

**IMPACT OF ISLAMIC WORK ETHICS ON PROJECT SUCCESS WITH
MEDIATION OF JOB INVOLVEMENT AND MODERATION OF TASK
IDENTITY**

By

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**MASTER OF SCIENCE IN MANAGEMENT SCIENCES
(PROJECT MANAGEMENT)**



**DEPARTMENT OF MANAGEMENT SCIENCES
CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
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Certificate

This is to certify that Mr. Mateen U Zaman has incorporated all observations, suggestions and comments made by the external evaluators as well as the internal examiners and thesis supervisor. The title of his Thesis is: “Impact of Islamic work ethics on Project Success with Mediation of Job Involvement and Moderation of Task Identity”.

Forwarded for necessary action

Dr. Shabbar Hussain
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Dedication

This work is dedicated to my parents and my teachers.

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Abstract

This study examines the relationship between Islamic Work Ethics and Project Success. In addition, the present study tested the indirect effect of Islamic work ethics on project success through mediating role of job involvement and moderating role of task identity. The participants were employees of project based organizations in Pakistan. Confirmatory factor analysis confirmed the distinctiveness of the variables. Moreover, results of path analysis through structure equation modeling (SEM) indicate that work ethics was positively related to project success directly and indirectly via job involvement. In addition to above results, SEM also confirm the moderating role of task identity. The Broaden and Build theory and Job Characteristic theory was used to support the findings. The implications are discussed.

Keywords: Islamic Work Ethics, Job Involvement, Task Identity, Project Success

Chapter 1

1. Introduction

1.1. Background

The Project Management Institute (2004) defined, project is a solution of the problem with limited time, limited schedule and unique performance, which is intended to create a unique product or service. A study of Kenny (2003) suggests that project management has formed into the subject discipline alongside other administration functions for example finance, operations, data innovation, and the research in the project management literature is continuously growing (Thomas & Mullaly, 2007).

Kerzner (2001) defined, a large number of business corporations around the world are implementing their business activities through project means achieving the project success are essential for any organization around the world. Projects are not bound to any hierarchical level meaning they can include an extensive variety of individuals to whole organizations or mixture of two. Researchers found that project success based on different dimensions (Rodriguez-Repiso, Setchi and Salmeron, 2007). A study of Scott-Young and Samson (2008) suggested different critical factors which are vital for the failure and success of current projects. In project management literature critical success factors are important topic for researchers to find out how they can affect the project success (Söderlund, 2011).

Traditionally, project management trend focused on tangible triple constraint (cost, schedule and performance) to measure the project success (Koops, Bosch-Rekveltdt, Coman, Hertogh &

Bakker, 2016; Chen 2015). Cleland and Ireland (2006) founded, project success will often interpret in different ways by individuals and stakeholders. A study of Irimia-Diequez, Medina-Lopez and Alfalla-Luque (2015) argued, meeting the triple constraint of projects do not always result a project successful. A study of Ogunlana (2010) argued that these conventional criteria for success were no longer adequate to find out whether the project was successful, quantitative and subjective criteria for example customer satisfaction, building execution and environmental regulations should also be considered. A study of Muller and Judgev (2012) also focused on different critical factors such as stakeholder satisfaction, quality and knowledge management which are also essential for Project success.

A study of Creasy and Anantatmula (2013) described the project success as being unpredictable, ambiguous and variable all through the project life cycle, and making adequate success criteria it is hard to de fine. Project management admitted that a success of each project mean different things to different people that mean the meaning of success will be diverse for every projects (Muller & Turner, 2007; Zwikael & Smyrk, 2011). However the project success is a common objective for every project without any concern about their common goal (Howsawi, Eager & Bagia, 2011).

As a general point of view, over the last thirty years project success has received the significant attention of researchers in the project management literature (Ika, 2009). Both researchers and practitioners have raised the different success factors and developed the number of success criteria. Because project failures are assessed to cost several billions of Euros annually (Mcmanus & Woodharper, 2008) and are not restricted to a particular area or industry (Flyvbjerg, Bruzelius, & Rothengatter, 2003).

According to Muller and Turner (2007) Project success indicators considers as a vital component of a project, which when affected improve the probability of success; these are the autonomous factors that make the achievement more possible. There are many critical factors that contribute to project success. The idea of project success is designed to set criteria and gauges to help project members to finish projects with the most attractive outcomes (Chan, Scott & Chan, 2004). For measuring success, lot of different models were designed and produced by underlying different assumption, and the famous one are by Pinto and Prescott (1988) and Turner and Muller (2006). For micro projects (Sohail & Baldwin, 2004) suggested five performance indicators to measure the project success: cost, time, performance, socioeconomic content, and cooperation and partnership. Another study of Alzahrani and Emsley (2013) suggested nine critical factors to measure the project success. According to Jugdev and Muller (2005) project success has changed and developed but still organizations are unable to meet the desire expectations of success (Lehtonen & Martinsuo, 2006). Many other researchers and practitioners identify different success factors for project success such as group, supportive culture, past performance, flexible project planning, implementation support, awareness, project management structure, availability of resources, monitoring, coordination, management and technical aspects, all the factors are positively and significantly related to project success (Khang & Moe, 2008; Ika, Diallo & Thuillier, 2012).

Ethics are the moral principle which distinguish between rights and wrongs (Beekun, 1997). According to Cooke (1997) ethics tries to develop sensible norms and values which are universal.

Ethics related to the works are generally identified with qualities drawn from religion, so Islamic work ethics identifies with ethics drawn from Islam (Othman, Rahman, Malek & Osman,

2004). A study of Morf, Schumacher and Vitell (1999) believed, ethics is moral rule that people infuse into their essential decision making process and that helps temper the last results to standard of their society. A study of Al-Modaf (2005) suggests, Work ethics are important for any firm to function, make profit and keep up later on.

Besides all these factors, there is a factor which plays a critical role in the success of project is work ethics due to the failure of major organizations around the world such as WorldCom and Enron. However, review a thorough literature on project success, we found scarcity of literature on how Islamic work ethics enhance project success. A study of Crane and Matten (2007) and Ahmed, Chung and Eichenseher (2003) founded that, Work ethics are essential component of business and everyday activities and also revealed that consciousness of ethical and moral measurements of business practices has turned into a basic subject for businesses, governments, academic world and general public. A study of Akhavan, Ebrahim, Rezaeenour and Ojaghi (2014) tested the relationship of work ethics and firms performance and found that there is strong positive correlation between work ethics and firm performance (e.g. project success). Different studies of Halbesleben (2010) and Mauno et al. (2010) also found that work ethic has positively related to the organizational performance (e.g. project success).

The concept of the work ethics was started by Weber (1905), who introduced the idea of the protestant work ethics in light of the belief system of individualism, hard work and frugality. The Largest part of the research on work ethics has been done in the west and has concentrated especially on protestant work ethics. However, scholars and researchers later perceive that Protestant societies are not the same as non-protestant societies that are grounded in different religious convictions. Thus, the protestant work ethics is not practical for universal construct (Niles, 1999; Arslan, 2001). Based on this Researcher has started studying the concept of a work

ethics in different societies and has found that the major source of work ethics is religious beliefs (Murtaza et al., 2016). A study of Parboteeah, Paik and Cullen (2009) on religiosity proposes that belief system of an individual vitally drives by religion and it significantly impacts the intrinsic and extrinsic work values of that person. We are conducting this research on the Pakistani context which is based on the Islamic principles and choose Islamic work ethics to promote employees attitude towards job involvement. Understanding Work ethics from Islamic point of view becomes critical for a few reasons. Because after Christianity the World's second monotheistic religion is Islam and the 22.5% of the world populations are Muslim. A study of Johnson and Grim (2013) found, Muslim population around the world has grown more than 1.5 times quicker than other population. Due to the globalization and high competition and change in workforce diversity globally demands the practitioner and researchers to understand the important role different religions and social components that impacts organizations (Uddin, 2003; Eastman & Santoro, 2009).

A study of Bin, Baharuddin, Abdullah and Osman (2016) defined, the concept of Islamic Work ethics comes out from ethics that depends on Islamic instructing and principle which depend on faith. Rice (1999) described, Islam is the only religion that aides its followers in all circle of life. Islamic work ethics is an orientation that shapes and impacts the inclusions and cooperation of adherents in the work environment (Ali & Al-Owaihyan, 2008). Islam is a religion which inspires and direct its adherents in term of work ethics such as job engagement, knowledge sharing behavior, organizational change, and turnover intentions (Ahmad, 2011; Khalil & Saad, 2009). Moreover, another area which found limited attention is the mediation of job involvement between Islamic work ethics and project success.

Islamic work ethics also encourages individuals to involve yourself into the work to enhance the efficiency at workplace (Yousef, 2001). Job involvement has been defined as “the degree to which a person identifies psychologically with his /her work or the importance of the work in his/her total self-image” (Rotenberry & Moberg, 2007). Different researchers found that job involvement has a significant impact on individuals performance, which ultimately results in organizations outcomes (e.g. project success) (Diefendorff, Richard & Gosserand, 2006; Posthuma, Campion & Vargas, 2005).

In the literature, related to project success, one important factor which researchers suggested that is the management initiative towards supporting employees to identify their task which they experienced during their job. In the present study, we used task identity as a moderating mechanism between job involvement and project success relationship. The basic argument is that employees when job requires an employee to stretch their abilities and skills then employees take the responsibility and perform well and achieved the result which ultimately results in organization outcomes (project success) (Shanock & Eisenberger, 2006). Thus, in case of high task identity the relationship between job involvement and project success increases while this relationship decreases with low task identity. To our knowledge no study has empirically and theoretically tested the moderation of task identity on the relationship between job involvement and project success.

1.2. Gap Analysis:

There are many factors such as leadership, effective planning, top management practices which define the project success but we found limited attention on Islamic work ethics in project base

organization, there is a factor which plays prominent role in the project success is work ethics. Ethics are the moral standards which recognize rights & wrongs (Khan, Muttakin & Siddiqui, 2013). According to the PMI (2007) it is vital for project management experts to lead their work in an ethical way. Workers with ethical behavior prioritize organizational broad level organizational objectives over their individual objectives. Workers who demonstrates the characteristics of ethical behavior in the Islamic perspective, efficiently carry out business operations which boost up to higher performance and extensive success (Mahfoudh, Din & Jusoh, 2016). The Islamic work ethics is relatively new concept in the organizational literature, and very limited attention is found on how Islamic work ethics enhance desirable job outcomes. In order to promote the importance of Islamic work ethics in the organizational setting, Rokhman (2016) suggested to examines the impact of Islamic work ethics on other work outcomes. Among other work outcomes, one is project success which is ultimate desire of organizations. Following the significant importance of Islamic work ethics at organizational level, the current study argues that Islamic work ethics enhance the project success.

Islamic work ethics promote cooperation among workers, therefore they share important job expertise and provide necessary immediate solution on the problems (Ali & Al-Owaihian, 2008). Consequently, employees with Islamic work ethics characteristics focus on knowledge sharing which further engender project success. This indicates that Islamic work ethics enhance project success through mechanism of job involvement. After reviewing the plethora of literature on Islamic work ethics and project success, limited attention was found on the mediating role of job involvement in the connection between Islamic work ethics and project success. In addition, employees who exhibit the principles of Islamic work ethics like commitment to something greater than oneself, humility and acceptance of personal responsibility (Kinnier, Kernes &

Dautheribes, 2000) motivate workers to show active involvement in the organization. Khan, Abbas, Gul and Raja (2015) empirically found that the principles of Islamic work ethics enhance the workers job involvement which further the organizational desired project success. Thus, job involvement provides another way to Islamic work ethics in enhancing project success. However, in the neglected literature of Islamic work ethics, to my knowledge scarce attention was found on how Islamic work ethics enhance project success via mediated mechanism of job involvement and also discussed the relationship of task identity a moderator between job involvement and project success which found limited attention.

1.3. Problem statement:

Project success is the ultimate desired objective of any project base organization around the world. Over the last few years research studies in the context of project, investigated and found numerous positive critical success factors which successfully achieve the project success. The factors which helps the project managers in achieving the project success are known as critical success factors. These critical success factors are contributing at different levels to achieve the project success. Unfortunately, there are still many projects around the world who consider these critical factors face failure at the end. Which means that there are still many others critical factors that may affect the project success. However, the individual employees' level factors contribution found scared attention. Among other individuals' level factors, one is the role of Islamic work ethics which motivates workers to contribute by their best ability to the success of a project. The Islamic work ethics process the project success through different ways like job involvement. However, to my knowledge, no study has theoretically and empirically tested the process view of Islamic work ethics for project success. Therefore, current study emphasizes on

the process view of Islamic work ethics, provide an opportunity to find out the relation of Islamic work ethics on project success by testing the indirect effect of Islamic work ethics on project success via job involvement and moderating effect of task identity between job involvement and project success.

There are very limited attention given to this taken topic and most of the research studies related to this topic are conducted in developed countries, so there is no such study conducted in Pakistani environment which is under develop country.

1.4. Research Questions:

On the basis of the stated problems, the current study is indented to find answers for some questions, brief summary of the questions are as follows;

Question 1: Does Islamic work ethics positively impact on project success?

Question 2: Does job involvement impact on project success?

Question 3: Does job involvement mediate the relationship between Islamic work ethics and Project Success?

Question 4: Does task identity moderate the relationship between job involvement and project success

1.5. Research Objectives:

Work ethics have been viewed as one of the most essential traits in any modern associations. Islamic work ethics emphasize the individuals and team members to focus on commitments, cooperation, avoidance of wealth accumulation and dedication to work, competitiveness and avoiding unethical practices at work. Yousef (2001) found, Islamic work ethics emphasize on

intention rather than on results. For example, the prophet Muhammad stated that “actions are recorded according to intention, and man will be rewarded or punished accordingly” (Yousef, 2001, p. 154). The objectivity of the current study is multiple. Practitioners and researchers suggested that theory is only applicable in western societies and hold little influence in other cultures.

1. To find out the impact of Islamic work ethics on project success.
2. To find out the impact of job involvement on project success.
3. To find out the whether job involvement mediating between Islamic work ethics and project success.
4. To find out the moderating role of task identity between job involvement and project success.

1.6. Significance of the study:

This study will be helpful for scholars and practitioners to reduce the chances of project failures and increase the hope to achieve the project success, and also create the work environment where employees involve themselves and help to achieve the project success. Today in worldwide competition the project management playing significant role because through project management we can solve a lots of problems in short time, and organization changing cultural into project base cultural.

In Pakistan failures in projects are common. Reason behind this is we manage the projects through different theories and practices which are based on and tested in western societies. Pakistan is Islamic nation with a multicultural society, accordingly it's a very decent setting for

performing and reporting such a decent study. A study of Ali and Al-Owaihan (2008) suggested, religion provides the base of economic, moral and social ethical dimensions. Islamic work ethics may vary across demographics but it has a positive effects on organizational performances and innovative abilities (Yesil, Sekkeli & Dogan, 2012). Islamic work ethics covers a more extensive range of ethics since it envelops all parts of life which depend on the Holy Quran and Sunnah. According to the Zareie and Navimipour (2016) organizational competitiveness derives generally from intangible rather than tangible resources, for example, knowledge and exchanging knowledge.

However, when we talking about the job involvement in success of project. Job involvement is an integral part of employees' self-definition is the degree to which they are involved into their job. (Paullay, Alliger & Stone-romero, 1994) and employees with high job involvement are highly committed employees to their organization, put substantial exertion in order to accomplish organizational targets (Rotenberry & Moberg, 2007; Ineson, Benke & Laszlo, 2013).

In project management domain literature about Islamic work practices on project success got limited attention. The people and organizations also interested to do business in Pakistan and start projects such as multinational organizations that study will be more beneficial because the impact of Islamic work ethics on project success with presence of Job Involvement and Task identity is more beneficial study. Because this study is planned in context of Pakistan project based organizations.

1.7. Supporting theories

There are several theoretical perspective have been presented by researchers which are used worldwide to underpin the studies of Islamic work ethics and project success. Broaden and Built theory and Job characteristic theory give support to the variables selected for the current study.

1.7.1. Broaden and build theory:

According Broaden and Build theory, employees feel positive, happy and joyful at work place. The Broaden-and-build theory explains the form and function of a subset of positive emotions, including love, joy, interest, and contentment. According broaden and build theory by Fredrickson (1988) positive emotions start a cycle of more positive emotions, which encourage the development of expertise, capacity, network and resource. In broaden and build theory researchers emphasized on employee's positive emotions which lead to performance (e.g. Project success). Positive emotions encourage openness to learning, information advice and feedback, for instance when workers experience positive emotions, their choices are particularly prone to incorporate subtle signs and sources of information (Estrada, Isen & Young, 1997). According to Khan, Nawaz, Aleem and Hamed (2012) when employees feel positive at work place then they start enjoying their work and involve their self in work place. Broaden and Build theory is best to support the relation of job involvement between Islamic work ethics and project success.

Islamic work ethics talking about interest, joy, and positivity (Ali, 1988, 1992) and they lead to performance increase of individuals. The aim of the current study is to find out the significance of Islamic work ethics practices to encourage employees to involve there self in job and promote their dedications to work.

1.7.2. Job Characteristic Theory

The idea of job characteristics theory was given by Hackman and Oldham (1980) which consists of five job characteristics model (task significance, skill variety, task identity, feedback and autonomy) and showing how these particular characteristics affect the organization performances (project success). This study also aim to find out the importance of task identity which helps the helps to increase their efficiency and effectiveness and promote their dedications to work.

Chapter 2

1. Literature Review:

2.1. Islamic Work Ethics and Project Success:

The idea of Islamic work ethics was initially presented by (Ali, 1988), later on some well-known researchers and scholars start working on Islamic work ethics and contribute tremendously in its improvements. The concept of Islamic work ethics consists of moral principles that distinguish what is right from what isn't right particularly in the workplace in light of Quran and Hadish (Ali, 2005). The idea of Islamic work ethics attitudes were conceived from the lessons of Islam (Yousef, 2000). Islamic lessons emphasize dedication, hard work and human pride (Ali, 1992). Islamic work ethics stand not only for life refusal as well as for life satisfaction and holds business manners of thinking in the most raised regard. Consequently, it is more likely that the individuals who have confidence in Islam and practice it tend to be more committed to their organizations and clearly happier with their businesses (Yousef, 2001).

According to Musa (2011), Muslims view Islam as a lifestyle and not simply a religion. Islamic moral qualities epitomize all measurements of human life, including work inside an association (Ahmad 2011). Moral lessons of most religions are generally compatible with each other and with common perspectives (Ragab, 2008). Islamic work ethics covering moral, economic and social perspectives which gives loyalty, strengthens commitment and congruity with one's work. The Quran educates Muslims to steadily work at whatever point and wherever it is accessible. The Prophet Mohammad (SAW) lectured that shippers ought to perform tasks that are not

recently morally required, yet that were principal for the survival and thriving of overall population.

A study of (Rawwas, Arjoon & Sidani, 2013) has reported that employees who exhibit ethical standards are interested in new thoughts, perspectives, and learnings. According to Rokhman (2016) Islam is a religion which has its own concepts of ethics that are gotten from Quran and Hadist. Quran educates the duty to work and faithful involvement and does not allow deceptive work conduct like sluggishness, asking, and waste of time involved with inefficient movement (Yousef, 2000; Al-Kazemi & Ali, 2007). Significance of ethics have highlighted in the Holy Quran more than once on many different events.

“You are the best nation that has been raised up for mankind; you enjoin right conduct, forbid evil and believe in Allah”. (Qur’an 3:110). Ethics is considered by such sources to be the primary goal of Islam. Another best saying of Quran “We sent you not but as mercy for all creatures”. (Qur’an 21: 107). Allah Almighty says on another place in Quran, “those who believe and do well, they are the best of creatures” (Quran 29: 7). Indeed, even the Prophet Mohammad (PBUH) says: “I have been sent for the purpose of perfecting good morals” (Ibn Hambal, No: 8595). Islamic work ethics mainly concentrate on dedication, hardworking, creativity and avoiding the wealth accumulation using unethical method at work environment.

A study of Rizk (2008) recommended that Islamic work ethics is an orientation towards work, and taking as a virtue in human lives. Islam puts the most essential accentuation on ethical values as it represent all parts of life. Arslan, 2000 suggests, that religious intentions had an important impact on business activities. For last few years Firms are more stressed in building up a corporate code of ethics to achieve their objective in suitable and sought way (Marri, Sadozai, Zaman & Ramay, 2012). According to Ali and Al-Owaihan (2008) Islam appends a positive

intending to work. Islamic work ethics more emphasizing on intentions as opposed to on results (Yousef, 2000a). Muslims have a moral commitment with work (Bouma et al. 2003; Bouma 2003). Moral employees who exhibit thinking and systematic aptitudes are capable to interpret and keenly evaluate flawed practices to come up with the best solutions (Lahroodi, 2006). Ramadani, Dana, Ratten and Tahiri (2015) demonstrated that Islamic business practices are a vital driver which encouraged entrepreneurial activities.

In another study, Khan et al. (2015) examined the impact of Islamic work ethics on job outcomes (project success) using a sample from Pakistan, the authors found that employees with high level of Islamic work ethics are positively associated with organization outcomes (project success). Marri et al. (2012) conducted a study in agriculture sector of Pakistan and founded employees with highly Islamic work ethics have positive impact on organization outcomes (e.g. project success).

The teaching of Quran stickily not allowed its followers to waste their time in inefficient activities such as time wasting and unproductive (Yousef, 2000). A study of Abbasi et al. (2013) conducted a study on 123 managers of telecom sector of Pakistan and had found positive impact of Islamic work ethics on organization performance. Another study of Kumar and Rose (2010) suggested that Islamic work ethics are positively related with employee's innovation capabilities. When employees highly innovative they helps the organizations to achieve their business outcomes (e.g. project success). A study of Hayati and Caniago (2012) found that Islamic work ethics was positively related with job performance. Hence, we can say that Islamic work ethics is positively related with project success.

H1: Islamic work ethics is positively related with project success.

2.2. Islamic work ethics and Job involvement:

Stoner and Gallagher (2010) defined, Job involvement is the degree to which an individual is recognized mentally with his work, or the significance of work in his aggregate self-view, the degree in which an individual effectively partakes in his or her employment (Bass, 1965). Job involvement has been distinguished as influencing an extensive number of worker results (Kanungo, 1982).

Although, there are few others definitions of job involvement, regular to all these definition is the way that it alludes to an individual's responsibility or psychological identification to his/her occupation (Kanungo, 1982). A study of Ineson et al. (2013) suggested that individuals who are highly involved in their jobs are showing higher level of commitment with their organizations, put considerable exertion with a specific end goal to accomplish organizational objectives. Individuals who are highly involved in their jobs make a job a focal piece of their own character. In addition, individuals with high job involvement concentrate a large portion of their considerations on their occupation (Hackett, Lapierre & Hausdorf, 2001). It also underlines how much one is mentally occupied with and worried with one's present place of employment (Paullay et al., 1994). According to Lodahl and Kenjer (1965), job involvement in this respects includes internalization of the center values about the decency of the work in the value of the individual.

These peoples identify with and think about their occupations. Job involvement is thought to be a key perspective impacting important hierarchical and individual factors (Lawler, 1986).

Furthermore, extraordinary interpretations have developed through the investigation of the relationship amongst it and various factors, such as job characteristics and performance (Janssen, 2003). Over the year research and enthusiasm for employment related states of mind and practices, for example, job involvement and organizational commitment have gained much prominence and significance in the light of their crucial part in producing different and a few attractive positive organizational results, for instance, job involvement has been appeared to ignite such alluring organizational results such as individual motivation (Hackman and Lawler, 1971). A current review from Sonnentag and Krueger (2006) uncovered that exceedingly work included people demonstrated less psychological separation from their employments during off-occupation time.

A study of Mauno, Kinnunen and Ruokolainen (2007) defined, Job involvement is fundamentally an individual capacity, and it is conceivable to accept that in a motivational model it would be considered as an individual asset variable. It is important for the organizations to have a particular workforce which is committed to their organizational goals. A study of Beekun (1997) founded, Islam is a religion which also covers individual and in addition aggregate lives of the devotees in religion, social, financial, and political circles.

Islamic work ethics are the desires of the relations between the people themselves and their conduct at work in the light of Islamic tents and values. Rahman, Muhammad and Othman (2006) founded the significant parts of Islamic work ethics incorporate an individual's exertion, devotion, social relations, imagination and duty. Islamic work ethics is also a part of an individual's belief system, therefore we argue that the individuals, who are high on Islamic work ethics, will be able to buffer against the unproductive work that means this individual factor encourages employees to high involved in their jobs.

Islam advances prosperity through the fitting utilization of assets conceded by Allah. Job is therefore considered as a wellspring of autonomy and an approach to attain a satisfied life. (Parboteeah, Hoegl & Cullen, 2009). Quran says “for all people, there are ranks according to their deeds” (6:132) “and man has nothing except that for which he strives” (53:39). In this way, Islam empowers diligent work and highly demoralizes lethargy and waste of time by staying inert or engaging oneself in useless or unproductive exercises. (Yousef 2001). Thus, Islamic work ethics recommends that work is an excellence and in addition need to keep up balance in one's close to home and social life (Ali, 1988). A study of Ahmad (2011) suggested that employees having high orientation towards Islamic work ethics are less likely to leave the organizations and they are more involved in their jobs. Islamic work ethics have their roots accordingly to Islamic law instead of individual perception or professional assumptions. Khan et al 2013 conducted a study on 182 employees who are working in different organization and founded that Islamic work ethics are positively related with job involvement.

Therefore, we can say that individuals with high Islamic work ethics should be more satisfied, demonstrate elevated levels of job involvement. Hence, we propose that Islamic work ethics is positively related with job involvement.

H2: Islamic work ethic positively related with Job involvement.

2.3. Job involvement and project success

Job involvement is explained as the extent of employee involvement in his occupation and how much he contributes to decision-making. Employees' job involvement escalates if employees have autonomy and power at work (Bass, 1965). Research point to relation between

organizational commitment, job involvement and peer connection. Outcomes of job involvement propose that it stimulate commitment that will upturn work effort of individuals (leading to success of project). People who are involved are open to learning and interactions, with fellow colleagues and society to put their complete identities to work (Kahn, 1992). Kahn called involvement as phenomena to predict performance of the employees whether he is putting personal, physical and emotional energies at work (Kahn, 1992). It is said to engage by heart to work (Ashforth & Humphrey, 1995).

Terms like emotional and intellectual attachment are also referred to job involvement (Baumruk, 2004; Shaw & Bastock, 2005) volunteer jobs performed by employee is also part of job involvement (Frank, Finnegan & Taylor, 2004). Kahn (1990, p. 694) describes it as “the harnessing of organization members’ selves to their work roles; in involvement, people employ and express themselves physically, cognitively, and emotionally during role performances”. If the workers put in reasonable labor for realization of personal and organizational goals, this will lead to more productivity and the employee ultimately retain with the organization (Pfeffer, 1994). A study of Hong, Hao, Kumar, Ramendran and Kadiresan (2012) suggested that that a business managers must execute strategies and procedures which aimed for fulfilling individuals' needs in both worldwide companies and small firms.

Furthermore, another study of Blau and Ryan (1997) found job involvement to be emphatically identified with work exertion and execution. Aleinein (2016) conducted a Research on 353 employees who are working in different organization at administrative level and founded that individuals who are highly involved in their jobs are highly performed at their workplace which ultimately helps the organizations to achieve organizational outcomes (e.g. project success).

Furthermore, a study of Chughtai (2008) founded that job involvement was positively correlated with in role job performance Job involvement as a fundamental of primary source of an organizational motivation, job satisfaction and commitment which influence individual's job performance. A study of Christen, Iyer and Soberman (2006) suggested that when individual workers perform well at work it help the organizations to achieve its objectives in seven different ways such organization performance (project success). Job performance also indicates employee behavior that contribute to accomplished organizational goals and objectives.

On the contrary employee's low on involvement are more likely to experience job dissatisfaction and inclined to leave the workplace. Even if they stay they are involved in nonproductive and lethargic behaviors (Kanungo, 1979, p. 133). They also explained that job involvement mediate between turnover intention and job resources. Lawler (1986), Kahn (1990), and Brown and Leigh (1996) clarified that different work actions of employees are because of job involvement. Indeed, Individuals who exhibit elevated amounts of job involvement view their workplace obligations as vital piece of their lives and regardless of whether they feel well about themselves is to a huge degree subject to how they perform on their individual employments and they are less likely to leave the organization and more likely to achieve its outcome (project success) (Lambert & Paoline, 2010).

A study of Scrima, Lorito, Parry and Falgares (2014) conducted a study on 405 Italian adult worker who are working in different organizations and founded that managers should invest their resources to promoting job involvement in their employees because it enhanced the employees commitment to their work which ultimately helped in achieving the organizational outcomes (e.g. project success). Rehman, Chaudhary, Rehman and Zahid (2011) described, job involvement as inspiration to do work and it is exceptionally compatible amongst individual and

organizational objectives, which invigorate inspiration among the workers to create positive work outcomes (e.g. project success). According to researchers autonomous motivation leads to commitment hence relates to project completion or success (Fernet, Austin & Vallerand, 2012). As above discussion and its significance, it is important to explore how job involvement maybe associated with project success.

H3: Job involvement is positively associated with project success.

2.4. Islamic work ethic, Job involvement and project success

Researchers and ethical scholars have long been contemplating ethics to see how and why people behave in certain ways and legitimize their actions on specific grounds (Murtaza, et al., 2014). Proficient organizations work hard to set up codes of ethics to help individuals in understanding and dealing with their ethical duties (Marri et al., 2012). The word ethics can be defined as “differentiate right action from wrong with moral principles” (Khan et al., 2015). Ali (1988) introduced the concept of Islamic work ethics which focus the business ethical practices according to Islam. Islamic work ethics is a piece of religious conviction systems of Muslims. According to Islam, gainful work is the piece of religious obligation and the connection between two has been said at a few places in Quran (Abeng, 1997).

Islamic work ethics is part of individual beliefs system, and a study of Rahman et al. (2006) found that individuals with a solid inclination and awareness about the Islamic work ethics have full responsibility towards their association. Islamic work ethics recommends work is a virtue (Ali, 1998). Furthermore, Islamic work ethics emphasizes on participation at work as it is a source of success and happiness (Yousef, 2000). Nasr, (1985) described Islamic work ethics

considered the work as a wellspring of fulfillment, achievement, and self-satisfaction. Past research has observed Islamic work ethics to be positively related with organizational commitment and job satisfaction. Also a study of Yousef (2001) founded that Islamic work ethics is positively related with individual's job satisfaction and organizational commitment.

Yousef (2000) conducted a study on Islamic work ethics using a sample from United Arab Emirates to examine the impact and founded that Islamic work ethics had a positive impact on organizations commitment and organizational change. In addition Islamic work ethics can be a predictors of individual's job involvement. Khan et al. (2015) conducted the study on Islamic work ethics and found that, Islamic work ethics had positively related with job involvement and negatively related with employee turnover intentions. Which means employees who have high Islamic work ethics can be more involved in their jobs and satisfied with their works. A study of Zopiatis, Constanti and Theocharous (2014) founded that job involvement had positive impact on organizational commitment. According to Allen and Mayer (1990), organizational commitment is a psychosomatic state that attributes an employee to an organization, thereby dipping the incidence of turnover. A study of Meyer, Becker and Vandenberghe (2004) suggested that when are highly committed with their work they were more concerned with organizational goals and objectives and put their best efforts to attained these goals (project success).

Ali (2005) illustrated use of Islamic ethics brought Muslims to the golden fourteenth century which only became reality by inducing job involvement in workers who brought success. Cambré, Kippers, Van, Veldhoven and De Witte (2012) founded that employees who feel happy are more involved in job roles and have higher job satisfaction. When employees feel happy then tend to be more productive at workplace (Schaufeli, Taris & Van Rhenen, 2008) and Tomazevic, Seljak and Aristovnik (2014) suggested that there was positive connection between employees satisfaction and performance to achieve the organizational goals (Project success). Rezvani et al (2016) conducted a study on project managers by using a sample of 373 and suggested that employee with higher job satisfactions leads to project success.

Past research's with respect to job involvement have recognized it as the idea of work attitude and have put a ton of emphases on employees themselves, planning to appreciate the basic variables that would motivate employees to invest more endeavors and energy into their work (Galunic and Anderson, 2000; Nasurdin, Jantan, Peng & Ramayah, 2005). When employees feel relax and satisfied in the work environment, they would higher level of job involvement. A study of Ineson et al. (2013) founded that when employees are highly involved in their jobs and more committed with their organizations, put substantial effort in order to achieve organizational goals (project success). An employee cannot attain a task remarkably lest he is not fully involved in the task to be executed. Hence, we can say that significant work is done historically on Islamic work ethics, job involvement and project success which suggest a relation among them.

H4: Job involvement mediates the relationship between Islamic work ethic and project success.

2.5. Task identity moderate between job involvement and Project success

Task identity is one of the core characteristics of job characteristics model which is developed by Hackman and Lawler (1971) to identify how different job characteristics impact the attitude and behaviors of individuals towards job outcome. Previous research also argued that the most important, enriched or complex jobs were related with increased motivation, job satisfaction, and job performance (Hackman & Oldham, 1976; Turner & Lawrence, 1965; Hackman & Lawler, 1971). Their Job characteristics model consists of five core job characteristics (e.g. task identity, task variety, task significance, autonomy, and feedback of their job). Hackman and Oldham's (1975) job characteristics model proposed that five core measurements of job characteristics deliver individuals' psychological states; these states influence individual and business-related results, for example, inspiration, fulfillment, and turnover.

A study of Hackman and Oldham (1980) defined task identity as a degree to which a worker can complete an entire task or an identifiable piece of work and an individual is responsible to start and end the work with visible results. According to Morris and Venkatesh (2010), task identity and task significance are two most important job characteristics which especially talk about the nature of the job and day-to-day tasks that an individual does as a part of their overall job.

A study of Hackman and Oldham (1975) postulates that this job characteristic creates a sense of responsibility for completion that acts as a motivational driver. In this study, we try to identify how one of the major components of the job characteristics model (task identity) externally affects project success. According to Lin & Hsieh (2002), task identity had a positive impact on job satisfaction and a curvilinear relationship with organizational commitment. That means when

individuals know about their task and have the full responsibility then their job involvement should be higher and they feel satisfied and ultimately they should achieve organizational objectives (project success). A study of Karaseck and Theorell (1990) founded that task identity decreased stress level in employees and the study also shown that task identity had a positive impact on both job satisfaction and productivity (project success).

Job characteristics (such as task identity) have been talked about as determinant elements for expanding employee's job satisfaction and reducing absenteeism and the turnover rate (Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010). A study of Pfeffer (1994) suggested that, discovering the individual potential at workplace through involving and motivating can create as a key source of competitive advantages for organizations (project success). Moreover, other components such as organizational commitment, work experience, and job involvement also impact the individual's decision to leave an organization, because high turnover rate causes high recruitment and replacements costs (Pizam & Thornburg, 2000). A study of Hinkin & Tracey, 2000 suggested that high turnover rate affects the quality of goods and services, and also damage the worker morale.

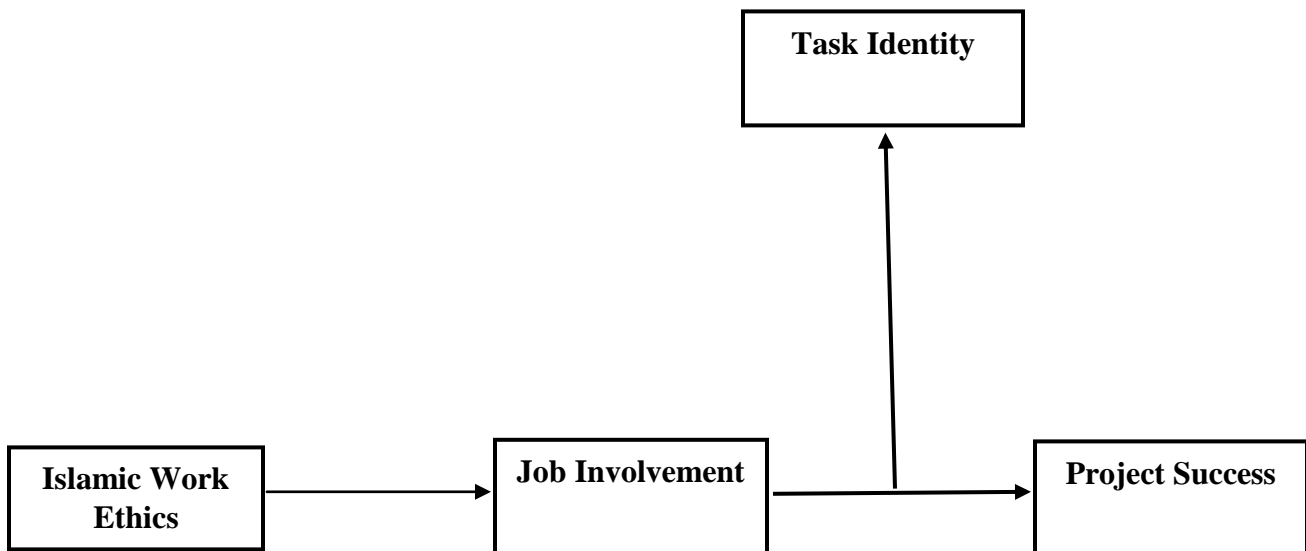
Another study of Humphrey, Nahrgang and Morgeson (2007) suggested that task identity with other four components also shown the positive impact on productivity (project success). Job satisfaction is a vital component which has its own rights and has been linked with other key work outcomes such as job involvement, turnover intentions, organizational commitment, and job performance (Griffeth et al. 2000; Thatcher et al. 2002). Ang and Slaughter 2000 described when employers changed one's job then it likely to have an impact on job attitudes. According to Khan (1990) argued that when individuals perceive their psychological needs are satisfying at workplace, then they engage themselves more completely and invest greater time and effort to

achieve the organization objectives such as organizational competitiveness and productivity. Hence, due to the above discussion we can say that task identity moderate the relationship between job involvement and project success such that the relationship is stronger with high task identity then lower and test the following hypothesis.

H5: Moderating role of task identity between Job involvement and project success.

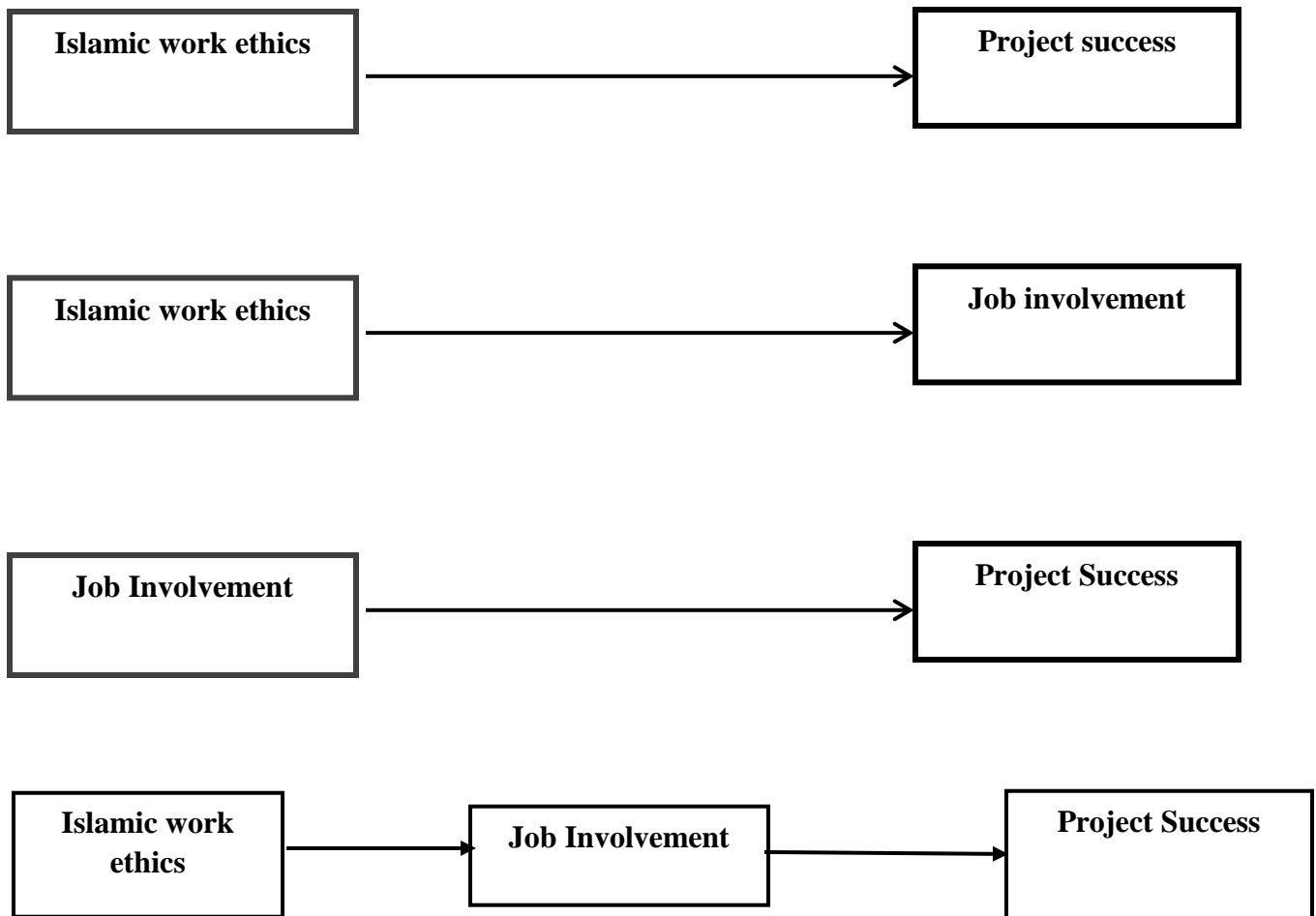
2.6. Research Model:

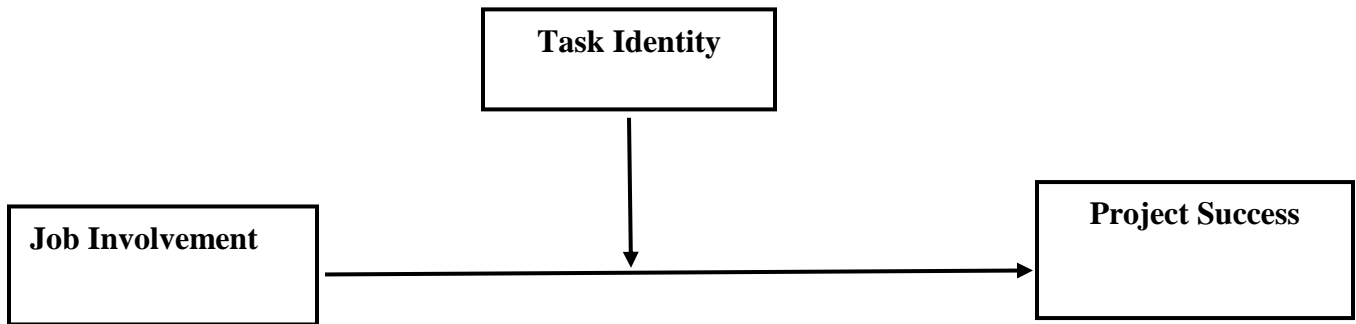
Figure 1: Research Model



2.7. Hypothesis

Figure 2: Hypothesis Relations





Chapter 3

2. Methodology

3.1. Introduction

This chapter describes the methodology, which is used to find out the impact of Islamic work ethics on project success, with the mediating role of job involvement and moderating role of task identity. The methodology chapter deals with the research design which covers all the data collection techniques (population and sample) and also discuss the measurement and instruments reliability analysis.

3.2. Research Design

Research design is a framework which ensures that the evidence obtained enables to address the research problem logically and as unambiguously as possible. According to the Zikmund (2003) research design specifies the procedure and method for collecting and analyzing important information. Research design consists of time horizon, types of setting, and unit of analysis which are discussed in this section.

3.2.1. Types of study

This is a causal study where the impact of Islamic work ethics on project success with the help of mediating role of job involvement and moderating effect of task identity was measured on basis of self-reported perception.

3.2.2. Study setting:

Since the present study focused on the project base organizations in Pakistan, the participants of the current study were the supervisors and subordinates who are working in different project based organizations. They were contacted to fill the questionnaires in their natural work environment. Targeted industry for the current study were data houses and software houses.

3.2.3. Unit of Analysis

The unit of analysis are those individuals whose character and features is to be analyzed. Unit of analysis can be either individual, dyad, group, industry, organization, country, or a culture from where the data are collecting. For current study unit of analysis was individual who were working in different project base organizations at different cities of Pakistan (Islamabad, Rawalpindi, Lahore, and Karachi).

3.2.4. Sample and Population

Sample is a composition of the population which represents the whole population. Convenience and judgmental sampling technique were used for the current study and 550 questionnaire were distributed in different project base organizations which are located at different cities of Pakistan (Islamabad, Rawalpindi, Lahore and Karachi). Supervisors and subordinated were asked to fill the questionnaire. The author of the study collected the data from different project base organizations such Telecom industry and different software and data houses in Pakistan. 250

questionnaire out of 550 were received and out of which 227 were considered for analysis. The response ratio in this data was 42.37%. The author also visited different software houses in Islamabad and Rawalpindi on their own.

3.2.5. Sample Characteristics

The followings tables represents the sample characteristics.

3.2.5.1. Gender

Table 1 represents the gender composition of the sample in which 63% were male and 37% were female. The male percentage is high.

Table 1: Gender details

	Frequency	Valid percentage	Accumulative Percentage
Male	143	63	63
Female	84	37	100
Total	227	100	

3.2.5.2. Age

Below table 2 shows the composition of the sample with reference to age groups. 39.9% of respondents age were 18-25, 50.7% respondents age were between 26-33 , 14.5% respondents age were 34-41 range, .4% respondent were in 42-49 and .4% respondents were more than 50 years old . In age category, the percentage of 26-33 age respondents were high.

Table 2: Age distributions

Age	Frequency	Percent	Cumulative percent
18-25	77	33.9	33.9
26-33	115	50.7	84.6
34-41	33	14.5	99.1
42-49	1	.4	99.6
50 & above	1	.4	100.0
Total	227	100	

3.2.5.3. Qualification

Participants qualifications are explain in the below table

Qualification table shows the respondents qualification, matric qualified in table 3 is .4%, inter qualified was 4.4%, bachelor qualified was 36.1%, master qualified was 36.1%,MS/MPhil qualified was 21.6%, PhD qualified respondent was 1.6% and 0% respondents were post PhD qualified. Table 3 represents that Bachelors and Master Respondents are high.

Table 3 Participants Qualification

Qualification	Frequency	Percent	Cumulative Percent
Metric	1	.4	.4
Inter	10	4.4	4.8
Bachelor	82	36.1	41.0
Master	82	36.1	77.1
MS/Mphil	49	21.6	98.7
PhD	3	1.3	100
Post PhD	0	0	
Total	227	100	

3.2.5.4. Work Experience

Table 4 represents the participants work experience

Table 4 represents the respondent's work experience, in which high percentage of respondents work experience is 68.3% in range (0-5), in range (6-10) the respondents experience were 27.3%, in category (11-16) the respondents experience were 4%, in category (17-22) the respondent

experience were 0%, in category (23-28) the respondent experience were .4% and above 29 the experience of respondent were 0%.

Table 4: Work Experience

Work Experience	Frequency	Percent	Accumulative Percent
0-5	155	68.3	68.3
6-10	62	27.3	95.6
11-16	9	4	99.6
17-22	0	0	99.6
23-28	1	.4	100
29 & above	0	0	
Total	227	100	

3.3. Measurement

This study consists of closed ended questionnaire which was used for measuring five variables, a questionnaire were administered to the various groups of employees & managers of the project based organizations. Employees/managers as respondents filled the questionnaires with five sections in this study: Demographics variables (gender, age, qualification and experience), Islamic work ethics, Job Involvement, Project success, and Trust Identity. The responses will be

tapped using a 5 point likert scale where 1 represents strongly disagree and 5 represents strongly agreed.

3.3.1. Islamic Work Ethics:

The original scale was developed by Ali (1988) which contains 53 items and a shorter version of Islamic work ethics was suggested by (Ali, 1992; Yousef, 2000, Yousef, 2001). Which contains 17 items. Sample items included “one should carry work out to the best of one’s ability.” The Alpha reliability of this scale was .85.

3.3.2. Job Involvement

The original scale was developed by Kanungo’s, (1982) contains 10 items. Sample items for the Job Involvement include “Most of my interests are centered on my job”. The Alpha reliability of this scale was .86

3.3.3. Task Identity

Task identity tools is a part of job characteristic measurement developed by Hackman and Oldham (1974) recently used by Morris and Venkatesh (2010) and reported a good reliability. The sample item is “The job is arranged so that I can do an entire piece of work from beginning to end.”

3.3.4. Project success

Different researchers used different measurement tools for project success and for this study I have used tool to measure the project success which is adapted by Aga, Noorderhaven and Vallejo (2016). The reliability of this instrument is .930 and sample item is ‘The project was completed on time’.

3.4. Pilot Testing

Reasons of conducting the pilot testing to assure that instruments were valid and the respondents of the study can easily understood them. This test was meant to find out the issues and deficiencies in questionnaire that could cause an adverse effect on original data. At the initial stage of research it is a common practice (Groves, 2004). The table shows the reliability analysis of instruments. First, we collected 60 questionnaires from respondents and 50 questionnaire were considered for analysis. Nunnally and Bernstein (1994) explained the standard of chronbach’s Alpha is more or equal to 0.70.

Table 5: Reliability Analysis

Variables	Items	Cronbach’s Alphas
Islamic work ethics	17	.846
Job involvement	10	.829
Project Success	14	.90
Task identity	3	.705

Above tables shows the reliability analysis of the variables which were evaluated Islamic work ethics cronbach's alpha value is .846 in the current study, the cronbach value of Job involvement in that study is .829, project success cronbach's value is in the current study is.90, and Task identity value of cronbach's is 0.705.

Chapter 4

3. RESULTS

Two different software's were used to analyze the results such as statistical Package for Social Science (SPSS) and AMOS.

4.1. Initial Data Screening:

After data collection, the data was punched in SPSS with respective codes like Islamic work ethics (IWE), Job involvement (JI), Project success (PS), and Task identity (TI). At the first step, data normality was checked by using different methods such as outliers, missing values, kurtosis, Skewness, QQ plots, and PP plots. The data at this stage showed reasonable consistency and was in the normality range.

4.2. Measurement Model

Confirmatory Factor Analysis (CFA) was used to justify the measurement model (Anderson & Gerbing, 1988) which consisted of four (4) latent variables: Islamic Work Ethics, Job Involvement, Task identity and Project success. The combination of different fit indices: model chi-square, incremental fit index (IFI), *Tucker-Lewis index* (TLI), comparative fit index (CFI) and root mean square error of approximation (RMSEA), and were used to assess the model fit. The measurement model provided an excellent fit to the data ($\chi^2/df=1.360$, IFI=0.932; TLI=.919; CFI=0.930; RMSEA=0.04) (Hinkin, 1998; Steiger, 1990) shown table 06. These CFAs results showed that four-factor model had satisfactory discriminant validity.

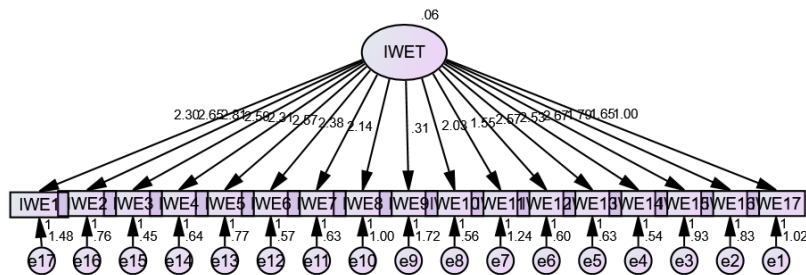
4.3. Individual Factor Analysis for individual and combined variables

Islamic Work Ethics

Table 6: Islamic Work Ethics

Model	Factors	χ^2	Df	RMSEA	IFI	TLI	CFI
Based lined hypothesized model	One factor model	60.414	61	.03	.100	.100	.100

Figure 3 Islamic Work Ethics

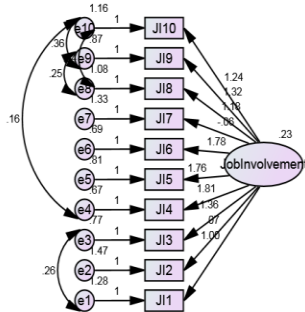


Job involvement

Table 7: Job Involvement

Model	Factors	χ^2	Df	RMSEA	IFI	TLI	CFI
Based lined hypothesized model	One factor model	38.67	30	.03	.97	.97	.98

Figure 4 Job Involvement

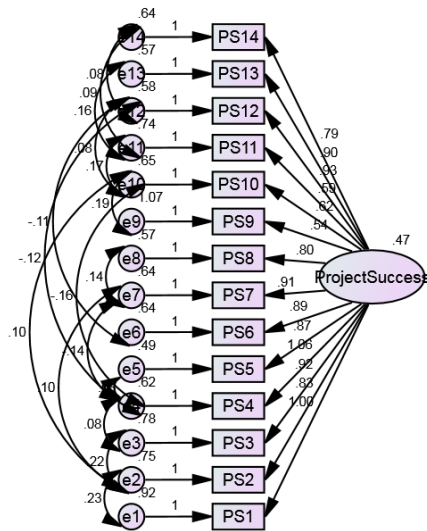


Project success

Table 8: Project Success

Model	Factors	χ^2	Df	RMSEA	IFI	TLI	CFI
Based lined hypothesized model	One factor model	69.42	60	.02	.99	.98	.99

Figure 5: Project Success



Task identity

Table 9: Task Identity

Model	Factors	χ^2	Df	RMSEA	IFI	TLI	CFI
Based lined hypothesized model	One factor model	1.92	2	.02	.100	.100	.100

Figure 6: Task Identity

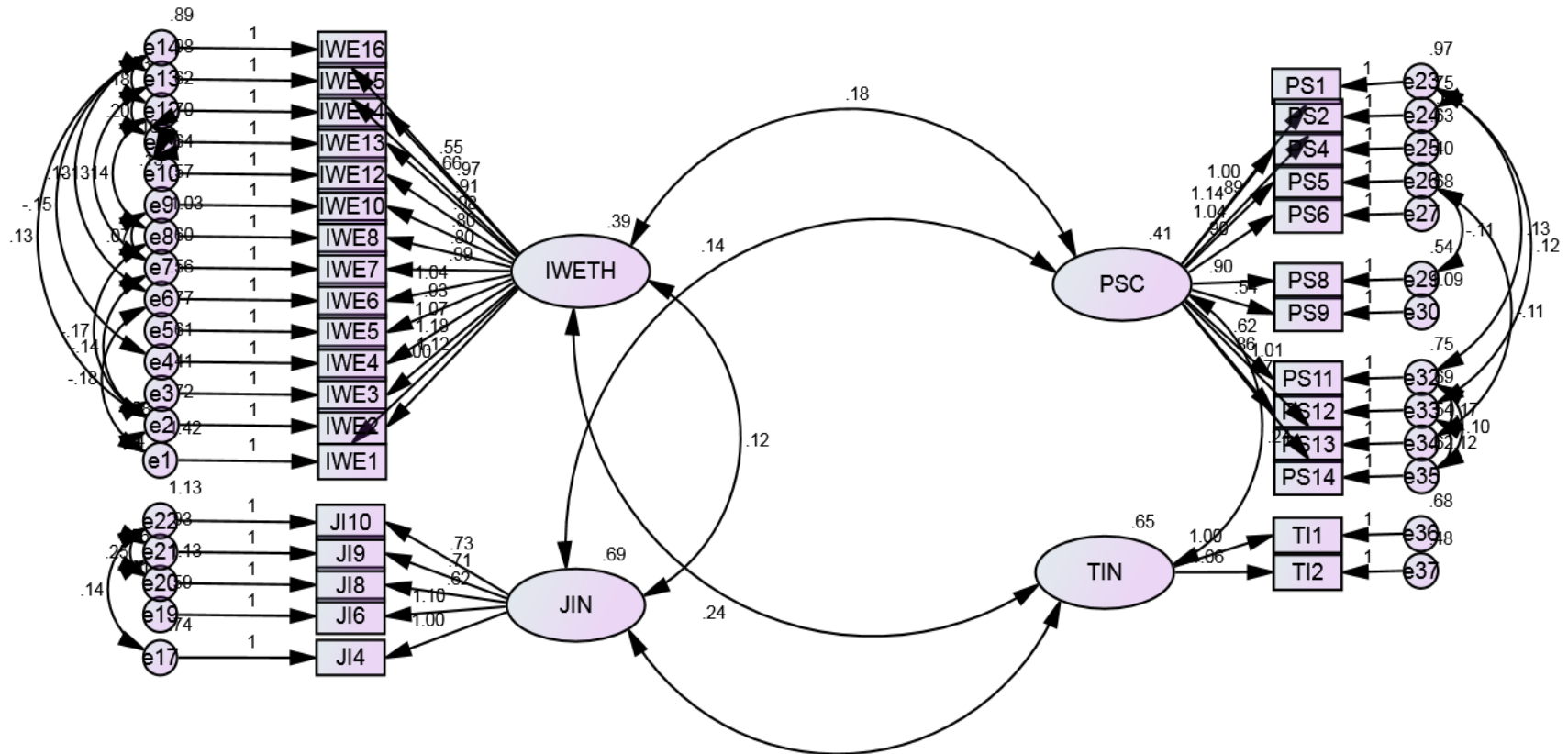


Table 10: Measurement model of 4 variables

Model	Factors	χ^2	Df	RMSEA	IFI	TLI	CFI
Based lined hypothesized model	Four factors	584.68***	430	.04	.93	.91	.93

4.3 Model fitness

Figure 7: Model Fitness



Model Fitness consists of 4 factors such as Islamic work ethics (IWE), Job Involvement (JI), Task identity (TI), and Project success (PS).

4.4. Covariates

Barrick , Bradley, Brown and Colbert (2007) found that the size of organization and age performing the project, project team size, PM experience ,project duration, educational level and gender have been influence the project success, so all these variables were considered to be covariates. A study of Aga, Noorderhaven and Vallejo (2016) also used these variables as covariates. Results in table 7, shows insignificant difference in project success across gender ($F=.332, sig=.565$), insignificant difference across age ($F=.772, sig= .578$), insignificant difference across education ($F= .373, sig= .867$), insignificant difference across experience ($F= .289, sig= .532$). Thus, we are not control any variables in this study.

4.4.1. One Way ANOVA

Table 11: Covariate values

Covariates	F Value	Sig.
Gender	.332	.565
Age	.772	.578
Education	.373	.867
Experience	.289	.532

4.4. Reliability Analysis

Reliability analysis refers to the ability of a scale to give the same results consistently when tested a number of times. The Cronbach Coefficient Alpha (internal consistency reliability) value ranges from 0 to 1. Alpha values “0.7 “are considered to be more reliable whereas values below 0.7 are considered to be less reliable (Nunnally & Bernstein 1994). Table 8 shows that, Cronbach Coefficient Alpha value of inclusive Islamic work ethics was .85, Job involvement was .83, Project success was .90, and Task identity was .705

Table 12: Reliability of Variables

Variables	No. of Items	<i>Cronbach’s Alpha (α)</i>
Islamic Work Ethics	17	.85
Job Involvement	10	.83
Project Success	14	.90
Task Identity	03	.71

4.6. RESULTS FOR HYPOTHEZED VARIABLES

For descriptive and correlation analysis SPSS was used and the Structural Equation Modelling (SEM) was used for Path analysis.

4.6.1. Descriptive Analysis

The Descriptive technique tells us about the univariate summary statistics for different variables in one table and calculates its standardized values. The descriptive statistic includes basic details like sample size, minimum and maximum values, mean values and standard deviation values of the data. Descriptive statistics of the current data were given in Table 9. First column of the table 13 gives the details of the variables. Second, third, fourth, fifth and sixth columns of the table 13 inform about sample size, minimum value, maximum value, mean and standard deviation respectively.

Table 13 also exhibits that sample size was 271 for all the four variables. All variables (Islamic Work ethics, Job Involvement, Trust in Leadership and Project success) were rated on a five point Likert scale, such as 1 representing “Strongly Disagree” and 5 representing “Strongly Agree”. Mean values show the essence of responses. This is respondents’ observation regarding a particular variable. The mean values of the Islamic work ethics were 3.82 which shows that respondent were agreed that. The mean values of Job Involvement (JI) were 3.21 which indicate that respondents were agreed that they have involve in job. The mean value of Project success (PS) was 3.72 which indicate that respondents were agreed that they have success in projects. Finally, the mean value of Task identity was 3.67 that represents that respondents were agreed.

Table 13: Descriptive Statistics of all four Variables

Variables	N	Min	Max	Mean	SD
Islamic Work Ethic	227	1.47	5.00	3.82	.57
Job Involvement	227	1.30	5.00	3.21	.65
Task Identity	227	1	5.00	3.67	.92
Project Success	227	1.43	5.00	3.72	.62

4.6.2. Correlations Analysis

Table 14: Correlations among all four variables

Variables	1	2	3	4
1 Islamic Work Ethics	1	-	-	-
2 Job involvement	.314**	1	-	-
3 Project success	.392**	.240**	1	-
4 Task identity	.370**	.176**	.365**	1

N=227, * p < 0.05 ** p < 0.01. Correlation is significant at 0.01 levels (2-tailed); Correlation is significant at 0.05 levels (2-tailed); alpha reliabilities are given in parentheses.

Table 14 presents the correlations for all theoretical variables. Islamic work ethics was significantly correlated with Job Involvement (r=.314, p<.01), Project success (r=.392, p<.01) and Task identity (r=.370, p<.01) and in the expected direction. Job involvement was significantly correlated with Project success (r=.240, p<.01) and Task identity (r=.176, p<.01) and in the expected direction. Project success was significantly correlated with Task identity (r=.365, p<.01) and in the expected direction.

4.6.3. Test of Hypotheses

Structural Equation Modeling (SEM) using LISREL 8.80 (Jöreskog & Sörbom, 2006) was used to test the hypotheses, and results shown in table 13 and 14. Gender, Age, education, and experience were used as demographics but due to insignificant difference found in project success across these demographics, none of the demographic was entered as control variable. Hypothesis 1 states that Islamic Work ethics is positively related to project success. Results confirmed this relationship, as indicated by the regression coefficient ($\beta = .39, p < .001$). Hypothesis 2 states that Islamic Work ethics is positively related to Job Involvement. Results supported this relationship, as indicated by the regression coefficient ($\beta = .25, p < .01$). Hypothesis 3 states that Job Involvement is positively related to project success. Results, established this relationship, as indicated by the regression coefficient ($\beta = .13, p < .01$). Hypothesis 4 states that Job Involvement mediates the relationship between Islamic Work ethics and project success. A 95% BC bootstrap CI of .09 to .54 shows that there was mediation in the model and regression coefficient was significant ($\beta = .35, p < .01$) and a hypothesis 4 is accepted. Hypothesis 5 states that task identity moderate between job involvement and project success result rejected that hypothesis because of insignificant result ($\beta = .04, p > 0.05$).

Table 15: Path Coefficients in the Baseline Model

Structural Path	Path Coefficients
Islamic Work ethics \longrightarrow Project success	.39***
Islamic work ethics \longrightarrow Job Involvement	.25**

Job involvement	→	Project success	.13**
TIxJI	→	Project Success	.04

*p< .05, **p< .01, ***p< .001, Task identity (TI), Job Involvement (JI)

Table 16: Results of the mediating roles of Job Involvement, between Islamic work ethics and Project success

	Coefficient	BC(95%,CI)
Bootstrapping		
Islamic Work Ethics → Job Involvement → Project Success	.36**	(.95, .54)

Notes BCa means bias corrected, 5,000-bootstrap samples, CI confidence interval

Figure 8: Job Involvement Mediates between Islamic Work Ethics and Project Success

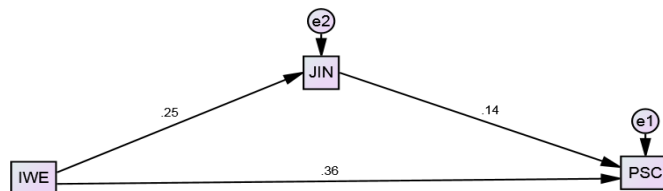
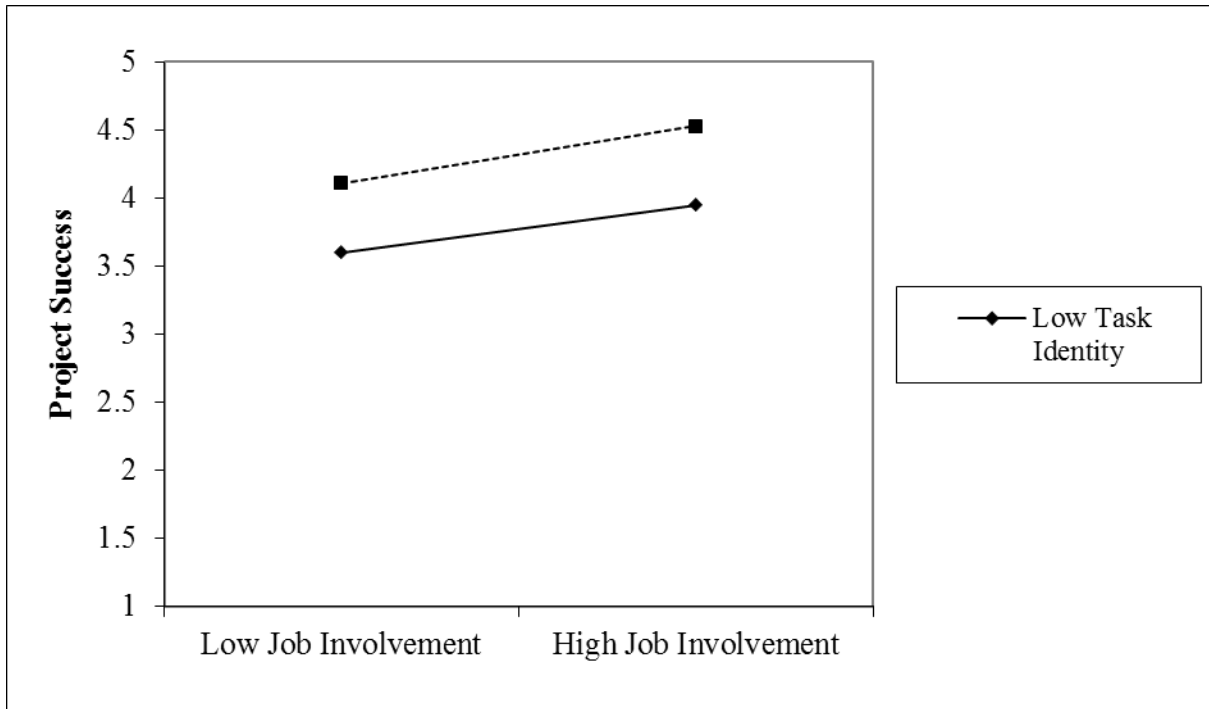


Figure 9: Moderation Graph that tells the Task Identity does not moderate between the Job Involvement and Project Success.



4.6.4. Hypothesis Summary

H1: Islamic work ethics is positively related with project success (Accepted)

H2: Islamic work ethics is positively related with job involvement (Accepted)

H3: Job involvement is positively related with Project Success (Accepted)

H4: Job involvement mediates between Islamic work ethics and project success (Accepted)

H5: Moderating role of task identity between Job involvement and project success (Rejected)

Chapter 5

5. Discussion

5.1. Introduction

In this chapter author discussed the relationship details of hypothesis and also given their justifications of acceptance and rejection, also discussed the theoretical and practical implication, and strength and weakness of the current study and gives future directions.

5.2. Discussion

The current study set out to explore the influence of Islamic work ethics on project success with the mediating and moderating roles of job involvement and task identity between Islamic work ethics and project success respectively.

The result showed that Islamic work ethics was positively related with Job involvement and project success; Job involvement also partially mediated between Islamic work ethics and project success. Furthermore study also founded that the moderating role of the Task Identity was insignificant between Job involvement and project success.

As the finding of current study show, Islamic work ethics significantly predicts project success. Many others studies predicts the same results which are in favor of this relationship for example study of Abbasi et al. (2011) founded that Islamic work ethics has positively significant impact on an organization performance (project success). Similarly Murtaza et al. (2014) considered the Islamic work ethics is a factor of organization failure and success. So the literature support for

that hypothesis Islamic work ethics has a positive and significant impact on innovation and

creativity, work engagement, knowledge sharing behaviors, organization commitment, and turnover intentions (Kumar and Rose, 2010; Khan et al., 2013). And all these factors directly contributing in the success of the project. According to Musa (2011) Muslims view Islam as a lifestyle and not only religion, and Islam always teaches positive behavior and good deeds at work.

Islamic work ethics encourages individual to perform better in the workplace. Kumar and Rose (2010) founded, Islamic work ethics has positive impact on the innovation capability of employees which ultimately results to achieve the success of any organization. Our finding also confirmed that Islamic work ethics playing an important role in the achievement of project success.

Projects in nature are very sensitive and they need full attentions of their managers, supervisors and team members. Joslin and Muller (2015) also founded that, Project success is more closely related with the stakeholder's orientations rather than shareholders orientations in any organizations. The Standards and recognitions about work which have been indicated as work ethics, played a critical role in the success of any organizations (Kumar & Rose, 2010). Indeed, the implications of the work ethics which reflect an individual's attitudes towards his/her work for organizational success. The Islamic work ethics is also oriented more toward life fulfillment than life denial and holds business motives in the highest regard (Ali, 2005). The IWE stresses creative and innovative work as a source of happiness and accomplishment. The managers and team members within the project should adopt the Islamic work ethics to achieve the success rather than focusing on cost, time and performance of the project. The human factor is also a

critical success factor of a project success, but it's ignored in literature, so we need to focus on project management context.

The impact of Islamic work ethics on project success is the main contribution in the current literature and our study also positively support the current hypothesis.

Moreover, we also confirmed that the relationship of Islamic work ethics and job involvement and found the positive significant effect. The broad and built theory also support of this result because broad and built theory focused on employees positive behavior at workplace.

Islamic work ethics have different aspects to increase the performance of individual, the job involvement is also a good technique for boosting the worker performance, and so we tested the relationship of Islamic work ethics and job involvement and found the positive significant effect.

Islamic work ethics is also a part of an individual's belief system, and employee with high level of Islamic work ethics are more involved in their job (Ahmad, 2011). In the project management context, managers and team members also need to adopt the Islamic work ethics practices because it encourages the individual to perform better at work place. For the success of any project it is important to consider the individuals factors rather than cost, time and performance. Because individual factor is also critical for project success, but in literature ignored that factor, so we to focus in project management context.

Zopiatis et al (2014) found that job involvement is a very vital motivational factor for employees, through this factor individuals enhance their performance which results an increase the chances of project success. Project also needs the individual efforts to achieve the performance.

Our study also confirmed when the project employees adopts the Islamic work ethics practices they can achieve the project success because human factors playing a vital role in the success of any project base organizations.

Moreover, we also confirmed that Job involvement has a significant impact on the project success. Different past studies shown that Job involvement is an essential source of organization commitment, job satisfaction and motivations that increase the employee's job performance (Mohsan, Nawaz, Khan, Shaukat & Aslam, 2011). A study of Aleinein (2016) found that job involvement have significant impact on organization performance. Rehman (2011) described job involvement act as motivational factor to carry out work in highly compatible between personal and organizational objectives, and generate the positive outcomes. The individuals who are highly involved in their jobs showed high level of commitment and dedication with their jobs which ultimately found that organizations achieved more performance (project success) (Aleinein, 2016).

Job involvement is a major vital component of any project success or failure. It can be achieved by training, empowering, authorizing and participating employees and considered them a part of the project. It helps them to be committed, engaged and satisfied. Job involvement is also the individual's active participation in the workplace (Keng, Arumugam, Samaun & Abu, 2007).

Moreover, the results also show evidence about the intervening of job involvement between Islamic Work ethics and project success. The relationship of Islamic work ethics and project success were positive, and also job involvement partially mediated between Islamic work ethics and project success. Moynihan and Pandey (2007) found when employees are highly involved in their jobs they are highly motivated and committed to perform their task well. A study of Yousef (2001) founded that Islamic work ethics is positively related with individual's job satisfaction and organizational commitment. When employees show high level of involvement within the organization, then the employees shows a high level of job commitment and high level of job commitment increase the performance of organizations (project success) (Meyer, Becker &

Vandenberghe, 2004). Project success can be achieved through innovation and creativity and for innovation and creative performance have some different strategies and one of them is job involvement which proved by different researchers like Janssen (2003) found that individuals highly involved individual's has positively correlated with innovation behavior and Naranjo, Jiménez and Sanz (2016) also found that innovation have significant impact on organization performance (project success). The result of current study also support that job involvement has partially mediated between Islamic work ethics and project success and feel that their contributions are meaningful and that they possess the ability to shape their work environment.

The Last hypothesis the moderating role of task identity between job involvement and project success was indirectly supported in literature but in current study the results did not support the relationship and reject the hypothesis. The moderating effect was not supported by the results.

The basic rationale for this moderation was the employees who are high on task identity; they show more project success through job involvement. The reason of this rejection is that employee's task identity, in the presence of job involvement, may not play much important role in the project success. Therefore the results did not provide support for the moderation effect of task identity between job involvement and project success.

5.3. Theoretical implication

The current study has many contributions to the project management domain of Islamic work ethics and performance (project success), first we conceptualized, the Islamic work ethics effect on project success and job involvement the current finding of the research fill the literature gap and confirmed the effect of Islamic work ethics on project success and job involvement. Second, we tested the effect of job involvement on project success, this relationship was also missing in the current project management literature and the finding confirmed the relationship. We also tested the intervening role of job involvement between Islamic work ethics and project success, and that relationship was missing in the literature of project management and this study confirmed the relationship. Finally we also test the role of task identity as moderator between job involvement and project success and that relationship was also confirmed through result.

5.4. Practical implication

This study has many managerial implications for temporary organization. First this study demonstrate that Islamic work ethics enhance project success, therefore this study suggests that manager of the temporary organization should have adopted the Islamic work ethics in the work environment. In Pakistan context when manager provide Islamic work ethics the employees feel comfortable and show high level of job performance which ultimately leads to project success.

Second, the current study find when employees are highly involve in their jobs then they show high level of performance and the previous literature also confirmed that job involvement have positive and significant impact on performance. For manager of the project base organization have necessary to adopt the Islamic work ethics in the work environment, through this employee involve ourselves in job and performing well and increase project success. The final way through which managers empower employees is the training through which managers can enhance the core competency of employees to efficiently and successfully perform the given role.

Current study suggests that managers of the temporary organization should understand the ways through which employees are convinced to successfully contribute to the overall project performance. Managers can do this, by adopting Islamic work ethics,

Create meanings for employees at work provide access to employees, therefore employees can identify the impact of their efforts on the ultimate result.

5.5. Strengths, limitations, and future directions

The current study has a strong methodological approach. First, in order to reduce the potential effects of common methods and single source bias, we collected data related to Islamic work ethics, job involvement, and project success and task identity from managers and employees of the temporary organization.

There are some limitations, which future researchers should be aware of; first, we tested the Islamic work ethics future researchers can also check the local work ethics impact on project success.

Due to time constraint just used one moderator and one mediator, future researcher can improve the model and used the other mediator like job engagement, person job fit and other moderator like personality characteristics and culture dimension, for this study collected data in cross sectional other researcher will used longitudinal approach for data collection, and finally the data collected form limited city of the Pakistan, future researchers can improve the method of the collection of the study.

5.6 Conclusion

The objective of that study to find out the Islamic work ethics impact on project success with intervening role job involvement and moderating role task identity, for this relationship we used broaden and build theory for supporting hypothesis relationship theory, to find the relationship I distributed 500 questionnaire and out we collected 245 questionnaire for analysis I considered 227 questionnaire. The result of the current study demonstrates that Hypothesis 1, 2, 3 and 4 was accepted and Hypothesis 5 moderating role of task identity between job involvement and project success is rejected. I have discussed all reasonable justification of the hypothesis acceptance and rejection and also discussed the theoretical and practical implications of the study.

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7. Appendix

7.1. Questionnaire

Dear Respondent,

My name is Mateen u zaman. As a MS research scholar at Capital University of Science and Technology, Islamabad, I am collecting data for my research thesis. Title Impact of Islamic Work Ethic on Project Success: The Mediating and interacting mechanisms Job Involvement and Task Identity. It will take your 10-15 minutes to answer the questions and to providing the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes.

Thanks a lot for your help and support!

Sincerely,

Mateen u zaman

MS (PM) Research Scholar

Faculty of Management and Social Sciences

Capital University Science and Technology, Islamabad

Section: 1

Gender

1	2
Male	Female

Age

1	2	3	4	5
18 - 25	26 - 33	34 - 41	42 - 49	50 and above

Qualification	1	2	3	4	5	6	7
	Metric	Inter	Bachelor	Master	MS/ M.Phil.	PhD	Post PhD

Experience	1	2	3	4	5	6
	0-5	6-10	11-16	17-22	23-28	29 and above

Section 2: Islamic work ethic 1= Strongly Disagree 2= Disagree 3= neither Agree/nor Disagree 4= Agree 5= Strongly Agree

1	Laziness is a vice	1	2	3	4	5
2	Dedication to work is a virtue	1	2	3	4	5
3	Good work benefits both oneself and others	1	2	3	4	5
4	Justice and generosity in the work place are necessary conditions for society's welfare	1	2	3	4	5
5	Producing more than enough to meet one's need contribute to the prosperity of society as a whole	1	2	3	4	5
6	One should carry work out to the best of one's ability	1	2	3	4	5
7	Work is not an end in itself but a means to foster personal growth and social relations	1	2	3	4	5
8	Life has no meaning without work	1	2	3	4	5
9	More leisure time is good for society(R)	1	2	3	4	5
10	Human relations should be emphasized and encourage	1	2	3	4	5
11	Work enable man to control nature	1	2	3	4	5
12	Creative work is a source of happiness and accomplishment	1	2	3	4	5
13	Any person who works is more likely to get ahead in life	1	2	3	4	5
14	Work gives one the chance to be independent	1	2	3	4	5
15	A successful person is the one who meets the deadline at work	1	2	3	4	5
16	One should constantly work hard to meet responsibilities	1	2	3	4	5
17	The value of work is delivered from the accompanying intention rather than its results the accompanying intention rather than its results.	1	2	3	4	5

Section 3: Job involvement 1= Strongly Disagree 2= Disagree 3= neither Agree/nor Disagree 4= Agree 5= Strongly Agree

1	The most important things that happen to me involve my present job	1	2	3	4	5
2	To me, my job is only a small part of who I am.(R)	1	2	3	4	5
3	I am very much involved personally in my job	1	2	3	4	5

4	I live, eat, and breathe my job	1	2	3	4	5
5	Most of my interests are centered around my job	1	2	3	4	5
6	I have very strong ties with my present job that would be very difficult to break.	1	2	3	4	5
7	Usually I feel detached from my job.(R)	1	2	3	4	5
8	Most of my personal life goals are job-oriented	1	2	3	4	5
9	I consider my job to be very central to my existence	1	2	3	4	5
10	I like to be absorbed in my job most of the time.	1	2	3	4	5

Section 4: Project success 1= Strongly Disagree 2= Disagree 3= neither Agree/nor Disagree 4= Agree 5= Strongly Agree

1	The project was completed on time.	1	2	3	4	5
2	The project was completed according to the budget allocated.	1	2	3	4	5
3	The outcomes of the project are used by its intended end users.	1	2	3	4	5
4	The outcomes of the project are likely to be sustained.	1	2	3	4	5
5	The outcomes of the project have directly benefited the intended end users, either through increasing efficiency or effectiveness.	1	2	3	4	5
6	Given the problem for which it was developed, the project seems to do the best job of solving that problem.	1	2	3	4	5
7	I was satisfied with the process by which the project was implemented.	1	2	3	4	5
8	Project team members were satisfied with the process by which the project was implemented	1	2	3	4	5
9	The project had no or minimal start-up problems because it was readily accepted by its end users.	1	2	3	4	5
10	The project has directly led to improved performance for the end users/target beneficiaries.	1	2	3	4	5
11	The project has made a visible positive impact on the target beneficiaries	1	2	3	4	
12	Project specifications were met by the time of handover to the target beneficiaries	1	2	3	4	5
13	The target beneficiaries were satisfied with the outcomes of the project.	1	2	3	4	5
14	Our principal donors were satisfied with the outcomes of the project implementation	1	2	3	4	5

Section 5: Trust Identity 1= Strongly Disagree 2= Disagree 3= neither Agree/nor Disagree 4= Agree 5= Strongly Agree

1	To what extent does your job involve doing a “whole” and identifiable piece of work? That is, is the job a complete piece of work that has an obvious beginning and end? Or is it only a small part of the overall piece of work, which is finished by other people or by automatic machines?*	1	2	3	4	5
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2	The job provides me the chance to completely finish the pieces of work I begin.	1	2	3	4	5
3	The job is arranged so that I can do an entire piece of work from beginning to end.	1	2	3	4	5