

**CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD**



**Impact of Manager Connectedness on Project  
Success with Mediating Role of Project Manager  
Ambidexterity and Moderation of Formalization  
of Task**

by

**Aaliya Shehzadi**

A thesis submitted in partial fulfillment for the  
degree of Master of Science

in the

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Department of Management Sciences**

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*I dedicate my work to my brother who had been an inspiration for throughout my  
life.*



## CERTIFICATE OF APPROVAL

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Mediating Role of Project Manager Ambidexterity and Moderation  
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## *Abstract*

This study focuses on the relationship between Manager Connectedness and Project Success with mediating role of Project Manager Ambidexterity and moderating role of Formalization of Task. This specific context of the study in project based organization in Pakistan specifically Islamabad, Rawalpindi. Data were collected using questionnaire from 235 employees working in different project based organizations. Results Manager Connectedness positively associated with Project Success. Moreover mediating role of Project Manager Ambidexterity is also established. In addition to above, results also confirm the moderating role of Formalization of Task between project manager ambidexterity and project success. Practical implications are also discussed.

**Key words:** Manager Connectedness, Project Success, Project Manager Ambidexterity, Formalization of Task.



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# Chapter 1

## Introduction

### 1.1 Background

The ultimate success of a project is to set goals depending on the cooperation and coordination of whole project team and the leadership of its project manager. Projects have their own specifications and complexity that must be addressed to implement the type of plan obligatory by customs (Harper, 2015). Hansen, Wicki and Schaltegger (2018) argued success parameters of a project that how efficiently can they utilize their current resources and while at the same time exploring new competencies. Moreover, one of the greater enduring ideas in agency technology is that an agency's lengthy-term achievement relies upon on its capacity to utilize its modern-day skills at the same time and simultaneously exploring fundamentally new capabilities (Birkinshaw, Zimmermann & Raisch, 2016). Similarly, research emphasized the top management behavioral dating amongst personnel as a facilitating issue in pursuit of achieving ambidexterity (Nowlin, Walker & Anaza, 2018). According to Brix (2018) for a project manager it is necessary to have the knowledge about exploration and exploitation for the success of project, a dual mode that researchers refer to as ambidexterity, the manager should have ability to do different things at the same time.

Ambidexterity refer to the ability to exploit current capabilities while simultaneously exploring fundamentally new competencies. March discusses two processes:

exploration for new knowledge and exploitation of existing knowledge (Junni, Sarala, Tarba, Liu & Cooper, 2015). Exploitation includes such things as efficiency, refinement and alignment. Exploration includes terms such as flexibility, adaptability and discovery. Exploration involves the use of new knowledge, skills and processes to increase variation and flexibility that are essential to effective adaptation (Birkinshaw, Zimmermann & Raisch, 2016). Exploitation involves the use of existing knowledge skills and processes to refine the existing system to improve efficiency. In a dynamic environment, exploration increases importance because firms must be able to cope with increasing complexity and be ready for drastic change. In addition, one of the extra enduring ideas in employer technological expertise is that an organization's lengthy-term success depends on its capability to take advantage of its present day capabilities even as simultaneously exploring fundamentally new skills (Birkinshaw, Zimmermann & Raisch, 2016).

Recent research has shown that ambidexterity can also survive in a medium, which regulated regularly. Since ambidexterity relies on internal environment, which based on managers roles it is important to study how manager empower employees in a way that exploration and exploitation is encouraged. There are many features that lead to a successful project. Lindsjörn, Sjøberg, Dingsøyr, Bergersen, and Dybå (2016) study explained that success of the project created on the idea of knowledge, networking and innovation. Old-style equipment works fine but quick teams lead to the project with class besides achievement. The use of alert approaches and performance demonstrated a highly current and optimized class of projects especially in the area of enterprise software development and the use of flexible policies that allow and support project managers to improve project shortcomings when reviewed continually during the plan. Moreover, rapid use of the methodology shows key role in project excellence, which contains stability, effectiveness and consistency of records together from makers.

Different characteristics may take on to contribute towards ambidexterity. Being ambidextrous the manager role should not be negate. There are number of challenges that a manager has to face. A manager must be able to manage conflict and contradiction (Probst & Raisch 2005) involve in paradoxical thinking (Gupta,

Smith, & Shalley, 2006) and fulfill multiple roles (Gibson & Birkinshaw 2004; Floyd & Lane 2000). Therefore, managerial connectedness is one such construct, which needs to be explored to uncover the role in promoting ambidexterity (Pavlovich & Krahnke, 2012). The whole achievement of the project objectives depends on the collaboration of the whole project team and project manager leadership (Cech & Chadt, 2015). At the same time according to Aretoulis and Triantafyllidis (2016) project managers repeatedly face disasters improbability on the project.

Project management is the practice of initiating, planning, executing, controlling and closing the work of a team to achieve specific goals and meet specific success criteria at the specified time. Therefore, the project manager have to maintain the quality of exploration and exploitation. When we give more attention on exploitation then the initial results will be fine, but variations in the organization or technology will ultimately shows good performance. Similarly, too much focus on exploration may be better for improving tomorrows business but at the end it may face lot of lose (Hansen, Wicki, & Schaltegger, 2018). According Adler and Heckscher (2013) the primary constraints for a project are scope, time, quality and budget. The secondary and more ambitious challenge is to optimize the allocation of necessary inputs and apply them to meet pre-defined objectives. The object of project management is to produce a complete project, which complies with the client's objectives. According to Zanella et al., (2014) the object of project management is also to shape or reform the client's brief in order to feasibly be able to address the client's objectives.

Previous studies have explored different organizational moderators that influences the transition from Managerial connectedness to project success. There are different environmental factors that can influence the ambidexterity (Auhand & Menguc 2005; Jansen, Den Bosch, & Volberda 2006; Kyriakopoulos & Moorman 2004) and structural factors (O'Reilly & Tushman 2008; Raisch & Birkinshaw, 2008) can act as moderators between ambidexterity and its antecedents. Formalization of task is one such moderator that can influence the smooth functioning of ambidexterity and managerial connectedness. Formalization is one of the mechanisms that enables ambidexterity to take place. Research of Cech and Chadt (2015) on

arrangement of information, abilities, connected understanding and methods for conduct and mentalities. It is a path by which a project manager attests his/her own particular expert information to end an undertaking effectively (Langfred & Rockmann, 2016; Fedida & Missonier, 2015). Projects are regulatory activities and arise in organizations for various reasons, such as market requirements, opportunities or strategic needs, technological progress and legal requirements (Anantatmula, 2015). Andersen et al. (2006) agreed that project must be completed within its success targets for more success the project require skill worker and manger too, especially social skills (Zhang, Zuo, & Zillante, 2013).

## 1.2 Gap Analysis

Manager connectedness in project-based organizations is relatively new variable to understand how it will add to the ambidexterity. Koryak, Lockett, Hayton, Nicolaou and Mole (2018) highlight the need to comprehend the degree to which manager connectedness affects the project member current capabilities to explore and exploit opportunities to manage project success effectually. Baskarada, Watson, and Cromarty (2016) emphasized on the role of ambidexterity at individual level in information system organizations.

The current study has particularly four gaps. The first gap is to explore the relationship of manager connectedness with project success. Secondly, the study will explore the mediating role of managerial ambidexterity between manager connectedness and project success. Thirdly, we will explore the moderating role of formalization of task between project manager connectedness and project success. Fourth, this study will explore these relationships in the project based organizations and specifically software industry.

## 1.3 Problem Statement

Extensive research on Project success has focused on different attributions of manager, which can contribute to project success. The temporary nature of project and



time constraint makes it difficult for the manager and employees to deliver better results. Hence, the lack of manager involvement may lead to project failure. At the same time manager connectedness can contribute to employees performance in the form of being ambidextrous. The present study is addressing the role of manager connectedness and the mechanism through which it can improve project success. As per the gap found, this study empirically tests the linkages between manager connectedness on project success. Employee ambidexterity plays mediating role between manager's connectedness and project success along with formalization of task as moderating variable.

## 1.4 Research Objectives

Following are the research objectives for the thesis.

- To explore the relationship of manager connectedness's with project success.
- To explore the mediating role of project manager ambidexterity between manager's connectedness and project success.
- To explore the moderating role of formalization of task between project manager ambidexterity and project success.

## 1.5 Research Questions

The thesis addresses the following research questions.

- Whether and how manager connectedness's is related with project success?
- Whether and how project manager ambidexterity mediates between manager's connectedness and project success?
- Whether and how formalization of task moderates between project manager ambidexterity and project success?

## 1.6 Significance of the Study

This research has empirically tested a new model to determine direct relationship of manager connectedness and its impact on project success. Therefore, it brings a novel thought in Pakistani context. The idea of manager connectedness for software projects through the existence of the mediating role of ambidexterity and the moderating role of formalization of tasks. In this study, our focus is to identify a set of people-related project success factors and to understand how these factors interact with one another. Using these inter-relationships we develop a model to analyze the project manager's role in improving project success. This study delivers a new way to the active management of the project when verifying covered aspect and ways to implement a successful project. The significance of this study demonstrates the important and positive relationship between the contact of the project manager, the ambidexterity of the project managers and the project success. The study is based on the experimental outcome of the detailed data at the project level and our qualitative observations.

## 1.7 Theory Supporting Research on the Topic

### 1.7.1 Organizational Ambidexterity Theory

Projects have their own particular details and complexities, which should be decrease to execute the sort of undertaking required by the clients. By taking a shot at the causes, which cause project many-sided quality expands the odds of accomplishment of the undertaking (Gidado, 1996). One of the technique to decrease the many-sided quality of the undertaking is to utilize dexterous strategies since they indicate coordinated cooperation by the clients and her stayed given to the coming investigation that there is quiet required to think about that how project multifaceted nature influences the accomplishment to the task. Initially, theoretical work has been supplemented by extensive scale experimental investigations that give confirmation of authoritative ability to use both hands' for the most part positive relationship to fixed execution (Gibson & Birkinshaw 2004). Over 30

years are passed on the exploration of the product advancement extends yet the ongoing years demonstrated that dexterous approach of programming improvement stays a main, decision besides prevailing system in which animation utilized and turned available to be an achievement in success perfection to the undertaking (Stankovic, Nikolic, Djordjevic & Cao, 2013). Lessons demonstrated that everywhere information examination and effort ought to stay finished with the idea of utilization of improvement deftness and the elements and conditions, which are connected with the undertaking achievement. Amid examination and gathering of data it remained demonstrated that authoritative ethos and strengthening to the task group is the spine to extend achievement (Sheffield & Lemétayer, 2013).

## **1.8 Definitions of Study Variables**

### **1.8.1 Managers Connectedness**

Cech and Chadt (2015) examined that capabilities of an undertaking manager was shaped by an arrangement of information, abilities, connected understanding and methods for conduct and mentalities. It is a path by which a project administrator attests his/her own particular expert information to end an undertaking effectively.

### **1.8.2 Formalization of Task**

Formalization is central to directorial speculation and is documented as an essential part of practical systems (Weber, 1922). Several studies have given away upbeat association stuck between formalization and organizational success (Nahm, Vonderembse, & Koufteros, 2003).

### **1.8.3 Project Success**

The definition of a project success has suggested that there is an orientation towards higher and long-term goals. Important parameters within the goals will

be return on investment, profitability, competition and market ability (De Wit, 2012).

#### **1.8.4 Ambidexterity**

Ambidexterity is the state of being equally adapted in the use of both the left and the right hand. When referring to objects, the concept indicates that the object is equally suitable for right-handed and left-handed people (Markides, 2013).

# Chapter 2

## Literature Review

### 2.1 Impact of Managers Connectedness on Project Success

To start with, as verified by Tushman and O'Reilly (1997) an essential capacity of senior supervisors is the allotment of assets amongst new and existing organizations of the undertaking. However, the propensity towards misuse normal to projects implies that administrators will probably organize existing business over new business. For a senior supervisor to distribute assets in an adjusted manner, the administrator needs a level of self-rule in basic leadership. Second, able to use both hands conduct of supervisors includes the specific cross-treatment of information between the new and existing organizations of the project (Taylor & Helfat 2009). The principal measurement of aptitudes competency that worried about the social and passionate abilities of managers in overseeing themselves to their connection towards dependents and be able to be estimated to surveying initiative develops. Observers know about their feelings and control over their feelings with the ability to control their emotions and the effects of such feelings about the working place. To dependably carry out well under strain in an assortment of circumstances and adjust his conduct in like manner, adjust the assignment and circumstance's needs with the worries of the people included and hold an emphasis on the required outcomes when by and by tested or censured (Torpman, 2004).

The writing on ability to use both hands is portrayed by hypothetical work and observational examinations embraced fundamentally at the hierarchical level (Turner, Swart & Maylor, 2013). In spite of the fact that the part of the individual administrator is recognized as imperative (e.g. Birkinshaw & Gupta, 2013), there is just restricted work on the administrative activities in everyday tasks that empower this critical hierarchical ability. Subsequently, O'Reilly and Tushman (2011) call for more prominent understanding into the administrative smaller scale systems that empower ability to use both hand and Turner et al. (2013) recommend thinks about that assistance us "fathom better how ability to use both hands functions practically speaking". The rationale of utilizing projects as a setting is that they require the current authoritative aptitude and frameworks (misuse) yet fundamentally include some level of uniqueness, curiosity, and information age investigation (Gerald, Kutsch, & Turner, 2011). There is a developing group of investigate on projects as suitable units of examination to ponder complex connections as well as the thought of abusive and groping viewpoints in these brief associations.

Meyer and Utterback (1995) considered that innovation fuse in which a few number of advances emphatically associative with project multifaceted nature improvement. Similar to the others investigations Larson and Gobeli (1989) demonstrated that task unpredictability has no association with the undertaking execution (project achievement) and the nature of project. Dvir and Lechler (2004) clarified that undertaking intricacy contrarily intervenes between key arranging and task achievement complex project adversely influence the compelling task arranging that lead towards the undertaking achievement. As indicated by Aitken and Crawford (2007) project multifaceted nature adversely influences the creative undertaking and imaginative task execution as greater many-sided quality is engaged with inventive undertaking they are difficult to deal with they require some formalized techniques (like lithe strategy) to make progress of the undertaking. Client prerequisites can effectively met by nimble strategy use (Paetsch, Eberlein & Maurer, 2003). The iterative come near serves to reliably make contact with and convene the client prerequisites so it is most appropriate regards to complex situations where there are troublesome objectives and details of the clients.

Utilizing coordinated strategy to meet the client prerequisites is the developing pattern of the product business and legitimate dexterous approach use prompts the achievement of the project (Elssamadisy, 2008). A few organizations neglect to comprehend the execution of nimble system and prompt disappointment of the project so to meet the complexities dexterous technique is utilized and spry procedure use prompts the accomplishment of the activities. In the measurements of project arranging and carrying out the project multifaceted nature is the majority essential to center around (Baccarini, 1996).

Cech and Chadt (2015) argue project boss and woman skills examined that capabilities of an undertaking manager was shaped by an arrangement of information, abilities, connected understanding, and methods for conduct and mentalities. It is a path by which a project administrator attests his/her own particular expert information to end an undertaking effectively. The strategy was by utilizing a review that appropriated to around 200 project supervisors. The outcome demonstrated that elite skills empower the undertaking administrators to oversee successfully in current blustery condition. Moreover, Fedida and Missonier (2015) examine noble: "To the task director can't be a legend any longer! Understanding basic skills in project based associations since a multilevel methodology", concentrated on enhancing the comprehension of basic capabilities in project based organizations since a multilevel tactic. The investigation was achieved contextual analyses on project based organization working in various segments and uncover the relations that join that the three stages of basic capabilities. The investigation prescribed that the professionals and flow scholarly scientists quit searching for the ideal perfect project supervisor who might have the greater part of the important basic skills for projects.

Similarly, studies examined the effect of task manager initiative abilities on the development undertaking's execution in Dubai. Likewise, compelling initiative exceedingly appended to people groups lifecycle and the nature of relatives created by the pioneer. In outline, there are distinctive sentiments on powerful authority and the joining argument mid these conclusions is individuals situated and suited

with the encompassing condition as a key factor for progress of project. The manager keep his team connected with others towards the end of project.

Joslin and Muller (2016) took peek at the connection mid project management and mission achievement from headquarters theory and stewardship hypothesis lookout. A fractious-sectional wired analysis returned 254 operational reactions. Factor and relapse investigations showed that task achievement corresponds with intensifying companion summary of the parent suggestion, while the categories of governor components do not related with project success. Consequences encourage to implication on stewardship attitudes with concerns to operative events. Existing experimental investigations of individual level ability to use both hands inside procedure and associations explore however very few give a helpful beginning stage to facilitate examination. A survey of earlier research proposes that the able to use both hands conduct of senior directors is contained four fundamental measurements.

Capacity to confer to obvious choices and execute them appropriately notwithstanding when given equivocal data, using both balanced observation and enthusiastic cognizance of key ramifications (Farooqui, Arif, & Rafeeqi, 2008). To know about the necessities and impression of the individuals who are included while propose answers for issues, and assess that in landing at choices. Research indicated that available to new conceivable arrangements, think about the contributions from others in taking care of issues and inspire others to focus on the choices taken in light of the consciousness of their needs. Ready to influence others to alter their opinions about a little in light of thoughtful their position, persuade them to think about this viewpoint and furnish them with a reason for this transform. To include the vitality and coerce to accomplish comes about, endeavor to have an effect, adjusts the transient objectives with the long haul ones diligent in seeking after requesting objectives notwithstanding when looked with addressing or dismissal of the game-plan picked.

Moreover, the tenure is concentrating on promise to the picked strategy when looked with challenge, coordinate terms and manners when attempting to come first others' help to the heading picked and by focus on the quest for a moral



arrangement at whatever point a troublesome business predicament is confronted (Ofori, 2013). Research identify the blemishes of proposition and distinguish the points of interest and drawbacks of thoughts. Likewise, settle on choices and judgments in view of certainties and balanced suppositions while monitoring the impact of such presumptions (Gibson & Nesbit, 2006).

To be creative in all work viewpoints have the correct needs for the up and coming errands and an unmistakable vision for the association's future bearing alongside the capacity to anticipate how changes may influence that vision (Raiden, Dainty, & Neale, 2004). To prepare of moment be viable and effective in planning assets set obvious targets get activity designs from long haul objectives. In any case, specifying screen staff work with normal and successful assessment of that effort, and give delicate yet legitimate criticism in like manner (Farooqui, et al., 2008). Similarly energetic in speaking with others, ready to draw in and win their help ready to convey directions to workers plainly with interchanges customized to fit the enthusiasm of the crowd (Muller & Turner, 2010). To urge team to go up against requesting errands that expressly trying for them and deliver their individual imaginative and individual thoughts empower testing presented practice and approaches. To likewise put stock in other possibilities and capacities to go up against more mind boggling and requesting assignments (Raiden et al., 2004). To put time and exertion in building up the immediate reports capabilities training them ensure that sufficient help is given to them with the goal that they can chip away at creating themselves. Will go out on a limb to accomplish a business advantage pick the exercises that advantage the general execution, have an extraordinary assurance to actualize choices and accomplish goals (Raiden et al., 2004).

However, the disappointment speed of the intricate data innovation projects is shockingly high and considerable amount of the product improvement projects flop because of the multifaceted nature of the tasks. The ideal approach to deal with those complexities is to comprehend the necessities of the clients so projects could be executed because of client prerequisites bringing about accomplishment of the undertakings. The greater part of the product advancement projects bomb

because of unforgivable treatment of the client prerequisites. Client necessities can effectively met by spry system use (Paetsch et al., 2003). The iterative approach serves to reliably contact and meet the client prerequisites so it is most appropriate regards to complex conditions where there are troublesome objectives and particulars of the clients. Brady and Davies (2004) for instance, demonstrate how associations can study from side to side "vanguard" projects (investigation) at that point refine this information after some time and project it deliberately in prospect tasks. Additionally, it is obvious that extra investigative draw near might be more worthwhile in exceedingly dubious situations where there might be an absence of clearness with respect to the two objectives and techniques at the start.

H<sub>1</sub>: Manager Connectedness has a positive and significant impact on Project success.

## **2.2 Project Manager Ambidexterity Mediates between Manager Connectedness and Project Success**

Exploitation is portrayed through positions for example modification, decision, creation, productivity, choice, usage and execution while investigation incorporates such things as look variety, hazard taking, experimentation, play, adaptability, disclosure and advancement. Exploitation speaks to effectiveness, profitability, control, sureness and making a move in view of time tested absolutes. Further, abuse is related with robotic structures firmly coupled frameworks, way reliance, reutilization, governor, organization established fairs and advances (He & Wong, 2004). Conversely exploration is connected with natural structures in exactly coupled frameworks, way breaking, spontaneous creation, independence and mayhem and developing markets and advancements (He and Wong, 2004).

Investigation depicts ideas that add to adjustment for examples hunt and revelations self-governance, advancement and grasping the obscure (O'Reilly & Tushman, 2008). The examination writing suggests that an association's capacity to abuse surviving resources now a benefit creating routes and in addition its ability to investigate new advancements and markets and catch new openings, are both fundamental to authoritative achievement.

The idea of enabling to use both hands association is a company's capacity to all the while investigate and abuse empowering a stable to prevail by alteration after some time" (O'Reilly and Tushman, 2008) as opposed to seeking after one of the two exercises only. Authoritative ability to use both hands frequently talked about through basic ability to use both hands and relevant ability to use both hands. There are two types of ambidexterity. One is structural ambidexterity and other is contextual ambidexterity. Structural ambidexterity is basically the ability to use both hands advances authoritative outline should isolate exploitative and explorative exercises into particular hierarchical units each with unmistakable capabilities, frameworks, motivators, procedures and societies, while in the meantime setting up an arranged level of mix amongst investigation and misuse (Schulze, Heinemann & Abedin, 2008; Benner & Tushman, 2003). Basically the writing demonstrates that the auxiliary course too ability near use both hands is to execute two directions that permit specialty units or gatherings inside specialty units to center around arrangement, while others center around adjustment (Birkinshaw & Gibson, 2004). Notwithstanding these victories basic ability to use both hands is anything but an ideal answer for each circumstance and does not guarantee focused development and advancement over the whole association (Duncan, 1976; Gibson & Birkinshaw, 2004; McDonough & Leifer, 1983; Tushman & O'Reilly, 1996). Extra, it canister stay contended that as of late auxiliary ability to use both hands have not appeared as plentiful guarantee as it involves before. Birkinshaw and Gibson (2004) refer to double impending reasons that repress the achievement of auxiliary methodologies: hierarchical detachment and the advancement of a nation club culture. Authoritative detachment is the inclination for independent investigation units to put some distance between the necessities

of the center business and create leap forward developments for which there is no practical course to showcase. Advancements cannot be converted into beneficial future organizations without an unmistakably characterized innovation exchange work that crosses over any barrier among the investigation besides misuse parts to an association. Furthermore, the advancement of a "nation stick values" to which there is a great level of public help for a definitive objective of the association however a little level of desires as too comes about and it is impeding to progress (Birkinshaw & Gibson, 2004).

Moreover, contextual ambidexterity is basic ability to use both hands logical ability to use both hands is an answer that empowers associations to adjust abusive and explorative errands lacking isolating them (Schulze et al., 2008). Gibson and Birkinshaw (2004) characterize intellectual capital as a transaction of framework measurements with regards to arrangement and versatility that at the same time pervade a whole specialty unit and depend on the conduct limit of the association to achieve this undertaking effectively. Inside the business structure setting suggests to the procedures, frameworks, and convictions that individual practices plan and shape to empower and urge each person to settle on a decision amongst misuse and investigation in their work (Ghoshal & Bartlett, 1994). Moreover, able to use both hands associations expert a high performing hierarchical setting that permits and supports the adaptability of representatives to utilize their own particular judgment through the way they will adjust the quest for arrangement and versatility. Moreover, how best to partition their chance between the clashing requests of misuse and investigation over the whole specialty unit (Gibson & Birkinshaw, 2004). Thusly, this encourages firms to conquer the tricky basic inactivity that outcomes from overemphasizing coherence and to abstain from quickening toward a path of progress without respect to its primary concern (Levinthal & March, 1993). This kind of condition underpins the contention of Tushman and O'Reilly (1996) that a firm that is equipped for investigating and abusing at the same time is probably going to accomplish better execution thought about than firms that support one over the other.

The complexity of a project is openly related to the failure of a project and increases if project success is not managed and the tasks or tasks to be implemented in the near future are adequately managed. The complexity of the project varies according to terminology, which may be technical complexity or complexity of management; include the figure of techniques concerned and team acquaintance with techniques or can be practical interface, complexity of management, recruitment and project management or other issues connected to change or outside problems connected to the project can influence project procedures and processes. The difficulty of the project contains such basics as the role of differences and the number of different elements and then the number of consistent basic tasks or specialist and the convolution occupied (Baccarini, 1996)

One of the key concepts of theoretical vision is that the practical designs of projects dynamically integrate standardized, competency-focused and routine (flexible, agility-based) exploration activities to change difficult commitments and deliver superior success results. In the Dynamically Integrate Standardized literature, many theoretical concepts have been proposed for the design of the enhanced software process that supports flexibility and control (e.g., Vinekar, Slinkman, & Nerur, 2006). Drawing on tenets from the theory of dynamic capabilities and control theory. Research propose controlled flexible process designs that adopt emergent outcome controls as a way to avoid the sub-optimal process choices at the extremes of the process design continuum.

Broadly, three key categories of predecessor for ambidextrous process capabilities have been identified in the organizational literature, namely, structural-, contextual-, and leadership- based antecedents (Raisch & Birkinshaw 2008). The structural foundations, as the name implies, refer to the structural mechanisms that are developed to deal with the important compensation faced by organizations. These mechanisms include, for example, spatial separation with separate units responsible for agile, plan-based and temporary operations with the same unit using both plan-based processes and agile operations at different times. Contextual background refers to the systems, processes and beliefs established by the

project to encourage people to handle conflicting demands in their time in the desired manner. In the context of software development, this includes, for example, mechanisms for dealing with people who face competing claims for documentation versus experimentation with new technologies.

Tasks have their personal specifications and complexities which needs to be reduce to execute the kind of task required by the clients. By means of working on the reasons, which motive assignment complexity increases the possibilities of achievement of the challenge (Gidado, 1996). One of the method to reduce the complexity of the challenge is to use agile strategies due to the fact they display one to at least one collaboration with the customers. Complexities within software program development projects dealt with by means of the usage of agile strategies. Still there is a need to study how assignment complexity affects the achievement of the project and the way the complexity of the assignment may decreased.

Anderson (2006) argued that based on its budget and program it is necessary to complete the success parameters in order to achieve project success. The harder "difficult" technical skills of project managers have attracted much attention and social skills in construction low light on "soft" (Zhang, Zuo, & Zillante, 2013). There is a business relationship. Business abilities based on knowledge and professional skills of talented professionals, enabling the scope of business to understand the business language and speak to your business collaborates. Depending on the overall success of the project team and the setting of goals, support for the team and leadership of the project manager. Projects, crises, uncertainties and suspensions are regularly read to test the test of project managers. Some professionals have some kind of personality that can prevent the development of software skills. Furthermore, an important study shows that the Discrimination Agency has an important role to play in improving. In the latest analysis, it affected organizational and corporate activities, racism and so on. Research has shown positive effects, but it shows that the effectiveness of the interpretation of corporate success depends on many factors. It is important to focus on the shift in whether organizational success is fully understood and how to apply scores to enhance the assessment of monitoring.

Researchers studied project managers with a relationship between personality, leadership style and social force bureaucracy in professional success. Similarly, studies examined the relationship between project managers, education, training and experience and success of project managers. Moreover, Dvir, Sadeh, & Malach-Pines, (2006) studied the relationship between project managers, project types and personality. Success criteria have evolved (Kerzner & Belach, 2010) since the 1960s when only technical aspects were considered passing through the iron triangle (time-cost-scope-quality) in the 1970s, customer satisfaction in the 1980s, and organizational effects in the 1990s (O'Brochta, 2002; Ika, 2009) to the latest criteria, which consider social and environmental impacts (Kerzner & Belach, 2010).

Anantatmula (2015) have discussed project success criteria from various perspectives. These studies include technical aspects that are considered easy to measure and subjective aspects, which are often intangible and difficult to measure (Freeman & Beale, 1992). Wit (1988) and Cooke-Davies (2002) distinguish between two broad categories of success criteria: project success criteria and project management success criteria. Freeman and Beale (1992) Argues that criteria with a greater subjective component, such as organizational influences and satisfaction seen by stakeholders are linked to project success, while the technical aspects of triangular constraints (time, scope and quality) are criteria for measurement success. Project success was deliberate next (Shao, Muller & Turner, 2012). Four dimensions were used to measure plan success: ability to deliver, organizational capacity, marketing capacity and innovative capacity. The ability to deliver to charge the extent to which the program has reached what it is supposed to provide and the extent to which the request is met by the parties concerned. The organizational capacity assesses the extent to which the program improves the assets of the close relative association, such as course competence, organizational culture etc. selling capacity events the contribution of the curriculum to managerial marketing strategies. Innovative capacity assesses the extent to which contributes to future development in terms of technology. The average value of the four success metrics

was used to measure the overall success of the project. Project management victory is then careful using tangible technical criterion such as measured variables. In wide-ranging technical aspect comprise the four extent in the standard account of the flatten triangle: occasion, charge, range and superiority (PMI, 2006; Ika, 2009).

These technical criteria form the basis of research relating to project success (Atkinson, 1999) presented in this study and do not measure project success but, rather project management success. Because they are proxies for success in this work the terms project management success and project success are used interchangeably. Research indicates that schedule management enables the project to be completed within the established deadline and cost management includes among other activities the control of costs that allow the project to be completed at a cost that is as close as possible to the amount initially budgeted. Quality control is directly related to meeting requirements and customer satisfaction. The project management institute (2006) states that scope management includes activities that aims to ensure that the project delivers all of the agreed-upon requirements.

Likewise, it was distinguished that manager wind up educational about a specific angle identified with the project so you could settle on more educated choices to it's discovered to procedures, frameworks and individuals are connected with individually other for effective usage of the task (D. Phillips, 1998). According to Serrador and Pinto (2015) spry philosophy is an effect broadly utilized as a part of the product advancement industry and different enterprises on ground. It is a move and a hostage contrasting option near the conventional task administration methodologies alike cascade which are obligatory for the fruitful execution to the mind boggling projects therefore by these realities this one is discovered the light-footed technique utilization prompts the accomplishment of the undertaking (Benner & Tushman, 2003; Gupta, Smith & Shalley, 2006).

Light-footed techniques likewise aid to survey to the encryptions of programming improvement projects (Beck, 2000). Code audits fill the need to effectively utilizing



the lithe approach through correspondence identified with the product being created. Nimble strategies not just spotlight on the over the top association with the clients they likewise help to recognize the objectives expected to make progress in projects. The iterative conduct of the lithe strategy method teams up through the clients at each progression so we could stay in steady touch with the prerequisites of the clients (Mann & Maurer, 2005). The opposite influences propose that once teams work in high equivalent groups, it is incredible to relate one of the tricky methodologies i.e. sugars. Maximum of these schemes bomb so in such mammoth projects supreme of the period traditional methods of plan administration are considered. Arranged the further indicator it has been originate to be extremely fruitful procedure in low graceful does (Paasivaara, Lassenius & Heikkilä, 2012).

Correspondingly it has portrayed that it is anything but it is simple errand too execute that nimble strategy in deft programming projects. Implementation of the lithe philosophy in the association ought to painstakingly actualize alongside the blend of conventional undertaking administration strategy for progression of the activities (Boehm, 2002). Besides light-footed strategy can executed in different enterprises too. In light of the creative and intricate environment of the tasks they ought not implemented by the ancient customary coordinated procedure forms since they are obsolete for the accomplishment of the activities. So openings ought to be broke down in the business to actualize the nimble system method for effective conveyance of the task (Conforto, Salum, Amaral, da Silva, & Almeida, 2014).

Standards, frameworks and tools (for example, for planning and control) are available directly to the manager (for instance, exploitation), while all practical projects have a degree innovation that requires knowledgeable generation. Our initial result was that both investigations and exploits can be identified. It is also a special advantage that the project based work is a great source of organization in contemporary organizations, which can be emphasized on hard exploitation and discovery. This is behind our focus on this project as a unit of analysis is to understand mechanisms, which based on equality. In addition, the organization of our case in the Information Technology Services Industry (soon introduced). Research showed

that the market is uncertain and technology is high due to surprises in advanced technology and service industry. Therefore, Information Technology projects are ideally suitable for testing basic mechanisms. In this study, we refer to O'Reilly and Tushman (2011) argued special mechanisms are needed that the manager needs to implement and implement a comprehensive trial strategy. More insight to do this, we also talk about the person's ability, the importance of director, and relatives in Armenia, and equality at equality level.

Initially, we examined the regular they analyze the world's organizational resources and methods, and we follow this leadership. We use the intellectual capital's view to identify scientific resources general partners of the undertaking business. This technique enhances the conveyance time to dispatch the projects. However, they are not connected to the accomplishment of the activities (Budzier & Flyvbjerg, 2013). Whether if the task business neglects to distinguish individuals strategies which are compulsory to comprehend the lithe philosophy use the undertaking unquestionably falls flat (McAvoy & Butler, 2009). Another view proposes that there is not much contrast between the utilization of lithe system and the associations, which utilize customary undertaking administration approaches. The achievement rate and the season of conveyance to execute the activities is not entirely different setting in light of the fact that the disappointment rate in the two cases is not all around separated (Magazinius & Feldt, 2011).

Writing prevent the rundown from claiming relationship of light-footed system use with project achievement or manufacture a contention that because of blended outcomes in the valuable writing we need to tentatively rundown this relationship in the present setting and so forth. (Coram & Bohner, 2005). Second, the underlying regard for auxiliary predecessors has been reached out to examinations of the shares played by logical (Gibson and Birkinshaw 2004), casual system (Gulati and Puranam, 2009), and administration based (Beckman, 2006) forerunners of ability to use both hands. Third, ponders have begun to investigate how ecological (Auh & Menguc, 2005; Jansen et al., 2006) and authoritative arbitrators influence the interrelations between ability to use both hands, its predecessors, and execution

results. This group of work has been ordered and completely talked about in ongoing survey documents (O'Reilly & Tushman, 2008; Raisch & Birkinshaw, 2008). Authoritative ability to use both hands alludes to an association's capacity to all the while investigate and abuse their inward and outer assets to meet the present business needs and being versatile to future market changes (Turner et al., 2013). In addition, impressive research has discovered that hierarchical ability to use both hands assumes a vital part in enhancing firm execution (Wang & Rafiq 2014). In an ongoing meta-examination of authoritative ability to use both hands and firm execution, Junni, Sarala, Taras, & Tarba, (2013) locate a positive primary impact however recommend that the impact of authoritative ability to use both hands on firm execution relies upon numerous components. They call for research to move center from whether hierarchical ability to use both hands impacts execution towards a more entire comprehension of when and how authoritative ability to use both hands influences execution by growing the scope of mediators that are inspected. Associations continually confront challenges in seeking after both manageability and ingenuity after some time. Supervisors and associations must endeavor to execute both incremental and progressive change inside the association without barring either (Tushman & O'Reilly, 1996). The limit to association to use current resources and having the capacity to scan aimed at and grasp new open doors is alluded to as 'abuse' besides 'investigation' separately. Tushman and O'Reilly (1996) recommend to the capacity to misuse also investigate at the same time contributes fundamentally to firm execution, a capacity they allude to as skill too routine equally hands. Ability to use both hands is characterized informally is the capacity to be able and coordinated at utilizing the two hands, or in a business setting, as the capacity to center around and adjust the contrasting techniques of arrangement and versatility with square with progress rates. Arrangement centers keeping up consistency in the exercises where the association has picked up fitness while taking into consideration incremental advancement. Arrangement indicates to unassailability mid every one of the examples of movements in the subject item; they are banding to parallel purposes. The inverse of arrangement is versatility, which alludes to the ability to rapidly reconfigure

exercises in that specialty element to happen fluctuating requests trendy the errand condition, taking into account radical advancement (Gibson & Birkinshaw, 2004). These double procedures stay related by the already specified characteristics of misuse then investigation: planning is accomplished concluded abuse, while flexibility is accomplished complete investigation.

It most important issue of experiential research is whether clerical regulation, as suggested by the unique theory, is related to project success. Here proof shows a patent outline: it has been given away that this type of blood is positively correlated with sale development (Auh & Menguc, 2005; Caspin-Wagner, Ellis & Tishler, 2012) subjective ratings of success (Yu & Khessina, 2012). These studies have recognized the belongings of ambidexterity on the project, commerce element, project level and individuals. Although organizational ambidexterity can under certain conditions be duplicative and ineffective (Ebben & Johnson, 2005) the observed evidence suggests that under situation of market and scientific doubt it classically has a constructive effect on project recital.

Adler, Goldoftas, and Levine (1999) reported how a Toyota subsidiary achieved superior flexibility-efficiency combinations through dynamic adjustments of the routine (efficiency-focused) and non-routine (experimentation focused) components of its organizational processes during turbulent periods of model changeovers. Organizational ambidexterity, i.e., the ability of projects to be responsive to changes while at the same time being able to carry out current activities efficiently, has a rich research tradition spanning several disciplines (Raisch & Birkinshaw, 2008). Complex to appreciate complex systems and labor. If we speak about the plan commerce, the majority IT projects fail because of the complex and complex technological complexity that must be understood. Most faulty projects are found only because of the difficulty of the project. Project complexity is unhelpfully related to project achievement (Tatikonda & Rosenthal, 2000). It is necessary to job on the reasons why the project is extra compound and, as a product lead to breakdown. Multipart projects are those that we know are strategies for implementing project objectives etc. They are not real and complex to comprehend. These complications actually lead to project failure working on the causes that

complicate the project to increase the odds of triumph of the project. Project (Gidado, 1996) not only requires governance management and implementation of the project the administration should be prepared to understand the project's complexity by senior officials and senior officials to know what they would do and if the project managers Make a deal with the project's complexity that succeeds success. It is a matter of complexity with complexity and reductions in all possible ways. The most hard circumstances in projects is to manage composite projects that add difficult scenarios to project managers and this density is compounded by the extent of the project if we manage the complexity of the projects that we can achieve success. The difficulty of the project helps to improve the success of the project. Moreover, projects are often characterized by the novelty and complexity required to achieve the objectives of the project. By applying these characteristics to novelty and complexity individual project objectives can be measured by measuring the technical success of staff allowing them to handle complexity together with novelty that leads directly to project success. The entire process was carried out through effective success monitoring during the treatment of complexity (Tatikonda & Rosenthal, 2000)

According to the complex nature of recent projects with initiatives and capabilities it has been concluded that the project's complexity has negative connections to project success which effectively affects project success in a way. This complexity also increases the competitiveness and competitiveness of the project's overall stages with the cost of project management and with the experience of the project, the project's complexity results in the results with the project to make the project's results effective. Research also concluded that the project's complexity had good results through management, communication and control which was widely used to manage project management processes but projected project goals, but the complex and higher to know the level. Effectiveness and ability of the project manager is very important because the project's complication is an important problem because it is project team in the project management process is closely related to the operating standards while the process is the main issue for achieving project success. Most researches have a positive connection between

the proven functionality of the establishment of organizational segmentation and production. Leaders want to have values, goals and accomplishments the leader who constantly establishes permanent organizations and leaders have the ability to offer superior services to clients and create a long-term partnership value. The project's complexity can be reduced in many ways one of which is the support of the editor. If the editor understands the complex conditions then they will inform them of the team and the complicated situations are carried out easily.

Based on a variety of research support for leadership (support) supports all types of functionality such as individual activity ,team functionality and functionality at the role (Chen, Lam & Zhong, 2007). Successful management factors are considered to be an important factor for implementing complex projects of information technology. Organizations can support the success of the project. The literature wires that the development of system can be successfully implemented through administrative sustain and is confront for managers (Sheferaw, Negash & Amoroso, 2009; Sharma & Yetton, 2001). Organization not only chains focus management and staff but also helps in successful execution (Dong, Neufeld & Higgins, 2009). Administrative hold is the basis for the exploitation and acquisition of benefits through the successful implementation of running in turn system (Jarvenpaa & Ives, 1991). The participation of executives is successfully involved in the success of the company (Jarvenpaa & Ives, 1991). Similarly, the complexity of the projects can be reduced in many ways, one of which is the manager.

If the editor understands the complex conditions he tells the team and complicated situations easily arrive. Most studies provide clear evidence about management support for understanding complex situations and the management guides for success. Success factors that lead to project success are considered to be an important factor in implementing complex information technology complex projects (Sharma & Yetton, 2001). Administrative support is the basis for the exploitation and acquisition of benefits through the successful implementation of management information systems. The participation of executive is productively involved in the presentation of the company (Jarvenpaa & Ives, 1991). Management maintaining is central at all stages of accomplishment and implementation of planning.

H<sub>2</sub>: Project Manager Ambidexterity has a mediating role between manager's connectedness and project success.

### **2.3 Formalization of Task Moderates between the Relationship of Project Manager Ambidexterity and Project Success**

Formalization is central to directorial speculation and documented as an essential part of practical systems (Weber, 1922). Several studies have given away upbeat association stuck between formalization and organizational success (Nahm et al., 2003). The influencing factors and the impact of formal form were first examined for standing organizations established for an indefinite stage with the aim of achieving long-standing stakeholder presentation. Additionally, researchers have conducted formal research in the context of the Lundin and Söderholm (1995) and have create that the formalization of individual project management is linked to project success. Ramadan is organizational activities and comes in organizations for many reasons, such as market demand, strategic opportunities or needs, technical developments and legal requirements.

Since the 1960s, the criteria for success have evolved when only the technical aspects were considered, through the iron triangle (quality of access to time) in the 1970s, customer satisfaction in the 1980s and the organizational effects of the 1990s (O'Brochta, 2002), to recent standards which consider social and environmental impacts (Kerzner & Belach 2010). According to the Project Management Institute (2006), the everyday behavior of the PM include the management of the scope of the project, instance, risks, cost, quality and relations with suppliers in the middle of others. For this, it is necessary that the PM have technical skills, management skills and team negotiation financial acumen and business skills along with an understanding of the organization's policy to meet the project's objectives and meet or exceed the expectations of the project the interested (Project Management Institute, 2006). Moreover, Kerzner and Belach (2010) states that project management

professionals must have behavioral and professional skills that are compatible with the function. Kerzner and Belach (2010) and Anantatmula (2015) have discussed project success criteria from various perspectives.

Freeman and Beale (1992) argue that the standards with an extra subjective element which include organizational outcomes and stakeholder's perceived satisfaction, are associated with challenge success while technical aspects relating to the triple constraint (time, scope, and satisfactory) are size criteria associated with task management fulfillment. Undertaking control success calculated with tangible technological criterion, which include deliberate variables. In all-reason technological factor include the scope in the conventional description of the iron triangle: time, cost, scope and first-class (Project Management Institute, 2006; Ika, 2009). These technical standards form the basis of research relating to project fulfillment (Atkinson, 1999) supplied in this paper and do no longer degree mission fulfillment but instead project control fulfillment. Specific studies have analyzed the relationship between the pm's profile and project fulfillment (Lampel, 2001).

As the variety of projects increases it is particularly crucial to make certain efficient and green implementation of mission information. This stays challenging no matter the formalization of man or woman tasks which enables faster implementation of the technique and better system fine (Ahlemann, Kueckenwaitz, Quint, & Reichert, 2001). Cooper, Edgett, and Kleinschmidt, (2001) emphasize the importance of a well-based system and constantly implemented to the control of the project portfolio within the development of latest products. The consistency of the strategies enables the control of interdependencies between tasks and the contrast of divergent initiatives (Cooper, 2008).

Others have compared practical managers in phrases of profile, attributes and talents (El-Sabaa, 2001) and feature diagnosed the knowledge regions and profile required for the pm in areas together with production (Fotwe & McCaffer, 2000; Lampel, 2001). However, there is little research on the interplay between the formalization of permanent and temporary businesses. The existing study is both processes through evaluation of the formalization of individual project management and mission portfolio management which is a subsidiary machine of



everlasting employer to direct projects. The single system of venture control (Software Project Management) defines and implements general tools and hooked up standards (Nidumolu, 1996), unique processes and procedures, strict controls.

H<sub>3</sub>: Formalization of Task moderates the relationship between Project Manager Ambidexterity and project success.

## 2.4 Conceptual Framework

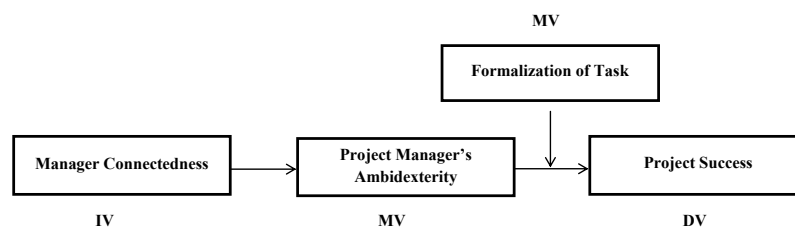


FIGURE 2.1: Conceptual Framework

## 2.5 Hypothesis Summary

H<sub>1</sub>: Manager Connectedness has a positive and significant impact on Project success.

H<sub>2</sub>: Project Manager Ambidexterity has a mediating role between manager's connectedness and project success.

H<sub>3</sub>: Formalization of Task moderates the relationship between Project Manager Ambidexterity and project success.

# Chapter 3

## Research Methodology

This chapter particularly shows the methodology to examine the impact of manager connectedness on project success: mediating role of managerial ambidexterity and moderating role of formalization of task. This chapter specifically constitutes of research design, population and sample characteristics, reliability of pilot testing and instrumentation.

### 3.1 Research Design

For current study support of quantitative research was taken by using standardized tools and techniques. As it expedite reliable data by converting observable fact into numbers which further examined to determine causes and effects, relationships and associations. In addition, survey method was implemented to collect data that takes into account use of questionnaire consisted of demographics such as education, age, experience and gender. Moreover, utilization of questionnaire for data collection was worthy in terms of cost and time and it is easy to enter and analyze the data.

### 3.2 Type of study

The current study is explanatory in nature based on hypothesis testing. Cause and effect relationship was tested between manager connectedness and project success.

The level of researcher interference was minimal by distributing the survey instrument in normal work environment. For this purpose, project based organizations of Pakistan has been targeted to get the required data needed to get the authentic results.

### **3.3 Population and Sample**

#### **3.3.1 Population**

The focused population for the study were software houses and Information Technology based organizations located in Rawalpindi and Islamabad.

#### **3.3.2 Sample and Procedures**

It was not possible to collect data from all employees working in private sector of Pakistan. Due to time and resource constraint non-probability convenience sampling technique has been applied. This is quick and convenient way of data collection as expenses are low and subject members are easily accessible. Respondents were confident that any information they provide will remain extremely secret to encourage participant to give relevant original data and will be committed to collecting all academic information exclusively. The purpose is to get an idea of what the project's success role is while the projects are complex in nature. Population size was 600 and 235 sample has been calculated by keeping confidence level 95% and confidence interval level 5%.

### **3.4 Sample Characteristics**

The demographics considered in this study are; age, experience in the project based organizations gender and employees qualification. Sample characteristic's details are following

### 3.4.1 Gender

TABLE 3.1: Frequency by Gender

Gender	Frequency	Percent
Female	85	36.4
Male	150	63.6
Total	235	100.0

Table 3.1 depicts the ratio of male and female respondents. As we can see majority of the respondents were male, which shows that 63.6% of the respondents were male and 36.4% respondents were female.

### 3.4.2 Age

TABLE 3.2: Frequency by Age

Age	Frequency	Percent
18-24	41	17.4
25-35	2	.8
36-45	174	73.7
46+	18	7.6
Total	235	100.0

Table 3.2 shows that most of the respondents were having age between the range of 36-45, that means 73.7 % of majority respondent were having age ranging between 36-45, 17.4% of respondents were having age ranging between 18-24 , .8% respondents were having age ranging between 25-35 and only 7.6% of the employees were having age range of 46 or above.

### 3.4.3 Education

TABLE 3.3: Frequency by Education

Education	Frequency	Percent
Bachelors	41	17.4
Masters	144	61.27
MS/M.Phil	32	13.6
Other	18	7.6
Total	235	100.0

Table 3.3 depicts that most of the respondents were having qualification of MS/M.phil, which comprises 13.6% of the total respondents chosen as the true representative sample of the whole population. 17%, respondents were having qualification of Bachelor, 13% of the respondents were having qualification of Masters 61.27% and other 7.6% of the respondents were other amongst the 282 respondents.

### 3.4.4 Experience

TABLE 3.4: Frequency by Experience

Experience	Frequency	Percent
0-4	60	25.4
5-9	106	43.6
10-14	60	25.0
15-19	9	3.8
Total	235	100.0

Table 3.4 shows that most of the respondents were having an experience ranging between 5-9 years, constituted for 43.6%. 25.4% respondents were having experience between the ranges 0-4 years. Moreover, 25.0% respondents were having experience ranging between 10-14 years. Last but not the least 3.8% respondents were having experience ranging between 15-19 years. As experience includes gaining knowledge about new procedures and ideas of the organization helps to bring

creativity in the tasks, experience is considered as one of the most effective demographics which contribute too much towards the manager connectedness and project manager ambidexterity domain for the success of the project.

### 3.5 Data Collection

Primary data has been obtained through structured questionnaires in 3 different time lags, Time T1 (for Independent Variables), Time T2 Lag (Dependent Variables) Time T3 lag for Moderating , mediating variables and demographics part as well.

TABLE 3.5: Time Lag Distribution

Time	Variables	Respondents
1 <sup>st</sup> Time lag= T1	Manager Connectedness	500
2 <sup>nd</sup> Time Lag= T2	Project Success	412
3 <sup>rd</sup> Time lag =T3	Project Manager Ambidexterity For- malization of Task	235

### 3.6 Instrumentation

The nature of all the items included in the questionnaire is Manager's connect- edness, Ambidexterity, Project success and formalization of task for all the items in the questionnaire were made using a 5-points Liker-scale where 1 (strongly disagree) to 5 (strongly agree).

#### 3.6.1 Manager's Connectedness

To measure project manager connectedness a 5 item scale developed by Zahra, and George (2002) was used. The sample items were "Project Manager has focused

meetings are held in our organization”, “Project ideas/information is freely shared by all”. “A common project language is shared by all”.” Project teams are usually brought together to work in close physical proximity to each other.

### **3.6.2 Project Manager Ambidexterity Scale (Exploration and Exploitation)**

To measure task supervisor ambidexterity few scale advanced by Mom, Van Den Bosch, and Volberda (2009) turned into used. The pattern items are “searching for new possibilities with admire to products/offerings, tactics, or markets”. “Evaluating various options with admire to products/offerings, procedures, or markets”. “Specializing in strong renewal of products/services or strategies”. “Sports of which the related yields or fees are presently doubtful

### **3.6.3 Project Success**

Project Success scale advanced by using Aga, Noorderhaven, and Vallejo (2016) is used that have few objects that measure the venture achievement variable. The pattern item consists of “The undertaking changed into completed on time.” “Mission become finished in keeping with the budget allotted.” “The quantity of mission is used by its intended stop user.” “The consequences of mission are possibly to be sustained.” “The final results of assignment have directly benefited and intended end consumer either through increasing efficiency and effectiveness.”

### **3.6.4 Formalization of Task**

Formalization of task scale developed by Desphand and Zaltman (1982) was used which have 5 items that measure the formalization of task. “Whatever situation arises, written procedures are available for dealing with it.” “Rules and procedures occupy a central place in the organizational unit.” “Written records are kept of everyone’s performance.” “Employees in our organizational unit are hardly

checked for rule violations.” “Written job-descriptions are formulated for positions at all levels in the organizational unit.”

TABLE 3.6: Instruments

Variable	Sources	Item
Manager Connectedness (IV)	Zahra and George (2002)	5
Project Manager Ambidexterity (Med)	Mom, Van Den Bosch, and Volberda (2009)	14
Project Success (DV)	Aga, Noorderhaven and Vallejo (2016)	14
Formalization of Task (Mod)	Desphande and Zaltman (1982)	5

### 3.7 Pilot Study

A pilot study was conducted so that it could be assured that questionnaire was valid. The pilot study was conducted on the sample size of 50. After collecting all 50 questionnaires variables reliability was evaluated which indicated adequate alpha coefficient values.

Reliability measured the internal reliability of the elements used to assess the underlying structures. Reliability analysis calculates a series of metrics, reliability and commonly used metrics and provides information about relationships between individual elements in a metric. However, the issue of reliability increases when the functionality of the scales extends to the scope of the prediction. One of the most popular analyses of the statistics used is Cronbach Alpha. Cronbach’s alpha determine the internal consistency or average connection between elements in the scanning tool to measure its reliability.



TABLE 3.7: Collective Reliability Analysis Tables (All variables)

Variables	No of Items	Cronbach's Value
Manager Connectedness-MC	5	.767
Project Manager's Ambidexterity – PMA	14	.805
Project Success-PS	14	.836
Formalization of Task-FT	5	.779

Table 3.7 shows reliability of pilot testing. Table indicates that all variables have acceptable range. Reliability of manager connectedness was 0.767, which is greater than the threshold value. Similarly, the reliability of project manager ambidexterity was 0.805, which is also greater than the threshold value. Moreover, the reliability of project success and formalization of task was 0.836 and 0.779 respectively. After execution of pilot testing, it was deduced that there was no issue in the studying variables and the scales were completely reliable as all the values are meeting the criteria.

### 3.8 Data Analysis Techniques

I collected the data from 235 respondents and then added to the SPSS software version 20 for analyzing. I have used the following procedure for analyzing purpose and they are as follows:

1. The questionnaire with appropriate responses were selected only.
2. Only the coded variables were used and all variable were coded.
3. For explanation of samples' characteristics, frequency table were used.
4. Descriptive statistics was used.
5. Cronbach coefficient alpha was used for the reliability process of all variables.

6. To check the relationship of variables under study, correlation was used.
7. For checking the relationship of Dependent and Independent variable, Single Linear Regression was made to work.
8. Preacher and Hayes Process was used for conducting mediation and moderation to determine the existence of the role of mediator and moderator between the Independent and dependent variables.
9. Utilizing correlation and Preacher and Hayes method, the intended hypotheses were tested to check the rejection and acceptance of the proposed hypothesis

# Chapter 4

## Results and Discussion

SPSS was utilized for the analysis of data collection. To investigate links among variables descriptive statistics, reliability, correlation, linear regression and multiple regression was used. This chapter particularly related to the results and its interpretation.

### 4.1 Descriptive Analysis

The descriptive statistics of all variables included in this study such as manager connectedness, project manager,s ambidexterity, formalization of task and project success are depicted in the table below. The means and standard deviations of the studying variables are shown in the table. Similarly minimum and maximum values are also given.

TABLE 4.1: Descriptive Statistics

	Minimum	Maximum	Mean	SD
Manager Connectedness	1.0	5.0	3.22	.671
Project Managers Ambidexterity	1.0	5.0	4.11	.998
Formalization of Task	1.0	5.0	3.44	.932
Project Success	1.0	5.0	3.77	.974

The table shows the graphic insights of the aspects under examination. The table reveals the information recognized with least, most intense and normal esteems for every factor and in addition demonstrates the mean and SD. Table 4.1 enunciates that the manager connectedness has a mean value of 3.22 and standard deviation of .671. Similarly, the mean value of project manager ambidexterity was 4.11 and standard deviation of .998. Moreover, the mean value of formalization of task and project success was 3.44 and 3.77 respectively and standard deviation of .932 and .974 respectively.

## 4.2 Correlations Analysis

The present study main aim is to conduct correlation analysis to comprehend the link among manager connectedness and project success, the mediating role of project manager ambidexterity and moderating role of formalization of task for the purpose of validation of suggested hypothesis. Correlation analysis was conducted to know the variation nature between variables. Pearson correlation discerned the strength and nature of link via correlation that is range from -1 to +1.

TABLE 4.2: Correlation

Variables	1	2	3	4
1 Manager Connectedness	1			
2 Project Manager's Ambidexterity	.341*	1		
3 Formalization of Task	.484**	.416**	1	
4 Project Success	.411**	.455**	.352**	1

\*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 4.2 shows the correlation between the variables of this study. Manager Connectedness has significant correlation with all variables like with project manager ambidexterity ( $r=.341$ ,  $p=.005$ ), formalization of task ( $r=.484$ ,  $p=.005$ ) and

project success ( $r=.411$ ,  $p=.005$ ). The correlation of project manager's ambidexterity with formalization of task was ( $r=.416$ ,  $p=.005$ ) and project success ( $r=.455$ ,  $p=.005$ ). The correlation of formalization of task with project success was ( $r=.352$ ,  $p=.005$ ).

### 4.3 4.3 Regression Analysis

Correlation analysis was conducted to know the existence of link between variables but it gives no evidence about the causal link among variables. Therefore, for knowing the causal link between variables regression analysis has been carried out to validate the dependency of one variable on another. Two types of regression analysis one is simple regression and another is multiple regression. When only two variables are there, simple regression is conducted and when more than two variables are there multiple regressions is conducted. More commonly, the regression investigation estimate the provisional prospect of the dependent changeable given the independent variables that is the typical rate of the dependent variable when the independent variables are fixed. Less frequently, the hub is on a quintile or other position the dependent variable confident will be given the independent variables.

#### 4.3.1 Regression Analysis Results for Project Success

TABLE 4.3

Predictors	Project Success		
	$\beta$	$R^2$	$\Delta R^2$
Step 1			
Control Variables		0.465	
Step 2			
Manager Connectedness (Overall)	.458**	0.651	.186

*N=235, Control Variables are those variables which have been taken as demographic variables (\* $P_i .05$ , \*\*  $P_i .01$ )*

Hypothesis 1 states that manager connectedness has a positive and significant impact on project success. Table 4.3 provides evidence for that. In step 1, control variables were put. Results showed that manager connectedness has positive and significant impact on project success as shown by the regression coefficient ( $B=.458$ ,  $p=.005$ ). Furthermore, the value of ( $R^2=.65$ ) means that manager connectedness brings 65% changes in project success. Therefore, we conclude that hypothesis 1 was supported.

TABLE 4.4: Mediation Analysis Results for Variables

Effect of MC on PP		Effect of M on PP		Direct Effect of MC on DV of M		Total Effect of PMA on PP		Bootstrap results for Indirect Effects	
$\beta$	T	$\beta$	T	$\beta$	T	B	t	LL95	UL95
								CI	CI
.502**	7.687	.333**	5.091	.321**	4.042	0.144	12.5	0.5432	0.3245

Hypothesis 2 stated that project manager ambidexterity mediates the relation between manager connectedness and project success. Results provide in the table 4.4 gives evidence. Results showed that indirect effect of manager connectedness and project success has the lower level confidence interval and upper level confidence interval of 0.5432 and 0.3245. Both has different sign and no zero is present. Therefore, we conclude that mediation is happening. Hypothesis 2 was supported that project manager ambidexterity mediates between the relationship of manager connectedness and project success.

### 4.3.2 Moderation Effect

Therefore this table provides whether Project Managers Ambidexterity moderates the effect of manager connectedness on project success, as highlighted below:

As the value of project managers ambidexterity increases the moderation effect shows stronger relationship as the value moderation effect show weak relationship.

TABLE 4.5: Moderated Regression Analysis

Predictors	Project Success		
	$\beta$	$R^2$	$\Delta R^2$
Main effect PS			
Step 1			
Control Variables		0.465	
Step 2			
AM	.458**	0.651	.186
FT	.342**	0.432	.141
Step 3			
AM* FT	.542**	0.339	.112

The result of moderation is also presented by moderation graph shown below.

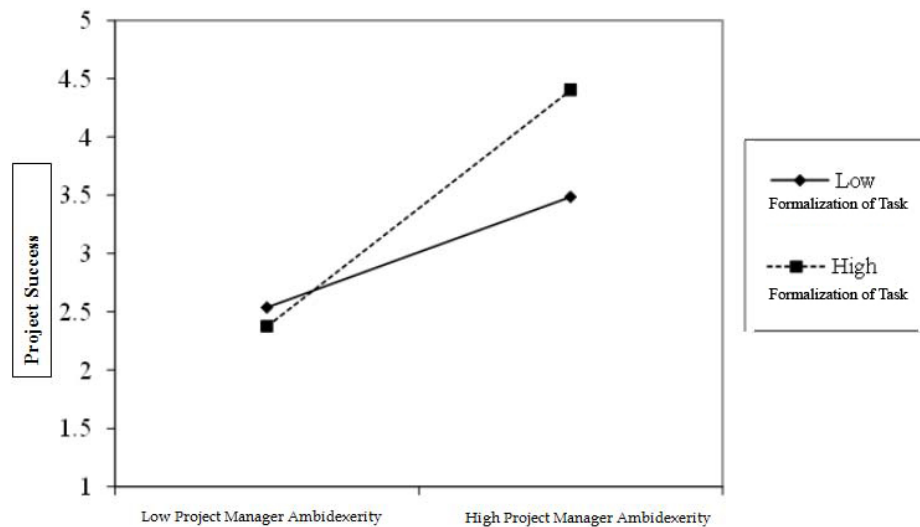


FIGURE 4.1: Moderation Graph

This graph shows positive relationship between project managers ambidexterity and project success. The dotted line shows high formalization of task and the bold line shows the low formalization of task. The direction of lines associated with the project manager ambidexterity and project success. If the formalization of task low, the relationship between project managers ambidexterity and project success is weak.

**Hypotheses Testing/Results**

TABLE 4.6: Hypotheses Testing/Results

<b>Statement</b>	<b>Status</b>
<b>H<sub>1</sub>:</b> Manager Connectedness has a significant impact Project success.	Supported
<b>H<sub>2</sub>:</b> Project Manager Ambidexterity plays mediation role between manager's connectedness and project success.	Supported
<b>H<sub>3</sub>:</b> Formalization of Task moderates the role between Project Manager Ambidexterity and project success.	Supported



# Chapter 5

## Conclusion and Recommendations

### 5.1 Discussion

The key contribution of this study was testing the relationship between manager connectedness and project success. The findings suggest that manager connectedness has a positive impact on project success. The main purpose of this study was to answer the questions regarding the impact of project manager on project success along with other variable i-e project manager ambidexterity and formalization of task.

Data for this research was collected from different project based organizations of Rawalpindi and Islamabad. H1 show that the manager connectedness has a positive impact on project success. If the manager connected with his team and organization throughout the project, the project will succeed at the end. Manager plays an important role in project success. H2 and H3 also supported the significant relationship of project manager ambidexterity, manager connectedness and project success. More ever project manager ambidexterity as a mediator shows the relationship between the manager connectedness and project success.

### **5.1.1 Manager Connectedness has a Significant Impact on Project Success**

Hypothesis 1 stated that manager connectedness has positive and significant impact on project success. Results supported this hypothesis and provide evidence that manager connectedness positively and significantly influence project success. The results are in line with previous research of Cech and Chadt (2015) states that the understanding competences and characteristics of a manager has a contributing role in project success. The effects confirmed that high-fulfillment talents permit task managers to successfully manipulate them in turbulent contemporary surroundings. This findings point toward the need for organizations to be more open and outward looking through connectedness if they are to innovate through exploration and exploitation. The hypothesis suggests that to support innovation organizations should encourage manager connectedness to bring ideas in from the outside and float idea within the organization. Literature is characterize by way of ambidexterity via theoretical employment and determined studies carried out mainly at the organizational stage. Supervisor regulations apprehend the project critical (Birkinshaw and Gupta, 2013).

### **5.1.2 Project Manager Ambidexterity plays Mediation Role between Manager's Connectedness and Project Success**

Hypothesis 2 stated that project manager ambidexterity mediates the relationship between manager connectedness and project success. Results for this hypothesis provides evidence for its acceptance that project manager ambidexterity mediate between manager connectedness and project success. The results are in line with previous research. Similarly, the study argue that very limited organizations have professional manner to steer but a fantastic deal of labor has ambidexterity to understand how they may be reconciled in sensible corporations. Moreover, control potential is efficaciously related to financial and different presentation advantages

(Birkinshaw & Gupta, 2013; Junni et al., 2013; O'Reilly & Tushman,(2013). Furthermore, experimental research of using information by using teams of experts normally show that a set of encrypted and greater implicit understanding offers exceptional sources of fee that make contributions to crew success. Organizational time refers to company's ability to explore its internal and external resources concurrently to meet current enterprise wishes and to adapt to future market modifications (Raisch & Birkinshaw 2008, O'Reilly & Tushman 2013; Turner, Swart & Maylor. (2013).

In addition, research has found that organizational ambidexterity plays an important role in improving the corporation's success (Wang & Rafiq, 2014). In a recent meta-analysis of organizational ambidexterity and firm fulfillment ( Junni et al. 2013) finding an effective key impact however advise that ambidexterity effect on organization success rely upon on many factors. It calls for that studies shift recognition on whether the organizational ambidexterity influences success toward a more complete knowledge of whilst and the way organizational ambidexterity impacts fulfillment with the aid of expanding the scope of observers being examined.

### **5.1.3 Formalization of Task Moderates the Relation between Project Manager Ambidexterity and Project Success**

Hypothesis 3 stated that formalization of task moderates the relationship between project manager ambidexterity and project success. Results provided support for suggested hypothesis that formalization of task moderates between project manager ambidexterity and project success. The results are in line with the hypothesized model. Formalization of task plays significant role between project manager ambidexterity and project success. By explore the function of modification of an internal regulatory source, i.e. executive capital in the relationship among organizational irregularity and company concert, this study contribute to offered literature in several ways. It expands our knowledge about organizational

ambidexterity and its effects. Current research focuses mainly on the moderate effect of environmental factors that are usually beyond the manager of the company. The way in which internal management of resources is influenced by organizational ambidexterity and success is often overlooked. The success of project management is measured using concrete technical criteria, such as measured variables. In general, the technical aspects include the four dimensions of the classic version of the Iron Triangle: time, cost, scope and quality (PMI, 2006).

## 5.2 Limitations

Nothing is perfect everything has some kind of limitation one way or another. This study also has limitations which need to be address in future endeavor. First, the current study took only one sector as a sample for data collection. Future research should take other sector as well to study the impact of manager connectedness on project success to make the results more generalizable. Secondly, there was some limitations of time and resource constraints. Thirdly, the study only takes into account Pakistani software industry, which is difficult to generalize the results of this study on software industry in another context. Future studies should be conducted in another context to make the findings more valid.

## 5.3 Recommendations

- The researchers found that the more regulated the organization; the more revenue growth will generate signals for those who manage it, which is important for continued success in dynamic environments.
- In order to build a manager's contact and ambidexterity for the project manager, their practice areas should focus on exploring new knowledge and making use of existing knowledge in daily work activities.
- In order to achieve better utilization senior professionals must monitor (a) to what extent current activities are consistent with current company policy,

(b) to what extent current knowledge is used to implement client projects and (c) how efficiently they use knowledge, of frequent development of similar solutions.

- Organizations together with their managers must keep up with the incentives to continue exploration and exploitation in particular to recognize that the exclusive focus on the goals of billable hours for high-level professionals does not coincide with the development of ambidexterity
- In addition, this contact to the research manager and the ambidexterity of the project manager plays an important role in improving the link between organizational ambidexterity and project success. This finding should confirm that the way to success is more than just hiring talented people or partnering partners
- Project success also needs to develop and maintain efficient organizational processes, databases and a culture that can facilitate knowledge exchange and combination among employees.
- In fact, these enabling factors allow for the creation of a value of low-caliber and professional staff.
- Through the development of regulatory capital you can create databases that store customer-related case information and allow other employees to search for relevant service solutions and valuable knowledge encoding in organizations. It also reduces the risk of staff turnover leading to departure of technical knowledge and specific customer to competitors.

## 5.4 Theoretical Implication

Despite those limitations in response to the decision for studies into versions in managers' ambidexterity this study contributed to the literature by way of investigating each conceptually and empirically ambidexterity at the manager stage

of evaluation and the way special sorts of coordination mechanisms relate to versions in managers' ambidexterity. By means of doing so, study contributed to each theoretical and empirical foundations of the concept of ambidextrous companies and their managers. In other words their exploitative/exploratory efforts will affect the performance in a different way under extraordinary contextual situations. Secondly, figuring out the moderating impact of organizational slack and organizational existence cycle on the relationship among ambidexterity and overall performance gives steering for companies to attain expected effects from ambidextrous efforts.

## **5.5 Practical Implication**

A sufficient stage of slack assets will launch the aid constraints inside firms and consequently mitigate the conflicts between exploration and exploitation in order to stimulate the synergy effects of exploratory and exploitative activities. When the organizational slack is sufficient businesses may want to pursuit a higher level of combined value of exploitation and exploration consequences and get extra performance advantages. Moreover, firms also want to check their life cycle stage in order to get extra benefits from ambidexterity efforts. For firms in boom stage a balanced effort of exploitation/exploration should be focused extra to be able to improve performance to a greater degree.

## **5.6 Conclusion**

The current study was conducted to find the impact of manager connectedness on project success with the mediating role of project manager ambidexterity and moderating role of formalization of task in project based organizations of Pakistan. Data collection was done from software companies located in twin cities of Rawalpindi and Islamabad to investigate the relationship of manager connectedness on project success. Total sample accounted for final analysis was 235. Different statistical analysis was conducted to assess the relationships. The proposed

hypothesis was supported by organizational ambidexterity theory. The results were in line with the hypothesized model. The findings suggested that manager connectedness positively influence project success. Similarly, other relationships proposed in the study were in line with the theory and previous research.

Moreover, difficult projects cannot be susceptible to easy solution. This was an important finding of this study. Process and trial within organizations are needed for projects to achieve objectives efficiently, but conscious capacities are necessary when policy discover their restrictions. The study argued that exploratory solutions must be mixed with rule-based operation. However, little is known about how organizations get stability or what motivates an effectual shift between assertion of utilization and examination in a restricted environment. It is vital area for project managers to believe particularly in the areas of the National Development and Research and Development Program, because their projects need to balance current knowledge modernization and problem solving. This study generates a discussion within organizations about the restrictions of procedural rules and stepladder that can be in use to work with greater flexibility and attention and how to think about the effects of ambidexterity can be useful for managers and project teams. The results of analysis demonstrate the important and positive relationship between the program managers, the ambidexterity of the project managers and the project success. The study is based on the experimental outcome of the detailed data at the project level and our quantitative observations.

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# Appendices

## Questionnaire

Dear respondent,

Researcher is a student of Master of Science and is conducting research on **Impact of Managers Connectedness on Project Success with mediating role of Project Managers Ambidexterity and moderating role of Formalization of Task**, In this regard; your cooperation in terms of providing insight on the provided questionnaire is required. The answers provided by you would be kept strictly confidential and used for academic purpose only.

<b>Demographics Profile</b>	
Gender:	1- Male 2- Female
Age Group:	1. (18-24) 2. (25-35) 3. (36-45) 4. (46+)
Education:	1. Graduate, 2. Master 3. M.Phil & above
Experience:	1. (0-4) 2. (5-9) 3. (10-14) 4. (15-19)

## Part-B

Encircle an option, **1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree**

SN	Manager Connectedness	Five Point Likert Scale				
1	A project Manager is a vehicle for tackling all business-led change within an organization.	1	2	3	4	5
2	Project Manager has focused meetings are held in our organization.	1	2	3	4	5
3	Project ideas/information is freely shared by all.	1	2	3	4	5
4	A common project language is shared by all.	1	2	3	4	5
5	Project teams are usually brought together to work in close physical proximity to each other.	1	2	3	4	5

SN	Project Managers Ambidexterity	Five Point Likert Scale				
	<b>Exploration Innovation</b>					
1	Searching for new possibilities with respect to products/services, processes, or markets.	1	2	3	4	5
2	Evaluating diverse options with respect to products/services, processes, or markets.	1	2	3	4	5
3	Focusing on strong renewal of products/services or processes.	1	2	3	4	5

4	Activities of which the associated yields or costs are currently unclear .	1	2	3	4	5
5	Activities requiring quite some adaptability of you .	1	2	3	4	5
6	Activities requiring you to learn new skills or knowledge .	1	2	3	4	5
7	Activities that are not (yet) clearly existing company policy.	1	2	3	4	5
	<b>Exploration Innovation</b>					
1	Activities of which a lot of experience has been accumulated by yourself.	1	2	3	4	5
2	Activities which you carry out as if it were routine.	1	2	3	4	5
3	Activities which serve existing (internal) customers with existing services/products.	1	2	3	4	5
4	Activities of which it is clear to you how to conduct them.	1	2	3	4	5
5	Activities primarily focused on achieving short-term goals.	1	2	3	4	5
6	Activities which you can properly conduct by using your present knowledge.	1	2	3	4	5
7	Activities which clearly fit into existing company policy.	1	2	3	4	5
	<b>Project Success</b>					
1	The project was completed on time.	1	2	3	4	5
2	The project was completed according to the budget allocated.	1	2	3	4	5
3	The outcomes of the project are used by its intended end users.	1	2	3	4	5

4	The outcomes of the project are likely to be sustained.	1	2	3	4	5
5	The outcomes of the project have directly benefited the intended end users, either through increasing efficiency or effectiveness.	1	2	3	4	5
6	Given the problem for which it was developed, the project seems to do the best job of solving that problem.	1	2	3	4	5
7	I was satisfied with the process by which the project was implemented.	1	2	3	4	5
8	Project team members were satisfied with the process by which the project was implemented.	1	2	3	4	5
9	The project had no or minimal start-up problems because it was readily accepted by its end users.	1	2	3	4	5
10	The project has directly led to improved success for the end users/target beneficiaries.	1	2	3	4	5
11	The project has made a visible positive impact on the target beneficiaries.	1	2	3	4	5
12	Project specifications were met by the time of handover to the target beneficiaries.	1	2	3	4	5
13	The target beneficiaries were satisfied with the outcomes of the project.	1	2	3	4	5
14	Our principal donors were satisfied with the outcomes of the project implementation.	1	2	3	4	5
	<b>Formalization of Task</b>					
1	Whatever situation arises, written procedures are available for dealing with it.	1	2	3	4	5
2	Rules and procedures occupy a central place in the organizational unit.	1	2	3	4	5

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3	Written records are kept of everyones success.	1	2	3	4	5
4	Employees in our organizational unit are hardly checked for rule violations.	1	2	3	4	5
5	Written job-descriptions are formalated for positions at all levels in the organizational unit.	1	2	3	4	5