

The Mediating Role of Job Satisfaction and Transformational Leadership on Emotional Intelligence and Project Success

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Abstract

Project management is a new area in today's society, where many organizations work on ventures in a variety of fields. Rapid developments in technology, innovation, and patterns are triggered by environmental transformation, prompting people to demand new standards. Because of these dramatic transitions, companies are attempting to anticipate trends in a variety of areas, and as a result, most organizations are focusing on projection. Many project management tools and performance factors are assigned to the successful execution of the project by the PMBOK, and several others are included in the literature. Unfortunately, many businesses are also ignorant of these tools and efficiency indicators, which can be critical to a project's progress. Companies are often faced with the challenge of determining which success indicators are more valuable and adaptable to various programmers. Many businesses are working hard to improve as a result of this critical problem. Organizations in Pakistan, on the other hand, are also in the process of identifying and understanding success factors. Several experiments have been conducted in the field of identifying success indicators and their importance. However, no research has yet been undertaken to look into the impacts of managers' relational intelligence over the performance of a project, given the mediating role of transformational leadership and job satisfaction of a manager.

Keywords: Emotional Intelligence, Job Satisfaction, Transformational Leadership, Project Success.

Introduction

The rapid growth and globalization of the industry has expanded the many complex projects in a variety of sectors, as defense, infrastructure, and aerospace. Wide budgets and dynamic system-related issues, such as nonlinearity, irregularity, and complexity, are common characteristics of these programs. To integrate feelings as a consideration in our study, we use the concepts of Affective Event Theory (AET; Weiss and Cropanzano, 1996) to construct a testable model of this phenomenon. According to

the AET model, employees' affective reactions to work experiences decide their future attitudes and behavior. The fundamental principles of AET, according to Ashkanasy (2002), enable one to comprehend the effect of emotional experience on employee attitudes and behavior. Leadership is an essential component of project management, and it has a direct effect on project performance (Khan & Ullah, 2021; Shenhar et al., 2002). The study focuses on the organizational qualities of leaders specifically the importance of project managers' (EI), which Mayer et al. (2004) define

as the ability to perceive, use, appreciate, and regulate sentiment in oneself and others.

Though Emotional Intelligence has been suggested as an solution to certain complicated project management problems, the fundamental processes that affect the EI-project success relationship are unclear. We argue that job satisfaction and transformational leadership ability of a project manager can mediate emotional intelligence and project success. As a result, we make a supposition that high ranking levels of morale and job contentment would lead to improved project efficiency under the terms of high-quality collaboration, mission clarity, effective troubleshooting, along with top-management support (Mazur et al., 2014). In this regard, Pheng and Chuan (2006), have discovered positive links between satisfaction of a job and project success.

According to the assumptions underlying AET, the study claims that work fulfilment and leadership arising from affective interactions will mediate the interaction between emotional intelligence and project success. As a result, higher levels of leadership skill and job satisfaction are thought to lead to better quality contact, good troubleshooting, mission and clarity. In this regard, Mayor (2001) discovered beneficial associations between job satisfaction, leadership, and project success. According to the report, Wong and Law (2002) and Güleriyüz (2008) considered EI to be a precedent for job satisfaction and leadership. A project manager must understand what motivates others to be able to gain their self-interest in order to achieve the project's objectives and goals. Transparent engagement (project management competency) and inclusive leadership models are preferred by project managers with higher emotional intelligence scores (Transformational Leadership). The IT world is demanding, perplexing, and active. Functional staff, leaders, users, mission breakdowns, and

miscommunications are all in the purview of IT project managers (Suner et al., 2006). IT project managers must develop their project management and transformational leadership skills.

As the literature is limitedly available on the impact of EI and project performance in Pakistan and leaving a major gap in the field of PM. This can be an area for researcher to work on. Due to this gap success of the project is deeply impacted in Pakistan and leaving project-based organization behind in the global market. To address this question, present study investigates the Mediating Role of Job Satisfaction and Transformational Leadership on EI and Project Performance in Pakistan, and will demonstrate the importance of these factors in project success (Luiz et al., 2017; El Yamami et al., 2018; Xuan et al., 2019)

The purpose of the study aims to find the mediating effect of Job Satisfaction and Transformational Leadership on Emotional Intelligence and Project Success. A significant effect of these variables will be tested in this research.

Literature Review

A project manager's primary responsibility, whether he or she is a boss or a project manager, is to meet the project's objectives. This can be achieved by employing an assimilated approach to focus on both the rational and emotional aspects of a mission. The project supervisor's function is crucial to the project's success, according to studies; however, the literature has ignored the effect of project manager skills, emotional intelligence, and its leadership styles (Transformational leadership) on project success (Turner and Müller, 2005). Three theories were linked to project management proficiencies, emotional intelligence, and transformational leadership: competency school, EI school, and inventive leadership school, in that imperative.

The following segment would identify the necessary assumptions in order to perform a detailed investigation into the effect of these variables on project performance.

Emotional Intelligence and Project Success

A Project manager's emotional intelligence (EI), is the capability to be aware of use, perceive, and controlling emotions in one's nature and others, Mayer (2004). EI has been found to be useful to both the customer and the company in studies. In order to give a scientific view of human ability, the concept of EI raises (Atkinson, 2006) the assessment of mutual human abilities and the need to assess a person's intellectual attributes. Researchers have characterized EI as a set of integrated abilities to correctly distinguish, measure, and express emotion; it is the ability to access and/or generate emotions in order to assist thinking; it is the ability to perceive emotional understanding; and it is the skill to control the behaviours to help both emotional and intellectual grounds (Wong and Law, 2002). Scientists and academics have given the concept of EI a lot of thought (Baldaro, 2016; Ashkanasy, 2007). Emotional maturity is crucial to the progress of every enterprise.

- H1. Project manager's Emotional Intelligence is positively related to Project Success.

Emotional Intelligence and Transformational Leadership

The affirmation of EI and TL's usefulness for increasing corporate satisfaction, engagement, and efficacy is one of the most notable developments in the study of EI and TL. Masi and Cooke (2008) conducted empirical studies to compare the effects of transactional and transformational leadership on follower engagement, empowerment, and dedication to quality. They discovered that while transactional

leadership, which relies on incentives or the threat of withdrawing rewards (Bass and Avolio, 2001), tends to suppress follower loyalty to both content and competitiveness, TL tends to inspire and encourage followers. As seen in the previously mentioned report, trustworthiness is an essential component of a leader's composition. Since leaders are obligated to draw up protocols in great detail, even for basic transactions, when there is a lack of confidence, a lot of time and money is expended on nonproductive tasks. When subordinates lose faith in their superiors, innovation will cease. Creativity can dwindle if people lose faith in an organization and are preoccupied with defending their own backs. Transformational leadership tactics have been shown to encourage and allow societal values, high levels of quality commitment, motivation and increased efficiency.

- H2. Project manager's Emotional Intelligence is positively related to Transformational Leadership.

Emotional Intelligence and Job Satisfaction

The preceding discussion should establish links between emotional intelligence and two key attributes that include: job satisfaction and leadership, as well as the link between job satisfaction and project achievement. The case is now founded on the principles that underpin AET, as well as work fulfilment and leadership, as mediators of attitude by which EI leads to the project's progress. The first mode of mediation (via work satisfaction) is based on the impact of EI on manager's evaluative decisions or optimistic emotions regarding their careers. The argument is that emotionally knowledgeable project managers who are dedicated to their jobs are more likely to facilitate efficient collaboration, troubleshooting, and project task explanation.

- H3. Project manager's Emotional Intelligence is positively related to Job Satisfaction.

Transformational Leadership and Project Success

In terms of achieving organizational goals, the power of transformational leadership style over transactional leadership style is continually inferred. Transformational leadership is higher level to transactional and laissez-faire leadership types, according to studies on various leadership types (Hair, 2012). Transformational leaders, according to Lowe, Kroeck, and Sivasubramaniam (1996), are seen positively by their subordinates and are linked to higher managerial success and achievements. Transformational leadership has been regarded as an important person factor for a long time in easing workplace routines and implementation.

- H4. Project manager's Transformational Leadership effect the Project Success.

Job Satisfaction and Project Success

As described by Zhao (1998), Job Satisfaction is a viewpoint toward a person's work. As a result, work satisfaction necessitates affective components. (Jadoon et al., 2022; Locke, 1969; Weiss, 2002) has demonstrated that both cognitive and affective elements relate to general behavior. JS, as an independent variable, has been linked to a various of the operational practices, including project manager productivity and attrition intent, also project performance (Judge et al., 2001). JS, according to Parker and Skitmore (2005), is a strong attribute for the intention of a project manager to quit. Furthermore, Pheng and Chuan (2006) found that job satisfaction of a project manager affects his or her success, especially in complex projects.

- H5. Project manager's Job Satisfaction effects the Project Success.

Job Satisfaction and Transformational Leadership as a Mediating Factor

We looked at the relationship between EI of a project manager and two main work minds - Job Satisfaction and Transformative Leadership - as well as the relation between satisfaction of job and success of the project in the previous discussion. We contend JS and TL as the attitudinal mediators by which emotional intelligence leads to progress of a project, based on the concepts underlying AET. The first course of mediation (via JS) is based on the effect of emotional intelligence on evaluatives decisions made by a project managers or optimistic feelings about their work. We contend that emotionally intelligent project managers with their job satisfaction mostly perform well in promoting good coordination, troubleshooting, and project task transparency. Transformational Leadership is the second mediating path that emphasizes party's transformative leadership as a vital basis for project progress. Emotionally knowledgeable managers are aware of how their employees are feeling or may feel in a variety of situations, and they will use this knowledge to foster material and constructive interactions that shape the basis for Transformative Leadership. This, in particular, encourages the sharing of knowledge, free dialogue, and the generation of new ideas in times of crisis, all of which lead to project progress (Christie et al., 2015). Finally, we propose that:

- H6.** Project manager's Transformational Leadership mediates the relation between Emotional Intelligence and Project Success.
- H7.** Project manager's Job Satisfaction mediates the relation between Emotional Intelligence and Project Success.

Conceptual Framework

Research has shown that employees, including organizational top management, experience emotions at work, and a number of studies support the underlying assumptions of AET (Mignonac and Herrbach,

2004; Zhao et al., 2007). The conceptual framework for this research is formulated to examine the mediating role of Transformational Leadership and Job Satisfaction in the relation between Emotional Intelligence and Project Success.



Figure 1 Conceptual Framework

DATA AND METHODOLOGY

This section has the data of population and sample, along with data collection procedure through measurement.

Population and Sample

The population of the study includes the project managers of different IT organizations of Pakistan. The total number of IT organizations in Pakistan are approximately 3,000 - 4,000 in number with approximately 20,000 employees in big IT firms of Pakistan. It is guaranteed the sample size of this research is identified with the exact sample size 4641 and that it depicts the whole existing population. Therefore, the sample size should be satisfactory (Hair et al., 2011). Krejcie and Morgen's (1970) formula was used

to collect sample of 314 according to population and 295 responded for the data.

Data Collection

A questionnaire was developed for the use of this study that was distributed among the random selected respondents who were project managers in IT firms of Pakistan. The questionnaire was sent to the respondents with the help of online applications like email via Google forms to get the response for the respondents. The questionnaire was based on 5 point Likert scale and it had the maximum value of 5 with minimum value to be 1. Demographic info of the respondents have also been provided regarding their work experience, age and salary.

Measurements

The preparation of items for key variables EI, TL, JS and PS, was developed by accessing the items related to variables existing in the research paper (Nayanananda Nilawala, R.I.s. Fernando, 2017)

and using Wong and Law Emotional Intelligence Scale (2004). A genuine instrument can help in better data collection and, in turn, lead to accurate results.

Variables	Items	Reference
Emotional Intelligence	15	Law, K. S., Wong, C. S., & Song, L. J. (2004)
Job Satisfaction	11	Jorge Sinval, João Marôco (2020)
Project Success	5	Dr Pedro Serradora , Prof J Rodney Turner, 2014
Transformational Leadership	9	Nayanananda, N & Kennedy. G. (2017)

Methods for Measuring Results

The results were analyzed through descriptive statistics, correlation, and multiple regression using SPSS software that are discussed in section 5.

Data Analysis and Results

The survey consisted of 295 respondents out of which maximum respondents for the research were in the age group of 25-28 and 28.3% had maximum qualification in Bachelors where as maximum qualification of MS were 71.4%. The working experience of the respondents as most of them had 1-6 years of working experience with a

Mean of (M= 3.9). The salary of 13.1% respondents was between 100,000 – 150,000 whereas only 2.0% of respondents had salary above 150,000. The highest ratio was 69.0% for the respondents with 50,000 – 100,000 salary and only 15.8% of respondents had 25,000 – 50,000 salary.

Descriptive Statistics

In our research, total number of response received is 295, and data screening is applied on all of these responses. There was no missing data, or wrongly entered data as show in the table 4.1 below.

	N Statistics	Min	Max	Mean	Std. deviation
EI	295	1.00	4.937	3.805	.385

TL	295	1.00	4.780	3.859	.547
JS	295	1.00	4.919	3.887	.454
PS	295	1.00	4.806	3.511	.632

Table 4.1 Descriptive Statistics

The Cronbach’s Alpha test is used for checking data reliability (Wang, 2012). Reliability test is substantial when it lies in the range of 0.61-0.80 (Landis and Koch, 1977). The scale reliability for Emotional Intelligence (0.71), Transformational Leadership (0.81), Job Satisfaction (0.78) and Project Success (0.78) lie within acceptable limits.

Hypotheses Testing

Preacher and Hayes (2008) technique was used for data analysis.

Step 1: Emotional Intelligence and Project Success (H1)

Step 1 shows the relation of EI which is independent variable with the PS that is dependent variable. The results show a significant relation of EI with PS in the table below.

Model	Beta	t	p
Emotional Intelligence	.718	8.325	.000

Step 2: Emotional Intelligence and Transformational Leadership (H2)

Step 2 shows the relation of EI which is independent variable with a mediating variable

TL. The results show a significant relation between EI and TL as shown in table below.

	Beta	t	p
EI	.408	5.131	.000

Step 3: Emotional Intelligence and Job Satisfaction (H3)

Step 3 shows the relation of EI which is independent variable with a mediating variable

JS. The results show a significant relation between EI and JS as shown in table below.

	Beta	t	p
EI	.473	7.514	.000

Step 4: Transformational Leadership and Project Success (H4)

Step 4 shows the relation of TL which is mediating variable with the depending variable

PS. The results show a significant relation between TL and PS as shown in table below.

	Beta	t	p
TL	.446	7.167	.000

Step 5: Job Satisfaction and Project Success (H5)

Step 5 shows the relation of JS which is mediating variable with the depending variable PS. The

results show a significant relation between JS and PS as shown in table below.

	Beta	t	p
JS	.452	5.875	.000

Step 6: Transformational Leadership as Mediator Between EI and PS (H6)

Step 6 shows the relation of TL which is mediating variable between EI and PS. The

results show a significant relation between EI and PS through mediation of TL as shown in table below.

	Beta	t	p
TL	.301	4.934	.000

Step 7: Job Satisfaction as Mediator Between EI and PS (H7)

Step 7 shows the relation of JS which is mediating variable between EI and PS. The results show a

significant relation between EI and PS through mediation of JS as shown in table below.

	Beta	t	p
JS	.175	2.270	.009

Conclusion

The overall focus of the current study is to develop an understanding for mediating roles of

transformational leadership and job satisfaction with their effect between emotional intelligence and project success in the IT industry of Pakistan.

For this study, only project managers from different IT firms were taken as respondents and they were selected using randomizer through random sampling method. A total of 314 questionnaires were distributed from which 295 responses were valid and data was analyzed on them. The research found a parallel mediation of transformational leadership and job satisfaction on emotional intelligence and project success. Hence, all of our seven hypotheses were correct and the results showed a direct mediation as well as indirect mediation of these variables. In short, both transformational leadership and job satisfaction have a vital role on emotional intelligence and success of a project.

Research Implications

This study has proposed a tested research model to examine mediating role of transformational leadership style and job satisfaction of a manager between emotional intelligence and project success. Preacher and Hayes (2008) 4 steps mediation process was used. The current research helps the existing literature in different ways such as enhancing job satisfaction and promoting project managers' leadership qualities should form part of a great development programs and also to develop their transformational leadership skills and take care of his job satisfaction to lead the projects towards success.

Limitations and Future Directions

Although this research is contributing in the literature of project success but there are still some limitations too, which future research studies could be conducted. First, we accept that the generalizability of results may be limited because our data was collected from IT organizations of Pakistan. Second, we justified two mediators i-e, job satisfaction and transformational leadership. We also acknowledged that there may still be other methodologies which are responsible for

inserting emotional intelligence influence on project success.

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