Impact of Emotional Intelligence on Project Performance by Considering Mediating Role of Task Interdependence and Moderating Role of Organizational Culture

by

Aisha Irshad Malik

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I dedicate this research work to my dearest and lovely parents who had always stood with me in all difficult and struggling times, especially to my beloved father Dr. Muhammad Irshad Malik, who had always encouraged me to achieve my goals. The affection and supportive behavior of my lovely family made me able to conduct and complete this dissertation. I am extremely grateful for my family member's anticipation towards research work accomplishment.

CERTIFICATE OF APPROVAL

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by

Aisha Irshad Malik

Registration No: (MPM193003)

THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Hassan Rasool	PIDE, Islamabad
(b)	Internal Examiner	Dr. Samiya Safdar	CUST, Islamabad
(c)	Supervisor	Dr. Lakhi Muhamamd	CUST, Islamabad

Dr. Lakhi Muhammad
Thesis Supervisor
March, 2021

Dr. Lakhi Muhammad
Head
Dept. of Management Sciences
March, 2021

Dr. Arshad Hassan
Dean
Faculty of Management & Social Sciences
March, 2021

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Abstract

The study aims to examine the impact of Team Managers emotional intelligence on achieving project performance. This research has investigated the mediating effect of task interdependence between emotional intelligence and project performance and also examines the moderating effect of organizational culture between the task interdependence and project performance. Data was collected from IT-based firms. The current study is descriptive and deductive which describes the relationship of the research variables. Population of current study were Team managers working in IT companies. Unit of analysis of the current study was the team managers of the software industry. Usable data of 202 respondents was collected by online survey approach. Results of the research study show that emotional intelligence and task interdependence has a positive significant impact on project performance, while task interdependence has a positive substantial effect of mediation in-between emotional intelligence and project performance which shows that task interdependence mediates the relationship between emotional intelligence and project performance, whereas the moderating effect of organizational culture is negative which implies that there is no organizational culture moderation effect exist in between the task interdependence and project performance. The finding of this study has importance to theory and practice.

Keywords: Emotional Intelligence, Task Interdependence, Organizational Culture, Project Performance.

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Abbreviations

AET	Affective Event Theory
EI	Emotional Intelligence
OC	Organizational Culture
PP	Project Performance
SPSS	Statistical Package for Social Science
TD	Task Interdependence

Chapter 1

Introduction

Emotional intelligence is the ability to screen one's own emotions and moods, to segregate between them and to avail this data for individuals reasoning (John D. Mayer & Salovey, 1993). Emotionally intelligent individuals might have a more solid capacity to administer fights among themselves and their assistants and could have a logically supportive perspective of their own and master lives as trusted by investigators. As pointed by (J D Mayer & Salovey, 1997) scientists are thinking on the basic pieces of the human personality; accordingly, emotional intelligence, close by initiative style, and their parts in achieving affiliation grandness. As expressed by (Weiss & Cropanzano, 1996) the generally conduct and intellect at work environment are affected by the feelings one may involvement for case sense of self , fervor, fear, dissatisfaction and envy. Those regulatory aptitudes that influence how chiefs relate with others, passionate insights has been genuinely recognized as a key diversion arrange..(Mignonac & Herrbach, 2004) express that various investigations have shown that feelings at work environment are capable even by the high-level manager. Taking into account the gathering evidence that emotional intelligence is connected to administrative ampleness (O'Boyle et al., 2011) this gives off an impression of being reasonable to reason that powerful venture the executives isn't simply directed by specific or hard aptitudes yet furthermore by limits related to feelings (Fisher, 2011). Emotionally intelligent individuals are more capable of managing conflicts and misunderstandings among team members and are more capable of dealing with and adjusting to the risks coming up in the

job environment. However researchers have as of late proposed elective proportions of project performance, for example, consumer loyalty and the human abilities and competency of task workers or partners. For instance,(Dvir, 2004) proposed customer satisfaction fulfillment as a proportion of project performance .in Literature vast degree of work has been regarding emotional intelligence (Adams & Anantatmula, 2010). (Peslak, 2005) indicated that managers with a high level of emotional intelligence express their emotions unyieldingly. The energy of project managers extends as they engaged to pass on effectively toward their colleagues and energize development centering towards testing endeavors. (Carmeli, 2003). Research from (Mazur et al., 2014; Müller & Turner, 2007) prompts the capacity to appreciate and control assumptions in themselves similarly as others pass on the high type, viable relationship with both inner and outside partners for a project manager. The project manager who has more critical degrees of emotional intelligence may thusly be encouraged more to unequivocally impact their subordinates and to offer fitting reactions for dealing with new issues and inconveniences that a tangled errand may bring (Gerald Mount, 2006).

Task interdependence inside a team is the level at which peers need to connect with others to finish their tasks. Most groups are created as such because the tasks or responsibilities of individuals are in some way or another related and contrast from different units (Cummings & O'Connell, 1978). However, there can be a change in how much individuals are task reliant on one another. Underlying work highlights causing that a group could be pretty much assignment reliant incorporate whether the individuals need to utilize the equivalent (specialized) materials, information, and data, space, etc. Task interdependence goes from low levels, showing that colleagues rather work as people, to direct, where cooperation is occurring somewhat, and high where escalated collaborations and connections take place (Stewart & Barrick, 2000).

Community building viewpoints are a significant advantage of undeniable degrees of task interdependence. Favourable circumstances of low degrees of task interdependence incorporate effectiveness and imaginative critical thinking by people (Wageman, 1995). In an organization, the execution of organizational culture

alludes to a technique to create behavior, which implies authoritative culture impacts the conduct of people working in the association. Cooperative energy between singular conduct and culture improves work performance since the target of organizational policies is encouraging accomplishment of dreams and missions of association and one of which is creating human asset capability.

Accordingly, organizational culture is one of the significant standards that decide the development and accomplishment of an association. Organizational culture is characterized as a progression of significant worth, conviction, and conduct that influences the personality of an association and the conduct of its workers (Sharkey et al., 2012). Specialists have contended that organizational culture turns into the reason for variation and the key that decides the achievement of an organization and in this manner, various investigations have been directed to recognize the worth or social standard that is the significant benefactor of organizational prosperity (Rashid et al., 2003).

A Project has a limited life expectancy and is remarkable which is made to achieve certain and characterized objectives (Turner, 2006). Project performance is a degree that decides the focus on objectives and destinations of a project is accomplished under the predetermined financial plan, characterized timetable, and fulfilling the characterized quality guidelines which in general leads towards making a task fruitful (Wu et al., 2017). A task is considered as effective just on the off chance that it is finished under the characterized financial plan, inside distributed time and cost, finished under the characterized degree, and fulfils the characterized quality guidelines. (Project Management Institute, 2008). Upgrading the task interdependence and making progress is among the first concerns of venture chiefs and project stakeholders.(Müller & Jugdev, 2012). Key undertaking the Project management assignments for project leaders is to locate the best arrangement for a task, organizing activities powerfully and productively, and utilizing restricted assets to expand work execution and make a project effective. (Galbraith, 1995). The accomplishment of any project comprises of two sections. First is project management success which manages project information sources and yields while second is product achievement which manages project objectives

and targets (Baccarini, 1999). Consumer loyalty, abilities and skill of representatives, and partner's fulfilment are considered as basic factors and measures to decide and improve project execution (Wallace, Keil, & Rai, 2004). Productivity in activities, measure of work accomplishment, quality of created work, and adequacy in finishing objectives are the estimates which Employees abilities impact the work progress which builds the project performance (Ley & Albert, 2003). Project performance and achievement are profoundly reliant upon the abilities and capabilities of the project manager (Mazur et al., 2014) .

Understanding the lifestyle of your affiliation is key to assemble the potential for an effective improvement and execution of a security organization system. Progressive social orders were made under different conditions and their set of experiences made stand-out style and character. Fundamentally, you perceive the noteworthy credits of your affiliation given the assorted styles, needs, and constructions that requires unmistakable procedures when passing on and keeping up the prosperity of the organization structure. Organizational culture alludes to the fundamental qualities, standards, convictions, and practices that portray the working of a specific foundation. At the most essential level, organizational culture characterizes the presumptions that representatives make as they do their work. An association's way of life is an incredible power that endures through redesigns and the flight of key staff.

1.1   Research Gap

As cooperation is fundamental among project workers in projects (Wu et al., 2017), it is important to offer both experimental and hypothetical thoughtfulness regarding the impact of Emotional knowledge on the presentation of task colleagues in undertakings. The instruments fundamental the connection between Emotional knowledge and task execution stay neglected. Researchers additionally stress the need to comprehend the probable arbitrators and middle people of this relationship (Rezvani et al., 2018). Some analysts have explored the connection between enthusiastic insight and work practices or mentalities, for example, turn over aims,

work fulfillment, passionate responsibility, deals execution and occupation execution (Carmeli, 2003; S. O. Cheung et al., 2011; Jiang et al., 2001; Vigoda-Gadot & Meisler, 2010; Wallace et al., 2004) explored the relationship between emotional intelligence, perceived organizational justice and turnover intentions by using the ability model among Israel financial organizations. Similarly, scholars have worked on the mediating effect of conflict on Emotional intelligence and Project Performance linkage through moderation of Trust between Conflict and Project Performance (Khosravi et al., 2020).

Law et al., (2004) investigated the effect of emotional intelligence and perceived organizational support on entrepreneurial behaviour. But still, there is a gap in how other factors mediates or moderates the Emotional intelligence and Project performance relationship such as Task interdependence and organization culture (Khosravi et al., 2020).

There was a scarcity of evidence in the literature suggesting the mediating role of task interdependence for this purpose the present study endeavour's in exploring if it mediates the relationship between emotional intelligence and Project performance. Similarly there was no such research available for this study, limited and contradicting research has been conducted on related study topic (Rezvani et al., 2016, 2018), Also limited literature was available for studying the impact of emotional intelligence on project performance with other potential variables but no such study is found that determines the impact of emotional intelligence on project performance by considering the mediating role of task interdependence and moderating role of organizational culture.

Execution is characterized as a singular capacity to complete a specific work or obligation effectively. Achievement is emotional and as the outcome, individuals may have the diverse meaning of progress; along these lines, achievement alludes to singular accomplishment dependent on the sort of occupation she or he has (Marier , 2000). Execution is firmly identified with objectives or aftereffects of individual work (Kreitner & Kinicki, 2014). Execution conduct can be followed to explicit factors, for example, capacity, exertion, and undertaking trouble (Monroe & Weed, 1993). Performance is the consequence of activities led to

accomplish objectives and meet certain normalization. One chance is that supervisors are getting progressively specific and zeroed in solely on the outer climate and business results, while representatives are occupied with the work cycle and are task-driven. Likewise, it is recognized that while there is by all accounts a connection between an organization's way of life and the business achievement it appreciates, it's anything but a basic relationship (Mercoulides and Heck, 1993) – the workers' assumptions might be unreasonable. In any case, notwithstanding, as (Markus & Kitayama, 1991) has called attention to, the nonappearance of a reasonable agreement is probably going to create strife and at last subvert the associations' capacity to adapt to its outside climate This proves the situation of (Y. K. F. Cheung et al., 2005) who contend that, however singular representative have the distinctive assignment and task to carry out in various group yet have a great working relationship with project group is the fundamental guideline in social contracting. Hence, association with great administration practice and co-operation that energizes worker's support appreciates better execution as seen by Japanese development organizations (Xiao and Proverb, 2002).

1.2 Problem Statement

Any organization performance depends on how its employees work towards achieving their tasks. Tasks can go from easy to complex and can be overseen by one individual or a hundred. Subsequently, there is an expanded requirement for associations to separate themselves from contenders at the increased item level. For that reason, firms are zeroing in on their representatives as an upper hand since it is hard to impersonate.

It isn't unexpected to notice unsatisfied representatives and they simply do the work for their monetary issues and to help their families. There are numerous different factors which straightforwardly affect the Emotional insight of the representatives working in various areas of the economy in various pieces of the world, similar to age, discernment about Emotional knowledge, struggle, an inclination to advance, and so forth By one way or another, there is a relationship existing in

the feelings and the insight, which do contribute in the general execution of the representatives working in any association because the work is affected by singular characters (Morris & Feldman, 1996). The disappointment at work is slowly obliterating the representative capacity to work, i.e., delivering them feeling terrible, weariness, absence to build up the errands, misery, rest issues, And because of these things the exhibition level of representatives is diminishing bit by bit that eventually bring about abatement level of Project (Khosravi et al., 2020). The significant objectives of an association incorporates producing the most extreme benefit, both adequately and proficiently, and improve the degree of administrations.

The most wanted objective in such a manner as to improve the worker's performance since it, at last, adds to the authoritative exhibition (Srivastava, 2013). Another reason behind poor performances of employees at work is their tasks, hence assigned tasks and duties are not what they are appointed to perform, that diverts employees concentration from actual office work to new duties and it's all because of our culture that devalues employee's morale as well (Aziz et al., 2019).

In Pakistan, the IT industry is intensively increasing among all other sectors, but we can see in organizations employees are not satisfied, which effectively put a negative effect on project performance. The reason behind all this is the less effectiveness of emotional intelligence. Hence the team members are not coordinated effectively, and the organization is lacking this as a big hidden mistake. Once there is no coordination while task achievements that ultimately lead towards out of scope, budget, and quality of project delivery. This less project success is found in organizations that have a culture of not rolling out the employees behaviours towards each other. SO an organization is also playing a key role in managing such conflicts.

In the viewpoint of Pakistan, this examination goes about as an establishment for project pioneers on the aftereffects of which they could depend unhesitatingly. Our research gives a framework that can be used to find a dependency of Project performance on Emotional Intelligence and how Task interdependence mediates this relationship through moderating the role of organizational culture.

1.3 Research Questions

This research study is conducted to find out the answers to some important questions, briefly described below.

Research Question 1

What is the relationship between Emotional Intelligence and Project Performance?

Research Question 2

What is the relationship between Emotional Intelligence and task interdependence?

Research Question 3

What is the relationship between Task interdependence and Project Performance?

Research Question 4

What is the relationship of Task interdependence as a mediator between Emotional Intelligence and Project Performance?

Research Question 5

To what extent Organizational Culture moderates the relationship between task interdependence and Project Performance?

1.4 Research Objectives

This study aims to investigate the effect of emotional intelligence on Project performance respectively and how task interdependence mediates the relationship under the moderating influence of organizational culture.

Research Objective 1

To identify the relationship between Emotional Intelligence and Project performance.

Research Objective 2

To identify the relationship between Emotional Intelligence and Task Interdependence.

Research Objective 3

To identify the relationship between Task Interdependence and Project performance.

Research Objective 4

To find out how task interdependence mediates the relationship between Emotional Intelligence and Project Performance.

Research Objective 5

To examine the moderating role of organizational culture on the relationship between task interdependence and Project Performance.

1.5   Significance of the Study

The study is to be significant in identifying the impact of emotional intelligence on project performance. It benefits to improve the project performance in project-based organizations. The relevance of Task interdependence and the development of an organizational culture that benefits project performance could be adopted from the proposed study. Additionally, this investigation assists the supervisor with understanding the part of hierarchical culture backing and how it consequences for representatives work execution. Acquiring knowledge into emotional intelligence and saw hierarchical helps people in the two abilities to build efficiency at a singular level just as at an authoritative level.

1.6   Underpinning Theory

Several theories worldwide have been presented by different researchers in the domain of emotional intelligence, task interdependence, organizational culture, and project performance. Some theories explain this study e.g. Competence performance theory, Social cognitive theory, Affective event theory. These theories

explain the effect of emotional intelligence on employees and project performance but out of all Affective events theory (1996) by (Weiss & Cropanzano, 1996) is the most appropriate theory for this study.

1.6.1 Affective Event Theory

Affective event theory presented by (Weiss & Cropanzano, 1996) illustrates that positive inducing (i.e. uplifts) and negative inducing (i.e. hassles) emotional incidents have a significant and physiological impact on employees' performance and job satisfaction. Employees react emotionally to things and incidents that happen at the workplace that ultimately influence job performance and satisfaction (Weiss & Cropanzano, 1996).Emotional intelligence is the combination of skills and competencies which influence work performance and helps towards achieving success (Rezvani, Khosravi & Ashkanasy, 2018). Emotional intelligence is associated with higher job satisfaction of employees who work with or are managed by highly emotionally intelligent managers and also it is associated with effective goal accomplishment and project performance (Rezvani et al., 2016; Weiss & Cropanzano, 1996). Affective event theory consists of six basic elements Work Environment features, Work Events, Personal Disposition, Emotional Reactions, Behaviour, and Attitude Job Performance & Satisfaction", where work environment features are to know that what are the job characteristics, job demands, and requirements for emotional employees. Work event is daily uplifts and hassles experienced by employees. Personal Disposition is determining the personality and mood of a person. Emotional Reactions are the positive or negative emotions come from work events that determine the attitude, behaviour, and willingness towards task accomplishment. Behaviour and attitude determine the commitment and willingness towards work and task achievement. Job Performance and satisfaction describe the degree of goal accomplishment (Weiss & Cropanzano, 1996). Affective event theory states the work events causes and leads towards emotional reactions and these reactions determines the attitude and behaviours of employees which illustrates the willingness towards task accomplishment that ultimately affects the performance, also the emotional reactions significantly influences the

job satisfaction and performance (Weiss & Cropanzano, 1996).On contrary, dissatisfied employees with negative attitudes and behaviour did not achieve the task effectively, as a result, that respective task and dependent task bring several potential risks in work progress and they affect the project performance (Zwikael et al., 2014). (Weiss & Cropanzano, 1996) concluded that management must need to practice effective positive utilization of emotional intelligence for increasing the employee's performance and enhancing the leadership qualities. All variables considered in the current study are being covered under the scope and scales of these theories. Emotional intelligence, project performance, task dependencies, and organizational culture have been extensively explained using this theory. So, our model is strongly supported by (Weiss & Cropanzano, 1996) effective event theory which provides the grounds to explain our results. Also it explains how emotional intelligence can positively affect the project performance, enhance coordination and cooperation among team members, valuing other thoughts and emotions, increase productivity and interpersonal relationships, in such a way that the objectives can be achieved effectively that increases the project performance and makes a project successful.

This theory explains all the variables and their associated factors of the current study. The theory clarifies the role of experiences, emotions, events, and work structure in generating reflex actions & reactions given by employees at their workplaces which eventually impact their performance (Rezvani & Khosravi, 2018).

Chapter 2

Literature Review

2.1 Relationship between Emotional Intelligence and Project Performance

Emotional intelligence is perceived as a critical idea in the working environment inferable from its striking impact on execution contrasted and IQ (Goleman D, 1996). (J D Mayer & Salovey, 1997) characterized enthusiastic insight as far as four angles: the capacity to see, to acclimatize, to appreciate, and to oversee sentiments in self just as others. The terminology of 'Emotional intelligence' was first coined by (Beldoch, 1964) who clarified the inkling of emotional intelligence in terms of identification and manifestation of emotions in relation with other personal attributes in companion with easiness or difficulty of an individual to express his secret emotions. Later on, the idea was extended by Daniel (Goleman, 1995) who claimed that emotional intelligence could act as a catalyst for amended mental and psychological health by appropriate direction, organization, and regulation of sensations. In the workplace, employees experience positive and negative emotions (Lindebaum & Jordan, 2014). Positive emotions enhance the abilities and capabilities of a person to have a positive effect and increase the work performance of employees to achieve better success (John D. Mayer et al., 2008). Negative emotions such as anger, frustration, and irritation can reduce work productivity and interest which ultimately leads to poor performance and failure of the project

(Von Glinow et al., 2004). As per further detailed discussion by (John D. Mayer & Cobb, 2000), the construct of emotional intelligence covers four capabilities in general; firstly the aptitude of sensing and recognizing personal feelings as well as sentiments of others, secondly the ability to use those feelings and emotions to smoothen other mental activities, thirdly to understand the phenomenon of using and merging these emotions to advance personal relationships and, lastly administration and supervision of ideas, thoughts, and sentimentalities of one self's as well as of other. This research is carried out focusing on the definitions by (Goleman D, 1996)and (John D. Mayer & Cobb, 2000).

Task execution can likewise be viewed as an emotional term dependent upon project types and settings and the perspectives of project participants (Jha & Iyer, 2006). For example, a few scientists have zeroed in on the pretended by partners, and long-haul business accomplishment is huge scope projects (A. R. Atkinson, 1999; Beringer et al., 2013). Their discoveries affirm the commitment investor fulfilment makes to long haul business achievement. Accordingly, it is sensible to presume that the assessment of huge scope project execution ought to be founded on a mix of basic achievement factors (Rezvani & Khosravi, 2018; L. Zhang & Fan, 2013; Zwikael et al., 2014).

Team managers as well as Project managers that are emotionally intelligent experience and express their emotions positively to improve the productivity and performance of their team members (Peslak, 2005). The project manager's emotional intelligence produces high-quality and effective relationships among the stakeholders of both types the internal and external stakeholders (Mazur et al., 2014). Emotional intelligence is noted as an important factor for developing a positive supporting work environment, productive communication among team members, and effective work performance teams (Troth et al., 2012). The main concern of a Project Leader is to attain performance and success, Whereas performance means that shareholders' needs are been made under a defined timeline, budget, cost, and resources. (Project Management Institute, 2008). Project performance is referred to as producing outcomes that are higher than expected in terms of scope, quality, cost, reliability, security, and fulfilment of client's need (Ashley,

Lurie, & Jaselskis, 1987). (Goleman D, 1996) says that the more extravagant the association regarding feelings, the higher the passionate insight is probably going to be. To enhance emotional intelligence there are sure necessities that are simply the longing to change, reflection, the craving to know the sensations of others, create passionate control, want to master additional listening abilities, and so forth Project execution increment and upgrade the profitability among colleagues and the standards of any association. (Shenhar & Dvir, 2007). The performance of the project is measured as the ability to complete a project with the defined requirements within the defined budget and in the allocated period while keeping the stakeholders satisfied (Globerson & Zwikael, 2002).

Project team members with high emotional intelligence promote an emotional environment at the workplace through which coordination and collaboration are created among members, it also brings work productivity which increases the project performance (Maqbool et al., 2017). Higher emotional intelligence of team member brings empathy and support among team members which eventually results in improved team functioning and enhance the performance (Jordan et al., 2002). An individual with higher emotional intelligence brings positive emotions and reduces the negative emotions at the workplace which collectively increases the project performance (Ashkanasy & Dorris, 2017).

Emotional intelligence is considered a prerequisite and an important influencing factor for enhancing project performance and achieving success (Muller & Turner, 2010). Employees react emotionally to things and incidents that happen at the workplace which ultimately influence job performance and satisfaction (Weiss & Cropanzano, 1996). Emotional reactions control the attitude and behaviours of employees which illustrates the willingness towards task accomplishment that ultimately affects the performance, eventually, the emotional reactions significantly influence job satisfaction and performance (Weiss & Cropanzano, 1996).

Rezvani et al., (2018) Emotional intelligence is considered a critical factor to increase the work progress in large and complex projects, and for increasing the project performance. Accordingly, based on previously mentioned writing, the first speculation is determined as, Then again, an absence of emotional intelligence

brings about significant degrees of group pressure, strife, unsavoury feelings, dissatisfaction, dismissal, and low degrees of execution (Rezvani et al., 2019) Whereas Other scholars (Kirchoff et al., 2016; Stanczyk et al., 2015) have indicated that groups with low emotional intelligence don't act in a normal manner; all things being equal, they regularly base their activities and choices on feelings and instinct, Thus, based on above-mentioned literature, the first hypothesis is derived as,

Hypothesis1.   Emotional Intelligence is Positively Associated with Project Performance

2.2   Relationship between Emotional Intelligence and Task Interdependence

A widely accepted definition of task interdependence was presented by (Brass, 1981) which states that task interdependence is an approach according to which team members share their knowledge, perceptions, and other assets with each other. Kiggundu, (1983) has described task interdependence as the emblem of motivation because, in a team, an individual who relies on each other can carry out their work on the targeted time at quantifying budget. These dependencies could be the foundation of the ties as the tasks in the endeavours are going to be wrapped up simultaneously, the element of task interdependence composes aspects of bonding among the group (Hackman & Wageman, 1995).

Emotional intelligence enables individuals to communicate and collaborate with other team members to solve challenging tasks, interdependency on each other, and increase project performance (L. Zhang & Fan, 2013). The emotionally intelligent Team members possess more positive emotions and retain effectively and encouraging interpersonal relationships among their peers which improves task dependency, work performance, and productivity (Zhang & Fan, 2013). Effective management of challenging task in complex projects are achieved by emotionally intelligent individuals as they are more concerned about completing the challenging task and provoke the positive impact on other team members. (Rezvani et al.,

2018). Emotional intelligence has a strong impact on work-related outcomes like productivity, originality, work performance, invention, and profitability (Wong & Law, 2002). Emotional intelligence is considered a core component for measuring and assessment of work performance outcomes (Wong & Law, 2002).

For Project managers, it is found that emotional intelligence is the core skill and aptitude that helps them in getting the desired objective in large size and complex projects (Wong & Law, 2002).Emotionally intelligent Project managers use their capabilities in highly complex projects which results in high performance and productivity, while the low emotional intelligence in complex and large size projects leads towards poor work performance, stress, and project failure (Clarke, 2010). Task interdependence has a positive impact on project performance and progress which ultimately leads towards making the project successful (Wong & Law, 2002). A highly interdependent task requires a leader's interaction, cooperation, and information sharing to get the desired output effectively whereas Team task interdependence reflects the team dependence on their respective managers (Vidyarthi et al., 2014). In the small task, interdependence employees have less dependency on the leader, hence as a result leaders with less emotional intelligence have less influence on team members towards achieving project performance (Vidyarthi et al., 2014). In a group with a significant degree of errand relationship and close coordination, individuals are bound to know about issues in the group, contrasted with groups where individuals perform working exercises all the more freely. The greater need of balancing workload, effective communication and coordination is required to get the work done from employees that is achieved when higher task interdependence among team members insures the greater effect of manager emotional competence on team (Stewart & Barrick, 2000). Higher task interdependence brings difficult and challenging task that requires more devotion towards coordination among team members (Saavedra et al., 1993). Team members with Emotional intelligence improves the ability to achieve challenging and complex tasks by increasing the project performance and outcomes (Khosravi et al, 2020). To increase employee performance and to achieve the targeted objectives, managers with emotional intelligence spend more time on coordination,

cooperation, and helping employees (Rezvani & Khosravi, 2018).

Employees react emotionally to things and incidents that happen at a workplace which determines the attitude and behaviours of employees towards task accomplishment and ultimately leads towards job satisfaction and performance (Weiss & Cropanzano, 1996). Emotional intelligence contributes in better communication among team member, enhances problem solving capabilities, and increasing the work performance of team members (Rezvani et al., 2016).Hence on the basis of above mentioned literature second hypothesis is,

Hypothises 2: Emotional Intelligence is positively associated with Task Interdependence.

2.3 Relationship between Task Interdependence and Project Performance

Undertaking reliance, as characterized by (Van der Vegt & Janssen, 2003) is the degree to which representatives rely upon different individuals from their gathering to do work viably (Brass, 1985; Kiggundu, 1983). We adopted this definition for the current study Task interdependence is an important attribute with significant motivating potential to increase the project performance and achieve the desired goals (Kiggundu,1983). Team members effectiveness increases in achieving targeted objectives and work performances also increased as well when task interdependence becomes higher (Haines & Taggar, 2006). Task interdependence is a concept in which individuals are reliant on others in receiving the instructions and directions such as Team managers and co-workers in a team needs to get instructions to perform their tasks. Task dependence of team members and subordinate are dependent on project leader as project managers has more power and access on resources (Erdogan & Liden, 2002).

Team member's task interdependence is positively linked with distinct tasks and team approval because of the high goal interdependence of the work team (Van Der Vegt et al., 2001). Increases in the sense of responsibility and motivation that

increase productivity and performance are accomplished by task interdependence that determines the extent to which one team member feels that other team members rely upon him/her (Doerr et al., 2004). Task interdependence is considered as a most critical and influencing factor for increasing project performance and achieving project success (Van der Vegt & Janssen, 2003). Task interdependence has a positive impact on teamwork productivity and employees progress which results in increasing the project performance and helps in achieving targeted objectives effectively(Stewart & Barrick, 2000).

Team members with high task interdependence work closely with managers to get the required resources and obtain material support to achieve targeted objectives (Wageman & Baker, 1997). In the high task, interdependence leaders need to contribute, coordinate, and cooperate with employees for the tenacity of increasing productivity among team members, and improving the project performance which eventually results in the success of the project (Vidyarthi et al., 2014).

To increase the project performance the team members need to understand each other capabilities, skills and expertise as tasks are complex and interdependent in organizations (Z. X. Zhang et al., 2007). High job satisfaction and performance of team members is determined by Employees attitude, behaviours and their willingness and commitment for task and job accomplishment (Weiss & Cropanzano, 1996).

The manager assigns a task to team members so that greater need of manager assistance is required in management and interaction among team members to increase the work performance, whereas teams with higher task interdependence require strong interaction between the manager and employees (Robert et al., 2006). Studies have suggested that task interdependence has a positive impact on team productivity and progress which eventually leads towards increasing the project performance and helps in achieving project success (Liden et al., 1997; Stewart & Barrick, 2000). Hence on the basis of above mentioned literature third hypothesis is derived as:

Hypothises 3: Task Interdependence is Positively Associated with Project Performance.

2.4 Mediating Role of Task Interdependence

An individual's performance, success, and failure are dependent upon the input and support provided by other team members in task interdependence, also for increasing performance and achieving success the team member's support is required (Ramamoorthy et al., 2014). Emotional intelligence helps team members in achieving the individuals and collective tasks effectively. For extensive cooperation among team members to achieve the defined task and activities high level of task interdependences is required whereas less cooperative effort to achieve the task requires a low level of task interdependence (Bachrach et al., 2006). When task interdependence becomes higher, then the effectiveness of team members also increases which enhances project performance and ultimately leads towards achieving the targeted objectives (Taggar & Haines, 2006). Higher task interdependence brings complex and challenging task that requires higher emotional intelligence towards coordination among team members and increasing the project performance (Saavedra et al., 1993).

The higher level of motivation and performance results from a High level of task interdependence among team members (Langfred, 2007). Task interdependence eliminates the members feeling of isolation and increases motivation and productivity to enhance the project performance (Rico et al., 2009). Emotional intelligence is playing a significant role in developing a positive supporting work environment, productive communication, and effective work performance between teams which enhance the task interdependence capabilities among team member (Troth et al., 2012). When task interdependence is higher among team members then the effect of emotional intelligence is significantly higher on achieving project performance and outcomes (Law et al., 2008). When task interdependence is higher than coordination, cooperation and communication among team member becomes essential component for task achievement (Wageman & Baker, 1997).

Task interdependence is considered a critical component to enhance the project performance and increase the probability of making a project successful (Kiggundu, 1983). For task coordination increases work performance and productivity,

helps in achieving success which states that task interdependence has a positive impact on cooperation and communiqué among team members (Gundlach et al., 2006). Team member reacts emotionally to events and incidents happen at the workplace that ultimately influences their job performance and productivity towards task accomplishment (Weiss & Cropanzano, 1996). Where emotional reactions determine the attitude and behaviours of employees which illustrates the willingness towards task accomplishment that ultimately affects the performance, also the emotional reactions significantly influence team members to job satisfaction and performance (Weiss & Cropanzano, 1996). Task interdependence has a positive impact on team performance and progress which ultimately leads towards increasing the overall project performance (Weiss & Cropanzano, 1996). Studies have suggested a positive relationship of task interdependence among management and employees which eventually increases the employees' work performance, and helps in achieving the project success (Liden et al., 1997). Hence from above, it is hypothesized as:

Hypothesis 4: Task Interdependence Mediates the Positive Relationship between Emotional Intelligence and Project Performance.

2.5 Organizational Culture as a Moderator

Culture has been seen as an affecting component that impacts the confidence of employee, his inspiration and readiness; the level of efficiency and adequacy; the nature of work; innovation and innovativeness, and the disposition of representatives in the working environment (Campbell, Stonehouse and Houston, 1999). Agwu, 2012; Cheung et al., (2011) contend that hierarchical culture can be seen with regards to responsibility, initiative style, and the board dynamic style. Jones, (2010) sets that authoritative culture "is the arrangement of shared qualities and standards that controls hierarchical individuals' connection with one another and with providers, clients, and others outside the association". Authoritative culture could be seen as the prevailing administration style of an association which is liable for all the ills inside the association or at some point extolled for positive

effects. Progressive development and culture is the instrument used by relationship to achieve its set targets (Jones, 2010). These clarify the way utilized by an association to offer backings to its workers, train and lead them to accomplish unrivalled execution and upper hand that different associations can't approach (S. O. Cheung et al., 2011). Although there is some understanding among authoritative scientists concerning what practices are reasonable, standardizing guidelines for decency may shift across settings (Lamertz, 2003). When a negative encounter abuses a set up good code and worth framework, it is seen as unreasonable, and negative outcomes result (Cropanzano et al., 2001).

Consequently, culture is a bunch of qualities, convictions, regular agreement, thinking, and standards for conduct that are shared by all individuals from the general public. Culture gives direction to practices in the general public, in clear and at times unnoticeable ways; and it significantly impacts your dynamic (Hofstede, 2001). The same agreement that applies to social orders can be very much applied to the executives' science. Associations are very like social orders and networks as in they are comprised of a gathering of individuals who separate themselves by clear limits from other work gatherings. In an association, culture incorporates the qualities and standards shared by individuals from a social unit (Schein, 1990). These qualities and standards demonstrate the right methods of identifying with others (Schein, 1990). Cultural qualities are thus reflected in real personal conduct standards.

A.M. Awadh (2013) in his broad writing survey distinguishes that there exists a solid connection between organizational culture and worker performance, indicating out that standards and social values depend on worker relations. At the most basic level, organizational culture defines the assumptions that employees make as they carry out their work. An organization's culture is a powerful force that persists through reorganizations and the departure of key personnel. The clarification of organizational obligation contains a development to which the organization worker feels dedicated to their organization objectives whereas organization responsibility has been well- characterized as a similar advance of acknowledgment with the inclusion in the organization (Chamanifard et al., 2015). There is

a positive association between job performance and clan and culture while market and organizational cultures are negatively associated with job performance (Lund, 2003).

For more than a few years, the supreme association between organizational culture and organizational performance has been accentuated both inside and outside the development business research domain (Ankrah et al., 2009). However, there is an overall acknowledgment that culture inside the associations affects its performance (Anon, 1998). The divided idea of the organizations essentially sways on the way of life inside the business which thus influences its performance. On occasion, a considerable lot of the shareholders engaged with a task are in various boats heading towards a similar objective as delineated by (Speechley 2005), encountering various issues. This might be because of variables distinguished by (Ankrah et al., 2009) which incorporate; hostility, absence of trust, helpless correspondence, transient mindset, accuses culture, easy going ways to deal with enlistment, machismo, and sexism. These components regularly lead to ill-disposed or sharp relationships a large number of which have come about into prosecution, cause chronic frailty, terrible showing as far as security or less regard for unrivalled quality (Ankrah et al., 2009).

Some of the cases include that there is a strong relationship between organizational culture and its performance (Ley & Albert, 2003). Constructive social styles have a positive effect while broken guarded styles contrarily affect both the individual and social and human association (Lin, 2007). Adkins & Caldwell, (2004) advised that organization success and level of performance could be high if managers contribute their best performances to the organization and also coordinating those contributions among subgroups' cultures.

The accomplishment of the Project is dependent on convenient fruition and incentive for cash given to the customer in terms of usefulness and execution prerequisite of the developed office. The task is finished on schedule and spending plan, offering all highlights and capacities as at first indicated. These are three central standards for estimating successful undertaking conveyance, which "golden triangle". Since the 1970s, the consistency with arranging, that is the consistency with a spending

plan and time particulars just as the usage of characterized necessities, is alluded to as a rating rule for project achievement (Baccarini, 1999; de Wit, 1988; Kerzner, 2017). Project management research considers these standards the Iron Triangle (R. Atkinson, 1999). Therefore, to accomplish proficient and improved conveyance interaction of activities, there is a need to give a culture an opportunity (Ankrah et al., 2009). This is because representatives must be composed and cooperate as one as a group (Jones 2010). Cheung, Wong, and Wu (2011), In an exploration completed by (Coffey, Willar, and Trigunarsyah 2011) to profile organizational culture in Indonesian advancement associations, it was represented that a gigantic relationship exists between the association's progressive culture and the quality presentation of project employees and as such, reason that the Characteristics of legitimate culture is a key determinant segment for relentless quality improvement.

Subsequently controls, coordination and inspiration are made conceivable with reasonable organizational culture which shapes the mentality and the conduct of member or workers in the organizations (Jones, 2010). Cheung et al., (2011) argue that organizational culture causes an association to seem novel and that the achievement of representatives or employees in organizations are altogether limited by the organizational culture which thus reflects attributes of the organizations (Coffey et al., 2011) to profile organizational culture in Indonesian development organizations, it was accounted for that huge relationship exists between the organization's hierarchical culture and the quality exhibition of project workers and in this manner, reason that the Characteristics of organizational culture is a key determinant component for nonstop improvement in quality. In any case, the achievement models of any association spin round the fruitful consummation and conveyance of project inside time and cost without deviation in particular (Xiao & Proverbs, 2002).

Henceforth, the executive's style of an association may impact the presentation of representatives as for their work fulfilment (Hussein Amzat & Abdul Rahman Idris, 2012). This impact might be because of the nature of workplace relationship and worker's boss, nature of the workplace inside the association and the degree

of self-satisfaction inferred in accomplishing the work (Adenike, 2011; Lambert et al., 2006). So based on the above-mentioned literature fifth hypothesis is derived.

Hypothesis 5: Organizational culture moderates the positive relationship between Task Interdependence and Project Performance.

2.6   Theoretical Framework
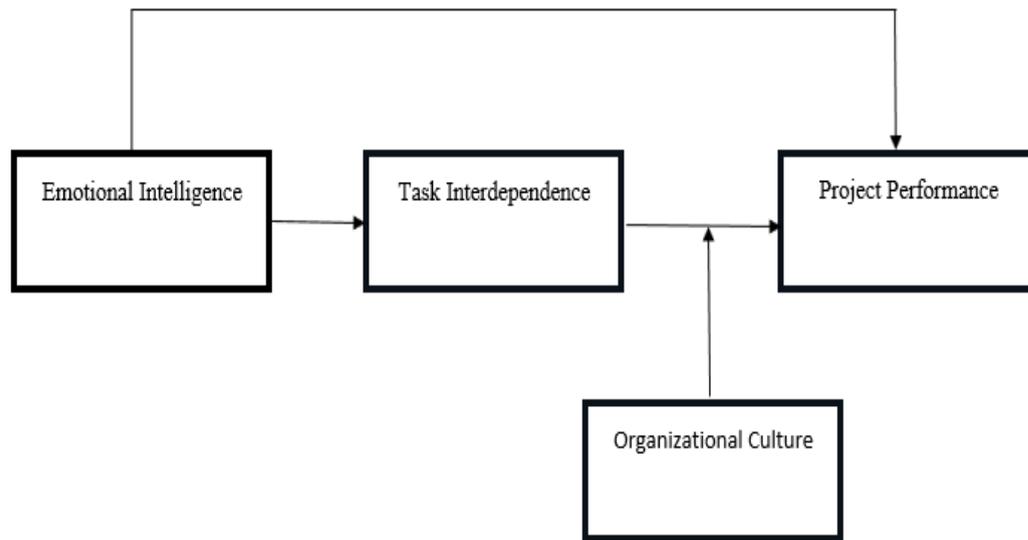
FIGURE 2.1: Research Model

2.7   Research Hypothesis

Hypothesis 1: Emotional Intelligence is positively associated with Project Performance.

Hypothesis 2: Emotional Intelligence is positively associated with Task Interdependence.

Hypothesis 3: Task Interdependence is positively associated with Project Performance.

Hypothesis 4: Task Interdependence mediates the positive relationship between Emotional Intelligence and Project Performance.

Hypothesis 5: Organizational culture moderates the positive relationship between Task Interdependence and Project Performance.

Chapter 3

Research Methodology

3.1 Research Approach

The research method includes procedures or strategies that have been used for the coordination of research. The current study follows the scientific philosophy where the focus is to analyze the factual knowledge that is gained through observations. This research study is descriptive and deductive, and this method is selected because such a method is used for describing the relationship, effect, and influence among the variables.

Furthermore, a survey procedure was used to collect data that involves the utilization of a questionnaire comprising of demographics such as age, gender, qualification, and experience to get the valuable information of the respondents in terms of their abilities, knowledge, and expertise.

3.1.1 Time Horizon

This is a cross-sectional study that examines the impact of Emotional Intelligence on Project Performance, by investigating the mediating role of Task Interdependence between Emotional Intelligence and Project Performance, moderating the role of organizational culture between task Interdependence and Project Performance.

The data is collected approximately in one month for this study. Questionnaires were distributed online through Google Form where the response of respondents gets stored automatically in an Excel sheet.

3.2 Population and Sampling Technique

3.2.1 Unit of Analysis

The unit of analysis is considered the most important factor for research. The unit of analysis can vary from a single person to a wider unit e.g. individuals, groups, and organizations. Our study is observing the impact of emotional intelligence on project performance with the mediating effect of task interdependence and the moderating relationship of organizational culture.

As our research suggests that these are all human-related factors and the Project managers are responsible for the performance and success of a project also their emotional intelligence has a strong influence on employees work progress and commitment towards task accomplishment so the unit of analysis for our study was the team managers in the software industry and all the variables get answered and responded by them and response of all of the study variables emotional intelligence, task interdependence, organizational culture, and project performance gets received from team managers on an individual level.

3.2.2 Population

Due to the time and resource constraints, it is imperative to demarcate the whole population to a demonstrative sample. The convenient sampling strategy is to be implied in this study. The sample size is 202 for this study. The targeted sector for this study is the Information Technology Companies in Islamabad working on different projects as per their domain expertise. Only the projects carried out in Islamabad-based IT companies are considered for this study. The unit of analysis for this research study is the 'individual' such as project team managers

working on any type of project for IT Companies in the Islamabad region. Hence data collected from this population is beneficial to compare results against each variable.

3.2.3 Sample Size

The sample for the current study consists of team managers working on software and the sample size for this study is "202" respondents. Data was collected by virtually distributing the questionnaire to software houses because of the current situation of "COVID 19". Online Questionnaires were shared and distributed with the concerned person using the social media platforms for data collection.

3.2.4 Sampling Approach

The data was collected by using a convenient sampling approach. The respondents of this research study were assured that whatever information they have provide was not be disclosed to anyone and has been be kept highly confidential. Also, they would be promised to get their full participation to provide authentic and accurate data related to the topic of study that all the gathered information is solely for academic purpose and to get an insight about how emotional intelligence, task interdependence, and effects project performance.

3.3 Data Collection Technique

3.3.1 Data Collection

The data was collected through online Google forms. The nature of the items included in the questionnaire were, close-ended questionnaires that have been used to collect the responses of respondents to answer the research questions and to achieve the research objectives. In the current study data collection is performed by using 5 points Likert scale such that all of them have been filled by the project managers working in IT firms and managing their subordinates. The research

questionnaire consists of demographic variables that incorporate data in regards to the respondent's Gender, Age, Qualification, Designation, and experience. A total of "212" responses have been collected and from these collected responses 6 have been discarded, 4 of them are invalid responses because of filled by the employees, so a total of 202 responses have been considered as legit and were finally used for performing analysis

3.4 Data Analysis Technique

3.4.1 Data Analysis

To run the tests and perform analysis on data collected through questionnaires "IBM SPSS Statistics 23" software is used. Gathered data is analyzed for examining the correlation and regression, whereas the correlation is performed to examine and analyze how the independent variable is associated with the dependent variable and regression analysis is used to determine how much change in the independent variable causes the change independent variable. Below mentioned are the following test which has been performed,

- Descriptive Analysis

- Reliability Analysis

- Correlation Analysis

- Regression Analysis

- Mediation Analysis

- Moderation Analysis

3.5 Research Instrument

In the current study, 5 points Likert" scale is used for all four variables i.e.

Emotional Intelligence, Task Interdependence, Organizational Culture, Project Performance. Close-ended questionnaires are used to perform the analysis on four variables referred to as 5 Point Likert scale from "Strongly Disagree to Strongly Agree". i.e. (1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly Agree).

3.5.1   Emotional Intelligence

In the current study, Emotional Intelligence is considered as an Independent variable, Emotional Intelligence variable scale is "16" items scale used and developed by (Wong and Law 2002)to analyzed emotional intelligence using a 5 point Likert scale "1" Strongly Disagree to "5" Strongly Agree.

3.5.2   Task Interdependence

In the current study, Task Interdependence is considered as Mediator variable, "5" items scale is used for the variable Task Interdependence used and developed by (Z. X. Zhang et al. 2007)to measure task interdependence using a 5 point Likert scale "1" Strongly Disagree to "5" Strongly Agree.

3.5.3   Organizational Culture

In the current study, Organizational Culture is considered as a Moderator variable in between the Task Interdependence and Project Performance variables. "17" items scale is used for the variable organizational culture used and developed by (Denison 1996) to measure organizational culture using a 5 point Likert scale "1" Strongly Disagree to "5" Strongly Agree.

3.5.4   Project Performance

In the current study Project Performance is considered as Dependent variable, "5" items scale is used for the variable Project Performance used and developed by

(Jiang, Klein, and Discenza 2001; Wallace, Keil, and Rai 2004) to measure project performance using a 5 point Likert scale "1" Strongly Disagree to "5" Strongly Agree.

TABLE 3.1: Instrumentation

Variable	Nature	Sources	Items
Emotional Intelligence	Independent	(Wong and Law 2002	16
Task Interdependence	Mediator	(Z. X. Zhang et al. 2007)	5
Organizational Culture	Moderator	(Denison 1996)	17
Project Performance	Dependent	(Jiang, Klein, and Discenza 2001; Wallace, Keil, and Rai 2004	5

Chapter 4

Analysis and Results

4.1 Frequency Distribution

4.1.1 Gender

TABLE 4.1: Gender Distribution

Gender	Frequency	Percent	Cumulative Frequency
Male	130	64.4	64.4
Female	72	35.6	100
Total	202	100	100

Table 4.1 represents the gender composition of the current study. In this study total, "202" respondents participated, there were 130 (64.4%) are male respondents and 72(35.6%) are female respondents out of a total sample size of "202" respondents.

4.1.2 Age

TABLE 4.2: Age Distribution

Age	Frequency	Percent	Cumulative Frequency
18-25	34	16.8	16.8
26-35	59	29.2	46
36-45	55	27.2	73.3
46-50	30	14.9	88.1
51 and above	24	11.9	100
Total	202	100	100

Table 4.2 represents the age distribution of the current study sample. In this study total, valid respondents were (n=202), where 34 (16.%) were from the age group of "18-25" years, 59(29.2%) respondents are from the age group of "26-33" years, and remaining 55 (27.2%) respondents were from the age group of "34-41" years age, whereas 30(14.9%) respondents are from the age group of 42 above years, and 24(11.9%) respondents were from 51_ age group, hence out of total sample size of "202" The higher percentage (29.2%) of current study sample has an age of "26-35" years.

4.1.3 Qualification

TABLE 4.3: Qualification Distribution

Qualification	Frequency	Percent	Cumulative Frequency
Intermediate	75	37.1	37.1
Bachelor	10	5	42.1
MS/MPhil	91	45	87.1
Phd	26	12.9	101
Total	202	100	100

Table 4.3 represents the qualification distribution of the current study sample. In this study total, valid respondents were (n=202), where 75(37.1%) respondents

are Intermediate qualified, 10(5%) respondents are having Bachelor's degree, 91 (45%) respondents were Masters qualified, whereas 26(12.9%) respondents were Intermediate and Ph.D. qualified, out of total sample size of "202" respondents. The higher percentage (45%) of the current study sample was Masters qualified.

4.1.4 Experience

TABLE 4.4: Experience Distribution

Experience	Frequency	Percent	Cumulative Frequency
0-5	92	45.5	45.5
6-11	36	17.8	63.4
11-15	33	20.3	79.7
16+	41	16.3	100
Total	202	100	

Table 4.4 represents the experience distribution of the current study sample. In this study total, valid respondents were (n=202), where 92(45.5%) respondents are having "0-5" years of industry experience, 36 (17.8%) respondents have "6-10" years of industry experience, 33 (20.3%) respondents have "11-15" years of industry experience, whereas 41(16.3%) respondents have "16+" years of industry experience, out of total sample size of "202" respondents. The higher percentage (45.5%) respondents of the current study sample have "0-5" years of industry experience.

4.1.5 Department

TABLE 4.5: Department Details

Department	Frequency	Percent	Cumulative Frequency
Business Analyst	39	19.3	19.3
Design Team	61	30.2	49.6
Development Team	62	30.7	80.2
Quality Assurance	40	13.8	100
Total	202	100	

Table 4.5 represents the department of respondents of the current study sample. In this study total valid respondents were (n=202), where 39 (19.3%) respondents belong to the "Business analyst Department", 61 (30.2%) respondents belong to the "Design Team ", 62 (30.7%) respondents belong to "Development Team" and 40(13.8%) respondents belongs to "Quality Assurance Team", out of total sample size of "202" respondents. The higher percentage (30.2%) Respondents of the current study sample to "Design Team".

4.1.6   Descriptive Statistics

TABLE 4.6: Descriptive Statistics

	Items	N	Min.	Max.	Mean	Std. Dev.
Emotional Intelligence	16	202	1.47	4.2	2.5548	0.60909
Task Interdependence	5	202	1	5	2.434	0.74742
Organizational Culture	17	202	1	4.75	2.5201	0.70999
Project Success	5	202	1	5	2.4752	0.87887
Valid		202				

Table 4.6 represents the mean and standard deviation values of all four variables Emotional Intelligence, Task Interdependence, Organizational Culture, and Project Performance, where the mean value of Emotional Intelligence is "2.55" and the standard deviation is "0.60", the mean value of Task Interdependence is "2.43" and standard deviation value is "0.74", for Organizational Culture variable the mean value is "2.52" and the standard deviation is "0.70", and the mean value for Project Performance variable is "2.47" and the standard deviation is "0.87", whereas "N" represents the total sample size that is "202", and "Items" represents the number of items for a variable.

4.1.7   Reliability Analysis

TABLE 4.7: Reliability Analysis

Variables	Cronbach's Alpha α
Emotional Intelligence	0.822
Task Interdependence	0.739
Organizational Culture	0.89
Project Performance	0.717

To measure the Emotional Intelligence i.e. Independent Variable in the current study the scale developed and used by (Wong & Law, 2002) consists of a total of "16" items which has Cronbach's alpha reliability score of "0.822". To measure the dependent variable Project Performance scale developed and used by (Jiang et al., 2001)is used which is based on the total of "5" items and has Cronbach's alpha reliability of "0.739". To measure the mediating variable Task Interdependence, a scale developed and used by (Z. X. Zhang et al., 2007) is used which is based on total "5" items and has Cronbach's alpha reliability of "0.890". Whereas to measure the moderating variable Organizational Culture, a scale developed and used (Z. X. Zhang et al., 2007) is used which is based on the total of "17" items and have Cronbach's alpha reliability score of "0.717".

4.2   Correlation Analysis

To identify the correlation among all four variables (Emotional Intelligence, Task Interdependence, organizational culture, and Project Performance), Pearson Correlation Analysis was performed by using IBM SPSS Statistics 25 tool. Pearson Correlation determines the relationship among variables that either is strong or weak. A correlation value near "1" states that there's a strong correlation among variables and if the value is near to "0" it indicates that there's a weak correlation among variables.

TABLE 4.8: Correlation Analysis

Variables	EI	TD	OC	PP
Emotional Intelligence (16)	1			
Task Interdependence (5)	0.466**	1		
Organizational culture (17)	0.544**	0.510**	1	
Project Performance (5)	0.302**	0.450**	0.472**	1

*N= 202; *p<0.05 ; **p<0.01; ***p<0.001.*

Table 4.8 states that the correlation between Task Interdependence and Emotional Intelligence is (.466**) which is significant at level "0.01".Correlation between Organizational Culture and Emotional Intelligence is (.544**) that is significant at level "0.01" whereas the correlation between Organizational culture and Task Interdependence is (0.544**) that is significant at level "0.01". The correlation between Project Performance and Emotional Intelligence is (0.302**) which is significant at level "0.01". Correlation between Project Performance and Task Interdependence is (0.450**) that is significant at level "0.01". Whereas the correlation between Project Performance and Organizational culture is (0.472**) that is significant at level "0.01".

4.3   Regression Analysis

Regression Analysis is performed to determine the affiliation and relationship between the Independent Variable and Dependent Variable i.e. Emotional Intelligence and Project Performance. Regression Analysis states that how much percentage change in the independent variable brings and explains the variation independent variable. Simple Linear Regression Analysis is performed for the current study sample to determine the association of Emotional Intelligence with Project performance. For Regression Analysis mean values of items of variables Emotional Intelligence, and Project Performance was determined first and then by performing linear regression values of Beta coefficient, R-Square, and change in R-Squared

were identified. Regression analysis results determine the Emotional Intelligence and the Project Performance variable is significant at level (0.001).

TABLE 4.9: Regression Analysis

	β	$\mathbf{R}^2$	t-values	F
EI → PP	0.459	0.101	4.74	22.5
EI,TD → PP	0.454	0.215	5.37	27.2

N= 202; *p<0.05 ; **p<0.01; ***p<0.001

Table 4.9 shows that t-values "5.14" and ""5.54" are (>1.96) and sig values 0.000* are (<0.05) that makes the model statistically fit for the study. **Table 4.9** also states that the Emotional Intelligence variable is used to predict the Project Performance variable, which means almost 1% of the variance in Emotional Intelligence can be explained by Project Performance which illustrates that one unit change in emotional intelligence brings 1% variation in project performance. Whereas beta value illustrates that there is a positive significant correlation of (0.459)with P value (0.001) in between the Emotional Intelligence and Project Performance, Contrarily Emotional Intelligence and Task Interdependence variables are used to predict the Project Performance variable, which means Emotional Intelligence and Task Interdependence explains 21% of the variance of Project Performance which illustrates that one unit change in emotional intelligence and task interdependence brings 21% variation in project performance which is considered a strong relationship. Whereas the beta value illustrates that there is a positive significant correlation of (0.454) with a P-value (0.001) in between the Emotional Intelligence and Task Interdependence for Project Performance. Also, the unstandardized coefficient Beta values are (a = 0.888 and b = 0.189) which ultimately used in regression equation formation and the regression equation is (Y = a + box) where "Y" is considered as dependent variable (Project Performance), X is considered as Independent Variable (Emotional Intelligence), the value of a is "0.888" and b is "0.189X1" and "0.454" X2. The equation for regression is

$$Y=4.56+0.061X1+0.386X2$$

$$\textbf{PP} = \textbf{4.56} + \textbf{0.061(EI)} + \textbf{0.386(TD)}$$

That means if the Emotional Intelligence score is "0" then still we have some minimum score of Project Performance and that score is "0.888", and if we improve Emotional Intelligence by "1" point then there must arise an increase of "0.189" in Emotional Intelligence. The above regression analysis concludes that we have a positive significant correlation among Emotional Intelligence and Project Performance of (0.459) with P value (0.001) as well as the positive significant correlation of (0.454) with P value (0.001) among Emotional Intelligence and Task Interdependence for dependent variable Project Performance, and both unstandardized coefficient Beta values are also significant so it provides strong justification that our first hypothesis which states that Emotional Intelligence is positively associated with Project Performance is "Accepted".

Hypothesis 1: Emotional Intelligence is positively associated with Project Performance.

4.4 Mediation Analysis

In the current study, Mediation Analysis is performed by using (Hayes, 2012) process macros with the help of using "Model-4" which is used to determine the mediating relationship among the independent variable Emotional Intelligence and dependent variable Project Performance. Mediation analysis is performed to determine the association and the linkage of mediating variable with the independent and dependent variable and also its significance and impact that either the mediating variable is mediating in between the predictor and outcome variable or not and if the mediating variable is mediating then what and how much is the effect on the dependent variable.

In this study, Emotional Intelligence is variable X, and Project Performance is variable Y, variable X (EI) is known as a predictor (common variable) and the variable Y (PP) is considered as the outcome variable, whereas the variable M (TD) is considered as the mediating variable. Two models can be formed and tested by

the research model and need to be tested in mediation analysis and these paths
are the unmediated model, and mediated model. **Figure 4.1** shows the model
with no mediation in which there are only two variables the independent variable
emotional intelligence and the dependent variable project performance and there is
a path "c" in between these two variables that are considered as the direct path in
between the independent and dependent variables and this path "c" is considered
as total effect.
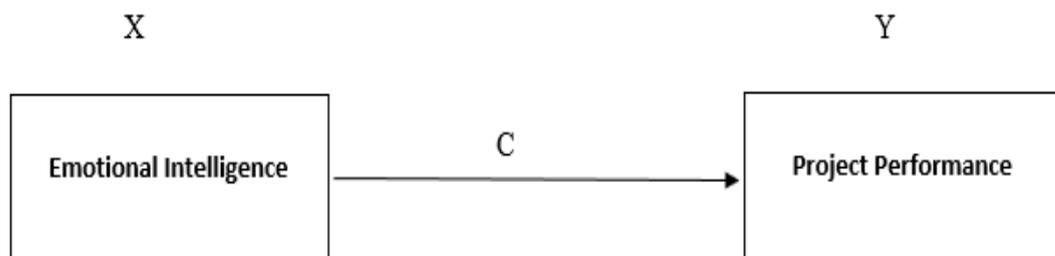
FIGURE 4.1: Non-Mediation Model
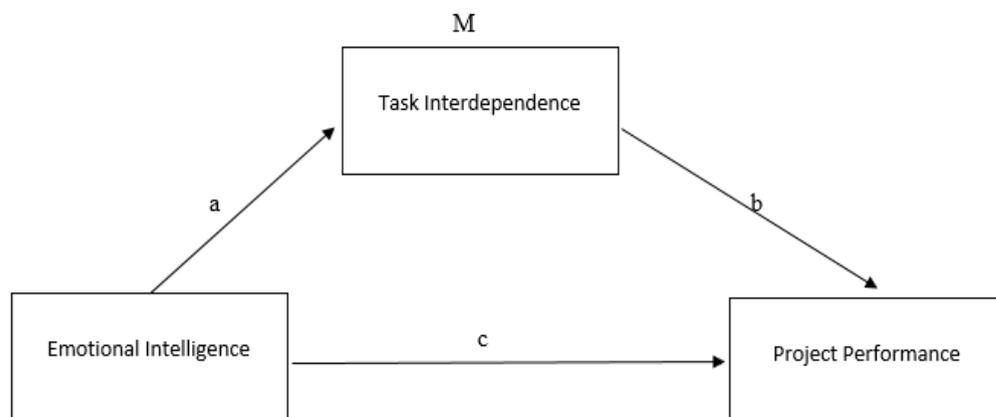
FIGURE 4.2: Mediation Model

Figure: 4.2 represents the mediating variable task Interdependence mediates in
between the independent variable Emotional Intelligence and dependent variable
project Performance. Three different paths exist in this mediated model. Path
"a" from Independent variable (EI) to the dependent variable (TD), Path "b"
from Mediator variable (TD) to the dependent variable (PP), and Path "I'm" is
a direct path from the Independent variable (EI) to the dependent variable (PP)
in the presence of mediating variable. As a result, three paths exist in Mediated
Model that is Path a, b and c'.

TABLE 4.10: Mediation analysis

	β
The path a IV MED	0.595***
Path b DV MED	0.454***
Path c (Direct Effect)	0.188
Indirect effect	0.270***
Total Effect	0.458 ***
Booth strap results for Indirect effect	BootLLCI BootULCI
	0.145 0 .403

Un-standardized regression coefficient has been reported. Where Bootstrap sample size was 5000.

Confidence Interval = 95%.N = 202,* p<.05; ** p<.01; ***p<.001.

Table 4.10 illustrates the effect and significance of the variables and defines the mediation path analysis in which the effect between the Emotional Intelligence and Task Interdependence, effect between the Task Interdependence and Project performance, direct effect, indirect effect, and total effect values and their respective significance have been stated. These effect values have been plotted on their respective paths with their significance values. **Figure 4.3 and 4.4** represents that the Path "a" results suggest that there is a positive significant relationship between Emotional Intelligence and Task Interdependence and Emotional Intelligence is positively associated with Task Interdependence (β=0.595, P<0.001).

Hypothesis 2: Emotional Intelligence is positively associated with Task Interdependence.

Hence the results of Path "a" shows that Emotional Intelligence is positively associated with Task Interdependence (β=0.595, P<0.001) hence the second hypothesis is "Accepted". Now Path "b" results suggest that there is a positive significant relationship in between the Task Interdependence and Project Performance and the Task Interdependence is positively associated with Project Performance (β=0.454, P<0.001).

Hypothises 3: Task Interdependence is positively associated with Project Performance.

Results of Path "b" show that Task Interdependence is positively associated with Project Performance (β=0.454, P<0.001) so that third hypothesis is "Accepted". Path "c' " direct path results suggest that there is a positive association between emotional intelligence & project performance however the relationship is not significant, But the Indirect Path results of mediation suggested that there is "Full Mediation" in-between Emotional Intelligence and Project Performance (β=0.188, P<0.001) because the direct effect is not significant and the indirect effect is positively associated and significant so that there is "full meditation" in-between Emotional Intelligence and Project Performance as the indirect effect results suggest there is a positive significant association of Task Interdependence in between the Emotional Intelligence and Project Performance, and Task Interdependence mediates the relationship between the Emotional Intelligence and Project Performance. The indirect effect is (β=0.188, P<0.001) and the bootstrap results for indirect effect is also significant which shows the positive significant values for (LLCI = 0.145 & ULCI = 0.403) which confirms the existence of mediating variable "Task Interdependence" in between the Emotional Intelligence and Project Performance.

Hypothesis 4: Task Interdependence mediates the positive relationship between Emotional Intelligence and Project Performance.

Results of an indirect effect of Emotional Intelligence on Project Performance in the presence of a mediator Task Interdependence show that Task Interdependence mediates the relationship between Emotional Intelligence and Project Performance (β=0.188, P<0.001) so that fourth hypothesis is "Accepted".
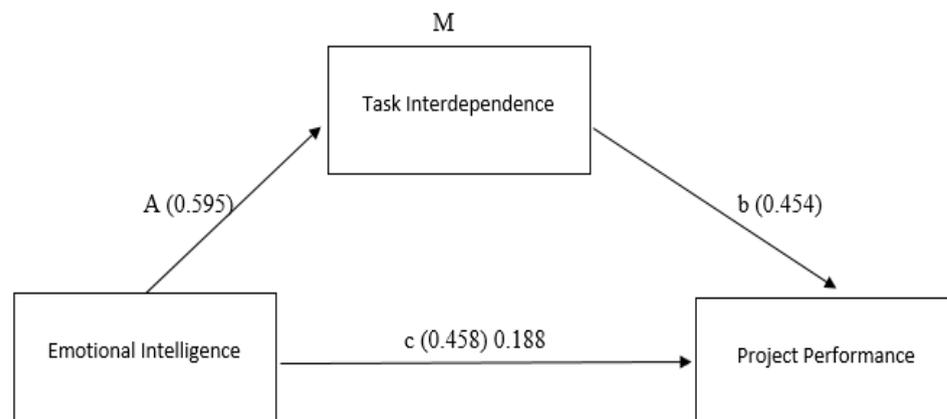
FIGURE 4.3: Coefficient of Mediated Model
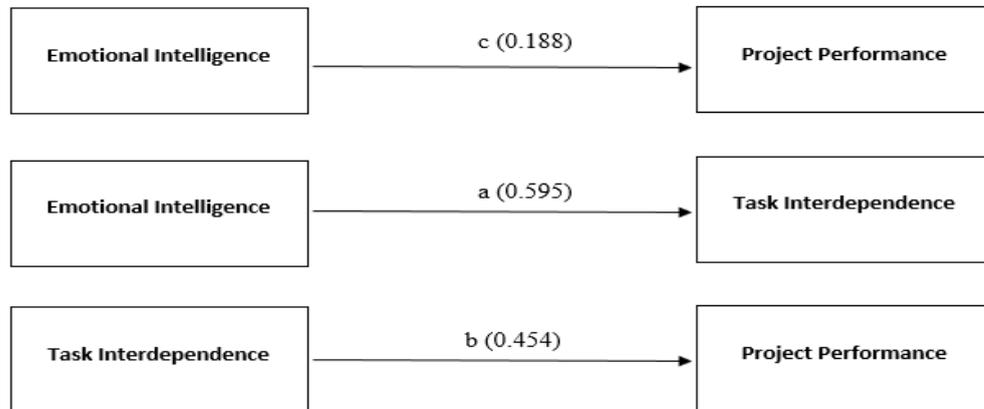
FIGURE 4.4: Mediation Path and Effect Mode
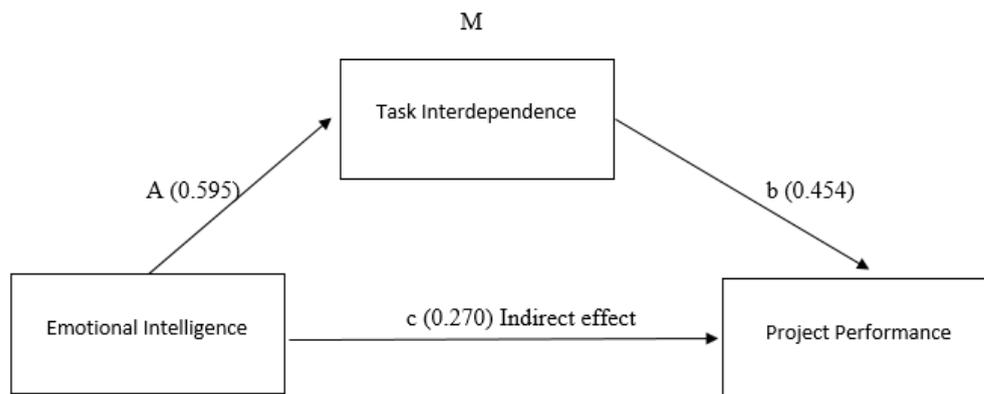
FIGURE 4.5: Direct and Indirect Path

4.5 Moderation Analysis

In the current study, Moderation Analysis is performed by using (Hayes, 2012) process macros with the help of using "Model-1" which is used to determine the moderating relationship among the mediating variable Task Interdependence and dependent variable Project Performance. To determine the association and effect of moderating variable on mediating and dependent variable and its most possible significance and impact, to know that either the moderating variable has a moderating effect in between the mediating and outcome variable or not and if the moderating variable is acting as a moderator then what and how much is its effect on the relationship of mediating and dependent variable moderation analysis is performed.

TABLE 4.11: Moderation

	β	Set	P	t	LLCI	ULCI
Constant	1.6371	0.7858	2.0833	0.385	0.0875	3.1867
Int_1	0.1221	0.1147	1.0644	0.2884	-0.1041	0.3484

Confidence Interval = 95%, N = 202 * p<.05; ** p<.01; ***p<.001.

According to statistical values in Table 4.11 the LLCI is -0.1041 and ULCI is 0.3484 hence both have opposite signs which shows that organizational culture doesn't moderate the relationship between task interdependence and Project performance hence our hypothesis 5 is "rejected". Where our hypothesis states that organizational culture moderates the relationship between task interdependence and Project Performance and literature says it moderates the relationship between task interdependence and project performance.

Hypothesis 5: Organizational culture moderates the positive relationship and strengthens the relationship between Task Interdependence and Project Performance.

4.6 Hypothesis Results

Hypothesis	Hypothesis Statement	Result
Hypothesis1	Emotional Intelligence is positively associated with Project Performance.	Accepted
Hypothesis2	Emotional Intelligence is positively associated with Task Interdependence.	Accepted
Hypothesis3	Task Interdependence is positively associated with Project Performance.	Accepted
Hypothesis4	Task Interdependence mediates the positive relationship between Emotional Intelligence and Project	Accepted
Hypothesis5	Organizational culture moderates the positive relationship between Task Interdependence and Project Performance.	Rejected

Chapter 5

Discussion and Conclusion

5.1 Discussion

The purpose of conducting the current study is to examine the impact of project manager's emotional intelligence on achieving the project performance, and to observe the mediating effect of task interdependence relationship in between the emotional intelligence and project performance, and also to examine the moderating effect of organizational culture relationship in between the task interdependence and project performance.

We will be discussing the analysis that is performed in the previous chapter, analysis results will be compared with previous studies to explain the importance of the current study, and also the focus will be on explaining the outcomes of the current study.

The objective of the current study is to propose and test the model of team manager's emotional intelligence impact on attaining and enhancing the project performance. Data were collected from team managers of IT companies in the Islamabad and Rawalpindi region.

The finding of the current study shows that emotional intelligence and task interdependence have a significantly positive effect on project performance. Whereas task interdependence supports the relationship between emotional intelligence and project performance. Detailed discussion for the hypothesis is following,

5.1.1   What is the relationship between Emotional Intelligence and Project Performance?

The reliability test showed that the Emotional Intelligence reliability score is "0.822" which is above the limit of "0.70" and this value shows that the reliability is high. The reliability of Task interdependence is ".739" which shows that the reliability is high. The Cronbach's alpha reliability for organizational culture is ".890" which shows that the reliability is high. Whereas the reliability of Project Performance is "0.717" To examine and found the answer to question one that "what is the impact of emotional intelligence on project performance" hypothesis 1 was proposed. Hypothesis 1 states that emotional intelligence is positively associated with project performance. To test the hypothesis we performed a simple linear regression test and verified the Pearson correlation value which determines the relationship among variables that either it is a strong or weak relationship. A correlation value near "1" states there is a strong correlation among variables and if the value is near to "0" it indicates there is a weak correlation among variables. The correlation between Emotional Intelligence and Project Performance is (0.302*) which is significant at level "0.01". Correlation value determines that we have a positive significant correlation among Emotional Intelligence and Project Performance of (0.302*) with P value (<.001) and both unstandardized coefficient Beta values are also significant (<.05*)". Results for hypothesis1 were found out significant and based on this significant result hypothesis 1 was accepted because the results suggest that emotional intelligence has a positive significant effect on project performance which verifies that emotional intelligence is positively associated with project performance. Emotional intelligence is considered a critical influencing factor for increasing the work progress in large and complex projects, and for increasing the project performance (Rezvani & Khosravi, 2018). Emotional intelligence contributes to better communication among team members and enhances problem-solving capabilities that enhance the project performance and helps in making a project successful (Rezvani et al., 2016). Besides the emotional intelligence is a phenomenon of identifying the need and wants of other so if mangers get aware of the subordinate needs and if they timely fulfill their needs

then the work progress and commitment of subordinates towards job accomplishment get increased which ultimately helps to achieve the task efficiently and timely and as a result, the project performance gets increased. Emotional intelligence is considered a prerequisite and an important influencing factor for enhancing project performance and achieving success (Barczak et al., 2010). Consequently when the managers and subordinates become emotionally intelligent then they care about the needs of other peers to help out each other's towards job accomplishment and as a result, the task and jobs get completed timely and effectively because of these timely job completion the project scheduled not get disturbed and project budget and timelines not get affected which ultimately leads towards increasing the project performance. Therefore, based on the above-mentioned arguments which provide strong justifications for the acceptance of hypothesis 1 which states that emotional intelligence is positively associated with project performance and when the effect of emotional intelligence gets increased then the effect of project performance gets also increased. So that hypothesis 1 which states that Emotional Intelligence is positively associated with Project Performance is "Accepted".

5.1.2 What is the relationship between Emotional Intelligence and Task Interdependence?

To examine and found the answer, "what is the impact of emotional intelligence on task interdependence", hypothesis 2 was proposed. Hypothesis 2 states that emotional intelligence is positively linked with task interdependence. To test hypothesis 2 we use mediated regression test with the help of "Model-4" of (Hayes, 2012) process macros which determines the relationship among independent and mediating variables that are considered as path "a" and its value was get analyzed and identified that either relationship is significant and it is strong or weak relationship.

Path "a" is notified as to the path between Emotional Intelligence and Task Interdependence which have significant ($\beta=0.595$, P<0.001) these results suggest that there is a positive significant relationship between Emotional Intelligence and Task

Interdependence and the Emotional Intelligence is positively associated with Task Interdependence because of (β=0.595, P<0.001) whereas the correlation between Emotional Intelligence and Task Interdependence is (0.466**) that is significant at level "0.01", these correlation values determine that we have a positive significant correlation among Emotional Intelligence and Task Interdependence which illustrates that increase of emotional intelligence brings a positive significant increase in task interdependence.

Results for the hypothesis2 were found out significant and on the basis of this significant result hypothesis 2 was accepted because the results suggest that emotional intelligence have a positive significant effect on task interdependence which verifies that emotional intelligence is positively associated with task interdependence. Emotional intelligence has a strong impact on work-related outcomes like productivity, creativity, work performance, innovation, and profitability (Vratskikh et al., 2016). Higher task interdependence among team members ensure the greater effect of manager emotional competence on team members because of the greater need of balancing workload, effective communication and coordination are required to fulfill the peers' needs and get the work done from subordinates (Stewart & Barrick, 2000).

Because of manager emotional intelligence their maximum time is spent on coordination and cooperation, and helping subordinates to enhance their ability to interact with another member so that their performance can be increased and focused objectives can be achieved (Rezvani et al., 2016). Higher task interdependence brings complex and challenging task that requires higher attention towards coordination among team members (Saavedra et al., 1993). Emotional intelligence contributes to better communication among team members, enhances problem-solving capabilities, and increasing the work performance of team members (Rezvani et al., 2016).

As a result, when managers with high emotional intelligence realize and help their subordinates and peers with problems and solutions for their worries, that in return help their peers to focus more on work, understand more their task complexities, and perform well. so once the subordinates perform well it lead towards positive

task achievements and a successful project submission Therefore, based on the above-mentioned arguments which provide strong justifications for the acceptance of hypothesis 2 which states that emotional intelligence is positively associated with task interdependence and when the effect of emotional intelligence gets increased then the effect of task interdependence gets also increased. So that hypothesis 2 which states that Emotional Intelligence is positively associated with Task Interdependence is "Accepted".

5.1.3 What is the relationship between Task Interdependence and Project Performance?

Answer to the above question which illustrated that the impact of task interdependence on project performance", hypothesis 3 was proposed. Hypothesis 3 states that task interdependence is positively linked with project performance. To test hypothesis 3 we use mediated regression test with the help of "Model-4" of (Andrew F. Hayes) process macros which determines the relationship among mediating and a dependent variable that is considered as path "b" and its value was get identified and analyzed that either relationship is significant and it is a strong or weak relationship. Path "b" is notified as a path between Task Interdependence and Project Performance which have significant values (β=0.386, P<0.001) Path "b" results suggest that there is a positive significant relationship between the Task Interdependence and Project Performance and the Task Interdependence is positively associated with Project Performance because of (β=.0.454, P<0.001), whereas the correlation of Task Interdependence and Project Performance is (0.450**) that is significant at level "0.01", these correlation values determines that we have a positive significant correlation among Task Interdependence and Project Performance which illustrates that increase of task interdependence effect brings a positive significant increase in project performance. Results for hypothesis 3 were found out significant and based on this significant result hypothesis 3 was accepted because the results suggest that the task interdependence have a positive significant effect on project performance which verifies that task interdependence is positively associated with project performance. Among team

members, task interdependence measures how one team member relies on other team members in terms of achieving their tasks and it also increases the sense of responsibility and motivation along with productivity. Task interdependence has a positive impact on productivity and progress among team members that in return increases project performance (Doerr et al., 2004). Team members with high task interdependence work closely with managers to get the required resources and obtain material support to achieve targeted objectives (Wageman, 1995).

As a result, when the team members have strong coordination and communication with other members in return their work productivity gets increased because the coordination and commitment increase the sense of responsibility and moral values to help the other peers which increase the productivity as a result performance gets increased. Once there is strong communication among team members they understand and achieve their tasks more efficiently, which in return help them to accomplish their focused tasks but also increase the level of project success in time schedules. Therefore, based on the above-mentioned arguments which provide strong justifications for the acceptance of hypothesis 3 which states that task interdependence is positively associated with project performance and the effect of task interdependence gets increased then the effect of project performance gets also increased. So that hypothesis 3 which states that Task Interdependence is positively associated with Project Performance is "Accepted".

5.1.4 What is the Relationship of Task Interdependence as Mediating Role between Emotional Intelligence and Project Performance?

To answer the above question which illustrated that, "what is the impact of task interdependence as mediating role on the relationship of emotional intelligence and project performance", hypothesis 4 was proposed. Hypothesis 4 states that task interdependence mediates the positive relationship between emotional intelligence and project performance. To test hypothesis 4 we use mediated regression test with the help of "Model-4" of (Wageman, 1995) process macros which determines the

relationship among independent, mediating, and dependent variable that consists of the path "a, b, and c'" and their value was get identified and analyzed that either relationship is significant and it is a strong or weak relationship.

Path "a" is notified as to the path between Emotional Intelligence and Task Interdependence which have significant (β=0.595, P<0.001) these results suggest that there is a positive substantial relationship between Emotional Intelligence and Task Interdependence and the Emotional Intelligence is positively associated with Task Interdependence. Path "b" is notified as to the path between Task Interdependence and Project Performance which have significant values (β=0.454, P<0.001) Path "b" results suggest that there is a positive significant relationship between the Task Interdependence and Project Performance whereas the correlation between Emotional Intelligence and Project Performance is (0.302**) which is significant at level "0.01".

Correlation value determines that we have a positive significant correlation among Emotional Intelligence and Project Performance of (0.302**) whereas the correlation between Task Interdependence and Project Performance is (0.450**) that is significant at level "0.01", these correlation values determines that we have a positive significant correlation among Emotional Intelligence, Task Interdependence, and Project Performance which illustrates that increase of emotional intelligence effect brings a positive significant increase in project performance, and increase of task interdependence effect brings a positive significant increase in project performance. Path " c' " direct path results suggest that there is a positive association between emotional intelligence & project performance however the relationship is not significant (β=0.188, P > 0.05).

But the Indirect Path results of mediation suggested that there is "Full Mediation" in-between Emotional Intelligence and Project Performance (β=0.270, P<0.01), because the direct effect is not significant and the indirect effect is positively associated and significant, As the indirect effect results suggest there is a positive significant association of Task Interdependence in between the Emotional Intelligence and Project Performance. So that Task Interdependence mediates the positive relationship between Emotional Intelligence and Project Performance. Results for

hypothesis 4 were found out significant and based on this significant result hypothesis 4 was accepted because the results suggest that the task interdependence has a positive significant effect and illustrates that task interdependence mediates the relationship between emotional intelligence and project performance.

Emotional intelligence plays a significant role in developing a positive supporting work environment, productive communication, and effective work performance between teams which enhance the task interdependence capabilities among team member and leads toward increasing the project performance (Wageman, 1995). Isolation among team members is decreased by task interdependence and it also increases motivation and productivity that helps in enhancing the project performance (Rico et al., 2009). Higher task interdependence brings complex and challenging task that requires higher emotional intelligence towards coordination among team members and increasing the project performance (Saavedra et al., 1993).

Therefore, based on the above-mentioned arguments which provide strong justifications for the acceptance of hypothesis 4 which states that task interdependence mediates the positive relationship between emotional intelligence and project performance, and when the effect of emotional intelligence increased it increases the effect of task interdependence which collectively increases the effect of project performance. So that hypothesis 4 which states that Task Interdependence mediates the positive relationship between the Emotional Intelligence and Project Performance is "Accepted".

5.2 Theoretical Implications

Discoveries of the current investigation advance the writing of Emotional Intelligence and Task Performance from various perspectives. The larger part of past investigations identified with passionate knowledge and task interdependence considered a few different builds for research examines like peacemaking, trust, and stress in their examinations yet no one contemplated develops like Task Interdependence and Organizational culture in their separate examinations. There is no

such earlier examination that depends on this exploration structure. In this examination, task interdependence is considered as a mediator between factor that is mediating the relationship in the middle of the emotional intelligence and task execution, while the danger the board variable, is considered as an arbitrator variable that is directing in the middle of the relationship of undertaking association what's more, project execution emotional intelligence and project performance, whereas the Organizational culture variable is considered as a moderator variable that is moderating in between the relationship of task interdependence and project performance.

Task interdependence has been analyzed as mediating variable in between the emotional intelligence and project performance where its results show that the mediating effect of task interdependence in between the emotional intelligence and project performance are statistically significant which implies that there is a positive increase of effect in emotional intelligence that increases the effect of task interdependence on project performance and task interdependence is also statistically significant for project performance Another hypothetical ramification is, this model is upheld with the impact occasion hypothesis introduced by (Weiss & Cropanzano, 1996).

Another implication of the current study is that the organizational culture is studied as moderating variable in between the relationship of task interdependence and project performance, where literature supports the positive effect of organizational culture on task interdependence and project performance but the current study results shows that there is a negative association of organizational culture in between the task interdependence and project performance.

5.3   Practical Implications

This investigation gives a few pragmatic ramifications of emotional intelligence over Project Performance. At the beginning stage according to the writing Organizational culture was thought of and characterized as a mediator variable that improves the relationship of Task Interdependence and Project Performance yet in

the wake of playing out the investigation on information gathered through overview it is recognized that with regards to Pakistan IT industry that organizational culture doesn't have a positive huge impact on Project Performance.

These contradicting and conflicting outcomes of literature and analysis result are because in our country it has been notified that organizational culture is not considered a valuable process to practice and didn't enough value is given to this project management process in our country. In the context of Pakistan IT industry Organizational culture is not enhancing the relationship of Task interdependence and Project Performance as in our country there are no such proper application and practices to obey and perform Organizational culture processes and most of the organization didn't practice and performs, because they are unaware that a strong organizational culture helps you keep your best people.

However, in other developed countries organizational culture is considered a critical and influencing factor to increase performance and keeping employees motivated. Another ramification that the current investigation gives is the positive emotional intelligence of supervisors towards their subordinates to build responsibility, coordination, and work efficiency, Because of managers passionate insight their greatest time is spent on coordination and collaboration, and aiding subordinates to improve their capacity to collaborate with another part so their exhibition can be expanded and focused on destinations can be accomplished (Rezvani & Khosravi, 2018).

5.4 Limitations of the Research

In the current study, some limitations have been highlighted and mentioned below.

1. Well for the current study Data was collected from IT companies in Rawalpindi and Islamabad, though other industries and regions should be explored as well

2. Only Team managers of certain Projects were added for the research survey rather than considering all employees.

3. The current study revolves around only four variables and results were analyzed, more another variable should be used in future researches.

5.5 Future Research Direction

For the current research study, some future research directions have been highlighted and mentioned below.

1. Future studies should be conducted in different industries like construction, banking, and the Education sector.

2. Future studies should change the sample size and population as well to achieve higher and deeper results of a large population.

3. Emotional Intelligence, Task Interdependence, Organizational culture, and Project Performance variables have been studied with their positive relations but still, some processes need to study because the moderating impact has been rejecting in the current study.

4. Future study Impact of Emotional Intelligence on Project Performance with mediating role of "Job satisfaction" and the moderating role of "Trust" should be studied because these variables are considered as influencing factors to achieve success.

5.6 Recommendations

The current was only focused on the IT industry in Pakistan, hence after conducting the research it has been notified that our companies don't consider Organizational culture as a valuable asset for their organization's success. Also, the shareholders running the software companies are only concerned with the profits and number of projects they win from the Market. Though there is no focus on hierarchical balance and management inside the work environment. Resulting in

no policies and positivity inflow of work done by the employees. Hence IT Companies in Pakistan are not very successful. The reason behind this is how the companies are conducting business, managing workflow, interact as a team, and treat employees all add up to a successful organization. In short, culture is the sum of a company's beliefs in action. But as current study results emphasized that company's espoused values don't match the culture, that's a problem. It means that "core values" are a list of meaningless.

A strong organizational culture keeps your company's core values front and centre in all aspects of its day-to-day operations and organizational structure. A Project is considered as effective just if the expense, courses of events, plan, and scope, what's more, quality isn't undermined and the conveyance of the task is made agreeing to the characterized timetables. If these referenced components are lined up with project work progress then the undertaking performance gets expanded and the task gets considered effective.

As per the conducted research study, we have notified that enough attention is not given to the organizational culture process in our country, and neglecting to perform effective management changes in organizational culture seems likely to increase in poor performance and also leads towards project failure In this research study it is also notified that managers behavior towards its subordinates is considered as a significant and influencing factor to achieve the success, like if the manager is emotionally intelligent then he/she takes care of his/her subordinates and fulfill their needs for increasing the work productivity and increasing the project performance for timely project completion. Hence it is concluded that Organizations should follow up a policy Plan that should give employees freedom of choice of work, where they feel secure in terms of work and their performance.

5.7 Conclusion

The finding of our exploration study is proper for project-based associations of data innovation and the programming advancement industry. In undertaking-based association, the task is perplexing and requires close consideration of the

administration to make it effective and convey its inopportune habits by satisfying the partner need adequately.

The significant factor for expanding the venture execution is enthusiastic knowledge of the administrators, if they are sincerely savvy and they deal with their subordinates and satisfy their subordinate necessities, it upgrades the representative's degree of responsibility towards their work, increment work efficiency, increment the inspiration towards task achievement, and improve the sense of accomplishment in workers. Since the representatives are exceptionally reliant upon their supervisors regarding required assets portion and errand task, too the good and moral help.

This investigation can add to the undertaking of the board writing by distinguishing a critical component fundamental for decreasing the impact of Task interdependence on execution. Our examination shows that task interdependence can assume a basic part in interceding the impacts of emotional intelligence on performance. This investigation certainly gives understudies another knowledge into the dismissed job of passionate arrangement and mind in execution More explicitly, our discoveries show that hierarchical culture can go about as a limit condition, for example, a mediator between task relationship and Performance. Hence, the venture chiefs and undertaking pioneers can secure far-reaching information on the project and decrease the ruinous impacts of Task interdependence among project colleagues by advancing the improvement of Organizational culture in firms.

At the point when the representatives' needs get satisfied their unwaveringness and responsibility towards their work gets expanded and this expansion their work execution and profitability and a feeling of proprietorship develop in them where they take the responsibility for work and turns out to be more dedicated to their work.

In opposite, if the administrators are not genuinely shrewd and they couldn't care less about the need of their subordinates, task associations get affected where the representatives are less dedicated to their work and task achievement get influenced. Thus this less responsibility of work causes inadequate work execution and because the errand is reliant and connected to different assignments in a venture

so this incapable work gets a few possible dangerous projects that cause horrible showing and leads towards disappointment. The core interest of the current investigation was to inspect the effect of emotional intelligence on Project Performance with the intervening impact of task interdependence and moderating impact of organizational culture on the board. The consequences of the current investigation show the positive critical impact of emotional intelligence on project performance and task interdependence also, results delineate that positive emotional intelligence disposition of managers builds workers task relationship abilities, coordination, responsibility, also, profitability, which at last improve their awareness of certain expectations, and possession towards their undertaking achievement, and this, all in all, build the venture execution which leads towards making a project successful.

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Appendix-A

Questionnaire

Dear Respondent

As an (MS Research Scholar) at Capital University of Science and Technology, Islamabad. I am conducting research and collecting data for the topic of "**Impact of Emotional Intelligence on Project Performance by considering Mediating role of Task Interdependence and Moderating Role of Organizational Culture**". Your precious time and help are needed by completing the attached questionnaire. I appreciate your participation and assure you that responses will be kept confidential and will only be used for educational purposes.

Sincerely,

Aisha Irshad Malik,

MS Research Scholar,

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Section 1: Demographics

Gender	1- Male 2- Female
Age(years)	1 (18-25), 2 (26-33), 3 (34-41), 4 (42-49), 5 (50-above)
Qualification	1 (Matric), 2 (Inter), 3 (Bachelor), 4 (Masters) 5 (MS/M.Phil.), 6 (PhD)
Experience(years)	1 (0–5), 2 (6–10), 3 (11-15), 4 (16+)
Department	1 (Business Analyst), 2 (Design Team), 3 (Development Team), 4 (Quality Asssurance)
Designation	1 (Team Manager), 2 (Employee)

Section 2: Emotional Intelligence (Independent Variable)

The following questions explain your understanding of the "Impact of Emotional Intelligence on Project Performance: Mediating effect of task Interdependence and moderating role of Organizational culture in Project-Based Organizations."For every statement, please tick one on the option. Kindly respond to what extent you think is agreeable or disagreeable. Please note the scale ranges here:

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Item No	Items					
1	I have a good sense of why I have certain feelings most of the time.	1	2	3	4	5
2	I have a good understanding of my own emotions.	1	2	3	4	5
3	I understand what I feel.	1	2	3	4	5
4	I always know whether or not I am happy.	1	2	3	4	5
5	I always know my team members' emotions from their behavior.	1	2	3	4	5

6	I am a good observer of my team members' emotions.	1	2	3	4	5
7	I am sensitive to the feelings and emotions of my team members.	1	2	3	4	5
8	I have good understanding of the emotions of my team members around me.	1	2	3	4	5
9	I always set goals for myself and then try my best to achieve them.	1	2	3	4	5
10	I always tell myself I am a competent person.	1	2	3	4	5
11	I am a self-motivated person.	1	2	3	4	5
12	I would always encourage myself to try my best.	1	2	3	4	5
13	I am able to control my temper and handle difficulties rationally.	1	2	3	4	5
14	I am quite capable of controlling my own emotions.	1	2	3	4	5
15	I can always calm down quickly when I am very angry.	1	2	3	4	5
16	I have good control of my own emotions	1	2	3	4	5

Section 3: Task Interdependence (Mediating Variable)

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Item No	Items					
1	I work closely with others in doing my work	1	2	3	4	5
2	I frequently coordinate my efforts with others.	1	2	3	4	5
3	My own performance is dependent on receiving accurate information from others.	1	2	3	4	5

4	The way I perform my job has a significant impact on others.	1	2	3	4	5
5	My work requires me to consult with others fairly frequently.	1	2	3	4	5

Section 4: Organizational Culture (Moderating Variable)

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Item No	Items					
1	The Policies and the organization structure in our organization have been clearly defined.	1	2	3	4	5
2	In our organization people are rewarded in proportion to the excellence of their job performance.	1	2	3	4	5
3	In our organization time and punctuality are highly valued.	1	2	3	4	5
4	In our organization when you are on a difficult assignment you can usually count on getting assistance from your boss and colleagues.	1	2	3	4	5
5	Around here there is a feeling of pressure to continually improve our personal and group performance.	1	2	3	4	5
6	In our organization, people are proud of belonging to this organization.	1	2	3	4	5
7	People in our organization are giving more ideas, information, feedback on customers, products, services, etc.	1	2	3	4	5

8	In our organization trusting and friendly relations are highly valued.	1	2	3	4	5
9	In our organization people voluntarily own up their mistakes.	1	2	3	4	5
10	In our organization people take the initiatives and also preventive action on most matters	1	2	3	4	5
11	In our organization people are always working together to solve problems with team spirit.	1	2	3	4	5
12	In our organization communication is used as an effective way of getting relevant feedback and critical information for corrective action	1	2	3	4	5
13	In our organization leaders plan the tasks, distribute assignments and supervise the work on the organization.	1	2	3	4	5
14	In our organization supervisors are more concerned with maintaining good relations with their subordinates.	1	2	3	4	5
15	In our organization innovation or change is mainly initiated and implemented through highly result-oriented individuals.	1	2	3	4	5
16	In our organization as people know their boundaries, they respect the decisions once taken jointly by a senior and junior colleague on delegation.	1	2	3	4	5
17	In our organization, a mistake by a subordinate is treated as an experience (by the boss) from which lessons are learned to prevent failure and improve performance in the future.	1	2	3	4	5

Section 5: Project Performance (Dependent Variable)

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Item No	Items					
1	The stakeholders were satisfied with this project.	1	2	3	4	5
2	The project goals were met.	1	2	3	4	5
3	The overall quality of the developed application was high	1	2	3	4	5
4	The project was completed within schedule.	1	2	3	4	5
5	The project was completed within budget	1	2	3	4	5