

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



**Impact of Knowledge Management Capabilities
on Project Success: Mediating Role of Team
Cohesion and Moderating Role of Emotional
Intelligence**

by

Iqra Najabat

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

in the

Faculty of Management Sciences & Social Sciences

Department of Management Sciences

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Dedicated to my lovely parents, siblings and friends who always encourage and support me. And always encourage me for my academic goals.



CERTIFICATE OF APPROVAL

Impact of Knowledge Management Capabilities on Project Success: Mediating Role of Team Cohesion and Moderating Role of Emotional Intelligence

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Abstract

This study examined the impact of knowledge management capability on project success in project management .this research also investigated the mediating effects of team cohesion and moderating effect of emotion intelligence amongst team cohesion and project success .data was collected from the organizations involved in software development and it industry ,situated in Karachi ,Lahore ,Islamabad ,Rawalpindi, etc. responses from employees and their supervisors were recorded separately through the distributed questionnaire. Out of 450 questionnaires distributed questionnaires, 350 were retrieved. The finding of the research suggests that the team cohesion mediates the relationship between knowledge management capabilities and project success. The current study also revealed that emotional intelligence moderates the relationship among team cohesion and project success while team cohesions acting as a mediator between knowledge management capabilities and project success. This frame work will positively contribute toward the achieving the goals and milestone of the project along with active involvement of project managers the best use of knowledge management capabilities in the project success with the help of team cohesion. This study major contribution in the area of project management it also suggested some future direction and it has numerous implication at managerial and academic level.

Keywords: Knowledge Management Capabilities, Team Cohesion, Emotional Intelligence, Project Success

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Abbreviations

DV	Dependent Variable
EI	Emotional Intelligence
IV	Independent Variable
KMCs	Knowledge Management Capabilities
LLCI	Lower Level Confidence Interval
PS	Project Success
TC	Team Cohesion
ULCI	Upper Level Confidence Interval

Chapter 1

Introduction

1.1 Background of the Study

knowledge management capabilities play important role in project success. If project manager and staff have good enough knowledge about their project and its process, then they can easily reach the success. Developing a suitable link among three dimensions of knowledge management prepared an organization to improve the development of new process introduced in the market. knowledge management improves company level to attain high quality products from the knowledge that is learnt by the basic entities from peripheral sources through an interaction between knowledge storage and creating values among employees of assured teams to work accordingly to achieve the preferred goals and goals set by an association (Tzokas, Kim, & Dajani, 2015).

Knowledge management is considered to be an important topic for debate in the management literature and for the corporations as well about what they know and to which extend they have known how about certain situations of the project. Firms intend to go outside thinking about their capabilities and strengths through which they can make best use of the available knowledge they possess. Knowledge is considered as one of the crucial resources an organization has which allows them to compete with competitor professionally to attain

justifiable reasonable benefit (Cepeda-Carrion & Leal-Millan, 2016). Knowledge management capabilities refer to acquire the team abilities and use previous knowledge related with project during the project execution process. Knowledge management capabilities found a main characteristic of managerial knowledge, procedure or situation concluded development of knowledge and accrues discussion of exploration and exploitation; we treat team's knowledge acquisition and application capabilities as two important components of advanced capabilities for managing and allocating relevant, knowledge-based capitals and strategic directions (Subin & Heiman, 2016).

Knowledge management capabilities play an important role for an organization to enhance invention for survival of their existence in organization for long time period. The procedure involved is much complex and is overcome through tough instrument of acquiring, sharing knowledge and request of new and enhanced knowledge for the expansion of task and for their current existence in the minds of preferred audience (Chen & Huang, 2009). Organizations not only nationally but worldwide they find enterprises to find the enhanced ways of knowledge management to enhance the efficiency as well as the ways and processes to design the new products according to customer demands and requests of customers which is an significant part of project to ensure the victory of new product in the market (Donate & Pablo, 2014). Knowledge management capabilities develops as a significant aspect between customer value, strength of communication among employees and analyzing the calculated results from the direct and in direct competitors challenging in the market from the literature as (Capon, Farley, & Hulbert, 1992); (Zahra & Das, 1993); (Li & Calantone, 1998) (Zack, McKeen, & Singh, 2009) discussed the significance of knowledge application through practical exposure that not only improve the assimilation among current knowledge but also inspire a teams to resolve the difficulties in a capable and tangible manner.

knowledge considered as the capability and resource and recognize that capabilities help in the achieving the project objective (Makadok, 2001). (Ronald D. Freeze, & Uday Kulkarni, 2007) classify different types of knowledge and

introduce all knowledge capabilities: Data and Policies and Procedures, expertise, lesson learned, knowledge document.

The characteristics of Expertise knowledge is described as highly tacit/implicit, domain-specific, originating through experience, formal education and collaboration. Company directories have been generated the map to internal Expertise (Alavi and Leidner, 2001) and many articles have been dedicated to experts and expertise identification (Dooley et al., 2002; Tiwana and Mclean, 2005). Team cohesion has been debated in teamwork literature and different scholar has defined the cohesion as a binding power occurs between team participants to remain within team (Lu, Wang, Ai, & Lee, 2017; Chiochio & Essiembre, 2009; Paskevich, Brawley, Dorsch, & Widmeyer, 1999) The definition of cohesion is determined as “the total field of forces which act on members to remain in the group” (Festinger, Schacter, & Back, 1950, p. 164). In particular, team is agreeing to the extent of member connection in which members share an important commitment to each other (Marks, Mathieu, & Zaccaro, 2001). Team cohesiveness is measured as to increase the commitment to complete the task and to improve individual efforts (Kozlowski & Ilgen, 2006). Team cohesion relations do not clarify in a vacuum; rather they are influenced by other aspects. For example, researches have surveyed that persons with additional knowledge to information technologies effects the team structure and create deep learning, making it easy to know task, help out the difficulties of other coworkers results in greater cohesion (Ensley & Hmieleski, 2005) and team consequences (Edwards, Day, Arthur Jr, & Bell, 2006).

Team capability often comprises of active addition like connections among coworkers, series of actions, and task related sequential observations (McGrath & Tschan, 2007). Stronger team cohesion leads to higher team performance. Mathieu et al. (2017) stated that social cohesion increases the team learning and effectiveness by including the competent persons in the project team. Higher competence leads to better capability to judge team situations, poses potential activities required to advance and uphold valuable communications, conflict resolution and workload sharing desirable for building of cohesion

(Barrick, Stewart, Neubert, & Mount, 1998). The success of any IT project has usually been defined from the organizational perception, where a project should deliver pledged features and functionality within specific period and approved budget (Wallace & Keil, 2004). Cook, Cheshire, Rice and Nakagawa., (2013) defined team cohesion as “a project manager’s opinion on the degree of attraction of a team to its members and the awareness of the personal bonds among team members”. If a team is more cohesive, the more effective project team members will perform. To achieve the team member’s requirements, they can get more conformity from each team member. Team cohesion can provide the positive team results that include awareness of difficulties, better inspiration, increase passion, increase motivation and preference of change. From research, different process aspects may impact team cohesion as team structure and contribution (Quick & Nelson, 2013).

From individual prospective, team cohesion is usually described as helpful emotions and moods to project group members or using of alike feelings between group, giving importance to public enclosure and internalization linked with normative mechanism. In this way, team cohesion gives importance an affecting element in team practices. Cohesion is usually seen as an effect of expected understanding between team participants and relates positively with member’s activities in small groups and team practice and results for team participants (Hoegl, Ernst & Proserpio, 2007). Team cohesion based on team size and development. In this way, teams need to be more cohesive and get better decision in its group development. Constant with time-based arrangements connected to logical alteration in group development, team cohesion changes through diverse levels of interaction, especially in team group and collective system, demonstrating high consistency in later phases (Woerkom & Sanders, 2010). Cohesion is “usually seen by managers as a necessary standard for team creation” and “some Level of cohesion is important for the group to work adequately”. Managers within the organization have the possibly cohesion through making team with different actions and urging these groups to embrace different perspectives (Salas et al., 2014).

The present study uses the lowrance &jordance scale 2015 a reliable and valid measure of emotional intelligence as conceptualized by Mayer and Salovey (2004). A study also showed that students with high emotional intelligence and EC perfectionism experienced lower levels of test anxiety (Abdollahi & Talib, 2015). Several studies have shown a positive association between adaptive perfectionism and emotional intelligence as well as an inverse association between maladaptive perfectionism and emotional intelligence (Gong et al., 2017; Perrone-McGovern et al., 2017). Previous research has also shown a mediating role of emotional intelligence in the link between two types of perfectionism and life satisfaction (Smith, Saklofske, & Yan, 2015).

It will be important for future research to explore the causal direction of these relationships. It seems reasonable to assume that low EI leads to lower life satisfaction and relationship quality, but the causal direction of these relationships could plausibly go the other way. Emotional intelligent managers create positive environment at work place that will help the employees to perform work and at the end good performance lead the project success. The manager's emotional intelligence has great effect on performance and complete the work (Sy, Thram&O'Hara,2006). they also studied that emotional intelligence is like social skill and it will have high impact on public management works and according to them emotional intelligence provides good skills for flexibility, communication and understanding. Emotional intelligence necessary for project managers to recognize the moods and emotion of employees toward work and help them to make good choice how polices should be presented. Xiang et al., (2016) separated the emotional intelligence in four parts. emotional intelligence is awareness of emotion, second management of own emotion, third known other emotion, fourth manage others emotion.

Sy et al., (2006) during his research he found that consequence of emotional intelligence on effort and result also showed that perception of job satisfaction and confidence are directly related to emotional intelligence. Emotional intelligence shows positive impact on employee's performance and project success. Xiang et al., (2016) divided the emotional intelligence in four parts.

First emotional intelligence is awareness of own emotion, second management of own emotion, third awareness of other emotion, fourth management of other emotion. Northouse, (2018) recommended in his work that a person who is able to deal with their sentiment is also able to help other with their feelings. in the literature of human behavior, interactions in the setting of project management says that then Research says that Emotional intelligence improve the public associations by connecting sentiments. Therefore, emotional intelligence is important to increase work place manners and performance. Emotionally intelligent managers are more expected to express and use their emotions positively to achieve required end product of project successfully. Emotional intelligence increases the manager interest and talk confidently with members to provide inspiration to talking the complexities in responsibilities (Peslak, 2005). Hughes (2005) people who have strong emotional intelligence they will be able to manage all the conflict easily and they have good effect on their personal and professional life. after this discussion it concluded that emotional intelligence positive impact on different human factors, i.e. team member's satisfaction, job performance and project success.

Literature has presented that EI has a remarkable effect on job efficiency. Goleman (1995) says that emotional intelligence has impact on job performance and personal life also and says that 80% of human's life success depends on emotional intelligence. Emotional intelligence creates positive working conditions due to good attitude of project managers with team members. Similarly, Sy, Tram and O'Hara (2006) found in their studies that manager's emotional intelligence has an impact on performance and work fulfillment. They also found emotional intelligence like a social skill and considered that it has high impact on public management work; they also seen that high emotional intelligence provides better skills for flexibility, communication and understanding.

Many research studies have recognized leadership as an intrinsically emotional process. Connecting with employees on high level of emotions, it is necessary to build relations on confidence and commitment (Madera & Smith, 2009). Leban and Zulauf (2004) say that emotional intelligence is essential for project leaders

to realize the moods and emotions of employees toward work and to help them to make good choice about how policies should be presented. Project leader's activities are significant then it helps to improve the team, project and organization performance (Ozcelik, Langton & Aldrich, 2008). Such types of findings have directed claim that emotional intelligence shows a unique set of competencies which gives us better leadership outcome (Ashkanasy & Ashton-James, 2005). Most of the earlier research observing emotional intelligence and project leadership has focused on how emotional intelligence contributes to leadership and team cohesion. But less work has been seen on the part of emotional intelligence and the connection between emotional leaders and team members (Clarke, 2010). Notwithstanding, many authors suggest that both managers and team members should be emotional intelligent in achieving their desired outcome.

Numerous reviewers claim that there is a requirement to develop operating personal relations in construction, however several struggles to this result are troubled by specific manliness generalizations (and their comparing behaviors) pervading the business (Loosemore & Galea, 2008).

At this stage, specified these two contrary aspects in the research, the idea of emotional intelligence achieves significance. EI well-defined, as 'capabilities relating to the acknowledgment and guideline of emotion in the personal and others' (Spector, 2005) and a rising number of research proposes that it is significant for working personal relations. One research recommends that emotional intelligence is compulsory element for objective accomplishment (Lopes, Salovey, Cote, Beers & Petty, 2005).

Similarly, a sequence of parts in the structure research achieves consideration to the assumed significance of emotional intelligence (EI) in construction business. One important concept regarding emotional intelligence is that positive teamwork needs real collaboration between project manager and team member's and, while the value of that collaboration is measured; it converts clear that emotional responsiveness and emotional regulation are significant aspects

(Songer, Walker & Beliveau, 2004). But the part of background and in what way it disturbs the authority of emotional intelligence is an important cause which presently increases importance in the organization research. This type of awareness in the workplace, specifically in the risky environments like prerequisite analysis with customers, might support the team members reply to their emotions', change their outlooks to friends and customers well-timed, and then manage with their work properly, that are supportive to the procedure constancy on the group participant's evidences.

Second part of emotional intelligence is the MWE. Management of own emotions (MWE) tell that how persons can control the feelings and emotions they are aware, particularly the negative emotions and moods. If the individuals who possess the capability to manage their own feelings and emotions, that type of peoples never show sudden emotions but control their emotion and understand the decisions and then show their emotion. There is a word painting describing about this ability, "provide you ten seconds, and then describe your state of mind". Absence of management on own emotions will direct to down intelligent working. In the requirement analysis, conflicts and complexities with other peoples will come consistently in the project team effort, because of diverse views and unknown project targets. Similarly, if the project team members cannot stop the instant responses and show the direct actions about their emotions, sometimes it's not good for team members to create friendly environment in between them because it will affect their performance. Third, part of emotional intelligence is the known about other sentiments and means identifying other emotions and mediate this type of the emotions is important to build relation with team members. This type of responsiveness is creating not only the direct conversation between respondents but also recognizing other's feelings and emotions through facial and body expression (Jordan & Lawrence, 2009). Working project team is like a social network, which has a magical influence to increase the amount of persons 'abilities. This type of magnification is attained by team member's connections and arguments. Individuals known about the feeling and emotion of other then they show the proper ad accurate responses to

achieve the effectiveness properly, that are beneficial to achieve cohesiveness in teams and attainments on group job (Elfenbein, Beaupre, L'evesque & Hess, 2007).

Fourth part is management of other emotion (MTE) and demonstrates that the people could have the skill to impact other team member's feelings and sentiments. The functioning situation of project team members difficult to the team efficiency, particularly in the difficult working situation. If group members solve the issues whereas there is no appropriate connection, the passive approach, even the irritation of only one team participants, would disturb all the team members, which is damaging to the regular job. But, if there is a team member who could inspire the depressed employee and calm the angry member, the project team could have strength and inspiration to overcome the problems (Christie, Jordan, Troth & Lawrence, 2007). So, it is essential for the entire project team participants having the capabilities to support the teams in the positive and responsive manners, which are also useful for discovering the actual project's prerequisite. Mazur et al. (2014) in the later research have fought especially that project managers with higher levels of emotional intelligence can deal with new troubles and issues and also all the more likely talk with their partners.

Evans and Barone (2016) said that the capacity to check emotional intelligence is sooner or later being stated with the aid of employers. As an end result, innovative corporations are actually beginning to recognize the need to guide with empathy, compassion, and humanity.

Rezvani et al. (2016) drove the examination on Australian defense manufacturing and stated that the critical connection among team leaders EI and venture accomplishment with mediating role of transformational leadership and trust. The research of Pryke, Lunic, and Badi (2015) and Sunindijo et al. (2007) recognized that EI has quite an impact in leader adherent correspondence and prompts improved project execution. Being emotionally shrewd additionally enables people to impart their constructive inclination to others (Nagler, Reiter,

Furtner, and Rauthmann, 2014). Sunindijo (2015) stated that emotional intelligence impacts project cost execution and the quality of the project being executed.

A project team with developed skill can make serious effort with its existing resources and employ effective way to help a favorable product (Kauffeld, 2006). Team competence includes finding problems, generating possible solution, exploring options and evaluating conclusions (Bentley, Dittman, & Whitten, 2000). Three dynamics recognized by Cuellar, Keil, Johnson, Beck, and Liu (2007) may hamper the success of IT projects. The fore most factor is lack of communication, which may threaten the success of project. The second factor is the lack of team capability or improper recruitment, which has been usually main reason of project failure. The third factor is the lack of solid necessities which effects the growth of project. Team assortment can become the reason of declining team effectiveness, because it produces connection related barriers in trust and collaboration (Cormican & O'Sullivan, 2004).

IT industry is massively combined effort, many of the difficulties come across during IT projects can be drawn back to common factors like communication gap, improper recruitment and frozen requirements (Bjarnason, Wnuk, & Regnell, 2011). Belassi and Tukel (1996) identified eight success element during implementations of project. These factors are: Clearly defined aims, values of organization, trust on employees and management support, assign task to right person, right team selection, proper resources distribution, true data allegation technique, design review.

Atkinson (1999) has created nine project success component. Fortune and White (2006) goals and ambitions, project management, conflict determination, revenue, competency of work man, political affect, effective consensuses and data allegation, contracting, social alliance/combination, interaction with consumer/buyer, sponsors.

Above mentioned all key factors are play essential role in project success. If the project managers unable to meet the project deadline in the result huge gap is

created that will have affected the project profit and manager's reputation. The best way to meet the goals and deadlines select the right person for right work, provide the right resources and equipment on time. And make the project cost effective. (Bakker, Hakanen, demerouti and Xanthopoulou,2007).in other words select the true person for real task at precise time and share accurate information with all employees that will create interest in achieving goals. If the project manager is good in emotional intelligence and have a great knowledge about specific subject or field, then he can easily achieve the project success because he known how to control the his own and others emotion and inspire other with his knowledge. If the organization is not agreeing to adopt changes and unable to understand the customer demand or expectation, then the competitors can easily replace them. (Nsiegbe,2014) (the best example of this is NOKIA).

Wong and Law (2002) identified the connection between emotional intelligence, knowledge capabilities (task fulfillment) and project success (wok performance).

1.2 Gap Analysis

Knowledge management capabilities is the topic of research for many researchers as this phenomenon has the enormous potential and some of its implication are yet to be discovered different research has been done to measure "Realising the value of knowledge resources and capabilities: an empirical study. (Nguyen, T. N. Q., Ngo, L. V., Northey, G., & Siaw, C. A., 2019).

The impact of knowledge management capabilities and supplier relationship management on corporate performance "(Tseng, S. M.,2014). Knowledge management capabilities and SMEs' organizational performance" (Gharakhani, D., & Mousakhani, M.,2012). "Developing knowledge management capabilities: a structured approach" (Singh Sandhawalia, B. and Dalcher, D.,2011).all the researcher discussed the knowledge management capabilities "The differential effect of team members' trust on team performance: The mediation role of team cohesion" (Mach Piera, M., Dolan, S. L., & Tzafir, S. ,2010). "The differential

effect of team members' trust on team performance: The mediation role of team cohesion" (Mach Piera, M., Dolan, S. L., & Tzafirir, S.,2010). It accomplishes this by influencing the performance relationship processes (Barrick, Bradley, Kristof-Brown, & Colbert, 2007) or by having a main effect" (Chansler, Swamidass, & Cammann, 2003).

Knowledge management capabilities in CRM: Making knowledge for, from and about customer's work (Dous, M., Salomann, H., Kolbe, L., & Brenner, W.,2005). This argument is in line with findings revealing that team cohesion plays an important role in fomenting team performance (e.g., Beal, Cohen, Burke, & McLendon, 2003; Carron et al., 2002). "Other scholars report that cohesiveness functions as a mediator in the relationship between leadership, employee attitudes, and performance (e.g., Loughhead, Colman, & Carron, 2001; Organ, Podsakoff, & MacKenzie, 2006). This study attempts to fill this gap by studying impact of knowledge management capabilities on projects success that is unique in context of Pakistan. Secondly, the mediation role of team cohesion and moderation role of emotional intelligence is rarely being discussed, so this study covered this aspect also. the industry chosen for this study in the context of Pakistan was software industry.

1.3 Problem Statement

To study the significant impact of knowledge management capabilities on project success with mediation effect of team cohesion in software industry of Pakistan. There is a need to investigate the impact of knowledge management capabilities and project success with mediating role of team cohesion and moderating role of emotional intelligence This study aims to identify the problems in Pakistani IT development sector and the above mention statement help to complete their objectives and goals. The research study helps the management to reduce their investment, timely respond to their customer and help them to achieve the advantage and known how to stay in the market for long time period. As IT

industry is having large set of innovative programs on regular basis to persist in the market due to absolute pressure from the economical market. Therefore, this research will investigate how best to integrate user/customer market research techniques in a new product development process as defined by (Cooper & Robert, 2008). There has been a lack of specificity in which market research tools and techniques can be used to integrate user/customer needs and requirement into a new product development process in order to increase the likelihood for success.

Many research did work a lot on these variable but they did not consider knowledge management capabilities as an independent variable and project success as dependent variable.in our study we consider knowledge management capabilities as independent variable and project success as dependent variable and team cohesion consider as mediator and emotional intelligence as moderator. These all variables are studied in the literature: however, they are not modeled together in a single conceptual model. The present study is conducted to model these variables by investing how knowledge management capabilities effect project success with the mediating role of team cohesion and moderating role of emotional intelligence. This study fills the gap and also the study is conducted in a unique setting of Pakistan.

1.4 Research Questions

After the above stated problem author identify the following research question and researcher need to find following question:

Research Question 1

To what extent knowledge management capabilities have effect on project success?

Research Question 2

To what extent knowledge management capabilities effect on team cohesion?

Research Question 3

To what extent team cohesion effect on project success?

Research Question 4

To what extent team cohesion play a role of mediator between knowledge management capabilities and project success?

Research Question 5

To what extent emotional intelligence play a role of moderator between team cohesion and project success such that it strengthens the said association?

1.5 Research Objective

The objective of current study is to develop and test the model to find out the relationship between knowledge management capabilities, team cohesion and project success. Furthermore, emotional intelligence is added as a moderator to the relationship discussed above. Team cohesion has been added as a mediator in the study to check the impact that if it mediates the relation or not.

The specific objectives of the study are stated below:

Research Objective 1

To explore the relationship between Knowledge Management Capabilities and Project Success?

Research Objective 2

To explore the relationship between Knowledge Management Capabilities and Team Cohesion?

Research Objective 3

To study the relationship between Team Cohesion and Project Success?

Research Objective 4

To study the mediating role of Team Cohesion between Knowledge Management Capabilities and Project Success?

Research Objective 5

To examine the moderating effect of Emotional Intelligence between Team Cohesion and Project Success?

1.6 Significance of the Study

This research topic is important because of two reasons. First, the selected research topic plays a crucial role for owners of IT industries. This research finding is helpful for IT managers to know that how to use the tactical orientation (Subin & Heiman, 2016) with chosen dimensions are useful in nourishing the desires and needs of specified audience. It will not only exploit the worth of different creation offerings but also improve their productivity for their business through offered set of designed tactics (Xatignon & Xuereb, 1997). Second, this research is also beneficial for the business analyst to comprehend and increase business productivity through achieving the benefits of technology orientation (Narver & Slater, 1990). This study is also beneficial in theoretical perspective because this is the noble contribution in literature and according to my research no one work on this specific topic. The significance of this study is that it will contribute by identifying new acute success factors for the success of project. That is knowledge management capabilities with a mediator team cohesion and moderator emotional intelligence. This study will help in advancing the literature on what are the variables that affect project in projects which are working globally. This study will also be very helpful to the project managers in practical lives when they are dealing with other people's emotions and sharing knowledge.

1.7 Underpinning Theory

many researchers have introduced some hypothetical variables which help us to study the relation between knowledge management capabilities and project success. Emotional intelligence theory support the variables used in the study.

1.7.1 Emotional Intelligence Theory

Emotional intelligence is first time introduced by Salovey and Mayer, 1990. Salovey & Mayer (1990) emotional intelligence is that when you monitor and understand the other emotions. During work if manger focus on these four modules that will help in increasing the efficiency of work.

Emotional intelligence help person to communicate in good way, improve relation with other, treat others according to their expectation, avoid conflict and easily faces all challenges in life. According to Goleman (2001) the emotional intelligence is the combination of skills and competences. He thinks that emotional intelligence theory based on four components self-awareness, social awareness, self-management and social skill.

Chapter 2

Literature Review

2.1 Knowledge Management Capabilities

Bhardwaj, S.S., Chauhan, S., & Raman, A. 2015 discussed that knowledge management capabilities with in terms of organization setup, structure and environment. Gold et al .2001 settled the model of knowledge management which built on abilities. He focused on infrastructure capabilities' in which he considered three main terms technical, structure and cultural. Ronald D. Freeze, Uday Kulkarni, (2007) explore the knowledge management capabilities separately and discussed each type briefly. According to them Knowledge management capabilities divided in five parts Expertise, Lesson learned, Knowledge document, Data, Procedure and Polices. Organization think that knowledge is very important resource and knowledge sharing is valuable resource for organization to achieving their specified goals (Davenport & Prusak ,2000). Therefore, organization introduced Knowledge management plans, programs and highlighted the information distribution features (Wang, Noe, & Wang, 2014). The organization have started to recognize, generate, share and spread knowledge and have a knowledge management method is place (Gold, Malhotra, &Segars ,2001).

2.2 Team Cohesion

Team cohesion is a process in which squad is integrated and stay like that till the achievement of their targeted goals and objectives (Carron,1982). If in the organization or during project there is low team cohesion then it can have negative impact on project success (Harrison et al ,2002). Team cohesion is defined as how much team members are interlined with each other and how much they respect each other or corporate to each other (Cook et al., 2013). Team cohesion impacted team building and team influence (Nelson& Quick ,2013). Team cohesion is measured to be a positive emotion which mean that you are able to working according to their team members (Hoegl et al.,2007). Beal et al.,2003 discussed that cohesiveness between team members considered as an important factor for achieving the decided goal. team members are not like only work with each other for achieving the specified goal but they also have likeness feeling toward each other. Team cohesion based on the size of the project and on those factors which impact on the success of your project. Team cohesion changes during the different stages of group. During their study they observed that team cohesion will get higher at the later stages of the project (Wong & Law ,2002).

2.3 Emotional Intelligence

There are four main dimension of emotional intelligence i.e. Known your own emotion and known other emotions and manage your own emotion and manage other emotion. Emotional intelligence is considered to be the part of social intelligence and consist of four interrelated perspective aptitudes that are linked with the management of emotional information (Salovey &Mayer, 1990). Northouse, (2018) recommended in his work that a person who is able to deal with their sentiment is also able to help other with their feelings. Emotional intelligence is the capabilities that define in what way individuals work in united environment and converse with new people (Druskat & Druskat, 2012). Rezayian and Keshthgar (2008) define the EI is a type of collective intellect, which

represent the skill and capability to properly manage the emotions of own and others and to manage the dissimilarities through applicable actions. If managers possess high emotional intelligence, ultimately their employee's performance will be good and they will do well (Wong & Law, 2002) because emotionally intelligent manager's will create positive work environment in which the employees will perform better which will ultimately lead to project success.

2.4 Project Success

Söderland, J., Geraldi, J., & Söderlund, J. (2012) found five key factors of project success. these factors are: Project manager's capabilities, programming of task, assurance on organization and responsibilities, supervision and continuous engagement during execution. in this case EI has a great effect on project success. this research objective to explore the impact of emotional intelligence on project success with mediation role of project manager's knowledge capabilities.

Project success is the level of proficiency to attain the project objective with in a specific time and how manager manages limited resources to achieve the milestone and on other hand to build the relationship with internal and external stakeholder.

2.5 Knowledge Management Capabilities and Project Success

Knowledge management capabilities is well-defined as a unit to which an enterprises forms, share and uses knowledge as a resources between well-designed limitation (Dabić et al .2019). knowledge management can have modernized the information based on creativity, rise the occurrence and rapidly modernize, to boost organization think that knowledge is the planned resource, and check the data the company known about clients, merchandise, skills, and market to make its presentation decent Fındıklı, Yozgat, and Rofcanin (2015) thought knowledge

management capabilities is the mixture of knowledge collecting, spread and request. Liu & Deng (2015) think that knowledge management capabilities is the combination of data gathering, share, use and safe. Gkypali, Filiou, and Tsekouras (2017) think that knowledge management capabilities contained information transmission, distribution, mixing and formation. According to this research knowledge management capability have two-dimension knowledge acquisition capability and knowledge sharing capabilities.

In knowledge acquisition ability mentions to the self-motivated capacity of enterprise to get exterior data. Knowledge acquisition capability is the epitome of authoritative knowledge, adjustment, change capacities, that was helpful for undertakings to accomplish plan of action coordinating and hierarchical advancement. Since endeavors need to deal with their insight assets to adequately improve their exhibition, and internal situated or on the other hand outward-arranged open advancement is a compelling route for undertakings to grow knowledge acquisition. Enterprise adequately assimilate outer information and coordinate, create and change inner and outside information to acquire upper hand. Knowledge acquisition capability as an incorporated instrument assists with retaining key information and make information from inner and outer causes (Cheng, Yang, and Sheu 2016). creativities with knowledge acquisition competence can amass information assets are outside exercises, advance distribution of data, and good distinguish significant thoughts in organization (Gkypali, Filiou, and Tsekouras 2017), along these lines further advancing advancement and improvement of ventures, empowering endeavors to create double development capacity better. Knowledge sharing is a one of a kind and complex advancement of inside and outer information, including spread of information held by various associations (Cheng, Yang, and Sheu 2016). The ability of organizations to use information may decide speed of critical thinking capacities and fast reaction to new data. Numerous researchers underline that a compelling knowledge- sharing procedure among authoritative accomplices can help build up the center challenge required for advancement (Connell, Kriz, and Thorpe 2014). Particularly for ventures that enthusiastically advance inventive

undertakings, information distribution is a significant advance to effectively finish assignments (Simao and Franco 2018). In open development, information alludes to the program of the whole advancement procedure (Kim and Kim 2016). the utilization of shared information, venture can manage significant variations, acknowledge item change and study, along these lines advancing misuse and investigation advancement.

The significance of the idea of PS is replicated by the (PMI) dedicating its 1986 annual Sessions and Conference of this subject. project achievement is a troublesome errand: Project success is a theme as often as possible talked about but then once in a while settled. The idea of PS is continued questionably characterized. It is idea which mean such a great amount to such a large number of various individuals in view of shifting discernments, and prompts differences about whether a venture is profitable or not (Liu and Walker, 1998). Baccarini, D. (1999) discussed about the project success have two parts of project management achievement. according to him project success have two components but present in a same group.

Project management success is the concentration on the procedure and precisely, the operative success of time, quality and cost goals. Additionally, select the way where the plan organization success procedure was led. It's a normal venture the executives writing difficult interweave the two different segments of enterprise realization and show as a solitary similar gathering. So it properly describes and evaluate project success, a qualification creates the relation between product success and project success but they are not same. Thoughtfully, the assurance of undertaking the executive's achievement ignores product success, e.g., a task has been overseen proficiently yet in the long run doesn't meet client or company desires (Shenhar, Levy, and Dvir, 1997).

knowledge management capabilities play important role in project success. If project manager and staff have good enough knowledge about their project and its process, then they can easily reach the success. Developing a suitable link among three dimensions of knowledge management prepared an organization to improve

the development for the new process launched in the organization. Knowledge management improves the company level to attain high quality products from the knowledge that is learnt by the basic entities from peripheral sources through an interaction between knowledge storage and creating values among employees of assured teams to work accordingly to achieve the preferred goals and goals set by an association (Tzokas, Kim, & Dajani, 2015) the part of project managers in capabilities along organizational capabilities is performance vital role in enhancing the task performance. Gallagher, Mazur, & Ashkanasy, (2015) discussed in his studies that knowledge, skill and abilities have emerged and then at the end we can easily achieve the project success either project size is large or small or project complexity is high if project manager have all these capabilities he will be able to handle the all kind of situation and lead the success.

H1: There is positive relation between knowledge management capabilities and project success.

2.6 Knowledge Management Capabilities and Team Cohesion

Knowledge management is a process in which organization generate innovation, transfer and uses the knowledge as an important resource and use this resource to achieve the specified objectives (Dabić et al.2019). Anzola, Bayon & Garcia, (2018) explore that internal management system help the organization to purchase the unique technology and the external system help the organization to get the tactic knowledge and transfer that knowledge to other and also help to create new products. Teece & Leih, (2016) discussed that it's very important to gather the internal and external knowledge from the organization and utilize that knowledge at the right time is important.

Ozer & Vogel, (2015) explain that to gather the true information and have ability to utilize the data to create different products then we can easily achieve the

organization specified objectives. Sometime it's difficult to save and maintain the company knowledge because that knowledge is useful for other and also considered as company record and organization think that they use pervious knowledge and develop new products (Mehta & Bharadwaj, 2015).

According to some author internal knowledge management capabilities created on socio-technological theory (Bostrom & Heinen, 1997), discussing the collective and technical perception that procedure organization's knowledge management capabilities for continue and manipulating inside information (Gold et al., 2001). In social perception organization transfer the information to their employees and want to create the trust relationship between them. They also create the organization values, structure and liable for the sharing of casual and tacit knowledge (Swap et al., 2001). Technical side is little bit differ from social perspective in which they discuss the organization data, utilize to continue, collect and examine data (Lee & Choi ,2003). The open creativity, creativity dynamically relate with external organization to enhance data assets and increase data capacities (Díaz-Díaz and De Saa-Perez, 2014).

Team cohesion is a procedure is that formed the team and stay together at the completion of the project or to achieve the limited or specified goal (Carron, 1982). Calnan and Rowe (2007) explained in their study about the trust relationship between team members about health care. Dirks, (1999) discussed the trust relationship and performance of the team members to get the specified result. Dirks studied the 42 different experimental projects and recognized that trust have impact on team success and performance indirectly. those group have advanced level of belief it doesn't mean that they perform better than those who have low level of trust. He also recognizes that trust factor indirectly affected the performance of team members through other team or organization procedure.

If manager and team members have good knowledge about their project, process and product then they are able to manage to achieve the project success and improve their performance too.

H2: There is a positive relationship knowledge management capabilities and team cohesion.

2.7 Team Cohesion and Project Success

Mach, M., Dolan, S., & Tzafir, S. (2010) discussed that the trust relationship has improved consequence on coworkers and their presentation and also examined the trust toward team manager and organization. According to them trust factors is always depending on situation it has directly and indirectly effect the team performance and trust factor also play important role in between selected team and project manager if both of them coordinate properly to each other and manager should build the strong trust relation in between them.

Weick & Roberts (1993) discussed that the team success based on their correlated activities and depend on their mental and physical performance, also help them to realize that their activities are interrelated to every member to achieve the project success. It is the fact due to collaborating diversion require high level of task link each other and high team cohesion show the important association with team performance (Carron et al., 2002 Mullen & Copper, 1994).

Carron et al., 2002 examined that the connection among team cohesion and performance is important and tougher in team members. It shows that high level of cohesion between the team make them more strong and help them to achieve the success as compared to those teams or group member they have low level of cohesion. Collective team members are capable to use their abilities more significantly because they know about their team mates' skills better than other. According to their skills they divided the task and complete their assigned their task or activity before the time and achieve the targeted goal or their projects become successful. The above study is useful and prove that team become more cohesive after achieving the success because they share their experience with other groups.

Slater and Sewell (1994) examined the team cohesion between team at different stages and at the end they identify that team cohesion and project success are interdependent on each other. Grieve, Whelan, & Meyers 2000 examined the experimental studies and did not found any relationship between cohesion and success before the start of task and performance. But successful performance also related with high level of cohesion with the project.

Gouldner,1960 discussed that the feeling of individual towards team because every individual contribute to achieve the success. Barrick et al.,1998 if the team cohesion is task based is called task cohesion and if cohesion based on society is called society cohesion. Mullen & Copper ,1994 discussed that team cohesion increase the performance of team if team have high cohesion level it will increase the performance of the project. Many scholars think that team cohesion is based on the combined assignment or relation between them which effect the group performance and project success also (Bahli & Buyukkurt, 2005). Salas et al., 2014 said that the best way to create cohesion between the team is manger need to select team members belong to different backgrounds and work for the same project to achieve the success because all members have different skills and they complete their activity to utilize their best skills and help others to achieve the project success.

H3: There is positive relationship between team cohesion and project success.

2.8 Team Cohesion Mediating Between Project Success and Knowledge Management Capabilities

Many researchers discussed the knowledge management capabilities plays important role in project success. Knowledge transfer is the learning process for the companies and its individual in which they share their knowledge, expertise,

experience and procedure to other team members. Ginaet al,2009 discussed in his studies that task relevant knowledge and abilities solved the issues between organizational units and their performances. On the other side, organization weak the positive relationship between individual skill, capabilities and knowledge. Many scholars debated that individual not only learned only from there on experiences or organization experience they also learn from the other organization process and procedure.

Fındıklı, Yozgat, and Rofcanin (2015) said that knowledge management capabilities included gaining knowledge, sharing knowledge with other individual and organization and application of this knowledge in the organization. Knowledge management capabilities based on gaining the knowledge, transfer the knowledge, application and protection also included in it (Liu & Deng 2015).

Gkypali, Filiou, and Tsekouras (2017) knowledge management capabilities included knowledge distribution, transmission, combination and formation. Gkypali, Filiou, and Tsekouras (2017) said that knowledge acquisition capabilities store knowledge resource for the outer activities, encourage the distribution of knowledge, use that knowledge properly and save that knowledge because it is the resource of their organization.

Alvai et al. (2005) identify that organization successfully handle their inner information use a group of advanced information resources that allows organizations to be conscious of advanced knowledge prospects. The new opportunities develop from research and development sector in term of different goods, facilities through creative team, or those teams which deal with the creativity or identify the opportunity.

If team member has no specified ability than group of people have no capability to achieve the specified goal which will affect the project success. In cohesive teams, individual are encourage to work hard. Team cohesion is openly described the performance and maintenance (Beal, Cohen, Burke &McLendon,2003).

Team cohesion is a process in group of people work with each other to achieve the same or specified goal. It is described as a self-motivated process in which a group of people unite each other and work with each other for achieving the specific objective or to satisfy the member dynamic requirements (Carron, Brawley, & Widmeyer, 1998). Calnaan and Rowe, 2007 said that trust is very important and it plays an important role in creating team cohesion between the team. Mullen and Copper, 1994 in his study concluded that cohesion plays a mediating role between trust and team performance. According to the author, trust helps the individual to stay with each other, that will help the people to link each other and they stay in form of a group and are recognized by that group and with which they have attraction and are more supportive and willing to comfort each other. Technological systems support knowledge management by giving the huge knowledge and a critical policy for exploring and collaborating information (Alvi & Leidner, 1999). Loughhead, Colman & Carron, 2001 in his study found the role of cohesion as a mediator between leader behavior-exercise adherence relationship and according to scholars cohesion has been related with both leadership behavior and participant satisfaction. Their above study is based on the Carron's 1982 framework linear model and Carron's linear model based on inputs, throughputs and outputs. Team cohesion is how much team members cooperate to follow a common objective; it is identified as a self-motivated process that is redirected in the tendency of a gathering to meet up and stay joint in the quest for its instrumental goals as well as for the fulfillment of parts of emotional needs (Mach & Baruch, 2015). This motivation to generate and keep social relations inside the meeting; this process is called social cohesion (Carless & De Paola, 2000). Respectable relations and affection can help team members to cooperate with each other. Many scholars notice that respectable relations can improve the team performance (Sivasubramaniam, Liebowitz & Lackman, 2012).

Cohesion connections between group members have been essential for worthy performance and worthy performance leads to project success. Cohesion usually shows an effect on the understanding between team members and related members' activities positively in a small group and team performance and outcomes of the

team members (Hoegl, Ernst&Proserpio,2007). Mach, M., Dolan, S., & Tzafirir, S. (2010) examined that the relationship between trust and performance(success) and select team cohesion as a mediator. According to him if team trust each other their performance get better and team cohesion become strong between team members because when they trust each other they help each other to achieve the specified or targeted goal easily and achieve the success. Klein and Mulvey (1995) identify that the cohesive team is highly committed to their task and easily achieve the targeted goals, and their studied confirmed that cohesion can be strongly effective the teams to set challenging goals and stay committed to them.

Ng and Van Dyne (2005) in their cross level analysis identify that the group level cohesion has an effect on individual helping behavior because in cohesive team's individual are more loyal to each other for achieving the targeted goals. This evidence suggested that team cohesion will positively related to team helping behavior and also help them to achieve their targeted goal (success).

In project success they need to balance the all constrains and also balance the staff of whole organization. Levin, 2010 knowledge management should be involved throughout the project management lifecycle. He also highlighting that knowledge assets constantly found in an organization and each project should construct on these and shares the knowledge. So, a team is cohesive highly positive attitude we expected from employees which leads to project success.

H4: There is a mediating role of Team cohesion between knowledge management capabilities and project success.

2.9 Moderating Role of Emotional Intelligence Between Team Cohesion and Project Success

when any individual joins any organization, group or for the work purpose they will carry different norms, values and culture themselves. Because every team member belongs to a different background and as a good manager he selects those members who belong to different background because they have different knowledge and skills to handle the complex situation. According to some researcher Asian people are more emotional than other countries people and they get emotionally attached to each other that will create the strong team cohesion between the members and help them to faces complex situation and achieve the targeted goal/objective (project success).Yang,Huang and Wu ,2011 in their studies found that teamwork showed important effect on project performance ,while collaboration is an emotional intelligence included in the emotional intelligence competencies model from Goleman,Boyatzis, and McKee (2013).

There are four dimension of emotional intelligence i.e. known your own emotions, and emotion of other and manage your own feelings and also able to manage feelings of other people around you. When people are working on project it is very important for them to known their own emotion and others person's emotion around them and they should know how to manage them because you are not working in segregation and as a team you need to knowing and managing your own emotion and other team member's emotion also and make your team members feel comfortable and valued person. This behavior realizes them they are valued asset for organization and feel more comfortable and loyal toward their team and that behavior will support them to attain the final goal (project success) and enhance the performance of team members. Salovey & Mayer ,1990 said that emotional intelligence is considered as the part of social intelligence and emotional intelligence have four components which are linked with each other and help to

handling the emotions. The latest model of (Salovey & Mayer ,1997) contains four parts perception, assimilation, understanding and management.

Goleman,1998 said that IQ is unable to predict the success but emotional intelligence is the best predictor of job outcome. Many scholars have proved in their research work that psychosomatic intellect is compulsory when predicating social interaction (Malouff et al.,2014).

Many scholar proves that emotional intelligence huge effect on project success. The idea of emotional intelligence rapidly gets the attention of scholar in the area of managerial consciousness and performance(Bennett,2009). Jones & Bodtker (2001) said that emotional intelligence is linked to the condition in which they manage the conflict in different situations. Emotion involves social and intellectual aspect that come to play is any conflict situation. The capability to observe and control the emotion that will simplify the communication in conflict situation. Goleman ,1995 recommended that emotional intelligence is responsible for the 80% of success in person life. Wong & Law ,2002 said that If the team leaders have high emotional intelligence then their group member's performance is higher. Xiao et al.,2014 said that if emotional intelligence gets increased that will decrease the emotion of conflict and which will decrease the turnover ratio and will enhance the project success chance.

According to the research project success highly dependent on the project manager emotional intelligence (Rezvani et al.,2016). Previous studies show that positive relation between adaptive perfectionism and emotional intelligence and have inverse relation amid maladaptive perfectionism and emotional intelligence (Gong et al.,2017; Perrone-McGovern et al.,2017). Goleman et al. (2013) discussed that the capabilities as the probable that emotional intelligence transformed into applied competences, these knowledgeable competences based on emotional intelligence that result in outstanding performance. Emotional intelligence is the combination of emotion and intelligence according to some researcher's emotion are important to increase the individual creativity (Zenasni, Besance& Lubart ,2008) and individuals are different in the way they are able to

control and handle their emotion (Gross & Jhon, 2003). Jafri, M.H. (2019) discussed that the relation between five factor model and employee's creativity and emotional intelligence act as moderator in between the five factor model and employee's creativity. Emotional intelligence leaders base team cohesion on the following factors (1) devolving tolerant feelings of congregation personality; (2) setting team standards; (3) instructing colleagues to join in complex statement and also says that higher emotional intelligence means higher team performance (Kotze & Venter, 2011).

Emotional intelligent managers try altered ways by which they increase team cohesion by introducing new concepts, objectives and procedures (Tran et al., 2011). Mathieu et al., 2015 said that team cohesion is somewhat emotional intelligence involved to which is creates the connection between group members. Abdollahi, A., Hosseinian, S., Panahipour, H., Najafi, M., & Sohaili, F. (2018) discussed the relationship between the happiness and performance with moderating role of emotional intelligence they think that happiness plays very important role to enhance the project and employee's performance (project success).

H5: Emotional Intelligence moderate the relationship positively between team cohesion and project success.

2.10 Research Hypothesis

H1: Knowledge Management Capabilities have significant and positive impact on project success.

H2: Knowledge Management Capabilities have significant and positive impact on team cohesion.

H3: Team Cohesion has significant and positive effect on project success.

H4: Team Cohesion partially mediate the relationship between knowledge management capabilities and project success.

H5: Emotional intelligence will moderate the relationship between team cohesion and project success.

2.11 Research Model

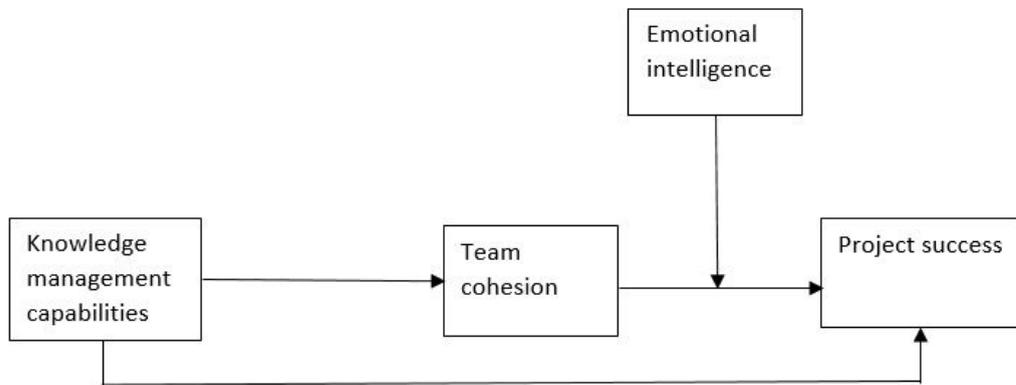


FIGURE 2.1: Research Model of Impact of Knowledge Management Capabilities on project success with Mediating Effect of Team Cohesion and Moderating Effect of Emotional Intelligence.

Chapter 3

Research Methodology

In this chapter included the research methodology. Which help the researcher to examine the relationship among knowledge management capabilities and project success with mediating role team cohesion and moderating role of emotional intelligence. This chapter used to check whether the hypothesis is rejected or accepted. This chapter deals with research design and strategy that will cover all data collection methods (sampling & population) along with the measurement and instrumentations.

3.1 Research Design

Research design is the structure in which researcher discussed the research method and technique. Zikmund et al.,2003 described that research design is the strategy for researcher to gather and explore the data that will collect for their research. In this research design author will create the strategy through which we will gather and examine data properly. This study design includes type of study, unit of analysis and time of horizon all are discussed below.

3.1.1 Type of Study

In this part researcher highlight the impact of knowledge management capabilities on project success through mediating role of team cohesion. Moderating role of emotional intelligence among team cohesion and project success.

In this field study data was collected through IT industry located in Pakistan major cities. The data were collected at one time only therefore the study is cross sectional in its tendency.

3.1.2 Unit of Analysis

It is the most significant part in the research study.in research study, it ranges from specific or could be sets or if we want cover the group of individual they could be organization or if we want to cover different demographics they could be culture from where author collect the data. In this study researcher used individual as the unit of analysis. As this research is based on studying the effect of knowledge management capabilities so that author chose individual of different project from different cities.

3.1.3 Time Horizon

The data that was used in this research was taken from IT industries in different areas of Pakistan.as this study was time constructed so author collected all data in almost a period of three months because this research is cross-sectional. The collected data is one time mean for this purpose we collected the data at first point.

3.1.4 Data Collection

When a researcher is conducting quantitative research it is very important to know that what the population of research is because it is very important for researcher to identify the sample size properly.

It is important to identify the sample for research because it represent the whole selected population and in this study the population belong to IT industry.it is very difficult for the researcher to study the whole population of IT sector. So for this study researcher select some major cities of Pakistan. To collect the data and analyze for the conducting research the researcher has limited time so it was very difficult for researcher to collect the data from all the individual working in all IT industries. The reason behind this it is very difficult and time consuming process.so for this research author made a sample size of 450 individual and took those questionnaires to the individual employed in major cities. The data was collected for one-time period only. In this research researcher examine the effect of knowledge management capabilities and project success. Questionnaire was developed for employees in which they were fill the questionnaire related to knowledge management capabilities, project success, team cohesion and emotional intelligence. For the collection of the data author was visiting the different software houses. before distributing the questionnaire author asked for performance from either the project manager or the person who was supervisor there at that time what is the purpose of that study.

After telling them study purpose they took guarantee that their data only used for study purpose and kept them confidential. Before distributing the questionnaire in employees give them little background of that research. The questionnaire was given to the employees and all of the variables filled by them. Author initially distributed 500 employees and got back 370 and out of those 350 has valid responses so used them in the analysis. So the response rate was 70%.

3.2 Population and Sampling

Population is that in which we selected sample for our research. The population for this study will be Pakistani software houses and IT firms doing projects. For this research we selected the people who are working in software houses and IT firms doing project. in major cities of Pakistan.it is very challenging and demanding to collect data from all the population. For this purpose, sample size is selected from population to test the fact. Hence, it becomes easy for the researcher to check whether knowledge management capabilities have any impact on project successor not with the mediating role of team cohesion and moderating effect of emotional intelligence.

For the collection of data quantitative research method was used and from the whole population sample was taken. Convenient sampling technique was used in the form of non-probability sampling. This sample size is used for the representation of whole population. When convenient sampling technique is used it is based on selecting the respondent randomly so the author used same technique for his research purpose author select those respondent which were easily accessible and willingly to fill the form.

For this research author was needed to study the influence knowledge management capabilities on project success. Author was distributed questionnaire to employees and request them to fill this questionnaire according to their experience. The data was collected by the questionnaire that was given to employees in the form of hard copy. The questionnaire includes brief description about the research purpose and also mention and guaranteed them they response will remain confidential and their responses only use for education purpose only. And select those employees who are active and experienced. For this research purpose author collect the data from project managers of the software houses and IT industries.

3.3 Sampling and Sampling Technique

Data collection is difficult from all the population because researcher have limited time and resources.in convenient sampling author used 70% response rate as a valid response.in today growing project based industry of Pakistan software houses and IT industries play important role.

3.4 Sample Characteristics

To get complete understanding of the respondent the researcher ask the multiple questions to respondent regarding their demographics. Different type of study required different type of demographics according to the topic on which research was conducted.so in this research age, gender, position and tenure was used as a demographic. There was one section under which demographics were discussed in questionnaire.

3.4.1 Gender

Gender is a component which always emphasized for the purpose to maintain the gender equality.so due to this reason it always considers as an important part of demographic it will help the researcher to differentiate in female and male from the selected population .in this study we try to represent that both gender equally but still it has been observe that ratio of male managers are greater than ratio of female managers.

TABLE 3.1: Frequency of Gender

	Frequency	Percentage
Male	224	64
Female	126	36
Total	350	100

In above table show that more male is working in IT industry rather than female .so it shows that female contribution is 36.3% and male contribution is 63.7% in this sector.

3.4.2 Age

Age is also the important demographic part. Age is that some time individuals feel uncomfortable to share but when age present in range they feel free to mark them .and due to age range we identify their experience and scale too. The table shows that majority of the people lying between the age of 31 to 36. There are 32.3% respondent from 350.after that individual comes of 24-30 with 30.3% then comes individual with 37-43 with 22% then comes individual with over 44 with 14.9% respectively.

TABLE 3.2: Frequency of Age

Age	Frequency	Percent
24-30	106	30.3
31 -36	113	32.3
37-43	77	22
Over 44	52	14.9
Total	350	100

3.4.3 Tenure

It is also an important part of demographic that is used to calculate the experience of respondent in that field. This study is related to knowledge management capabilities so it will be very interesting to see that the impact of tenure on this research.

When researcher distributed the questionnaire he has focused on the tenure as compared to the employee's qualification because if they have more tenure rather

than qualification they check the effect of this on person job.it is very important factor to known that what maturity level comes after tenure.

TABLE 3.3: Frequency of Tenure

Tenure	Frequency	Percent
1-3	5	1.4
4-6	34	9.7
7-9	182	52.0
Above 10	129	36.9
Total	350	100.0

In the above table 3.3 shows that the frequency of tenure. those individuals who have tenure rate is 7-9 with 52% is the longest time period then above 10 individuals with 36.9% and then 4-6 individuals have 9.7% and then 1-3 individuals with 1.4% have very low tenure rate.

3.4.4 Position

Position is also play key role in demographics. because it will fulfill the individual's satisfaction level and sometime people think position is more important than salary. And for this research purpose the researcher select the software house and IT industries to collect the accurate data.

TABLE 3.4: Frequency of Position

Position	Frequency	Percent
Project Manager	6	1.7
Software Developer	41	11.7
Software Engineer	179	51.1
System Analysis	124	35.4
Total	350	100.0

In the above table 3.4 discussed about the position of the individuals in organization. In this research project managers are 1.7% and the software developer are 11.7% and then software engineer more highest percentage is 51.1% and then system analyst is 35.4% respectively.

3.5 Instrumentation

3.5.1 Measures

During study the most critical and time consuming work is collection of data because no one is willing to fill that questionnaire and also not every organization allow the researcher to collect the data from their employees. Author collect data from questionnaire that was given by the conspicuous scholars.

The questionnaire consists of five point Likert scale. The questionnaire also contained the four demographics which were discussed above.

3.5.2 Knowledge Management Capabilities

For measuring knowledge management capabilities 5 items questionnaire scale was used which was developed by (Subin et al., 2016). knowledge management capabilities were five point Likert scale used and 5 was strongly agree and 1 was strongly disagree.

3.5.3 Team Cohesion

Four item questionnaire scale used in this research. That was develop by (Jarvenpaa et al., 2004). this questionnaire was with five point Likert scale it will start from 5 strongly agree and 1 was strongly disagree.

3.5.4 Project Success

In this study for project success author choose the scale of (Aga et al., 2016). that scale has 14 items and for this study choose Likert scale 1 is strongly agree and 5 strongly disagree

3.6.5 Emotional intelligence: For this study researcher select the 16 items scale that was developed by (Jordan & Lawrence.,2009). that scale based on four parts and each part contain four question. The first part was named as own emotion awareness and manage own emotion, third is known other emotion and the last part named as management of others emotion. The selected scale is five point Likert scale the 5 strongly agree and 1 strongly disagree.

3.6 Measurement Instrument

TABLE 3.5: Measurement Instrument

Construct	Authors / Researchers	Number of item
Knowledge Management Capabilities IV	(Subin et al, 2016)	5
Team Cohesion Mod	(Jarvenpaa et al. (2004))	4
Project Success DV	(Aga et al.,2016)	14
Emotional Intelligence Mod	(Jordan & Lawrence ,2009)	16

3.7 Control Variable

To identify that which variables are control variables we conduct one-way ANOVA. For the purpose of complete this analysis we identify demographics variables like gender, age, tenure and position one by one with independent variables.in this study all variables are significant which shows that demographic play significant role in getting the answer.

TABLE 3.6: One-Way ANOVA (Control Variables)

Variables	Sources	Items
Gender	.713	.399
Age	.737	.567
Tenure	2.88	.036
Position	.607	.611

3.8 Reliability Analysis of Scale Used

Reliability is the process in which researcher get the reliable and similar result repeatedly, when item is used to test many times for the scale. In this research researcher used Cronbach alpha and all the scale are reliable. When researcher used Cronbach alpha scale and get higher value then it means that it was more reliable as compared to lower value. The scale of Cronbach alpha ranges from 0 to 1 and all the values of alpha for all variables were higher than 0.7 if all the value of reliability is higher than 0.7 it means that all collected data was reliable.

TABLE 3.7: Reliability Analysis of Scale Used

Variable	Cronbach Alpha	items
Knowledge Management Capabilities	.703	5
Team Cohesion	.706	4
Project Success	.814	14
Emotional Intelligence	.784	16

3.9 Statistical Tools and Data Analysis

Technique

Researcher collected data from 350 respondents and after collection of data researcher apply different test and analyze that data which were collect for research purpose. Research checked the reliability, regression, correlation and model fitness of all variables in the study. Researcher was checked the impact of one variable to other by applying the regression analysis. And all the procedure done on SPSS Software.

1. In the first step researcher separate the fully filled and improper filled questionnaire and also check the mistakes which was done by respondent during filling the form.
2. After the completion of first step researcher start to enter the data in SPSS and calculating the frequency of data to check that either there is any missing value is present or not.
3. Then researcher check the reliability of all variables.
4. After the completion of above steps the researcher check the model that we hypothesized.
5. Then researcher analyze the composite variables.
6. In this step author did one-way ANOVA analysis to check the impact of one variable to another.
7. After this researcher apply correlation test to check the relationship between the variables.
8. After this the researcher check the impact of knowledge management capabilities on project success.
9. After that researcher ran Andre F. Hayes model 14 to check the mediation and moderation among the variable.

10. In the last step researcher analyzed the model through the values that was taken from running the above test.

Chapter 4

Result

4.1 Data Analysis

4.1.1 Descriptive Statistics

In descriptive statistics we discussed about the basic information about the data that was collected for our research purpose. This process shows the real image of minimum, maximum, mean, standard deviation and total no of questionnaire used during our research procedure. Descriptive statistics shows that the answer related this research in the table form. Standard deviation shows about the deviation that the used data in the research how much deviated and mean shows that the average of all the variables used in research. All the variables (Knowledge Management Capabilities, Team Cohesion, Emotional Intelligence and Project Success) were recorded on five point Likert scale. Mean value reflect the images of the respondent what they think and how they are related.

TABLE 4.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std.Deviation
KMC	350	1	5	3.5171	.66746
TC	350	1	5	3.6007	.58181

EI	350	1	5	3.6678	.46758
PS	350	1	5	3.5141	.49665

Table 4.1 shows that the 350 total respondents are involved in this research. this table help the research to show that the minimum and maximum values of each variables. The minimum vale of knowledge management capabilities was 1 and maximum vale was 5. And the minimum value of team cohesion was 1 and maximum value was 5 similarly the minimum value of emotional intelligence was 1 and maximum was 5. and the last one project success minimum value was 1 and maximum vale was 5.

Mean value of knowledge management capabilities was 3.51 with standard deviation 0.667.the mean value of team cohesion was 3.60 it shows that the is united perform the project with 0.58 standard deviation. Mean of emotional intelligence is 3.66 with 0.467 standard deviation and the last one is the mean of project success is 3.5 shows that they are able to achieve the success with 0.496 standard deviation.

4.1.2 Correlation Analysis

Correlation is a process it is used to check and explain the relationship between the variables and for this purpose we used Individual correlation to compute the relationship and significance between each variable among each other.it is known for the analysis the range of correlation is in between -1 and 1.an absolute value 1 indicate that perfect positive relation between any two variables and -1 show that the indirect and negative relation between the variables.in correlation 0 indicate no linear relationship and ≥ 0.4 shows the moderate relationship and those having ≥ 0.5 correlation it shows that strong relationship in any research. The reason of this research the check the significant impact of knowledge management capabilities and project success and team cohesion as mediator between them while emotional intelligence is used as the moderator and prove that validity.

Hypothesis should be selected or rejected that all can't be interpreted with correlation analysis. For the testing of the hypothesis the researcher used regression analysis.

TABLE 4.2: Correlation Analysis

Variables	1	2	3	4
KMC	1			
TC	.331**	1		
EI	.296**	.317**	1	
PS	.397**	.511**	.695**	1

** Correlation is significant at the .001 level (2 tailed), n=350

When researcher perform the correlation analysis they usually avoid or ignore the demographics while performing the analysis. In the above table they show that the moderating relationship exist between the variables by performing the correlation analysis.

In the above given table we seen that the positive and significant relation between the knowledge management capabilities (independent variables) and team cohesion (mediator) as $r=.331^{**}$ and $p < 0.01$. It can be shown that positive and significant relationship between the knowledge management capabilities (independent variables) and emotional intelligence (moderator) as $r .296^{**}$ and <0.01 . There is positive and significant relationship shown between the knowledge management capabilities and project success as $r =.397^{**}$ and $p < 0.01$. There is a positive relationship between the emotional intelligence and team cohesion $r =.317^{**}$ $p < 0.01$. Positive and significant relationship exist in between project success and knowledge management capabilities $r=.397^{**}$ and $p < 0.01$ and the relation between project success and emotional intelligence is also positive and significant $r =.695^{**}$ and $p < 0.01$.

4.1.3 Regression Analysis

Regression analysis is a process it helps the researcher to measure the impact dependent variables on independent variables. And it does not show that the effect of on variable to other.

TABLE 4.3: Regression Analysis

Predictor	Beta	R Square	Adjusted R Square	F	Sig.
KMCs	.397	.157	.155	65.038	.000

Above table shows that overall model is statistically significant. In regression analysis shows that the knowledge management capabilities and project success 10.99 variation in between them the show value is in between 0 and 1 it so it can be acceptable. And the p value is demonstrating that model is significant. At the end researcher check the value of F it shows that the whole model is significant and its value is 42.9. Above analysis shows that the significant relationship between knowledge management capabilities and project success. It means that there is direct relationship between knowledge management capabilities and project success. So it can be confidently said that the hypothesis is accept that the positive and significant relationship between knowledge management capabilities and project success. H1: knowledge management capabilities positively and significantly impact on project success.

4.1.4 Knowledge Management Capabilities and Team Cohesion

After the analysis the above table shows that it is statistically significant overall. According to the table it can be said that the significant and positive relationship between knowledge management capabilities and project success.

TABLE 4.4: Regression Analysis

Predictor	Beta	R Square	Adjusted R Square	F	Sig.
Model KMCs	.331	.110	.107	42.950	.000

The values of the table tell us that the value of R-sq is 61.1 whereas the value of beta is 0.78 and the value of $p < 0.01$. the value of R-sq displays that coefficient of determination and shows us that the model is statistically significant and the beta value shows that the amount of rate of change that tell us 1 unit change in knowledge management capabilities in result 61% changes occurred in team cohesion. and if the above value is in between 0 and 1 that is fine for our research. p value shows that it is significant .and the value of F which is 135 it can be shows that the whole model is significant .it shows that the significant relationship between knowledge management capabilities .and it also shows that the direct relation between these two variables. So it is also proved that knowledge management capabilities are positive and significant relationship with team cohesion.

H2: knowledge management capabilities positively and significantly impact on team cohesion.

4.1.5 Team Cohesion and Project Success

TABLE 4.5: Regression Analysis

Predictor	Beta	R Square	Adjusted R Square	F	Sig.
Model TC	.511	.261	.259	122.774	.000

Table 4.5 shows that the result is significant.as the beta value is -0.59, value of R2 is 0.43 and $p < 0.01$. this result shows that the 1% change occurred in team cohesion then it will cause 21.1% changes in project success. The all values are significant and it shows that the positive relationship in between them .and it

shows that when team cohesion is increase the project success is also increased. So this will help us to accept our third hypothesis.

H3: Team cohesion is negatively and significant impact on project success.

4.2 Mediation

For the mediation process the researcher use the process of Andre F. Hayes and use model 14. researcher used this model to check the mediation moderation.in the research mediation shows that the how independent variables is related to dependent variable. Mediation shows that how the supposed relationship works. In this research they study the fundamental process. Mediation is a process in which third variable effect or have impact on both independent and dependent variables in this case the team cohesion is mediating between knowledge management capabilities and project success.so we will see that the knowledge management capabilities will effect project success do to different variables.in many cases partial mediation is observed as compared to full mediation this mean that there is minimum chance that mediator will explain the full deviation between knowledge management capabilities and project success. This shows that researcher need that to add more mediator to explain the complete relationship. When researcher check the pf result the mediation and independent variable and the dependent variable become equal to zero that kind of mediation is called full mediation .and on other side the mediation has two effect one is direct and the other on is indirect. when researcher see the mediator indirect effect on independent variable and the dependent variable so this case shows the significant relationship in between them.

And if we see the direct and indirect effect and both have significant values the output of the mediation we got from Andre F. Hayes and the model number was 14 and the bootstrap at 5000.during this process we gave the command of OLS/ML confidence and compared the direct and indirect effect.

TABLE 4.6: Model Summary

	Index	SE(Boot)	BootLLCI	BootULCI
Team Cohesion	.0677	.0262	.0204	.1202

In table 4.6 table show the summary of model first we check that the result of team cohesion and then we check the relationship of predictor with mediator. The value of P tells us that team cohesion have a significant relationship with project success and knowledge management capabilities. The value of P=.0000 at $p < 0.05$ the beta coefficient doesn't have the value of zero as the LLCI (lower level of confidence) and the ULCI (upper level of confidence) does not zero between them which shows that the positive relationship and it also shows that the mediation exists there. Similarly, in the next part of the table the result of team cohesion and also included knowledge management capabilities. The value of knowledge management capabilities value is significant as the value of coefficient is 0.76 where probability is < 0.05 and the value of LLCI and ULCI are 0 and beta value also zero it shows that the relationship is significant and mediation exist between these variables.

4.3 Direct, Indirect and Total Effect

The following mediation is also called as an indirect effect of X(KMCs) and Y(PS) with M(TC). the confidence interval shows that the values for the estimate. If confidence level is 95% in does not included zero at the point we select that it will significant at $p < 0.05$. if indirect effect is also significant then it will support the mediation. The value of $p < .05$ so the result is significant shown.

TABLE 4.7: Direct Effect of Knowledge Management Capabilities on Project Success

Effect	SE	t	p	LLCI	ULCI
.1004	.0271	3.7029	.0002	.0471	.1537

The table 4.7 shows that the positive and significant relationship between team cohesion and project success. The value of p is 0.000 and $p < 0.05$ and there is no zero between LLCI and ULCI which shows that the relation is positive and have direct effect between team cohesion and project success.

TABLE 4.8: Significance Relationship Between Team Cohesion

	Index	SE(Boot)	BootLLCI	BootULCI
TC	.0677	.0262	.0204	.1202

And the last table is shows that the indirect effect of knowledge management capabilities on project success through team cohesion. In the table the values shown significant it means that the indirect effect is significant and there is no zero between LLCI and ULCI so the relationship is positive and there is mediating effect of team cohesion in between knowledge management capabilities and project success. H4: Team cohesion partially mediate the relationship between knowledge management capabilities and project success.

4.4 Moderation Analysis

At the end researcher did the moderation analysis in which the moderator shows that the how the independent variable related to independent variable.

TABLE 4.9: Moderation Analysis

	coeff	se	t	p	LLCI	ULCI
constant	3.0788	.7607	4.0475	.0001	1.5827	4.5749
TC	-.5955	.2113	-2.8187	.0051	-1.0111	-.1800
KMCs	.1004	.0271	3.7029	.0002	.0471	.1537
EI	.2416	.2126	1.1362	.2567	.6597	.1766
int_1	.2342	.0582	4.0241	.0001	.1197	.3486

The given table shows that the moderation is significant with the value p is 0.000

and <0.05 and there is no zero between LLCI and ULCI so this result confirmed that the moderated mediation is validated. H5: There is the moderating effect of emotional intelligence between team cohesion and project success.

4.5 Summary of Hypothesis

TABLE 4.10: Summary of Hypothesis Accepted and Rejected

Hypothesis	Statement	Result
H1	There is a positive and significant relationship between Knowledge Management Capabilities and ProjectSuccess.	Accepted
H2	there is a positive and significant relationship between Knowledge Management Capabilities and Team Cohesion.	Accepted
H3	There is a positive and significant relationship between team cohesion and project success.	Rejected
H4	There is mediating role of team cohesion in between Knowledge Management Capabilities and Project Success.	Accepted
H5	There is a moderating effect of Emotional Intelligence on the relationship between Team Cohesion and Project Success.	Accepted

Chapter 5

Discussion and Conclusions

5.1 Discussion

In this chapter, discussion is provided about the relationship between knowledge management capabilities and project success through mediating effect of team cohesion and moderating role of emotional intelligence. With the help of different variables, we create the link between knowledge management capabilities and project success and on other side we also check the effect of emotional intelligence in the relationship between TC and PS. We gather data for this research purpose from software development and IT industry of Pakistan. Result of this study shows that the all supposed hypothesis were accepted and discussed below.

H1: knowledge management capabilities have positive and significant impact on project success. The above supposed hypothesis were proved by the statistically analysis. this research study helps to develop understanding with knowledge management capabilities factors toward the project success. Fındıklı, Yozgat, and Rofcanin (2015) discussed that knowledge management capabilities are the combination of different skills like gathering of data, distribution and use of that data and all these capabilities help the managers and organization to enhance their performance or achieve the project success. M. Hock –Doepgen et al (2019)

explain that the knowledge management capabilities have impact on project performance and according to them internal and external knowledge management capabilities play very important role in achieving the outcomes of the project (success) and knowledge management capabilities also very important for the processes and creating new products. Gallagher, Mazur, & Ashkanasy, (2015) discussed in the research that knowledge management capabilities are compulsory to achieve the project success and enhance the project performance. If the manager has good knowledge management capabilities it will have great impact on project success.

If manager have good knowledge management capabilities and he is able to collect, share, use and safe that data properly at the end it will become the resource of the organization and he will be able to achieve the objective of the project and enhance the performance of the project, team members and organization. Manager have all the knowledge capabilities it will help him to exchange the information with the team members more willingly.it proves that with the help of pervious study the knowledge management capabilities have positive and significant impact on project success.

H2: Knowledge management capabilities have positive and significant impact on team cohesion. The knowledge management capabilities have positive and significant relation with team cohesion and that was accepted because it should significant relation and that was proved in Pakistani context. Carron et al.,2002 explore in their studies that the if team cohesion is strong between the team and that will help them to increase their performance. If the team cohesion is strong between the team members and project manager that will help them to share their data or information with the team member. It is difficult to collect, share, save and store the data or information. because some time managers and employees are not feeling comfortable to share their information with each other and some time they don't like to share their knowledge with other. but good manager knows that how to garb the knowledge with other and realize them that their knowledge is asset for their organization, and manager save that knowledge for the next time and use this as a resource next time (Ozer & Vogel,2015).

H3: There is a negative and significant relationship between team cohesion and project success.

Langfred (2004,2007) studied the performance of 111 groups and recognized that trust factor is not always show positive result and may be it show the negative impact on team process or performance and may be it is difficult to generate the result or get the desired outcome or that all performances depend on the situation. After the statistical analysis it proves that the team cohesion has negative and significant on effect on project success in Pakistani context. Because in our culture sometime people misuse the trust factor and due to this sometime project success will effected. May be our supposed hypothesis was accepted in other culture but after the collection of data and statistical analysis this hypothesis was rejected in our culture. Grieve, Whelan & Meyers 2000 explore that there is no relationship between the team cohesion and project success. according to their study they are dependent on each other. Hill et al., (2018) discussed that in this study negative affectivity in team is may be unescapable setting that make consistent use of teamwork. G. Wu et al., (2017) studied in his research that the formal communication has negative effects on the task and process conflict due to this team performance will effected and difficult for the members and managers to achieve their goals or objectives. But after this research it shows that our supposed hypothesis was rejected.

H4: Team cohesion partially mediate the relationship between knowledge management capabilities and project success.

Levin,2010 said that knowledge management capabilities are very important for the achieving the outcome of the project and if the bonding between the group members are strong they will easily achieve their specified goal.in this study they think that knowledge management is the asset for their company and organization. Ng & Van Dyne (2005) discussed that team cohesion creating the bond between the all group member's and they show helping behavior toward each other and cooperate each other to achieve the project outcome(success). when we did statistical analysis it will accept our hypothesis because in our

culture team members cooperate and favor each other and focus on the achieving the target.

H5: Emotional intelligence will moderate the relationship between team cohesion and project success such that it strengthens the said association.

Goleman,1995 studied that emotional intelligence play important role in achieving the project outcomes. If manger is emotionally intelligent then he will select his team wisely and known how to use their skills for the achieving the success.

Xiao et al ,2014 explore that emotional intelligence increase that will minimize the effect of emotion conflict and also minimize the employees turnover rate and help them to achieve the success easily. If manager is emotionally strong he known how to handle the other team member and manage them according to their behavior. And after applying the statistical analysis it will prove that our hypothesis was accepted because in our culture emotions are very important and people usually attached with each other emotionally and they compensate each other and intelligently achieve the project objective.

5.2 Implication

5.2.1 Theoretical Implication

This study paly important role in the theoretical implication and this research help to fill a lot of gaps in literature. With the help of this study researcher discussed the importance of knowledge management capabilities skill in the project management literature. This current study also helps to extend the theoretical body of knowledge. In this research we studied the effect of knowledge management capabilities of the project manager on the project result for this specific study we choose the project result as project success. First of all, there is very limited work done on knowledge management capabilities on project success so this theoretical work help to fill the literature gap. This study

shows that knowledge management capabilities have positive and significant effect on project success. It shows that knowledge management capabilities of project manager are also very important because previously they only focused on the triple constrain of project management was used to find out the project outcomes. It will help to elaborate the literature which factors will affect the project success.

We studied the impact of knowledge management capabilities on team cohesion which was also missing, so it filled the literature gap and also proved our suppose hypothesis have positive and significant relationship between these variables. In the above study we also studied the relation between team cohesion and project success and this was also missing so it will help to fill the gap in literature and this hypothesis was confirmed on the base of above result. In this research we also explore the mediating effect team cohesion on the relationship of knowledge management capabilities and project success. This study also helps in the extension of literature and fill the missing gap and the result confirmed the hypothesis. And at end we studied the effect of emotional intelligence as a moderator between team cohesion and project success. This relationship also missed in the literature and this research help to fill the gap. and the result proved that our proposed hypothesis is correct because result shows that the emotional intelligence plays moderating role in between team cohesion and project success it will show the positive and significant impact on these variables. Overall this contributed in the literature of project management literature and with the help of this study new researcher explore new relation and it will help to achieve the best results in ne researches. This study also fill the literature gap which were present in the previous study and also show the clear image of what is impacting, where and how. This study also beneficial in theoretical perspective because this is the noble contribution in literature and according to my research no one work on this specific topic. The significance of this study is that it will contribute by identifying new acute success factor for the success of project. That is knowledge management capabilities with a mediator team cohesion and moderator emotional intelligence.

5.2.2 Practical Implication

This research has a lot of practical implication. This research work used in the different fields of project management. Knowledge management capabilities are soft skill of the manager that will help the he/she to achieve the project goals or objective. In this study result is very important to check the impact of knowledge management capabilities on project success. This research is very essential for the organizations and project based companies from top management to the all team members. This researcher conclusion suggested that when the organization start hiring the team or project manager for their project or organization they should keep in their mind one things those people they hiring for their project they have good knowledge management capabilities if they want to achieve the project goal or objective (success). In project management field notice that knowledge management capabilities play very important role because if the project manager have good knowledge management capabilities he will make sure that team members working together without any conflict in a cohesive environment because they select those people for his team who belong to different background and expert in their specific field and if team cohesion is strong between the member then will easily achieve the project success easily and it help to improve the performance also. The another major practical implication is that this type of research required in the Pakistani context.

And the last finding of this study is that management known about the importance of knowledge management capabilities of project manager because the manager have strong knowledge management capabilities it will lead the high team cohesion, trust and cooperation between the group member which finally achieve the project success. This study results are very important to us because it shows that if project manager have high knowledge management capabilities will help to achieve the project success by increasing the team cohesion in the team members.

The selected research topic is important for owners of IT businesses. The research findings will be helpful for project/IT managers to understand that how the use of

tactical orientation, especially (Subin & Heiman, 2016) with chosen dimensions are helpful in nourishing the desires and needs of target audience. This will not only exploit the worth of new product offerings but also improve their productivity for their business through offered set of designed tactics (Xatignon & Xuereb, 1997). it will also beneficial for business analysts understand the ways to increase business productivity through achieving the benefits of technology orientation (Narver & Slater, 1990).

5.3 Strengths, Limitations, and Direction for Future Research

Every research has some limitation and our research has also some limitation and these limitations are future direction for the new researcher. So in this part of this research we will discuss all about this. The first limitation of this study is that the usage convenience sampling.in convenience sampling is use to collect data randomly from the large population and this sampling technique is used due to shortage of time. Small sample size and limited geographical area also the limitation of this study and removed by the new researchers. Current study has some restriction that can be overwhelmed by new researcher. Data was collect only from Pakistan major cities. Secondly, data is collected from various project based organization and software houses but this study needed further research in future. And data is collected by using the convenience sampling technique and only few organizations were select for the collection of data so it can't be comprehensive.in this research people can conduct research on specific areas such as multinational project base companies. Thirdly, this research conducted in Pakistan culture so there is a chance if this same research conduct in the other countries it may be carry different result as compared from this research. All the hypothesis of this research were accepted but there is still need to conduct research on theses variable with the combination of different variables like innovation or organization risk taking attitude consider as a moderator in the different areas of project management.

Knowledge management capabilities is very important topic in project management and new researcher can explore the impact of knowledge management capabilities on the final product of project based organization. Knowledge management capabilities can impact on many different variables so impact of knowledge management capabilities on team performance can be studied in future.

5.4 Conclusion

The main objective of this study to check the relationship between two different variables either the relationship between knowledge management capabilities and project success is strong or weak. According to different researcher the success of project is based on team member's because they complete the project in limited time, allocated budget and according to scope. When the team members have good knowledge management capabilities that will have good and positive effect on project performance and according to their abilities they perform well and achieve the project success that was proved in that research.

Above than 450 questionnaires were distributed and out of those 450 we used 350 in our research work. After analyzing the collected data, we check the reliability and validity that was suitable for our data. Proposed hypothesis and this study are being supported by emotional intelligence theory. The efficiency of this study to tested that the mediation effect of team cohesion in between knowledge management capabilities and project success while emotional intelligence act as a mediator between team cohesion and project success. Hypothesis was proved in this study but for this research researcher selected specific areas in different cities so may be it is possible that the result will be changed according to the different cities or sector. Knowledge management capabilities importance thoroughly discussed in this study and how it effects the project success. This study emphasis that how much knowledge management capabilities are very important the team members and manger also and how it play very important role in

achieving the project success. This study concludes that project manager with good knowledge management capabilities is able to lead himself and manage his team in a better way and his effect positively on the performance of project.

This is useful research and empirical study that has not been studied before. This study contribute in the literature of knowledge management capabilities and project success as there was limited literature on these variables. This study also made contribution because it has new mediator team cohesion in between knowledge management capabilities and project success and moderator in between team cohesion and project success.

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