1.7 4.1Demographic and Descriptive Analysis:

In order to acquire a bird view of the collected data, demographic analysis has been undertaken. The questioner has been divided amongst 135 project managers considering the requirement of the research, out of which 100 questioners were received with complete information. In this survey, the gender bifurcation of the respondents is given as male 80% and Female 20%. Apart from this, 66% of the project managers have working experience in projects varies from 5 years to 19 years of professional experience.

Descriptive statistics is useful to analyze the tendency of the data. Table 1 shows the descriptive statistics estimated using SPSS.

Table 1: Descriptive analysis:

Construct	Mean	Std. Deviation	Skewness	Kurtosis
PM-EI	3.8388	.47184	-.554	1.043
JobSat	3.5810	.61096	-.094	-.269
Trust	3.4233	.54002	.068	-.622
Project success	3.6220	.51081	.759	.665

Mean is widely used to estimate the central tendency of the data while the standard deviation is considered as reliable tool to estimate the dispersion of data from its mean[31]. In our research data, the results of the mean and standard deviation is consistent to the desired results for all four variables.

According to the if the skewness and kurtosis of the data lies between the range of +/- 3, the data is normally distributed while the exact zero value suggests the perfectly normally distributed(Rigby & Stasinopoulos, 2004)[32]. The results revealed that the values are lies in between the standard range the data for all variables, so the data is normally distributed. Table 2 shows all the under study variables with their respective means, standard deviation, skewness and kurtosis.

4.2 Reliability analysis:

Reliability analysis has been estimated to study the characteristics of the measurement scales. It reflects the information about the internal consistency of the variables selected for research study. In order to calculate the internal reliability of the variables, Cronbach Alpha technique was incorporated. It is the most cited reliability analysis in Social Sciences research stated that if value of alpha is above 0.700 it is considered to be highly reliable data. In order to check the reliability of the scale, the Cronbach’s Alpha has been run, which shows that all the reliabilities of the scale is according to the above stated standard as the alpha value for all four variable exceeds the standard value of 0.700. The Alpha value for project manager’s emotional intelligence is 0.820, PM Job Satisfaction is 0.749, PM trust in others is 0.788 and for project success it depicts 0.824. As all values is greater than 0.700, so the data is considered as highly reliable data as shown in the table 2.

Table 2: Results for reliability analysis:

Variables	Cronbach's	
	Alpha	Number of items
EI	.820	16
Job Satisfaction	.749	10
Trust	.788	12
PS	.824	20

4.3 Regression Analysis:

After estimating the reliability and validity of the data, the degree of association between the variables is determined through the regression analysis. The regression has been used to project manager's emotional intelligence and project success. Further the regression is also run to determine the relationship of project manager's emotional intelligence with the job satisfaction and trust in others. For instance the study intends to find out the mediating role of job satisfaction and trust of PM in others in the proposed relationship between project managers emotional intelligence and project success. So, we also incorporate the Preachers and Hayes technique to estimate the multi-mediator model. The suggested hypothesis-wise estimation and interpretation has been made in subsequent sections.

4.3.1 Regression between EI and Project success:

H1: Project managers' EI is positively related to project success (PS).

In order to determine the relationship between project managers EI (predictor) and project success, linear regression model incorporated. From the estimated results, the relation between project manager's emotional intelligence and project success is statistically significant as shown by the P-Value (P=0.0000) of the regression analysis. The slope coefficient of EI shows that the 0.422 change in project success is due to change one (1) unit in project manager's emotional intelligence. The intercept of the regression model shows a constant value 1.866 which shows that if the EI kept constant, the project success still have a constant value. The Adjusted R^2 shows that the EI factor explained the 17.8% variation in the project success. So the H1 has been accepted. Table 3 shows the results of the analysis

4.3.2 Regression between EI and Job Satisfaction:

H2: Project managers' EI is positively related to their job satisfaction:

Table 3: Regression analysis for Project Manager-EI and Project Success (PS)

Variables	B	B	t-value	P-Value
Constant	1.866		4.869	.000
EI	.457	.422	4.614	.000

Note: Dependent Variable: PS, R^2Adj = 0.178, P=0.000, P< 0.05, **P < 0.01.

The relation between project manager's emotional intelligence and job satisfaction of project manager is statistically significant as shown by the P-Value of the regression analysis. The results shows that the 0.641 change in the emotional intelligence of the project manager is due to change one unit in job satisfaction level. Hence there exists a positive relation between the EI and Job

satisfaction. So we accept H2, which reveal that there exists positive relationship between EI of managers and their Job satisfaction level. The results are predicated in the following table 4.

Table 4: Regression analysis between EI and Job Satisfaction:

Variables	B	B	t-value	P-Value
Constant	2.067		9.500	.000
Job Satisfaction	0.495	.641	8.263	.000

Note: Dependent Variable: EI, R^2Adj = 0.405, P=0.000, P< 0.05, **P < 0.01.

4.3.3 Regression between EI and Trust in others:

H3: Project managers' EI is positively related to their trust on the others in the team

The relation between project manager's emotional intelligence and his trust in the team mates of project is statistically significant as shown by the P-Value of the regression analysis. The results show that the 0.528 change in the emotional intelligence of the project manager is due to change one unit in trust level in others. Hence there exists a positive relation between the EI and trust in others. The following table shows the estimated results obtained through SPSS.

Table 5: Regression analysis between EI and Trust:

Variables	B	B	t-value	P-Value
Constant	2.259		8.697	.000
Trust in others	0.462	.528	6.159	.000

Note: Dependent Variable: EI, R^2Adj =.272, P=0.000, P< 0.05, **P < 0.01.

4.3.4 Mediation analysis of Job satisfaction in EI and Project success relationship:

H4: Project manager's job satisfaction mediates the relationship between project managers' EI and project success.

Preacher and Hayes macro[33] has been used to analyses the mediation role of job satisfaction of project manager in the direct relationship of emotional intelligence and project success. Results based on the bootstrapping technique of 1000 samples for bias corrected bootstrap confidence intervals indicates that the total effect of 0.4573 is incurred in the stated relationship, which is statistically significant. Considering the 95% class interval, the lower limit and upper limit moves in the positive direction from 1.1057 to 2.6272 which depicts the existence of positive role of the mediator in given circumstances. We can say that, the total effect for this mediation is significant as zero doesn't occur between lower limit and upper limit [33]. The results of the effect of mediation are tabulated in the table 6.

Table 6: Total effect of EI on PS, in presence of Job Satisfaction as Mediator

	Effect	t-value	p-value	LLC I	ULCI
EI→JobSat	.4573	4.613	.000	.260	.6540
→PS		8	0	6	

Note: Dependent Variable: PS, Independent Variable: EI, R^2Adj =.272, P=0.000, P< 0.05, **P < 0.01.

The co-efficient estimations for the model with the dependent variable as “project success”, independent variables as EI and mediating variable as Job satisfaction, the estimated β shows that it mediated the relationship by 45.73%, which is also supported by the significant p-value and t-value. So considering these results, we can say that the Job satisfaction of the project manager mediates the relationship between project success and emotional intelligence of project manager. So we accept the subjected hypotheses. The coefficients estimations for this model are shown in table 7.

Table 7: Mediation between Job Satisfaction and EI:

Variables	B	t-value	p-value	LLCI	ULCI
Constant	1.8664	4.8689	0.0000	1.1057	2.6272
EI	0.4573	4.6138	0.0000	0.2606	0.6540

Note: Dependent Variable: PS, Independent Variable: EI, $R^2 Adj=0.179$, $P=0.000$, $P<0.05$, $**P<0.01$.

4.3.5 Mediation analysis of Trust in others in EI and Project success relationship:

H5: Project manager’s trust in others mediates the relationship between project managers' EI and project success.

Preacher and Hayes macro [33], has been used to analyses the mediation role of trust in others of project manager in the direct relationship of his emotional intelligence and project success. Results based on the bootstrapping technique of 1000 samples for bias corrected bootstrap confidence intervals indicates that the total effect of 0.3473 is incurred in the stated relationship, which is statistically significant. Considering the 95% class interval, the lower limit and upper limit moves in the positive direction from .2606 to 0.6540 which depicts the existence of positive role of the mediator in given circumstances. We can say that, the total effect for this mediation is significant as zero doesn’t occur between lower limit and upper limit [33]. The results of the effect of mediation is tabulated in the table 8.

Table 8: Total effect of EI on PS, in presence of trust in others as Mediator

	Effect	t-value	P-value	LLCI	ULCI
EI→Trus t→PS	.3473	4.6138	.0000	.2606	.6540

Note: Dependent Variable: PS, Independent Variable: EI, $R^2 Adj=.272$, $P=0.000$, $P<0.05$, $**P<0.01$.

The co-efficient estimations for the model with the dependent variable as “project success”, independent variables as EI and mediating variable as “Trust in others”, the estimated β shows that it mediated the relationship by 60.46%, which is also supported by the significant p-value and t-value. So considering these results, we can say that the trust of the project manager mediates the relationship between project success and emotional intelligence of project manager. So we accept the subjected hypotheses. The coefficients estimations for this model are shown in table 9.

Concluding the above estimations and interpretations for each hypothesis, Table 10 summarizes the results for the studied hypothesis.

Table 9: Mediation between Trust in others and EI:

Variables	B	t-value	p-value	LLC I	ULCI
Constant	1.1023	2.9037	0.0046	.3490	1.8557
EI	.6046	6.1594	0.0000	.4098	.7994

Note: Dependent Variable: PS, Independent Variable: EI, $R^2=0.279$, $P=0.000$, $P<0.05$, $**P<0.01$.

Table 10: Summary of Hypothesis (H1-H5) Results:

Hypothesi s No.	Hypothesis	Results
H1	Project managers' EI is positively related to project success (PS)	Accepted
H2	Project managers' EI is positively related to their job satisfaction	Accepted
H3	Project managers' EI is positively related to their trust on the others in the team	Accepted
H4	Project manager’s job satisfaction mediate the relationship between project managers' EI and project success	Accepted
H5	Project manager’s trust in others mediates the relationship between project managers' EI and project success	Accepted

5. CONCLUSION

The main objective for this research study is to determine the imbedded relationship between project manager’s emotional intelligence (considered as important component of PM intrapersonal skills) and the rating of the project success. The results of our study also confirmed that the emotional intelligence of the project managers is positively related to the project success[10], and this relationship is not that much straight forward so that can be fully explained in simple model. Considering this requirement, we incorporated a theoretically supporting model in which this relationship was mediated with two paths constitutes of PM’s trust in his team mates and his level of the job satisfaction which ultimately contributes to the project success factors as described in the suggested model.

The empirical estimations in current study revealed that the positive relationship between the project managers EI and project success rating explains the only the visible relationship and possess direct effect. As in the regression analysis, it has been estimated that 42.2% change will be occur in the project success as one (1) unit of EI factor varied. The study further found the positive relationship between emotional intelligence and level of the job satisfaction with β value of 0.641 and suggests p-value of 0.0000. Same association has been reflected by the estimations for the relationship between PM’s emotional intelligence and trust in his team which suggests p-value as 0.0000 and β value as 0.528. So, on the basis on above estimations, the suggested hypotheses [H1, H2 and H3] are

accepted [11]. This results found to be consistent with the results reported by Rezvani *et al* and, Sy *et al.* [8, 11] **respectively**. And all these collectively contributes to the success of the projects. The estimations obtained through Preacher and Hayes [33], macros techniques, the results confirmed the job satisfaction and trust in others mediates partially the relationship between EI and project success. On basis of the statistically significant analysis we accept [H4 and H5 hypothesis] as mentioned in the hypothesized research framework.

Further, this research proclaimed that there is the robust relationship between the emotionally intelligent managers and their productivity at work place in the context of projects in Pakistan. In the context of large and complex projects, the managers usually have to face critical and difficult state of affairs, the emotional intelligence of the PM's assist to manoeuvre smoothly and ensure the deliverability of the desired outcomes. In this context, this research elaborated the organizational process where the emotional intelligence and the attitude of the leading personal affect the success of the projects.

Limitation and future recommendations.

Considering the time span available for the subjected research, the data is collected in single point of time. However, in order to estimate the sustainable results, it is recommended to analyze a panel data (hybrid data type) collected over the time period of five (5) years form different regions. In alignment to this, the data is being collected through convenient sampling and can't access the projects that are under implementation in remote areas of Pakistan. The data from diverse geographic location will provide more in depth results for the subjected research in the context of Pakistan.

In this model, we only considered two variables (PM's Job Satisfaction and trust in others) as the mediators. Apart from these two variable others factors could also mediate the relationship between the emotional intelligence and the project success. So it recommended to consider other components/factors which can mediate the relationship between the emotional intelligence and project success including organizational environment, knowledge sharing culture and other likewise factors.

While in this study, the unit of the analysis are the project managers who manage the non-managerial staff and execute the work from them. The emotional intelligence of the non-managerial staff also matters and in future research their intra-personal attributes can also be examined specifically their level of the job satisfaction and level of trust among the peers. It will assist the managers and organizations to devise the strategies according to the actual implementers of the project.

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