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The Impact of Leadership Competency on Project Success with the moderating role of Role Conflict: A Study Based on the Telecom Industry of Pakistan

Abstract

This study aims to discuss leadership competency in the context of project success. There are different types of leadership competency dimensions. The authors mainly focused on three dimensions: emotional intelligence, managerial quotient, and the moderating role of conflict on project success. This paper summarizes and analyzes the available literature on leadership dimensions. This paper only focused on the leadership competency within the Telecom industry of Pakistan.

Keywords: Leadership competency, project success, project conflict, role conflict, management

Chapter 1

Introduction

1.1 Significance of Study

Project success any project requires effective leadership and long term success is a result of continuous effort of the organization on harnessing the intellectual ability of the individuals. Telecom Organizations and other projectized organizations depend heavily on the projects to achieve the strategic goals. However despite of the recent advancement in Project Management projects do fail (Williams, 2005). There are two types of success in review one is related to project management and other related to the project itself. A project is evaluated based on the overall objectives achieved against the particular project or not. Whereas project management success is performance against the cost, time, scope & quality constraints (Cooke-Davies, 2002). The project manager's work is the most vital part to the project. As the project advances through the cycles of initiation, planning, execution ,monitoring and closure the project managers job becomes more complicated and more demanding. In Pakistan an average project takes three times more time than that of estimated and is twice more costly(Pasha et al,2012).Due to highly increased complexities of projects there is a need to apply advance tools and techniques in order to manage project performance and to achieve long term success(Farooqui et al 2008).However the impact of role conflict still exists which may have a significant impact on the success factor of the project. As organizations are facing the dilemma of role stress at work. As an independent variable, role stressor in particular role ambiguity was found to have a significant positive relationship with personal skill development and performance (Babin & Boles, 1996).

There is a lot of data in terms of management literature and also practical. Most firms when do not fully comprehend the critical nature of having a skilled project manager for the projects often suffer from failure. Therefore, it is crucial that the organizations and project sponsors realize the importance. The project success factors in literature have often ignored the project manager and his leadership competency impact on project success. This is contradictory to the general management literature, which states that for organizations to perform better they need to focus on the leadership. In this paper, we review the literature on leadership along with the role conflict factor and we start by reviewing the general management literature on leadership dimensions and role conflict. The literature shows specific instances where it has been shown that an appropriate leadership style, and the

competence and emotional intelligence of the leader, delivers better results. Upon later review on the literature on project success factors, and consider how and why it largely ignores the project manager, and his or her leadership style and competence.

The presence of role stressor is assumed to strengthen the relationship between leadership and internal customer satisfaction but does it have any impact on the project success as well. Project managers may succeed according to the "Iron Triangle," (Cost, Scope & Time) but achievement is something much more than meeting those constraints. It's about personal gains and stakeholder trust, knowing that you can do the job and get it done well. To conclude it can be said that the projects are becoming complex and due to this complexity the role stress of the project is also increasing due to the highly dynamic environment that they are exposed to. Complexity of the projects is cited as the main reason behind the project failures and further in this research we will find out whether role conflict has an impact on project success or not.

The Project Success as defined in this research is based on the study of Muller and Turner (2007) their study states that there is a very strong correlation between success of the project and the project manager. LDQ has been used to evaluate the leadership competency of the project manager in terms of project success.

1.2 Aim of Study (s)

There hasn't been much study done on influence of Project Manager on Project Success.

The aim of the study is to investigate the role of the Project Manager in context of Leadership Dimensions and their impact on project success with the moderating effect of the job stressor i.e. role conflict.

1.3 Research Objectives (s)

1. To study in detail the leadership competency dimensions and how it is related to the project success.
2. Identify which of the leadership competency dimensions play a significant role in project success for the industry in Pakistan.
3. To conduct a survey within the Telecom Industry and find out the critical success factors affecting the projects within Pakistan.
4. Develop the questionnaire and identify the critical success factor in terms of project success and which dimensions of leadership competency have a subsequent impact.

5. To study the moderating effect of role conflict in the Telecom industry of Pakistan.
6. Obtain the feedback from the project management professionals from the Telecom industry and develop a framework.
7. Provide a suggestion to the Telecom industry Project Managers of Pakistan on which Leadership Competency traits are most effective in terms of project success and how role conflict is influencing the success of projects and the way forward.

1.4 Research question (s)

- What are the impacts of a Leadership Competency on Project Success?
- What contributes to a successful project?
- Does role conflict moderate the relationship between leadership competency and project success?
- Which factor of leadership competency highly moderates with role conflict?

1.5 Delimitations of the Study

This study is based on the telecom industry of Pakistan targeting the population in Islamabad Offices for Mobilink, Telenor & Ufone. The study is only targeting the telecom industry therefore a generalized finding cannot be achieved on the sample at hand. Size of the sample may impact the assessment.

The study is only going to focus on the perspective of Project Manager's Leadership Competency and its impact on project success and the moderating role of Role Conflict is being analyzed. Project success factors such as cost, time and scope have not been considered in this research.

Literature Review

2.1 Concepts and Definitions

LEADERSHIP COMPETENCY

Any attitude that influences the actions and attitudes of followers to achieve certain results is called Leadership (Australian Leadership Development Centre 2007), Richard Daft (2006) defines that Leadership is a people activity, distinct from administrative paper shuffling and problem solving activities. Crawford's definition of PM competence has two dimensions one is based on the attributes the other is based on the competence. In this study we will be focusing on the competence of the leadership. The Leadership is said to be

competent if he/she is able to fulfill their role and will demonstrate their skills through successful project management. Leadership is dynamic and involves use of power to get things done. Samson & Daft (2005) says among all ideas and writing about Leadership three aspects stand out people influence and goals. Leadership occurs among people, involves the use of influence and used to attain goal and advantage Carey and Lawson, (2011).

ROLE CONFLICT OF PROJECT MANAGER

Conflict in the project environment cannot be avoided. The main reason behind the conflict being inevitable is the existence of projects due to the involvement of several stakeholders.

And due to many different people from different functional domains teaming up each of these individuals may have different priorities, attitude, perceptions, needs, expectations etc.

Onyemah (2008) stated in his study that role conflict and role ambiguity have a direct impact on the performance. Individuals in the organization experience different types of expectations from others which leads to conflicts in job roles due to these arising conflicts there is a proportional relationship which exists between role stressors and the feeling of strain (Lee & Ashforth, 1996; Fogarty, Singh, Rhoads, & Moore, 2000; Peiro et al., 2001; Posig & Kickul, 2003).Kopelman, Greenhaus, & Connolly (1983) defined role conflict as the maximum pressure exerted to the individual from within the role which are incompatible and are correlated to another job role.

In this research we will be analyzing the role conflict experienced by (Rizzo et al., 1970). Role conflict is defined by unavailability of resources the role conflict occurs when a PM has to bend a rule to achieve a project or when a project manager has to juggle between conflicting requests between different stakeholders (Rizzo et al., 1970).

Sometimes the Project Manager has to accomplish certain milestones by having inadequate project resources and has to bypass the organizational rules and procedures.

Multiple roles carried out by a single individual is role conflict (Butler & Constantine, 2005). When two or more expectations exist on a certain individual it is known as Role conflict (Drury, 1984; Thompson & Powers, 1983).By classifying role stressor into two major dimensions of role ambiguity and role conflict as the two major indicators of role stressor in creating relationships between mentoring activities, occupational support, psychological support and prominent job attitudes, the previous studies have revealed that both role conflict

and role ambiguity firmly mediated the relationships between psychosocial support and role modeling with job attitudes.

PROJECT SUCCESS

Project success is an achievement of planned products in terms of the objectives allocated time and budget. It is a globally recognized idea and as appropriate in early writings on project management, project success development framework has been (Atkinson, 1999; Pinto and Slevin, 1988; Wateridge, 1998). Measuring success in any project is a far more complex phenomenon as project management success differs from the project success according to De Vit(1988).Project Management success is focusing on the cost ,quality and time parameters whereas project success is dealing with the final deliverable whether the goal purpose or the stakeholders were satisfied at the end of the project or not. The Project Management success focus on the iron triangle and how the project is completed considering the factors of quality management whereas the part of the success deals only with the deliverable of the project and is termed as project success which is independent of the iron triangle.

2.2 Theoretical Reflections

A Project is defined as a temporary work to produce a exclusive product or a service and how the individuals and organizations go about completing the project is by applying the project management skills. The Project management skills are the application of the skills tools knowledge to meet the minimum requirement of the project. Besides all these factors it is of significance that the project manager should be competent for the projects to be successful. This clearly indicates that the leadership must be competent as projects incur many problems and risks. In order to ensure the maximum customer satisfaction and stakeholder involvement it is important for a leader to be competent.

Leadership Competency

A lot of prior research has been done on the subject of leadership competency on the basis of the managerial, emotional & intellectual competence.

In an article developed by Henley College of Management “Assessing Leadership Styles and Organizational Context” by Dulewicz & Higgs (2005), characteristics of different leadership with respect to their industry was studied. They studied the fifteen different types of leadership competencies these leadership styles were similar to transactional, transformational and participative leadership and the LDQ questionnaire proved to be of

significance. Higgs and Dulewicz (2010) defined the leadership competencies into emotional behavioral cognitive and motivational and later defined the three main categories of leadership competency which were managerial, emotional and intellectual. Boyatzis & Ratti (2009) actually compared and contrasted the competencies of the project managers from the categories of effective to not effective. When talking of Leadership one basic problem we face is choosing acceptable definition. So what is leadership? Regardless of the mass of ways in which leadership has been theorized, the following components can be identified as central to the spectacle:

i. Leadership is a process
ii. Leadership involves impact
iii. Leadership occurs in groups
iv. Leadership involves common goals

Based on these components, the following definition of leadership is used in this text: Leadership is a process whereby an individual influences a group of individuals to achieve a common goal. Defining leadership as a process means that it is not a mannerism or individual that resides in the leader, but rather a transactional affair that occurs between the leader and the followers. Process implies that a leader affects and is affected by followers. It emphasizes that leadership is not a linear, one-way event, but rather an interactive event. When leadership is defined in this manner, it becomes available to everyone. It is not restricted to the formally designated leader in a group. Leadership involves influence. There is no Leadership without influence .Leadership is built on several different theories such as, The Trait Theory, The Behavioral Theory, Participative Leadership Theory, Transactional, Transformational Leadership, and Post Heroic Leadership for Turbulent Times.

The Trait Theory

This means that people are born with certain skills. Some traits are very suitable to lead making them excellent leaders.

The behavioral theory of leadership is learned. Analysis of successes of actions by Leaders by different researches shows clues for Behavioral patterns and personalities.

Participative Leadership states that team decision making improves the understanding of the issue and makes them more committed to the actions, less competitive and more collaborative.

Transactional Leadership is based on the theory of reward and punishment. Leaders allocate the work and followers are responsible to accomplish that. Feedback depends upon the performance of followers.Transformational Leadership is all about making the followers enthusiastic and energetic to achieve the goal. These type of leaders have the vision and passion to do great things. Basically they are people oriented. The concept of Leadership continues to grow and change.

A Significant influence in leadership styles in recent times is the due to the external factors of the environment which post to be turbulent and are uncertain to some extent in most of the operating organizations. Authority incorporates thoughtfulness regarding basic objectives. Pioneers or Leaders coordinate their energies toward people who are attempting to accomplish something together. By normal, we imply that the Leaders and devotees have a common reason. Regard for basic objectives gives initiative a moral suggestion since it focuses on the requirement for pioneers to work with adherents to accomplish chose objectives. Focusing on commonality decreases the likelihood that pioneers may act in ways that are constrained or unscrupulous. It additionally expands the likelihood that pioneers and supporters will cooperate toward a typical decent (Rost, 1991).

Overseeing complex projects involves data and correspondence innovation and data innovation anticipates that include conveying frameworks as well as re-designing administration procedures and client interfaces requires a lot of incorporation of the aptitudes and information of a various scope of concentrated abilities. Leadership competence is a study that cannot be covered entirely through the piece of this research. Turner and Muller have described leadership competence as the emerging school for project success. It is a recent study on leadership competency. It encompasses all the earlier schools. A combination of knowledge, skills, and personal characteristics is competence (Boyatzis, 1982; Crawford and Turner, 2003).

When reviewing the literature of Dulewicz and Higgs (2005) leadership was identified in 15 dimensions for the competence school, there were namely under the umbrella of the three competences, namely astute (IQ), emotional (EQ), and managerial (MQ).In this research we will only be focusing on the MQ and EQ leadership competencies. The success of any projects in engineering and construction, Information and Telecommunication, and organizational projects correlate directly with the main leadership competences verbalized in literature. The association of leadership competence and project success is basically variable it depends most on the leadership competence style. If for example you consider the

conditional leadership it is associated with the project success and how the project success is realized considering the factors involved such as types of price contracts, or high complexity projects in literature. Then another category of competency is explored which is known as the auxiliary leadership competency as described in detail literature by Muller and Turner (2007, 2010). So a basic definition of Auxiliary competency is that it does not related to the project prosperity, but it belongs to the competence school.

Intellectual Competency

The intellectual competency of the project manager results in project success it is a significant leadership skill which can be used to achieve high performance in projects. Due to the complex nature of the projects the intellectual competency alongside emotional and managerial competence results in positive outcomes ensuring project completion. Intellectual or intelligence has sub dimensions which include critical analysis, judgement vision and strategic analysis.

Critical Analysis Intellectual Competency

In the critical analysis the project manager is basically responsible for finding out facts and collection of data from variety of resources. The analysis involves finding facts and finding opportunities and finding solutions to the problems faced in the projects. Also the project manager needs to provide unbiased feedback to its stakeholders at all times whether it is a positive situation or negative.

Vision & Imagination

The combination of vision and imagination gives rise to the intellectual abilities for the project manager. A project manager with a clear vision can assign the team with the specified goals and can help them meet the deliverables. Vison can help in terms of determining risks at hand and how to proactively tackle the issues being faced in the project. Imagination can lead to innovation in teams and it can help the project manager and its teams add value to the organizational goals and work in different perspective

Strategic

The intellectual leadership aspect in a project manager can lead to setting the right direction to the team for achieving project success. However, Muller, Geralidi, & Turner (2012) have suggested that faith, trust and factual data have a greater influence on intellectual leadership. They also suggest further research on the influence of intellectual leadership impact on project success.

Managerial Competency

The managerial competency style is also one of the three styles by Dulewicz & Higgs (2003). The managerial style of leadership consists of the following five dimensions managing resources, empowering, engaging communication, developing & achieving.

Engaging Communication Attribute of Managerial Competency

This attribute is for the dynamic personality types of project managers the leaders with this type of leadership competency are able to convey a very clear and concise message to the team in terms of what is being expected from them during a project to ensure success. This method gives the team inspiration as suggested by (Dulewicz & Higgs, 2003).

Managing Resources Attribute of Managerial Competency

This aspect of managerial competency makes the project manager foresee the execution risks and plan in advance Clear objectives goals and action plans are defined.

Empowering Attribute of Managerial Competency

The PM empowers his team which helps in career development and personality building of the individuals.

Developing Attribute of Managerial Competency:

This attribute in a PM helps the team in career development. The leader empowers the team and also asks them to exchange a critical feedback and also challenges the teams

Achieving Attribute of Managerial Competency:

This attribute of the project manager leads to analysis of risks which results in opportunities. All decisions made by the leader leads to the organizational performance (Dulewicz & Higgs, 2003).Managerial competency is task oriented. The managerial competency is common in CEO's , managers, directors etc.

Emotional Competency:

The emotional competency has further seven dimensions interpersonal sensitivity, emotional resilience, motivation, influence, conscientiousness self-awareness & intuitiveness. The emotional intelligence area of Leadership has been studied and has been popular for more than 10 years of research (Cacioppe, 1998; Cavazotte, Moreno & Hickmann, 2012).There exists several different types of theories related to the emotional competency however (Bar-On, 1997; Goleman, 1995, 1998; Mayer, Roberts & Barsade, 2008; Salovey &

Mayer, 1990), the major theory includes the awareness and understanding of individuals own emotions and also the intelligence to gauge the emotions of others.

Self-Awareness:

It is the attribute where the leader is well aware of his/her own feelings in this manner they are able to have control over their emotions during projects (Dulewicz & Higgs, 2003).

Emotional Resilience

This attributes makes the leader balance the needs and concerns of the individuals to carry out a certain task. They are able to behave appropriately and remain focused on the given task at hand despite the pressure of delivering the task (Dulewicz & Higgs, 2003).

Intuitiveness

It is the ability of the leader to deal with incomplete and ambiguous information yet make out clear decisions. This process of making clear decisions has a direct impact on the implementation plan (Dulewicz & Higgs, 2003).

Interpersonal Sensitivity

It is the attribute of being sensitive towards the need of the others. This creates a highly dynamic working place where the project manager is making decisions based on the needs of the team members (Dulewicz & Higgs, 2003).

Influence

It is the ability of people to change views of other people based on their own position (Dulewicz & Higgs, 2003).

Motivation

The project manager motivates the team to do the best and achieve desired results. The team is able to continue despite the project challenges at hand (Dulewicz & Higgs, 2003).

Conscientiousness

It is the attribute to make the right choices and decisions when faced with a challenge at hand. The leader himself makes and gets the team to make conscience decisions when faced with hurdles and problems (Dulewicz & Higgs, 2003).The recent development in the leadership competence theory project management has extensively worked on related tools and techniques regardless of the leadership competency type. (Project Management Institute (PMI, 2004)).Some of the earlier work considered the project manager leadership

competence and its effect on project success by Hauschildt et al. (2000) he described the project managers as people who were like leads, novices, resourceful experts, sterile decision makers, or thick-skinned doers, and identified the characteristics of the projects that match with these different personality types. The recent work in the literature suggests that the project manager leadership competence has a direct effect on the management methods (Crawford et al., 2005), and how the leadership competence of the project manager plays a pivotal role in terms of project success and when assigning the project (Turner and Mu¨ller,2005).This was supported by Dvir et al. (2006).

Role Conflict of Project Manager

Role Theory

It is the sociological study of how the role is developed (Solomon, Surprenant, Czepiel, & Gutman, 1985). According to Young (2007), the study of role theory research framework leads to the investigation of human behavior in certain situations. Biddle (1986) has defined five different perspectives of role theory namely

- functional role theory
- symbolic interactionist role theory
- structural role theory
- organizational role theory
- cognitive role theory
- We will focus on the organizational role theory

According to organizational role theory all the employees perform the work-roles that are bein assigned to them by their respective organizations and it helps the organization to better perform and function as a social entity (Wickham & Parker, 2007). The organizational role theory is the correlation between the employee and the organization itself. Organizational role theory in context of role conflict is being studied in this research and how it strengthens or weakens the inter-relationship between the leadership competency and project success.

Occupational Stressors

In recent years organizations are being subjected to a serious dilemma of certain stressors which exist these are namely role ambiguity, role conflict and stress related to work load. Larson (2004) stated in his theory that any factor that creates stress at the work place is a role stressor.

Role Ambiguity

It is the lack of knowledge of the job descriptions of the employee workforce.

Work Overload

All the organizations these days are striving towards new technologies and innovation alongside the routine tasks. This in turn cases

Role Conflict

When there are contradictory demands between resources it gives rise to the role conflict. The several demands from a single role causes poor decisions. When a person is hired he is given a certain job description to fulfill however that is not the case in the Telecom industry of Pakistan currently where there are more then two supervisors and their expectations are different from a single person thus the situation becomes complicated this gives rise to role conflict therefore conflict occurs between the administrators. (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964; Katz & Kahn, 1978; Turnley & Feldman, 2000).

Project Success

When we talk of success we mean accomplishment. In terms of project success we mean a successful project which was completed within its allocated time, cost and scope. Project success or success can be measured in several different ways in literature. (Rolstadas, 2008):

- Project objectives – i.e. what organizations are expected to deliver at the end of the project in terms of (scope, quality, cost, time).
- Business objectives – i.e. what the project major stakeholder or the project manager is expecting to get when the project is successfully executed and also handed over to the customer and how that influences te organization.
- Social and environmental objectives – i.e. when you execute a project how will the stakeholders benefit from the project after the successful execution of the project.

According to Pinto and Slevin (1988a), project success (or failure) is one of those few concepts in project management that is yet to earn a consensus of scholars regarding its definition, despite been addressed in the literature of various studies repeatedly. However, it can still be arrived upon that success in project management is a vague, broad, and multidimensional concept that adheres to a particular perspective or context. Nevertheless, project success can be defined as corresponding to other concepts such as effectiveness and efficiency De Wit(1988) also upheld this belief about project success. Success is basically measured against specific goals set forth in the beginning of the project. The idea of project success is relatively complicated if we look into literature (Gidado, 1996).Success can be

divided into the groups of two soft and hard aspects of the project. Soft group comprises of relational dimension of the project and involves its managerial aspects (e.g. Phua and Rowlinson, 2004; Chan and Chan, 2004; Naoum, 2003; Ng *et al*., 2002).

Whereas the Hard aspect of the project success comprises of the triple constraints of scope time and cost (e.g. Phua and Rowlinson,2004; Atkinson, 1999; Wright, 1997).Parameters of successful project vary from one industry to another if taken into consideration the construction industry its successful project criteria is different i.e. it considers site safety and security ,the people interaction on the site. The parameters also include the contractual and flexible relationship of the labor on site and how well the project is being executed. Success of the project is basically considering the basic undertaking that the project is successful if measured against specific goals De Wit (1988), Cooke-Davies (2002), Belassi and Tukel (1996) divided the success of the project into four main categories. Environment related, administration and people related, association related and related to the project extension. In order to measure project success well developed tools exist. Shenhar et al. (2001, 2002).

Leadership competence has a direct relationship in terms of transferring knowledge to their team which attributes to a successful project. The team itself has a vital role in being part of the successful knowledge transfer. In order to achieve a successful project a leader needs to work with its team members to guide them throughout the project life cycle .A competent leader will be one who has a very clear vision and objective related to the project at hand. Several factors of the leadership contribute to the success of the project which are as follows: Communication, Influence, Strategy, Team Building, Empowering the team, Listening and Questioning, and Visioning.

How a manager can achieve a successful project depends on the leadership competence and throughout the project this competence plays a vital role. The huge impact large scale projects need bigger teams and effort as the execution of such projects is done in multiphase dimensions. The major aspects of a leadership that attribute to project success are innovation flexibility ability to share. During different phases of the project the leadership plays a vital role. For example in the beginning of the project there should be a complete project study that should be done by the team and all the stakeholders involved. During the execution of the project a competent leader should be able to handle the change of the project through a process of change control and also guide the team on how to deal with the change.

A successful project is basically a multidimensional approach where team productivity and other factors influence the outcome. In the projected environments well developed tools exist that supports the project management and attribute towards success for the projects. Take into consideration the PM BOK body of knowledge. Other tools related to risk management in the project also exist Chapman and Ward (2003) and Raz and Michael (2001).Risk management research was developed by Williams (1995).Project maturity model was worked upon by and also how an organizations maturity is measured Jugdev and Thomas (2002), Ibbs and Kwak (2000), and Yazici (2009).

The school of thought that exists for successful projects is as follows A project is said to be successful when it delivers what it is said to deliver at the beginning of the project within specific cost .The project is successful if it is delivered within specific time. The project is successful if it delivers the objectives. The project is said to be successful if it enhances the organizational performance by realizing its objectives. The most important dimension of the successful project is that it should be carried out within the specific schedule and cost. The degree of success or failure of project can change over time. Project sponsors are of the view that the project is successful if you achieve the desired outcomes of the project.

A fixed definition on success does not exist. There are different aspects involved in terms of project success some from the point of view of the project manager while some from the stakeholders end some from the key customers and some by the sponsors of the project. A project manager basically uses all the successful projects dimensions mentioned above. It is important for the project manager to be able to guide his customers and to make sound decisions related to the project while the project is ongoing. The Project Management Institute introduced the triple constraint factors to define the success of the project within agreed scope time and cost. But this also takes the focus away from the critical factors that impact the project. Project Management methodology plays a vital role in project success.

A successful project will be the one where the project manager and the project team realize the project success criteria as a single unit and take all the responsibility that comes with it. The completion of the project basically requires input from the customer, the team, the project manager the sponsor and the stakeholders. Most of the literature emphasizes on the fact that the project should achieve its objectives. Lackman describes different tools that the project manager can use to achieve success. This includes but is not limited to the WBS, project planning's, stakeholder analysis. The initial phase of the project has a direct influence on the project success as suggested by Kumar, Success of the project is basically dependent

on the following parameters if we consider the knowledge transfer of a certain project. Avoiding the duplication of work learning by repetition, Promotion of innovation, Harmonization of methods, and Allocation of resources.

Success of the project can be measured by factors as avoiding the duplication of work which is achieved by using the lesson learnt of the previous projects and utilizing the correct procedures to carry out the project by continuously upgrading the existing processes and products to avoid the recurrence of mistakes. Successful projects are those that are innovative and comprise of innovation throughout the project life cycle. For a project to be successful the project management needs to be appreciated at the end of the project. The knowledge sharing and leadership competence along with the social capital of project manager play a vital role in determining the success of the project.

Relation between Project Manager & Project Success

There are few topics in the dimension of project management which are frequently discussed but very less agreed upon project success. During the 1970's most of research conducted on project success was about cost, time and scope. The factor of Quality was added in the 1980's & 1990's Meredith, Jack, R. Mantel and J. Samuel, 2010.While in the recent years a lot of study has been conducted on the satisfaction of stakeholders, success of the product. Atkinson, Roger, 1999. Baccarini, D., 1999.Some researchers have also worked on the factors of project success in terms of stakeholder satisfaction, product acceptance in addition to the cost, scope and time but they have missed out on the critical link between the leadership competency and the project success (Pinto, J.K. and D.P. Slevin, 1988, Baker, B., D. Murphy and D. Fisher, 1988.Morris, P.W.G., 1988).

Pinto and Slevin (1988b) declared that the communication of project manager and the problem solving skill of the project manager to the most valuable factors in terms of project success apart from the ten other factors. Interestingly the influence of project manager leadership competency wasn't a part of those ten factors. However they did write an argument on the fact that the project managers administrative & influencing skills do play a vital role in terms of failure and success of projects. Lee-Kelley and Leong (2003) have identified a very clear relationship between the project manager's competence and project success. Morris and Hough(1987) suggested that leadership skills, managerial skills and team work play an important part in project success. In contrary, Cooke-Davies(2001) studied the influence of iron triangle on project success he also did not focus on the leadership competency of the project manager and influence on success. Jugdev and Muller (2005) they

identified four aspects to project success firstly the criteria of success should be endorsed by all stakeholders, secondly a very strong relationship must exist between the project manager and the project sponsor throughout the course of the project thirdly there should be some power bestowed upon the project manager to achieve success. Fourthly the project manager and all the relevant stakeholders should be taking interest in the project from start to end. They also discussed that leadership is a vast topic under discussion however the leadership competency impact and its influence on project success has been ignored.

Leadership Competency of Project Manager & Project Success

The basic purpose of the leadership competency building is that organizations should be more profitable and the identification of requirement of what's needed to achieve success. Organizations these days are looking for project managers who are able to deliver projects with their managerial supervisory & leadership skills. Therefore leadership is the building block for organizations and the competency of the project manager should be built upon the strategy frame work of the organization (Bleak & fulmer, 2009; Mintzberg, 1973).

It takes a lot of hard work for organizations to build upon leadership that is aligned with their strategic objectives. These organizations create programs across the organizations. The processes are developed based on the leadership competency Microsoft is once such example of leadership competency and project success. Levi (2006) in his study of the telecom industry of India identified how the leadership of the organizations has a direct impact on the profitability. There are different independent styles of leadership which exist in the projects of today (Clegg et al., 2011).The leaders these days are not only expected to carry out their routine tasks but are also responsible for making their teams work towards the strategic goals (Bergman and Klefsjö, 2010).Khan et al. (2015), in his study discussed how the transformational leadership style is the most influential in terms of project success for the 21st century.Korrapati and Rapaka (2009) they suggest that leadership competency is crucial to determine project success. Ofori (2008) is his study stated that the competency of project manager leads to successful projects. Dulewicz and Higgs (2005) re-defined the Leadership dimension questionnaire and proved that leadership competency has nothing to do with gender ,industry ,job function & nationality. Müller and Turner (2007) suggested that different types of personalities fit into different projects.

Projects & Leadership Competency

Thyssen has described the projected oriented management within organizations. The project methodology has evolved for the project based organizations (Thyssen D. &Gessler M., 2012).The new management approach includes empowerment of the teams, competitive advantage & process orientations. Any changes to the project influence the organization itself and the processes, Project managers these days need to be equipped with technical ,managerial and other skills i.e. cost management skills that help better manage the teams (Beldi A., Cheffi W., Prasanta K. Dey, 2010).Project oriented leadership leads to systematic improvements in the organizations (Kloppenborg J. T., Shriberg A. & Venkatraman J., 2003)(Toth P. A., 2011). Describes that the following traits of the leadership impact the project success

- The ability of PM to solve conflicts
- The ability of the PM to provide information
- The ability of the PM to designate tasks to teams
- PM should be able to resolve conflicts
- Create a conducive environment for the team

Leadership Competency & Telecom Industry

The telecom industry has been through a lot of phase changes within Pakistan. Firstly the initial phase was to rollout the infrastructure and ensure services across the nation Secondly the network improvements and new technologies were deployed and are still being considered as ongoing technology advances. The final phase is where the telecom organizations want to understand the needs and wants of their users and how to ensure better services for the users. The current telecom industry is going through dynamic changes where in order to improve productivity you need to be cost efficient and should be able to implement the company strategy being a competent leader (Komm A., 2011).More focus is on providing the user with quality of service. All the achievements within telecom or any industry is due to its leadership.

Role Conflict & Leadership Competence

While leadership competence helps organizations to achieve their strategic objectives the presence of role conflict may have a significant impact in achieving success. Leadership's role is to help the employees achieve higher grounds and to progress and gain success (Robbins &Judge, 2007).But the presence of role ambiguity can be an issue considering that

there is a bench mark of performance set by the management. The Leadership is responsible for resolving any ambiguities and enhance the organizational performance.

Research Methodology

In this section, the authors discussed in detail the general approach adopted for the research and step by step scientific methodology adopted from beginning till end. It will include but not limited to, the proposed strategy and methodology of data collection, preparation of structured questionnaire to test the satisfaction, methodology for the selection of sample frame and sample size, the distinctiveness of the respondents will also be point up, and in the end final findings of testing will be summarized.

Theoretical Framework

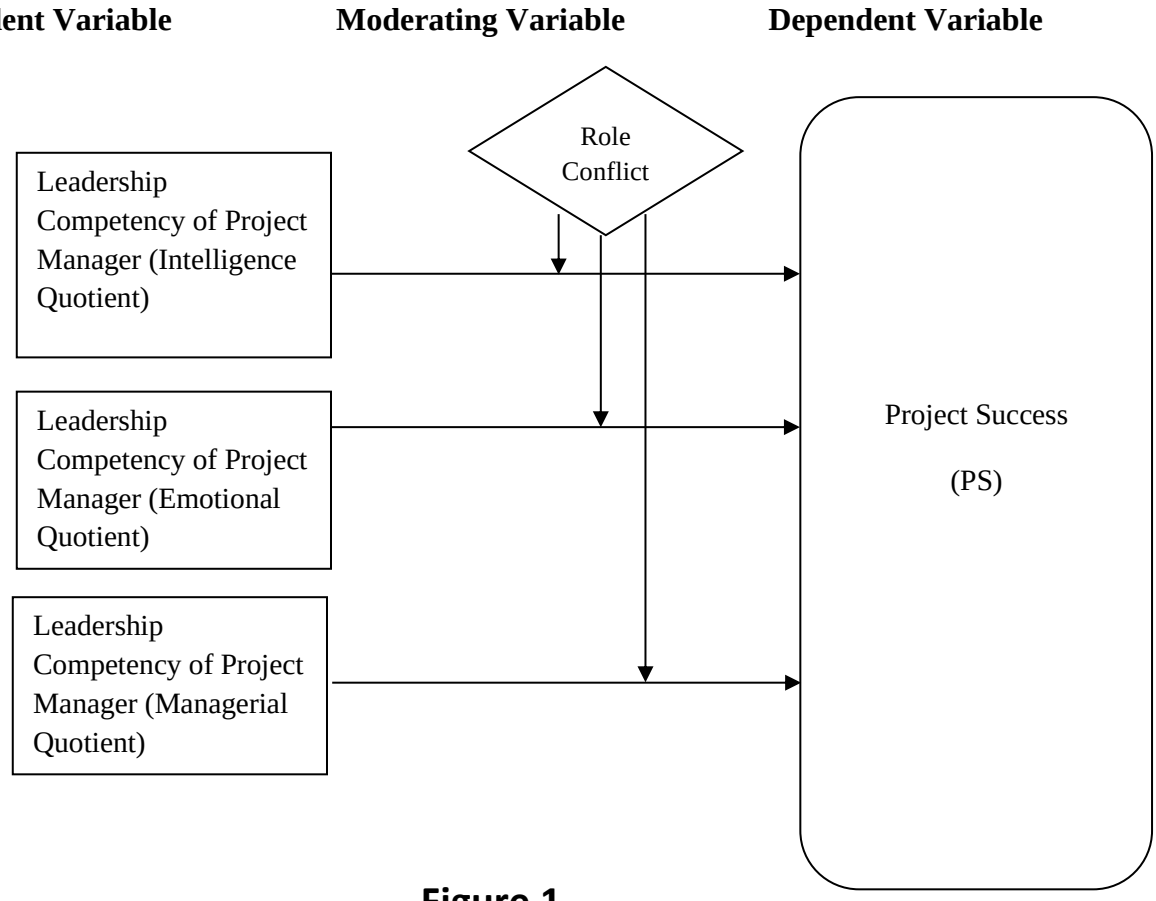


Figure 1

Hypothesis

***H1*:** The Leadership Competency Intellectual Quotient has a significant positive impact on Project Success?

***H2*:** The Leadership Competency Managerial Quotient has a significant positive impact on Project Success?

***H3*:** The Leadership Competency Emotional Quotient of the Project Manager has a significant positive impact on Project Success?

***H4*:** The role conflict of project manager moderates the link between Leadership Competency Intelligence Quotient and project success.

***H5*:** The role conflict of project manager moderates the link between Leadership Competency Managerial Quotient and project success.

***H6*:** The role conflict of project manager moderates the link between Leadership Competency Emotional Quotient and project success.

3.1 Identification of Problem Area and Problem Statement

Problem area and problem statement was initially identified on the bases of expert judgment, preliminary literature review and Brain Storming sessions with the SME of the telecommunication, services & construction industry. A general concept of this research is to determine the factors contributing towards the Project Success with relevance to the Project Manager. The topic was initially supported by preliminary literature review, after reviewing the existing literature on the topic a better understanding of the topic and an appropriate approach for the studies was developed.

3.2 Proposal Writing

The Research proposal including independent variables, theoretical model, aims, objectives, expected outcomes, the proposed methodology as a whole was prepared on the bases of preliminary literature review and judgment and points of view of practitioners and professionals.

3.3 Literature Review and Development of Final Theoretical Framework

Comprehensive literature review was conducted, to investigate previous studies on project success, role conflict of PM, Leadership competency. The literature review has contributed significantly in the development of theoretical model and research questions.

3.4 Research Strategy

The survey as strategy was badopted for data collection in this research. Surveys are generally conducted to collect information from a specific targeted population called sample and the results obtained from the sample would be generalized to the whole population. Surveys are often being categorized as analytical or descriptive (Oppenheim, 1992 and Gill 1997) analytical surveys are concerned to explore the associations among variables, whereas descriptive concerned with fact-finding. The purpose of this research is to explore the associations between the variables, so explanatory approach would be followed while adapting the questionnaires for the survey. Following ethical principles proposed by Bogdan and Biklin (1982) was adopted during survey.

i. Subject's cooperation would be required and they will be treated with respect
ii. Subject's identities will be protected and it will be make sure that any information collected will not embarrass or harm the subject.
iii. All the findings will be honestly presented and discussed

3.5 Research Methodology

Questionnaires would be used as research methodology for this research. The Questionnaires have been adopted from the previous researches on the topic.

3.6 Method of Data Capturing

The available methods for the capturing of data are postal service, internet, in person and telephone. There may be a possibility low response in case of postal service, High population can be reached by using the method of internet; further the use of internet can give better response rate. Data capture on a person-to person base has always been a method favored my market researchers, though in this methodology the skills of the interviewer are crucial in obtaining data. There is no face to face interaction in case of telephone, so it has never been used as other methods. Secondary data was gathered through different data bases such as Jstor, Emerald and Springer Link. A quantity of journals, thesis and research papers have been considered in order to arrange the literature review. The primary data was composed from the questionnaire survey. The sector chosen for this was the Telecom Industry, Construction and Services Industry of Pakistan.

3.7 Population Sample

The target population for the study are the telecom companies operating in Rawalpindi and Islamabad i.e Telenor,Mobilink & Ufone.

3.8 Sampling Techniques

Selecting the sufficient number right elements from the population frame is sampling (Sekaran and Bougie, Research Methodology for Business).There are two types of sampling technique probability sampling (It is defined as “every subject or unit has an equal chance of being selected from the population” (Fink, 1995) and non-probability sampling (With non-probability sampling, researcher cannot specify the probability that each element will be included in the sample. The non-probability sampling is a “convenient way for researchers to assemble a sample with little or no cost and/or for those research studies that do not require representativeness of the population” (Babbie, 1990). The sampling method that researchers used is a non-probability conveniences sampling technique. In non-probability sampling researchers have used convenience sampling technique to collect the data. The subjects were selected according to their job descriptions being part of the project team and working as project managers and those who were part of the projects directly or indirectly.

3.9 Sample Characteristics

The sample selected for the study is for the telecom industry of Pakistan without any dissemination of gender.

Pre decided sample size	Number of questionnaires floated	Number of filled questionnaires received	Number of questionnaires discarded	Number of responses recorded	Response rate
300	300	138	162	138	46%

3.10 Research Type and Approach

This research is empirical because data derived for research is based on actual observation. This research is quantitative in nature so the collected data can identify the relationships between variables by using statistical analysis.

3.11 Research Instrument

The questionnaire was one of the main tools for collecting data from the respondents. Adopted questionnaire was used as an tool to collect data from the sample. The subjects were given the questionnaire to evaluate impact of different factors of leadership competency

theory of PM & role conflict of project manager as moderating variable. Researchers have used structured and close ended questionnaire. The items are measured on Likert scale. The questionnaire is adopted from pre research conduct by different researchers as mentioned below:

Variables	*No. of items*	*Source adapted from*
Leadership Competency Intelligence Quotient (IV)	3	Boyatzis's study (2009)
Leadership Competency Managerial Quotient (IV)	6	Boyatzis's study (2009)
Leadership Competency Emotional Quotient (IV)	4	Boyatzis's study (2009)
Role Conflict	6	Rizo et al (1970)
Project Success(DV)	26	Shenhar & Dvir 2007

3.12 Protection of Confidentiality

Researchers collected primary and secondary data in case of primary data there were chances of biasness during data collection and entering the data in SPSS. Researchers didn't manipulate the responses given by the respondents and results collected from the desired sample. Researcher kept data and information confidential.

3.13 Data Processing & Analysis

The data was entered by the researchers themselves in the statistical software (SPSS) to ensure proper entry and confidentiality of data. The software used was SPSS as it is readily available. In addition, it is consumer friendly and includes all the essential features that we need for concluding our research. It is appropriate to use this software while testing causal relationships between variables. The process of running statistical tests on SPSS is simple and rapid. In this study the SPSS, Regression Model was run for evaluating results.

3.14 Instrument Reliability

At very first stage when the questionnaire will develop, the reliability of questionnaire will be tested and all responses will be entered in SPSS and the reliability will be checked. The reliability coefficient (Cronbach's alpha) is 0-1 and close to 1 is better. In general, reliability value is acceptable above 0.6 and over 0.8 is good (Nounally, 1978).

3.15 Methods of Data Analysis

Different methods will be used to analyze the data as per requirement.

3.15.1 Reliability

It is basically a research instrument which shows that the instrument gives same results if the trials are repeated again and again. However unreliability exists to some extent, but the overall results that are gathered at different intervals of time shows consistency. This tendency which shows consistency is known as reliability (Sekaran, 2003).

3.15.2 Correlation

Correlation basically determines the movement of two variables that are associated with one another. It lies between -1 to +1, in which -1 indicates negative correlation between the variable, showing an increase or decrease in the values of the variables and +1 indicates positive correlation between the variables, showing that when the value of one variable increases the value of the other variable decreases. Zero value indicates that there is no relation among the variables (Morgan et al., 2004).

3.15.3 Regression

Regression is a statistical measure which shows the relationship between two variables i.e. dependent variable which is denoted by Y and independent variable which is denoted by X. It has two different types; the first is the linear regression which uses only one independent variable to predict the outcomes associated with the dependent variable, while multiple regressions uses more than one independent variable to predict the outcomes of the dependent's variable. Regression basically uses a group of variables that are randomly selected and tries to find a mathematical relationship between these variables affecting the dependent variable (Sekaran, 2003).

4. Results and Analysis

The data regarding this research was collected from the telecom sector in Islamabad and Rawalpindi Pakistan.

Respondents Demographics

The data was collected from Mobilink,Telenor & Ufone of which 22.6 respondents were from Mobilink, 43.3% were from Telenor and 18.3% from Ufone.

Table shows the gender wise frequency distribution of the data. Data was collected from 138 respondents out of which 56.7% were males and 27.4% were females. This indicates that most of the respondents were males. Table explains the age wise frequency distribution of the respondents. According to which respondents 23 -27 years of age were 48.2% of the sample size whereas personnel's 28-32 were 11.6% 33-37% were 15.9% ,38-42 were 6.1% ,43-47 were 1.2%,48-52 & 53-57 were 0.6%.

Table presents the demographic profile of the respondents of education. Respondents with different educational levels selected in the sample among the highest respondents 68.9 % Bachelors degree, 14% had done their masters and only 2 % were in the process of doing their PHD.

In terms of Project Experience in years 25.6% respondents were 1 to 3 years experience 26.2 were 4 to 6 years experience 7.9 % were 7 to 9 years experience and 24.4% were greater than 10 years experience.

The Project Role constituted of 48.2% were project team members,18.9% were Project Managers ,7.3% were project coordinators and those not specified were 9.8%. The project complexity levels indicated by the respondents was 14.6% Low Complexity, 42.1% Medium Complexity, 45% High Complexity projects.

Table 1

Demographics

Demographics		Frequency	Percent	Valid Percent	Cumulative Percent
Organization_	Mobilink	37	22.6	26.8	26.8
	Telenor	71	43.3	51.4	78.3
	Ufone	30	18.3	21.7	100
Age	23-27	79	48.2	48.2	64
	28-32	19	11.6	11.6	75.6
	33-37	26	15.9	15.9	91.5
	38-42	10	6.1	6.1	97.6
	43-47	2	1.2	1.2	98.8
	48-52	1	0.6	0.6	99.4
	53-57	1	0.6	0.6	100
Gender	Female	45	27.4	32.6	32.6
	Male	93	56.7	67.4	100
Qualification	Bachelors	113	68.9	81.9	81.9
	Masters	23	14	16.7	98.6
	PHD	2	1.2	1.4	100
	Total	138	84.1	100	
Project_Experience_in_Years	1 to 3	42	25.6	30.4	30.4
	4 to 6	43	26.2	31.2	61.6
	7 to 9	13	7.9	9.4	71
	>10	40	24.4	29	100
	Total	138	84.1	100	
Project_Role	Project Team Member	79	48.2	57.2	57.2
	Project Manager	31	18.9	22.5	79.7
	Project Coordinator	12	7.3	8.7	88.4
	Others	16	9.8	11.6	100
Project Complexity	Low	24	14.6	17.4	17.4
	Medium	69	42.1	50	67.4
	High	45	27.4	32.6	100
	Total	138	84.1	100	

4.1 Reliability Analysis

Reliability test is conducted to assess the internal consistency of the different items relating to the variables. For this, Chronbach's Alpha test was run on the three variables. Following are the results.

Table 2

Reliability for complete survey

Description	Cronbach's α	N
Leadership Competency(IQ,MQ,EQ)	0.826	13
Role Conflict	0.746	12
Project Success	0.928	26
Total	0.833	51

Table 4.1 shows that the reliability analysis which is used to know that whether the items for each variable are measuring that particular variable or not. In this, the value of Cronbach's Alpha is analyzed which should be greater than 0.6 (Nunnally, 1978).It is indicating that items are positively correlated to each other. The higher internal consistency reliability is showing that data is reliable enough to do further tests and analysis. The results for Leadership Dimensions, Role Conflict & Project Success are meeting the requirement with Cronbach's Alpha values of 0.826, 0.746, 0928. Overall reliability of the items is 0.833.

4.2 Descriptive Statistics

Table 3

Descriptive Statistics

	N	Min	Max	Mean		Std. Dev	Skewness		Kurtosis	
	Stat	Stat	Stat	Stat	Std. Err	Stat	Stat	Std. Err	Stat	Std. Err
RoleConflict	138	1.83	4.17	3.0821	0.05231	0.61452	-0.186	0.206	-0.459	0.41
LCIQ	138	1	3.33	1.8792	0.04198	0.49317	0.152	0.206	0.116	0.41
LCMQ	138	1	3.33	1.8647	0.03781	0.44419	0.048	0.206	1.197	0.41
LCEQ	138	1	3.29	2.0704	0.04426	0.5199	0.276	0.206	0.192	0.41
PS	138	1.15	3.04	2.2765	0.04138	0.48605	-0.473	0.206	-0.185	0.41

4.3 Correlations

Correlation test is applied to all the variables to find out whether they have significant associations, either positive or negative, amongst one another. Pearson correlation test is applied as it is appropriate when the variables are measured in ordinal scale (Sekaran, 2009). Following are the correlation coefficients.

Table 4

Descriptive Statistics

	RoleConflict	LCIQ	LCMQ	LCEQ	ProjSuccess
RoleConflict	1				
LCIQ	-0.146	1			
LCMQ	-0.119	.333**	1		
LCEQ	0.155	.386**	.407**	1	

ProjSuccess	0.033	.179*	.459**	.417**	1

In the Table 3 Descriptive Analysis, minimum value shows that what is the minimum mean value in the questionnaire and maximum shows the maximum mean value in the questionnaire. In the table it is clear that all the values are between 1 and 5 which means that there is no problem in the research data entry because all the values are within range. Mean statistic shows the mean value of all the respondents of a particular variable. Standard deviation shows the deviation of the data from the mean. Skewness and kurtosis are the measure of the normality of the data (Sekaran, 2003). Value of Skewness should be between +1 to -1 to prove the normality of the data (Cooper, & Schindler, 2008). In the table it is clear that all the values are within the range which proves the normality of the data. Kurtosis is also a measure of the normality of data .The ideal value of kurtosis is 3 (Sekaran, 2003). Correlation shows that the variables have a relationship with each other. The Pearson.correlation of coefficient value is between 0 to 0.3 then there exist a weak relationship.between.the.variables. The Pearson, correlation of coefficient value range is 0.3-0.7 (Morgan et al., 2004) then there exists a moderate relationship. Correlation table reveals that project success and reward system shows a correlation value of r = 0.03 a weak relationship. Overall weak relationships exist between LCIQ,LCMQ & LCEQ and role conflict which is negatively correlated. The relationship between Dependent variable and independent variables shows that there is a weak relationship between LCIQ & ProjSuccess r=0.179 ,LCMQ & ProjSuccess r=0.459 & LCEQ & ProjSuccess is 0.417 which is a moderate relationship range and is positively significant.

4.4 Regression

Once the significant correlations have been established, regression test is applied. Regression test gives the coefficient values, forecasting how much change will occur in the dependent variable due to unit change in the independent variable. Once the regression equation has been formed, it can be used to forecast value of the dependent variable for any value of the independent variable. Following are the results of regression analysis.

Path A: IV-DV

Table 5

Descriptive Statistics

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.443[a]	.196	.178	.44070

a. Predictors: (Constant), LCEQ, LCIQ, LCMQ

Table 6

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.340	3	2.113	10.881	.000[b]
	Residual	26.025	134	.194		
	Total	32.366	137			

a. Dependent Variable: PS

b. Predictors: (Constant), LCEQ, LCIQ, LCMQ

Table 7

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Hypothesis
	B	Std. Error	Beta			

(Constant)	1.258	.190		6.612	.000	
LCIQ	.046	.090	.046	.507	.613	Not confirmed
LCMQ	.186	.103	.170	1.814	.072	Not Confirmed
LCEQ	.283	.089	.302	3.170	.002	Confirmed

a. Dependent Variable: PS

Regression analysis is performed to analyze the impact of variables on a dependent variable. Researchers used three independent variables, one dependent and moderating variable. Three steps of Baron and Kenny were used for moderation testing (Baron & Kenny, 1986). Regression analysis shows the fitness of model and the value of R square depicts the explanatory power of the model. In first step examine the impact of all the independent variables on dependent variable. The value of R is .196 which shows that independent variables correlated 19.6 % with the project success. Adjusted R square is adjusted for population and is an improved version of R square (Sekaran, 2003). The value of R square should be greater than adjusted R square so values of R square and adjusted R square are .196 and .178.

ANOVA, the significance value of the variables shows the ability of the model to predict the outcomes. Here the Projsuccess has significance value of 0.00 which should be less than 0.05 so the first step is significant we can proceed further. LCIQ and LCMQ is insignificant so we will not proceed further.

***H1*: The Leadership Competency Intellectual Quotient has a significant positive impact on Project Success? (Not Confirmed)**

Its standardized beta is 0.046 which shows that one unit increase in LCIQ leads to 4.6 % increase in project success. The value of its t-statistics is 0.507, it is less than 2 therefore it shows no relation between the variables and its significance. Value is .613 which.is greater than 0.05 causing rejection of the first hypothesis. In case of correlation LCIQ is weakly correlated to project success.

According to Dulewicz and Higgs (2000b, 2005) it was found that of the 3 dimensions of Leadership only IQ had a low score. As the projects are more of a social nature therefore this holds true

H2: **The Leadership Competency Managerial Quotient has a significant positive impact on Project Success? (Not Confirmed)**

Its standardized beta is 0.17 which shows that one unit increase in LCMQ leads to 17 % increase in project success. The value of its t-statistics is 1.814, it is less than 2 therefore it shows no relation between the variables and its significance.value is .072 which.is greater than 0.05 causing rejection of the first hypothesis. In case of correlation LCMQ is weakly correlated to project success.

H3: **The Leadership Competency Emotional Quotient has a significant positive impact on Project Success? (Confirmed)**

The beta value shows the importance of the variable. Its standardized beta is .30 which shows that one unit increase in LCEQleads to 30 % increase in projects success ratio. T-statics show the strength of the relationship. The value of its t-statistics is 3.17 its value should be greater than 2 shows strong relation and significance value is .002 which is near to significant (Sekaran, 2003). In case of correlation LCEQ is positively correlated and highly significant. Therefore the third hypothesis is accepted and it is confirmed that LCEQ has a positive impact on project success.

4.5 Moderation

In order to find out whether role conflict has any moderating impact on the strength of the relationship between Leadership competency and project success, moderation test is applied on the method of Baron and Kenny (1986). Following are the results.

Table 8

Path B: MV-DV

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.034[a]	0.001	-0.006	0.48754

a. Predictors: (Constant), Role Conflict

b. Dependent Variable: ProjSuccess

Table 9

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.039	1	0.039	0.162	.688[b]
	Residual	32.327	136	0.238		
	Total	32.366	137			

a. Predictorso(Constant):gRole Conflict

b. DependentoVariable:tProjeSuccess

In second path we find the impact of LCEQ on moderator variable Role Conflict other two variables have been rejected in first step.

The value of R is 0.1% which does not show the fitness of the model. The value of R square should be greater than adjusted R square so values of R square and adjusted R square are 0.001and -0.006. In the ANOVA, the significance value of the variables shows the ability of the model to predict the outcomes. Here the significance value of which should be less than 0.05 so the second step is insignificant we cannot proceed further.

Table 10

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.192	0.213		10.293	0
	RoleConflict1	0.027	0.068	0.034	0.402	0.688

a. Dependent Variable: PS

In second path find the impact of LCEQ on moderator variable other two variables have been rejected in first step. The value of R is 0.1% which does not show the fitness of the model. The value of R square should be greater than adjusted R square so values of R square and adjusted R square are .365 and .361.

In the ANOVA, the significance value of the variables shows the ability of the model to predict the outcomes. Here the Project Success has significance value of 0.688 which is not less than 0.05 so the second step is insignificant we cannot proceed further.

***H1*:** Leadership Competency Intelligence Quotient the Project Manager has a significant, positive impact on Project Success. Hypothesis is rejected.

***H2*:** Leadership Competency Managerial Quotient of the Project Manager has a significant, positive impact on Project Success. Hypothesis is rejected

***H3*:** Leadership Competency Emotional Quotient of the Project Manager has a significant, positive impact on Project Success. Hypothesis is accepted.

***H4*:** The role conflict of project manager moderates the link between Leadership Competency Managerial Quotient and project success. Hypothesis is rejected

***H5*:** The role conflict of project manager moderates the link between Leadership Competency Managerial Quotient and project success. Hypothesis is rejected.

***H6*:** The role conflict of project manager moderates the link between Leadership Competency Emotional Quotient and project success. Hypothesis is rejected.

Conclusion

In the current realm the organizations are more project oriented and focused towards achieving the best results. The aim of this study was to analyze the impact of leadership dimensions on Project Success and to study the moderating role of Role Conflict. Our results clearly indicate that there is a significant impact of leadership on projects success. When we analyze the difference between the Leadership and Management we get to know that it is the Leader who moves along with his team empathizing, combining, and jelling to reach the optimum of success. Whereas it is much easier being a manager as a good manager needs to just know how to get the job done no matter how difficult he makes it for his team. Laufer, A. (2012). Considering the three dimensions on Leadership we notice that the least effect on project success is of the intelligence quotient & managerial quotient of the project manager. This holds true if we analyze the PMBOK and certain literature that exists that Project Leadership skills are most spoken about. The PM BOK emphasizes more on the qualitative nature of the projects then the quantitative part as there is more emphasis on collaboration, communication, interaction etc. There is very little about the quantitative portion of the project which talks about the cost and speaks of the associated risk assessments that need to be performed to execute the projects.

The most succinct definition of EI was offered by Martinez (1997).He described emotional intelligence as "an array of non-cognitive skills, capabilities and competencies that influence a person's ability to cope with environmental demands and pressures". He defined the EI, against most common definitions, as non-cognitive skills, which surrounds skills that help person in dealing with daily life. Emotional Intelligence is now being considered to be important in organisational factors such as: organisational change (Ferres & Connell, 2004; Singh, 2003); leadership (Ashkanasy, 2002; Dearborn, 2002; Gardner & Stough, 2002; Weymes, 2002); management performance (Slaski & Cartwright, 2002); perceiving occupational stress (Nicklaou & Tsaousis, 2002; Oginska-Bulik, 2005); and life satisfaction (Palmer, Donaldson & Stough, 2002). To meet organisational ends (Lord, Klimiski, & Kanfer 2002), it is not uncommon to use emotions and emotion related thoughts and behavior as the ingredients in an institutionalized recipe of emotional culture.

However most of the project life cycle is about communication which is more qualitative since the project manager is required to be communicating nearly 90% of the time while executing the project which indicates that the project manager must have good

managerial and emotional skills to convince the stakeholders about a certain upheaval etc. Our study was conducted in the Telecom sector of Pakistan and the findings have a strong link with literature support that the Emotional Quotient of a Project Manager plays a strong role in terms of project success Dulewicz and Higgs (2000a, 2000b).This is indeed not a surprise as the nature of project management involves the emotional Quotient of the project Manager. On the other hand role stress decreases the EQ and IQ of the project manager (Thompson, 2005). This finding supports the hypothesis that EQ degrades under stress and also has significant implications for the interpretation of EQ-i score.
Empowerment/autonomy and competence have been found to be antecedent conditions for role stress (Jackson & Schuler, 1985). We found that while autonomy leads to role stress that leads to job satisfaction, competence has no direct impact on role stress.

The Questionnaire comprised of 7 items initially for Role Conflict while conducting reliability results in SPSS item 1 was excluded from the questionnaire using scale if item deleted to improve the reliability score of the variable. The questions were mainly consisting of whether the PM has to entertain different requests from different stakeholders and whether the PM has to go out of the way to perform certain tasks in order to succeed.

The analysis of tests run on data collected by employees working in the telecom sector of Mobilink, Telenor and Ufone due to limited time and communication issues the study was unable to include Zong also the majority data was received from Telenor due to the professional reasons. In order to stay competitive and effective, it's essential for Telecom Project managers to be aware of their own emotions and be aware of the key role that they play in organization, the role of leading organization to be more effective. It's very important that managers be able to balance between their own emotion and intellect. In the end, important role of the emotional intelligence and its competencies and their contribution to the organizational performance and other aspect of managerial skills, are worthy to more investigation and research.

Managerial and Academic Implications

In terms of managerial implications, the study highlights the positive side of leadership competency. However there hasn't been much study done on the subject of Project Manager Role Conflict and its related impact on project success in the Pakistan Telecom or any other industry. Also we come to know that the Emotional Quotient of the project Manager can add value to the projects as shown in results. This means that the industry of

Pakistan requires to train its leadership in enabling them to strengthen their emotional capabilities.

Nixon, P., Harrington, M., & Parker, D. (2012) in their study of Leadership performance impact have indicated that there should be strong focus on introducing mechanisms through which leadership may be enhanced.

There should be a proper training plan mapped in the organizations for project managers to prioritize training in leadership skills, and the need for continuous professional improvement to enhance leadership outcomes. We also come to know the fact that it is not necessary for the project manager to be intelligent to bring about success in the projects but having strong managerial and emotional skills can surely impact the success of the projects.

The leadership skills surely have a significant impact on the projects overall success the most attributing variable towards project success is primarily the managerial skills of the project manager and the most least impacting is the intelligence quotient as the project management field is all about social interactions and effective social interactions.

There are several studies in literature on the relationship of Emotional Quotient of PM and the role conflict but very less authors have tried to conduct the mediated or moderated study of Project Manager with respect to analyzing role conflict and managerial competencies and intelligence. Darolia and Darolia (2005) in their study of emotional quotient of leadership and role conflict concluded that the emotionally intelligent project manager is better able to comprehend a tough situation as they are more connected to their emotions.

Chabungban (2005) suggested that by having a good emotional quotient a project manager can minimize stress and perform better. The effects of project manager's stress have a significant impact on the organization and the project manager if not addressed within a given time frame. He has also suggested that there should be an administration on the emotional intelligence of the project managers so that negative emotions can be curtailed and PM should feel more motivated and confident.

Therefore organizations should focus more on the individual development in terms of imparting more emotional skills.

Future Research Agenda

This study was limited to the projects undertaken in telecom sector of Islamabad only. It would be interesting to see whether Leadership competency dimensions and the role conflict of project manager accounts for success of projects in other industries and other cities

too. Moreover, the role of the project manager in terms of the project manager characteristics and project – manager fitness must also be studied in addition to project success and role conflict.

Secondly there hasn't been much work done on the aspect of influence of Role Conflict in different sectors of Pakistan such as construction, services, medical industry etc. The study can be applied to any other geographical location and its impacts can be studied.

Limitations

Need to update References

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Annex A