

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



**IMPACT OF EMOTIONAL
INTELLIGENCE ON EMPLOYEE
PERFORMANCE IN PROJECT
MANAGEMENT**

by

Ahmed Javed

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

in the

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*I dedicate my work to my teachers and family, who helped me and guided in every
field of life*



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CERTIFICATE OF APPROVAL

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PERFORMANCE IN PROJECT MANAGEMENT**

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Abstract

This study examined the impact of emotional intelligence on employee performance in project management. This research also investigated the mediating effect of work engagement and moderating effect of project managers competence amongst the emotional intelligence and project employee performance. Data was collected from the organizations involved in construction projects, situated in Islamabad and Rawalpindi. For the data collection, convenient sampling technique was used. Responses from employees and their supervisors were recorded separately through the distributed questionnaires. Out of 250 distributed questionnaires, 220 were retrieved. The findings of the research suggest that the work engagement significantly but partially mediates the relationship between emotional intelligence and project employee performance. The current study also revealed that project managers competence strongly moderates the relationship among emotional intelligence and work engagement while partially mediated by work engagement. This study is a significant contribution in the domain of project management suggesting some directions for further research and it has numerous implications at managerial and academic level.

Key words: Emotional Intelligence, Project employee performance, Project managers competence, Work engagement.

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Abbreviations

EI	Emotional Intelligence
EQ	Emotional Quotient
WE	Work Engagement
PMC	Project managers competence
EP	Employee Performance
ANOVA	Analysis of variance

Chapter 1

Introduction

1.1 Overview

“Emotional intelligence is the capability to understand thoughts, to get to and produce thoughts in order to hold up to a feeling, to understand feelings and enthusiastic learning, and to actively manage feelings in order to improve keen plus academic growth (Mayor and Salvoy, 1997)”. Goleman (1995) portrayed the five segments of emotional intelligence Self-awareness, Self-regulation, Internal motivation, Empathy, social skills. Goleman (1998) expressed that emotional intelligence is a man’s capacity to perceive the internal sentiments as well as of others and after that to deal with individuals feelings inside themselves furthermore in their associations among added individuals.

Salovey and Mayer (1996) utilized the word enthusiastic insight via expressing its `communal knowledge´ which likewise includes the capacity to perceive one's own particular as well as that of the others’ sentiments plus feelings. He additionally expressed that the data about the feelings can be used to manage the general population keeping within mind the end goal to accomplish the coveted response. Numerous researchers have attempted to discover the connection between the emotional intelligence and employee performance. Semadar, Robins and Ferris (2006) tested and originated that EI is similarly the

finest way to check the representative's performance as it can evaluate the efficacy of the workers by comprehension and keeping care of their feelings in the desired way as needs be. Passionate shrewd individual can without much of a stretch achieve his/her purposes and that is the cause that the majority of the works these days require certain level of enthusiastic knowledge.

Emotional intelligence is one of the main concepts unveiled to psychology and management within the last decade. Emotional intelligence may be thought as a skill, ability, talent, or self-perceived to recognize, evaluate, and control ones own emotions, of others, and of organizations. Salovey & Mayer (1990) explained emotional intelligence the same as, the subdivision of communal aptitude, which includes the capability to observe ones own, and others' emotions plus feelings, to differentiate included in this also to make use of this information to steer one's thoughts plus activities. Their model contains features of aptitude, adjustability along with inspiration. Generally, emotional intelligence consists of skills, judgment as well as manifestation of one's own emotions as well as of other individuals, usage of feelings plus emotional intelligence of others (Wong & Law, 2002). Emotional intelligence is becoming increasingly named a suited for the measurement of emotions. Hence, Emotional Intelligence is vital issue accountable for deciding achievement in life. This implies, emotional intelligence appears to play a substantial function in determining the communication among people especially employees in their work place.

As today's global environment is incredibly multifaceted, it is becoming necessary to connect the emotional intelligence and performance of employees. Thus, emotional intelligence is vital aspect for organization's presentation plus development as the business is mainly will depend is determined by employees for reaching its goals. Therefore, Emotional Intelligence performs a key part in assisting the workers to handle this exciting change environment. For the above-mentioned said reasons, a moderate research has been carried out to determine the link among emotional intelligence and employee performance and give a concept how emotions are important to employees in today's situation. Furthermore, employees "to be improved on what we perform (Wolfe

and Caruso, 2004). Examinations of 500 links around the world, checked on by Goleman (1998) spot to the principal consign of emotional intelligence into perfection at workin for all intentions along with reason any occupation". He calls consideration to that those with the majority elevated EI assess ascend to the peak in the relations furthermore move toward becoming pioneers. Retain- ing emotional intelligence alone cannot support in getting better performance until it is not identified that how people apply their emotions commendably to achieve their goals and purpose. According to Kim, Cable, Kim and Wang (2009), people with high emotional level can gather and regulate the emotions accurately and then use that information to make decisions and to enhance the performance by changing the behaviors in a desired manner.

EI in the work environment would mean be able to several stuff. For example, Cherniss (2005) refers to a school system for instance. Here, the understudies' operational settings intelligence is one of the contemplations. Viewing EI re- lated capabilities to understudies will improve their own fulfillment equally at the beginning and later on. On the other hand, schools are furthermore working settings for instructors. Accomplishment in instructing understudies depends "on the ability plus affectability of the instructor who transfers it in the class- room, as well as supports it plus strengthens it". Nevertheless, these aptitudes have so much to do with the EI of the educators that, thusly is impacted by the atmosphere of the school, which is impacted by the EI of the central. Compar- ative stage of communication recognizing with EI can be famous in different associations as well.

According to Ashkanasy and Daus (2005); Giardini and Frese (2006), the idea of emotional intelligence has done a lot of work in its field and yet it is a very important topic but it was an ignored one that is people do not know much about it. Mayer, Salovey and Caruso (2008) demonstrated in their topic that emotional intelligence highlights the ability to understand and then recall the emotions of themselves and also of the other person. The information about the feelings will help the manager to direct the actions as well as the performance of his own self and also of the other individuals. Among all the controversial

topics in psychology emotional intelligence is one of the most important topics which are people studying these days and it has also gained much popularity with in the last few years.

1.2 Background of the Study

In spite of the fact that definitions for EI fluctuate, it can for the most part be depicted as a person's capacity to survey the feelings of oneself as well as other people, to precisely express and control one's feelings, lastly to utilize this data to direct contemplations and activities (Mayer, Salovey, and Caruso, 2000). The point of this segment is to offer help for this announcement by an exhaustive audit of the EI develop. The mainly common EI models will be investigated and the present levelheaded discussion in the writing relating to the suitability of the diverse EI models as well as events will be inspected. The idea of insight is regularly connected among universal rational capacity, though a few specialists have recommended that knowledge is a multi-layered develop consolidating a few sorts of capacities.

In the mid twentieth century, Thorndike proposed three sorts of insight that were particular from subjective capacity Thorndike, 1920 referred to in (Kihlstrom and Cantor, 2000). The three sorts were called conceptual, technical, and communal knowledge (Thorndike, 1920 mentioned to in Kihlstrom and Cantor, 2000). Dynamic knowledge includes the cognizance as well as administration of deliberation, while technical insight requires having the capacity to comprehend unmistakable articles (Thorndike, 1920 refered to in Kihlstrom and Cantor, 2000). Nonetheless, it is communal insight that is mainly firmly identified with EI (Kihlstrom and Cantor, 2000. Social knowledge includes the ability to comprehend as well as coexist with other individuals (Thorndike, 1920, Kihlstrom and Cantor, 2000). An expansive segment of EI relates the capacity to comprehend feelings as they identify with one's self as well as other people. The two ideas cover since they both include the aptitude of having the capacity to comprehend others. Emotional intelligence is not a conceived quality,

but rather a learned characteristic that is produced over a lifetime of learning and copying of fruitful individuals. It is procured by watching good examples work in troublesome circumstances and by being guided as to the most suitable activities in various circumstances.

Emotional intelligence is doing the best thing in the circumstance yet not really, the activity esteemed the most fitting by others (Dr. Lewis, 2006). Emotional intelligence believes to be an important element in the project atmosphere. Study thinks about amid the previous 25 years about components that add to accomplishment in working setting have carried about recognizing variables that are recognized with work setting intelligence. These investigations operate measured information on implementation from relations and ventures and have added to the information base in EI (Lynn, 2002). Thoughts include basic information that aids administrators given that the passion for the plan of passionate knowledge is a somewhat late, it is amazing that the worth of sincerely linked abilities or abilities in venture administration was professed more than four decades back. Slope (1977) documented how high-performing venture administrators will maybe embrace more noteworthy tuning in and training practices, and supports honesty as well as enthusiastic appearance.

All the additional as of late, these aptitudes or abilities have again reemerged as a remarkable concentration of thought within venture administration, determined by the extra wide research in emotional intelligence (EI) and the increasing writing that uttered doubts over the suitable education and ability base obligatory for venture directors to be viable (Crawford, Morris, Thomas, and Winter, 2006). Essayists, for instance, Winter, Smith, Morris, and Cicmil (2006), for example, have recommended that enthusiastic capabilities be related with the character as well as aptitudes necessary for venture administrators to wind up noticeably bright specialists. Accordingly, extend chiefs with high passionate insight should be better ready to attempt the innovative problems along with matters that each new venture brings.

Generally Emotional intelligence includes aptitude, evaluation plus Expression of Emotion (own and others), Use of Emotions and Emotional Management

(own and others) (Wong & Law, 2002). EI has become increasingly recognized as a suitable for the measurement of emotions. Hence, Emotional intelligence is a vital factor accountable for influential success in life and psychological wellbeing. By this means, emotional intelligence seems to play a significant role in determining the communication between people especially employees in their work environment. As today's global environment is multifaceted, it has become necessary to associate the emotional intelligence and performance of employees' globally. Thus, Emotional intelligence is critical issue for organization's presentation plus growth as the organization is mainly depends on employees for achieving its goals. Therefore, Emotional Intelligence plays an significant role in serving the employees to manage with this vivacious change in the business environment.

1.3 Problem Statement and Research gap

It is a contextual study on Pakistan and specifically in the domain of construction industry. A very less literature was found on emotional intelligence and employee performance in the field of project management in Pakistan context. In management sciences a lot of research was found regarding emotional intelligence and employee performance, but research studies in the context of project, investigated and found very less literature.

The model of emotional intelligence and employee performance is tested with two different variables, work engagement as mediator and project managers competence as moderator. These factors are contributing at different levels of employee performance. However, the individual employees level factors contribution found sacred attention. Among other individuals level factors, one is the role of emotional intelligence that motivates workers to contribute by their best ability and get involved in their job.

Emotional intelligence process the employee performance through different ways. However, to our knowledge, no study has theoretically and empirically tested the process view of Emotional Intelligence and employee performance in

project management with these variables. Therefore, current study is tested in project-based organizations for the first time.

1.4 Research Questions

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

Question 1: What is impact of Emotional Intelligence on Employee Performance?

Question 2: Does Work Engagement mediates the relationship between EI and EP?

Question 3: Does Project managers competence moderates the relationship of EI and WE?

Question 4: Does Project managers competence has moderated the relationship between WE and EP?

1.5 Research Objectives

Emotional Intelligence has been considered as one of the most important attributes in any modern organization. Emotional intelligence emphasize the individuals and team members to focus on managing commitments, cooperation and dedication to work, competitiveness and avoiding any issues. EI emphasize on intention and on results resulting in better performance of employee.

To test the impact of emotional intelligence on employee performance with mediating role of work engagement and moderating role of project managers competence, data was collected via questionnaires from different project based organizations.

Following are the objectives of the research:

- I. To find the direct impact of emotional intelligence on project employee performance.
- II. To find the mediating role of work engagement between emotional intelligence and employee performance.
- III. To evaluate the moderation role of project managers competence between emotional intelligence and work engagement
- IV. To analyze moderation of project managers competence between work engagement and project employee performance.

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 better employee performance that can lead to project success, and create the work environment where employees involve themselves and share their knowledge.

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 are shifting their paradigm to project base from old conventional method. In Pakistan projects failures are common. Reason behind this is we manage the projects, which are based on different theories, and practices, which are tested in western societies. 'However when we are talking about the employee performance in success of project. Employee performance is an essential element of any project self-definition is the quantity to which they are occupied in their job. (Stone-romero, 1994) and employees with high EI are more committed to their organization and they know how to manage their job and invest considerable attempt in order to attain managerial objectives (Ineson, Benke & Laszlo, 2013; Rotenberry & Moberg, 2007).

In project management, domain literature is silent regarding EI and EP. The people and organizations also interested to do business in Pakistan and start projects such as multinational organizations that study will be more beneficial

for them because this study will give them some idea about the people of Pakistan and their emotional behavior in organizations. People of every region has different way of thinking and doing work.

The impact of Emotional Intelligence on employee performance with mediating effect of Work engagement and moderating effect of project managers competence the research will help them to learn about the people of Pakistan and how they react towards their work environment as an employee.

1.7 Supportive Theory

There are several theoretical perspective have been presented by researchers which are used worldwide to underpin the studies of Emotional Intelligence and Employee performance. Such Affective event theory, social cognitive theory. Bu the theory that supports our model is Golemans theory of EI for performance.

Goleman (1998) stated that emotional intelligence is the ability of a person to distinguish his inner feelings and the feeling and thoughts of the other person and after that to direct those emotions and feelings with themselves and also with that of other people. Salovey & Mayer (1996) explained emotional intelligence by stating the term social intelligence that it also includes the capability to recognize ones own and the other person emotions as well as feelings. He also explained that the data related to the emotions can be used to direct the people to acquire the desired goals.

As far as Fullan (2002) study is concerned, he explained that managers who are emotionally intelligent are very much conscious related to their feelings and the feelings of the other person and it helps the person the resolve the issues that occur in face of new changes in the work place.

1.7.1 EI based theory on performance

Golemans theory based on performance focuses on context which covers four areas of emotional competences Self-awareness, Social awareness, Self-management and Relationship management. According to Goleman (2001), self-awareness is a persons acknowledgment of ones own feelings and also the feelings of the other person. It is one of the most significant aspect to determine emotional intelligence. From the definition of Goleman one can surely assume that self-awareness is associated with productivity of employees. According to Goleman (1998), self-management is a persons capability of handling the emotions of oneself. The level of emotional intelligence can be seen in the personality of a decisive driver. So according to the definition of Golemans definition of self-management, it is deliberated that emotional intelligence is linked with employees productivity. Self-motivations is the inner force of a person that triggers the inner emotions of a human being to continue his work without being stopped at any point in his life. Goleman (1998) specified that self-motivation is an important factor of emotional intelligence and that is why it is clearly supposed that self-motivation is interrelated with productivity of employees. Goleman (1998) also explained that social awareness indicates the ability of a person to be well aware of the things that are socially acceptable and then work accordingly with the society. Thus it can be easily anticipated that social awareness is correlated with employees productivity. A set of social skills is included in relationship management. All the four attributes are linked to employees performance. The theory clarifies the ways in which the performance of employee get stimulated by emotional intelligence, all the four factors that are clarified shows the productivity of the employees.

1.8 Structure of Thesis

Chapter 1 provides the introduction of the topic, background, research gap, research questions, significance of the research, related theory and research in the light of the theory. Chapter 2 includes the detailed review of the literature

and concluding each research question with a hypothesis, research model and research objectives are discussed at the end of the chapter. Chapter 3 explains the methodology, which includes sample and procedures of data collection, the instruments that were used to measure variables in this study, reliability analysis of the variables and demographics. In Chapter 4 some test like correlation, ANOVA, regression analysis, mediation and moderation analysis of the model were performed and results are discussed. Chapter 5 includes discussion of the findings, academic and managerial implications, study strengths and limitations, and future research directions and conclusion.

Chapter 2

Literature Review

A lot has been collected regarding emotional intelligence and its part in the work setting in the last fifteen years. Many definitions and models are given by the professional in the field of emotional intelligence to figure out the idea of emotional intelligence and its effect on employee and employees performance. The hypothesis of emotional intelligence is produced plus conceptualizes into three models capacity display, attributes show along with blended model. According to John Mayer and Peter Salovey (2002) emotional intelligence is the ability to specifically differentiate and understand one's own emotional reactions along with those of others. Moreover, it comprises the capability to utilize ones own approach for sound decision as well as to do something practically.

Additional, Reuven Bar-On (2000) describe emotional intelligence the same as being bothered with satisfactorily accepting oneself as well as other person, connecting commendably to individuals and fiddle with and get a feel for to the prompt environment to be extra helpful during organizing ecological needs. Daniel Goleman (1995) characterizes emotional intelligence as a boundary to become aware of our own feelings and the other persons feeling for encouraging our self. In a relationship, it also helps us to deal with the person as well as our personal desires. (Neal M. Ashkanasy et al, 2000). The following definitions show that to execute successfully at work place emotional intelligence plays a very significant part on the employees performance and their relation with other employees. The managers and employees who can deal and have a

knowhow of their mind-set in a powerful means are extra successful at work places. Schutle (2006) has represented different models.

The model of three angles was also presented by him that includes capability, characteristic and mix of capacity and qualities named as blended model of emotional intelligence. Capacity model of emotional intelligence depict emotional intelligence like the capacity to examine one's own and others' emotions plus feelings, to divide amongst them, in addition to utilize the data to direct one's way of thoughts as well as procedures. Characteristics model of emotional intelligence see emotional intelligence as non-subjective skills, for instance, self-assurance, self-completion, general disposition, as well as general affluence. As would be usual, events within the light of characteristic habits to arrange with emotional intelligence don't recount very with measures of intelligence. They clearly relay among individuality events, powerful analysts to allude to this approach as emotional intelligence as personality.

Blended Model of emotional intelligence be a mixture of capacity model and attributes model of emotional intelligence. The blended model specifies emotional intelligence and assesses elements of character and psychological intelligence despite the emotional intelligence (Schutle, 2006). Emotional intelligence explain the aptitude, capability, talent, otherwise self-perceived gift to recognize, charge, plus direct the emotions of ones personality, of others, and of crowd. Citizens who have an elevated amount of emotional intelligence be on a familiar terms with themselves extremely fine as well as are also capable to sense the feelings of others. They are pleasant, flexible, plus positive. Goleman (1998) offered the expression emotional intelligence. Scheming desire is a significant job intended for the managers that is destined to be familiar with the feelings of one another. There is a variety of description of emotional intelligence obtainable by diverse researcher based on their studies.

Goleman (2001) has described a variety and fully elaborated description of emotional intelligence by explaining that emotional intelligence is the capability of fully understanding ones own emotions, then managing scheming, and inspiring those emotions consequently. Furthermore he also described that

emotional intelligence too involves the capacity of considering the feelings of others and then organizing those feelings to do the actions efficiently. Martinez (2005) explained the meaning of emotional intelligence as it is the non-cognitive ability as well as capacity that will impact the persons aptitude to tackle the needs and outside force applied by the surroundings. He has different view that emotional intelligence does not only has the cognitive capability other than that it also helps the person in his daily routine and life activities.

As per Salovey and Mayer (1990) are apprehensive they explained emotional intelligence as a public intellect that includes the capability of accepting not only his own feelings and emotions but the feelings and emotions of the other person. He had a thought that ones emotions can facilitate the person in their life routines and actions.

Emotional intelligence is a significant feature that cause the act of the employees project manager needs to be competent and emotionally intelligent to handle different situations intelligently (Sunindijo, Hadikusumo & Ogunlana, (2007).

Goleman (1998) talked about emotional intelligence in various studies. It is quite important for a leader to control his impulse in every situation whose main task is to recognize the feelings of one another. Numerous definition of emotional intelligence has been presented by many scholars of different times based on their research. Goleman (2001) has offered and explained a complete definition of emotional intelligence. According to him emotional intelligence is the ability to know ones own emotions thoughts and feelings and then scheming and encouraging those thoughts consequently. He also demonstrated that emotional intelligence helps the person to understand the other individuals emotions and then supervising those emotions to achieve a certain goal or to perform well in any task. Martinez (2005) also explained the definition of emotional intelligence that it is a non cognitive skill and capacity that will affect the persons ability to handle different life stressors and external strains that has been imposed by the environment. He not only believe that emotional intelligence was a non cognitive ability but believed that emotional intelligence

is a skill that will help the person in his daily routine and daily life activities. Salovey and Mayer (1990) has some other concept they believed that emotional intelligence is known as social intelligence that is it has the ability to understand ones own emotions as well as the emotions and feelings of the other individual. He has this opinion that the certain information will help the person in his daily life a activities and also to take different decisions.

Moghadam, Jorfi & Jorfi (2010) stated in their studies that both the private sector as well as the public sector needs to change in a useful way and he stated that emotional intelligence is the key factor that will help the leaders or the managers of any organization to deal efficiently with any change that will occur in their organizational settings. Singh (2007) was supporting the concept that emotional intelligence helps the manager of the organization to understand his own emotions as well as the emotions of the other person. It does not only help to recognize but also handle those emotions for the advantage of the certain organization. Bar-On et al (2000) stated in his studies that emotional intelligence does not only includes the acknowledgement and organizing the emotions but it also involves the better growth of the employs and to do that the manager on the certain work setting needs to understand and to adopt the skills of the employee that will allow them to perform well and it will help in the growth on the certain organization.

Different researchers have given their own point of view on emotional intelligence and also described the importance of emotion intelligence in day to day life activities. They have proposed three models of emotional intelligence mainly known as ability model, the mixed model and the trait model. According to Mayer and Salovey (1993) emotional intelligence is known as the ability to be familiar with the persons own emotions and also the emotions of the other person and to direct those emotions for the betterment of the certain organization. According to Bar-On (2000) emotional intelligence is the capability to understand the persons own personality as well as the personality of the other person to accomplish the desires of the organizational environment efficiently.

2.1 Emotional Intelligence and Employee Performance relationship

Emotional intelligence has a vital role in the work settings. Research that has been conducted in the past 25 years related to the traits that play an important role to the success in work settings have concluded in identifying factors which are connected to workplace intelligence. These researches have used quantified data on performance from myriad organization and other industries have contributed to the knowledge base in emotional quotient (Lynn, 2002). Emotions and feelings contain important information that helps the managers and employees to do better at their work place (Wolfe & Caruso, 2004). Almost 500 organizations studied worldwide related to emotional intelligence that was reviewed by Goleman (1998) shows that emotional intelligence plays a very vital role in any organization and in any job as well. He pin point that people who have higher emotional quotient tend to become the leaders of that organization. According to Orme (2003), emotional intelligence has a very vital part in understanding emotions and feelings. He also explained that emotional intelligence is the ability to understand emotions and to take desirable measures consequently. He explained three important factors while elaborating his emotional intelligence understanding that is emotions and feelings of one self, understanding the emotion and feelings of other and taking desirable actions based on our understanding of these emotions and feelings.

Orme (2003) talked about emotional intelligence in his studies that it does not mean that a person should manage his life experiences more efficiently, but it also helps you to tackle with life problems such as heartbreak, baby loss, joblessness and other such disputes. The main function of emotional intelligence is that how you use your emotions to solve life problems and increase the success rate at work place as well as in your life. Researchers Cooper and Sawaf (1997), elaborated in their study the answer to the question that why emotions are that important and matter this much. According to Cooper and Sawaf (1997) our emotions and feelings contain our historical background whereas our body and

mind are unaware of such incident that is they dont remember such events any more.They stated in their studies and emphasize the role of emotional intelligence in work settings and in life events they explained that emotional intelligence will make better our work place environment and our relationship with other people.

Many studies have been conducted on star employee. Star employees are basically those who have higher emotional quotient than other employees. Fascinatingly emotional quotient matters as much as other skills in work places for everyone. Demand for emotional quotient is different for different jobs. For instance in a sales job empathic ability is needed to understand the mood of the costumer and the interpersonal skills that will decide whether to negotiate on the product sale and whether to stay quiet and wait for the costumer to give the demands. On the other hand in other professional for example in painting of professional tennis needs more individual form and self discipline and also motivation. That means emotional quotient affects everything you do at work. Even if you are working in private settings how good you are doing has to do a lot with how obedient and encouraging you are (Goleman, as cited in Murray, 1998). Different studies done on gender differences in acquiring emotional quotient have great results. Goleman (1998) explained that men and women both are equally able to increase their emotional intelligence. Study conducted by Stein (as cited in Murray, 1998), 4500 males and 3200 females are being assessed for their emotional quotient. He also originated the fact that women are better and scored high on empathy and social responsibility while men scored high on stress tolerance and self confidence. He concluded his studies by explaining that men and women both are equally emotionally intelligence but their area of interests are different from each other. Another factor in emotion quotient is age. The more mature you are the more you are able to understand the emotions and tackle with life problems. It is quite complicated to teach young dogs new trick says Goleman (1998). Different studies have been conducted on hundreds of adults and teenagers. Mayer and Salovy (as cited in Goleman, 1998), concluded that emotional quotient become high when you

reach your forties.

Emotional quotient in work settings mean so much for instance, Cherniss (2005) explained a school setting as an example. In school the student workplace intelligence in one thought. Teachers emotional quotient related skills will help the student to improve their life in present as well as in the future. Although school is also a work place for the teacher but the success depends on the teacher that how he or she delivers the lecture in the class room and how the students adapt. And how he or she support and reinforces it. However the emotion quotient of the teacher is influenced by the environment and the climate of the school settings and that is influenced by the head this is the principal. In the same way emotional quotient can be explained in different settings and organizations.

Emotions plays a very vital role in the life of human beings, they influence ones actions and motivates for doing activities and performing other role (Stanley and Burrows, 2005), which also influence our insight of psychological health (Slaski and Cartwright, 2003). Mayer and Salovey (1997: 10) disputed that emotional intelligence includes the unified ability of self-awareness, controlling emotions, inspiring oneself, understanding others as well as taking care of relations so emotional intelligence is formally defined as the capability to check ones own and others approach as well as emotions, to separate amongst them as well as to utilize this information to direct ones view and events, (Salvoey, 1990). Singh (2007) believes that in any organization emotional intelligence strengthen the project manager in perceiving the emotions of their own and additionally those of employees working under him. It distinguishes as well as deals with those emotions for the benefit of the association and employee performance.

Bar-On et al (2000) expressed that emotional intelligence not just integrate the acceptance as well as direction of feelings moreover integrate the improvement of employees and to that the initiatives of the association desires to build up a capacity of the employees to authorize them to execute their role and everyday job successfully for the achievement of the association. Baczynska (2017) found that emotional intelligence plays an extremely vital function on the employees

performance especially managers who are on high position in their organizations, they need to be highly emotionally intelligent. Conclusions may differ in different emotional circumstances. Emotional intelligence is helpful for employees in making decisions and taking results in work place (Boyatzis, 2017).

Numerous studies support the thesis that the success rate is higher in a persons with higher emotional abilities and endure better in the workplace and more often get professional success (Baczynska & Thornton, 2017), and do better in job performance (Fox & Spec- tor, 2000), and administer firms which accomplish better profits (Goleman, Boyatzis, & McKee, 2002). Emotional intelligence has a better impact on the managers intellectual capability and team performance. Their study conducted on emotional intelligence is divided interested in four types, self- awareness, social awareness, self-management and relationship management, and illustrate that here is a clear relationship stuck between emotional intelligence, organizational performance and management styles.

Moreover it propose that emotional intelligence is a positive predictor of leadership (Zaccaro, Kemp, & Bader, 2004). Several analysts have explained the effect and significance of emotional intelligence and enormous numbers of them has portrayed the emotional intelligence as specified by their own view points. They presented three models of the emotional intelligence, for example, the capacity models, the blended model and the characteristic model.

Mayer and Salovey (1993) portrayed emotional intelligence as the capability to distinguish one's own emotions and moreover the feelings of others and also to deal with those feelings for the accomplishment of the association. Bar-On (2000) depicted emotional intelligence as the capability of accepting self and also further with a precise end goal to please the requests of the hierarchical form viably.

Goleman (1998) represent emotional intelligence as an ability to distinguish the emotions with a precise end goal to encourage one's own particular feelings and that of the others. Every specialist has characterized emotional intelligence as their own point of view the way they perceive and think, yet the necessary

reason and part of the emotional intelligence emerged by them was to the emotional intelligence ability are necessary by the supervisors and employees of the association for fruitful tasks and for better employee performance.

H1: Emotional intelligence is positively and significantly related with Employee performance.

2.2 Work Engagement as mediator between Emotional intelligence and Employee performance

Work engagement signifies an optimistic plus satisfying state of mind that is characterized by dynamism, devotion, plus incorporation (Schaufeliet al.2002). earlier researchers have recognized positive connections between employees work engagementand positive outcomes, such as, presentation, intentions, and manner (Salanova et al. 2005). Job satisfaction as one positive outcome is thus optional to be correlated to work engagement(Mache et al.2014; Simbula and Guglielmi 2013). Tentatively, individuals with high work engagement should have more experiences that are optimistic and a better part to their organizations (Sonnentaget al.2008).

Work Engagement refers to focused energy that is directed towards organizational goals (Macey, Schneider, Barbera, & Young, 2009). Engaged employees are more likely to work harder through amplified levels of flexible effort than are those who are detached. The success of any project depends on the employees dedication and devotion. Work engagement is suggested to be benign for both the individual and the organization as it is predictable to control how Individuals do their work and consummate their work tasks (Demerouti & Cropanzano, 2010). Work engagement plays an important role on job performance of the employees (Menguc et al., 2013).It can be considered a positive state of mind that is reflected through the energy, absorption, attention, and dedication individuals have towards their work (Rothmann et al., 2005). Those who are vigorously engaged in their work exhibit intrinsic motivation through their

devotion to their jobs. Engaged workers have been described as sedulous and involved in their work (Gruman and Saks, 2011). Engagement has conventionally been linked with personal outcomes, including ameliorated health and salubrity. Propitious organizational outcomes include enhanced job and customer contentment, productivity and safety and reduced turnover and stress (Pocnet et al., 2015).

concerning work engagement in meticulous, several studies have connected this variable to job fulfillment, low malingering, low earnings, high organizational commitment, prosperous business-unit outcomes (customer contentment, productivity, profit, employee maintenance and employee security) and to general performance as well as to in- and extra-role performance (Bakker et al., 2008; Harter et al., 2002a; Salanova et al., 2005; Xanthopoulou et al., 2008; Xanthopoulou et al., 2009). Bakker et al. (2008) explicated these things as resulting from the employees feeling of being very important and energetic as well as their enhanced ebullience about their work, which in turn results in better monetary outcomes and more satisfied clients and customers. Bakker and Demerouti (2008) assumed that engaged workers perform superior than non-engaged workers because they often practice positive emotions, including delight, jubilation and excitement; practice better health; create their own job and personal resources and relocate their engagement to others.

Work Engagement is capable of distinguishing like an optimistic and gratifying viewpoint (Schaufeli and Bakker 2004). While concerning this expression to the place of work, appointment plays a very important role and positive attitude to work and the employment (Macey and Schneider, 2008). A build indicates diverse implications as well as joins a collection of ideas plus yet not imperfect to completion, life, attachment, vitality, work contribution, and authoritative duty (Macey & Schneider, 2008).

The idea of work engagement has been explained the same as the quantity to which employees speak about their jobs as part of their daily routine as a whole, so when an employee who shows higher job participation classified powerfully with his or her job and even they think about their jobs when they are not at

their work place (Kanungo, 1982). Researchers have also conceptualized work engagement as a multidimensional motivational idea showing the immediate asset of an individual is bodily, cognitive, and emotional power in dynamic, complete work performance (Kahn, 1990).

Employees having higher level of participation with their work task and have higher involvement with their work are tend to be more physically indulged and mentally and emotionally are attached with their work while performing any type of task (Simbula & Guglielmi, 2013).

Studies on engagement developed commencing investigate taking place its total converse, the build of being exhausted (Schaufeli, Salanova, Gonzalez-Roma, and Bakker, 2002). This move within the attentiveness of scientists as of the un-constructive toward the constructive be a great extent impacted by the positive brain research development (Schaufeli, Bakker and Salanova, 2006; Schaufeli et al., 2002). Optimistic brain science recommended analysts to pay attention to the positive characters and traits of people rather than just spotting on mal-adjustment and psychopathology. (Seligman and Csikszentmihalyi, 2000).

By centering on engagement, specialists can be careful of the positive parts of work rather than the negative angles as in burnout. Mix-ups diminish dissatisfaction danger and improve work expertise (Ni, Cui, Sang, Wang and Huang, 2016). Employees who have a great amount of personal assets are more able to fortify their job assets (Bakker & Demerouti, 2014). For instance, teachers who are more confident about themselves (personal resource) are usually asked for feedback about their performance more frequently and easily (job resource) from their heads and pupils because they are more able to tackle with that feedback. As a result feedbacks can help to increase teachers self-efficacy (personal resource). Emotional intelligence works as a characteristic resource which helps work engagement. This significant participation arises over and above the assistance by the large measures of personality and careful actions (Defoe, 2015). For the success of any project work engagement and employee performance works together as one unit (Bakker & Bal, 2010).

Work engagement include positively significant behavior when intervene between emotional intelligence and employee performance. Yan (2016) explains the significance of emotional intelligence in work engagement, higher the emotional intelligence higher will be the work engagement and both have unified consequence on employee performance. Work engagement can be the consequence for employees best possible equilibrium among job difficulty, job income, and individual assets (Bakker & Demerouti, 2014). An adequate quantity of individual assets is essential for employees work engagement and performance. Individual assets boost work engagement as they create employees experience superior to put in order over their work surroundings. Thus second hypothesis is formed.

H2: Work engagement partially mediates the relationship between Emotional intelligence and Employee performance.

2.3 Project Managers Competence moderates Emotional intelligence and Work engagement

Divergence in entities emotional abilities has extensively been recommended as secretarial for deviations in the degree to which they are able to interpret nonverbal and touching statement (Hall & Bernieri, 2001). Mutually emotional intelligence capabilities plus understanding had been acknowledged while reinforcing extra helpful message (Riggio, Riggio, Salinas, & Cole, 2003). Earlier, Sunindijo et al. (2007) originate an optimistic association among emotional intelligence as well as project manager competences. Project managers ability plays a very important role in relationship with employees and association and that has frequently been referred to the same as a chief issue discouraging efficiency or causal to breakdown in schemes (Nordin, 2006). Earlier research has found associations between employee performance and work engagement plans during group surroundings (Ayoko, Callan, & Hartel, 2008); nevertheless, these learnings used team-level procedures. Rahim and Psenicka (2002)

reported results investigating emotional intelligence along with policies at the personal stage by means of Golemans model (1995) of emotional intelligence. They established that personality consciousness was related with self rule and understanding.

Compassion was linked with Golemans incentive measure that in turn was surely related with extra helpful approaches toward project managers competence. (Kaushal & Kwanters, 2006). Emotional intelligence and work engagement plays a very important role and project managers competence makes it more feasible. Choosing the right project manager is a very complicated task for project based association.(Ahsan et al., 2013).According to numerous researchers emotional skills vary over time and to work behaviors too alter depending on an employee's course of affecting knowledge. The employees in work settings can experience positive or negative emotions frequently. (Lindebaum and Jordan, 2014).

However optimistic emotions tend to have an optimistic result in addition to it allows the employees to do well at job (Mayer et al., 2008), whereas unconstructive emotions such as irritation, impatience, as well as fury be capable of contributing to a decline in performance and reduce the interest rate of the employee. (Von Glinow et al., 2004). Project managers who were emotionally intelligent are highly expected to have positive emotions as well as are more positive while doing their work at work place. (Peslak,2005).This, sequentially, helps to enhance the passion of project managers and it also allows them to have a positive relation with their team members and are more inventive while performing difficult task. (Carmeli, 2003).

Project managers who are more emotionally intelligent tend to be extra motivated while resolving novel troubles as well as dares that a multifaceted plan brings and have a positive contact with their staff. (Mount, 2006).certainly, investigators (Clarke, 2010; Mazur et al., 2014;Miller and Turner, 2010) had constantly establish that for project achievement emotional intelligence is must. In

exacting, Mller and Turner (2007, 2010) establish straight proof to the possibility of project achievement, particularly in composite project surroundings can be increased by emotional intelligence.

Thomas and Mengel (2008) originated that project managers who achieve high on emotional intelligence has the capability to get better rapidly starting unconstructive feelings along with anxiety in complicated circumstances. Clarke (2010) too supports the significance of emotional intelligence in project manager efficiency. He detailed to facilitate emotional intelligence actions as a primary capability that concludes the behavioral difficulty of project managers in composite project circumstances.

Underneath these conclusions, Thomas and Mengel (2008) originated that a deficiency of emotional intelligence consequences in irritation, anxiety, and little presentation, particularly where there is range for mistake plus worries within compound project surroundings. On the whole, these findings offer convincing confirmation designed for the major position emotional intelligence plays in shaping project achievement factors.

This gives rise to the third hypothesis:

H3: PMC strongly moderates the relationship between EI and WE

2.4 Project managers competence moderates Work Engagement and Employee Performance:

Turner and Muller (2005) note that competence of the PM has been unnoticed in considering project success. They point out that this slip goes against treaty in terms of general management literature where management competence is considered to have a direct and measurable effect on the performance of the employees in project that plays a vital role in success of any project. According to this view point, project management ability plus management ability might be the mainly decisive determinants of victorious project results (Mller et al., 2012). Work appointment turnout while workers have a positive

division among their profession requirements, and their resources (Wingeden, Derks and Bakker, 2017). The implementations of directors who break away at projects are a fundamental issue in the helpful conclusion of a plan (Gillard and Price, 2005). Devoted project managers increment the accomplishment charge of their assignment (IBM, 2008), in addition to project directors are considered answerable for the assignment comes about (Kerzner, 2001). Associations who use project chiefs are along these lines in charge of making them understand of the skills that the part requires on the off chance that they desire to watch better stage. Mainly specialists concur that project managers have to be really, relationally, plus firmly gifted (Pinto and Kharbanda, 1996), just like the case among generally managers. Project managers need skills during observing, employment arranging in addition to performing the task (Gilley, 2002). A conduct to the Project Management Body of facts (PMBOK Guide) (PMI, 2008) shapes that an expert project manager should have the capability toward direct capacity, plan, charge, hazard, excellence, recruitment, announcement, and acquisition—all parts of a plan administration design. Project management institute have presented a form of project implementation that comprises four bunches: submission zone information, universal administration learning, considering the project condition, in addition to relational abilities (PMI, 2008). These ability confines key behaviors linked by appealing project members in classifying to construct better and physically powerful associations, counter to their obligation, and structure (Clark, 2010). Work engagement itself plays a fundamental role in the performance of employees, It has been tested that project managers competence not only effect the performance employees but also effect the overall progress of the project resulting in time delays, run on budget and others (Bakker, 2017), Keeping in view the importance employee performance in any project, it is very important for every organization to keep a competent project manager which can produce better results. Work engagement is the other attribute which helps the employee to perform with dedication in the project, taking the project as his own accomplishment and his team fellows (Clark,2010).

The above arguments dictate that there is a possibility of positive and significantly moderating relationship between Work Engagement and Emotional Intelligence and paves way for us to establish our forth hypothesis:

H4: Project managers competence strongly moderates the relationship between Work Engagement and Emotional Intelligence.

2.5 Research Model

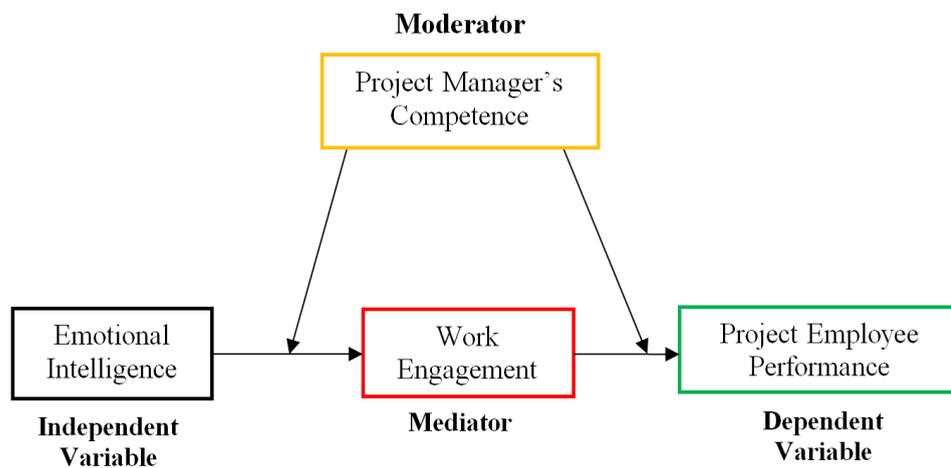


FIGURE 2.1: Impact of Emotional Intelligence on Project Employee Performance in Project Management: Mediating role of Work Engagement & Moderating role of Project Manager's Competence

2.6 Research Hypotheses

H1: EI is positively and significantly associated with EP.

H2: WE partially mediates the relationship between EI and EP.

H3: PMC strongly moderates the relationship between EI and WE.

H4: PMC strongly moderates the relationship between WE and EP.

Chapter 3

Methodology

3.1 Introduction

This chapter describes the methodology used to find out the impact of Emotional Intelligence on Employee performance in Project Management. The methodology chapter covers all the data collection techniques (population and Sampling) and explains the adopted research design for this research. And also discuss the measurement and instrument details.

3.2 Research Design

Research design is a framework that 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 necessary information.

Research design consists of time horizon, type of setting and unit of analysis, which is, discuss in this section. In addition, we also collect the demographic details from study participants which includes their gender, organization employed, age, work experience (years), educational qualification and project size they have been handling. This is causal study where the impact of EI on EP in project management was measured on such basis as self-reported perception

involving respondent with regard to these variables. Since the present study seeks to focus on the projects in Pakistan context. The participants for that study are public and private project base organization managers and employees, which were contacted to fill the questionnaire in their natural work environment. The study method is cross-sectional in nature and will be collected approximately in two month.

For this study unit of analysis is individual whose working in public project base organization employees at different cities (Islamabad, Rawalpindi, Lahore and Peshawar.) of Pakistan.

3.2.1 Sample & Population

The study targets project management employees/staff working in different project based organizations. Which are located in twin cities (Islamabad, Rawalpindi). The participants of this study are employees/ managers currently working in project based organizations. They were asked to complete a survey on EI impact on EP in their organization. There were two parts of the questionnaire one consists of questions that will be filled by the employees while to avoid common method variance other questionnaire will be filled by their supervisor of public and private sector project base organization in different cities of Pakistan.

While collecting the data they were informed that their individual survey responses would be anonymous and confidential and only be used for academic purposes. They were asked to answer the survey questions as accurately as possible with respect to Emotional Intelligence, Work Engagement, Project Managers competence and Employee Performance in their organizations. Convenient sampling was used, the sample size is 200 plus. Data was collected from project-based organizations of Islamabad and Rawalpindi region.

3.3 Instrumentation

This study consists of closed ended questionnaire, which was used for measuring four variables, a questionnaire was administered to the various groups of employees & managers of the project based organizations.

Employees/managers as respondents fill the questionnaires with five instruments in this study: demographics variables (gender, age, qualification and experience), Emotional Intelligence, Work Engagement, Project managers competence and Employee performance. The responses were gathered using a 5-point likert scale.

3.3.1 Emotional Intelligence

Chi-Sum Wong & Keneth S. Law., developed a total of 16 items scale for Emotional Intelligence. Sample items included I have good understanding of my own emotions. Reliability estimates (coefficient alphas) for the four dimensions of self-emotion appraisal, uses of emotion, regulation of emotion, and others emotion appraisal were 0.713.

3.3.2 Work engagement

Questionnaire for Work Engagement was developed by Schaufeli & Bakker (2006). Number of items are 9 and already tested. Sample items for the Work Engagement include I am proud of the work that I do. I The Alpha reliability of this scale was 0.732.

3.3.3 Project Managers Competence

Clarke (2010) developed the questionnaire to measure project managers competence from PMI framework. This consists of 24 items distributed between four components communication, attentiveness, teamwork and managing conflicts. All four are major qualities important for any project manager. The

reliability of this instrument is 0.739. one of the item of the instrument is Encouraged team work consistently. The questionnaire was adapted according to our research need.

3.3.4 Employee performance

The instrument of employee performance used was previously self reporting but it is adapted and converted to supervisor-reporting and instrument that is adapted for measurement is made by Rodwell, Kienzle, and Shadur(1998) . The reliability of this instrument is 0.844.

3.3.5 Reliability Testing

Table 3.1 represents the Reliability.

TABLE 3.1: Reliability Testing

Variable	No. of Items	Reliability
Emotional Intelligence(IV)	16	0.713
Work Engagement(Med)	9	0.732
Project manager's competence(Mod)	24	0.739
Employee Performance(DV)	9	0.844

Above table shows the values of Cronbachs alpha of all the variables.

3.4 Data Collection Procedure

Questionnaires are the most frequently way used for collecting data for research . Data was needed to be collected from project-based organizations. So, data was collected from different project based organizations dealing with construction projects.

1. Army housing directorate

2. DHA
3. KarconPvt Ltd.
4. Panasian group
5. Al Ghuraigiga.

Data analysis includes reliability analysis, regression analysis, moderation analysis and mediation analysis. General relation, direction and its significance were carried out through correlation analysis. Model condition was checked and confirmed by regression analysis. Mediation and moderation was checked by using Peacher and Hayes (2004) method model 58.

3.5 Demographics

Demographics are important part of any research that includes gender frequency, age, education and experience. The sample data consists of 250 workable data. 30 were missing data so those were not included. Details of demographics are given in the table.

The tables below represent the sample characteristics.

Respondent's Gender Percentage

Table 3.2 represents the respondent's gender characteristics.

TABLE 3.2: Gender.

Gender	Frequency	Percentage	Cumulative Percentage
Male	185	84.1	84.1
Female	35	15.9	100.0

Table 3.2 represents the gender composition of sample in which 84.2% were male and 15.8% were female. The male percentage is high.

Respondent Age Percentage

Table 3.3 represents respondent's age characteristics.

TABLE 3.3: Age.

Age	Frequency	Percentage	Cumulative Percentage
18-25	49	22.27	22.27
26-34	128	58.18	80.45
35-44	35	15.90	96.35
45 & above	8	3.65	100.0

Respondent's Qualification Percentage

Table 3.4 represents the respondent's qualifications characteristics.

TABLE 3.4: Qualification.

Education	Frequency	Percentage	Cumulative Percentage
Intermediate	58	26.36	26.3
Bachelor	112	50.91	77.27
Masters	40	18.19	95.46
MS/MPhil	10	4.54	100.0

Respondent's Experience Percentage

Table 3.5 represents the respondent's experience percentage.

TABLE 3.5: Experience.

Experience	Frequency	Percentage	Cumulative Percentage
1-5	95	43.18	43.18
6-10	97	44.09	87.27
11-15	22	10.10	97.37
>15	6	2.72	100.0

Chapter 4

Data Analysis and Results

4.1 Data Analysis

This chapter contains the study of fallouts. Descriptive statistics, correlations, reliabilities and linear regression results analysis are presented in both narrative and tabular forms. In addition, discussion on study findings, theoretical and practical implications, strengths and limitations of the study, and directions for future research are also discussed.

4.2 Correlation Analysis

TABLE 4.1: Correlations Analysis.

Variable	Mean	S.D	1	2	3	4
1 Emotional Intelligence	3.44	0.431	1			
2 Work Engagement	3.53	0.565	0.509**	1		
3 Project Manager's Competence	3.66	0.412	0.538**	0.368**	1	
4 Project Employee Performance	3.73	0.453	0.275**	0.356**	0.526**	1

* $p < .05$, ** $p < .01$

Correlation analysis defines the relationship between variables. Before performing regression analysis, it is important to follow through correlation analysis. The results show that all the variables are positively correlated with each other.

4.3 ANOVA

ANOVA (Analysis of variance) is a statistical method used to test differences between two or more means.

TABLE 4.2: ANOVA of Demographics

Gender	Df	SS	MS	F	P
Between Groups	33	8.564	0.260	1.300	0.142
Within groups	182	036.320	0.200	0.921	0.595
Total	215	44.884			
Education	Df	SS	MS	F	P
Between Groups	33	23.183	0.703	0.921	0.595
Within groups	182	138.776	0.763		
Total	215	161.958			
Age	Df	SS	MS	F	P
Between Groups	33	45.804	1.388	1.183	0.241
Within groups	182	213.455	1.173		
Total	215	259.259			
Experience	Df	SS	MS	F	P
Between Groups	33	49.488	1.500	2.055	0.001
Within groups	182	132.841	0.730		
Total	215	182.329			

In the above results. It can be seen experience is significant, i.e. experience will be used to test and evaluate the findings.

4.4 Regression Analysis

The regression analysis was used to measure the link between the independent and dependent variable. For the regression analysis, the ordinary least square method was used. For this method, the index for each variable was developed by summing up different questions for each variable. And then the average was calculated from the index. The values of the beta coefficient, R-squared, and change in R-squared are presented in Table 4.3.

TABLE 4.3: Regression Analysis Results

Predictors	Project employee performance			
	β	T	R ²	ΔR^2
Step 1				
Control Variables			0.68	
Gender	0.204			
Age	0.003			
Education	-0.052			
Experience	0.119			
Step 2				
Constant	0.509**			
Gender	-0.200			
Age	-0.046			
Education	0.011			
Experience	-0.032			
Emotional intelligence	0.240***	3.644	0.119	0.098***

Table values are standardized beta weights

4.5 Mediation Analysis

By using the Preacher and Hayes Analysis a multiple regression analysis was run with the bootstrap sample of 5000 as recommended by literature (MacKinnon, Lockwood, & Williams, 2004; Preacher & Hayes, 2004). The results are presented in Table 4.4.

TABLE 4.4: Effects of WE as a mediator (M) between EI (IV) and EP (DV)

IV	Effect of IV on M	Effect of M on DV	Direct Effect	Total Effect	Bootstrapping result for indirect effects	
					LL	UL
Emotional Intelligence	0.581***	0.173***	0.107	0.623***	0.1039	0.6233

IV= independent variable, M = mediator, DV= dependent variable, LL = lower limit, UL = upper limit, CI= confidence interval.

^an = 215;

* p < .05; ** p < .01; *** p < .001;

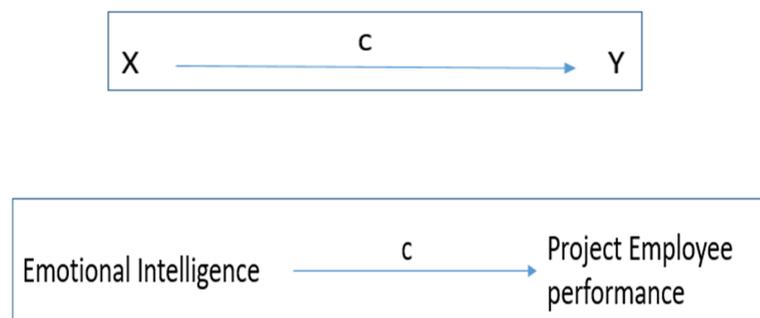


FIGURE 4.1: Unmediated Model

The path c in above model is called total effect. Work Engagement mediates the effect of emotional intelligence work on project employee performance. The mediating variable has been denoted by M.

The mediating model is shown below:

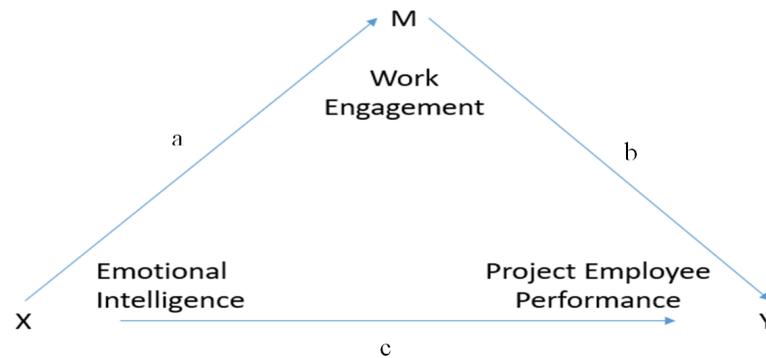


FIGURE 4.2: Mediating Model

The following figure showed the indirect effects of high-performance work practices on project success. The coefficients of the path a, b, and c^* are shown in the figure

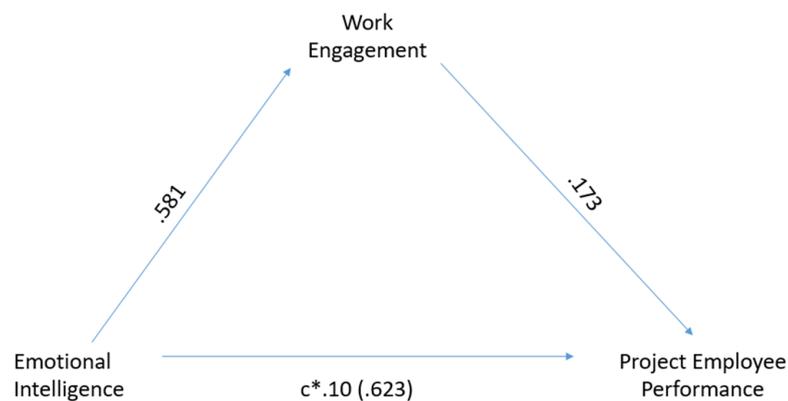


FIGURE 4.3: Mediating Model with path coefficients

In the present dissertation, Emotional Intelligence is a variable IV and Project Employee performance is DV. The IV is called the casual variable and variable DV is called outcome.

4.6 Moderation Analysis

4.6.1 Effect of PMC between EI and WE and between WE and EP

Effect of moderator between EI and WE and WE and EP was evaluated using Peacher and Hayes model 58 resulting in the following values.

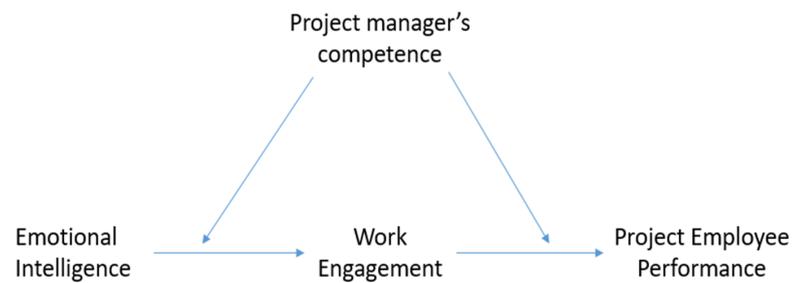


FIGURE 4.4: Moderation Model

TABLE 4.5: Moderation Analysis Regression Analysis Results

Predictors	Project Employee Performance		
	β	R^2	ΔR^2
Step 1			
Emotional Intelligence	0.6894	0.272	
Project Managers competence	0.2830		
Step 2			
Work Engagement	0.262***		
Project Managers Competence	0.058		
Interaction Term (EI*PMC)	0.368***	0.357***	0.067***
Interaction Term (WE *PMC)	0.234***	0.221***	0.025***

Table values are standardized beta weights

*** correlation is significant at the 0.000 level

^an = 215;

* $p < .05$; ** $p < .01$; *** $p < .001$;

4.7 Results

Table 3.1 represents the results of reliability testing. All instruments are reliable with cronback alpha <0.5 .

Table 3.2, 3.3, 3.4 and 3.5 shows the demographics frequency, male participants ratio is more than female participants, because data was mainly collected from construction industry of Pakistan few other organizations are part of it as well and in construction industry ratio of male employees are more than female employees. Results were accepted as significant at $p \leq 0.01$. As can be seen in Table 4.1, Emotional Intelligence was significantly positive related with Employee performance ($r = 0.275, p \leq 0.05$), ($r = 0.633, p \leq 0.01$) and positively correlated with project managers competence ($r = 0.538, p \leq 0.01$). The mediator Work engagement is positively correlated with Emotional Intelligence ($r = 0.509, p \leq 0.01$), and employee performance ($r = 0.175, p \leq 0.01$).

The moderator project managers competence is positively correlated between emotional intelligence ($r = .538, p \leq 0.01$) and work engagement, and correlated with Work Engagement ($r = 0.368, p = 0.60$) and positively correlated with project employee performance ($r = 0.635, p < 0.01$). Table 4.2 provides analysis of one variation, which test the demographics with independent variable, results show that in demographics experience was significant only, this shows the experience is the only variable that can be used to prove the results.

Table 4.3 provides the hypothesized relations between the variables. The overall model for predicting project employee performance from emotional intelligence was significant ($F = 55.596, p < 0.000$). The analysis controlled for the effect of the demographic variable (i.e. age, gender, education, and experience). The results of regression analysis showed that emotional intelligence was significant predictor of employee performance ($\beta = 0.240, p < 0.000$). Thus, found support for hypothesis 1 that higher level of Emotional intelligence would lead to increase in project employee performance.

The mediational analysis shown in table 4.4 was conducted by using the bootstrapping method presented by Preacher and Hayes (2008). Bootstrapping is

a non-parametric method that generates an estimate of the indirect effect including 95% confidence interval. When zero is not in the confidence interval it means that indirect effect is significantly different from zero at $p < 0.01$ (two-tailed). The bootstrapping method allows researcher to avoid shortcomings of the earlier stepwise approach for testing mediation (Hayes, 2008). Furthermore, better estimate can be drawn with the bootstrapping method because of its resampling with replacement approach. Table 4.5 gives direct effect, total effect and bootstrap results for indirect effects. From this, it can be seen that the indirect effect via work engagement on the relation between emotional intelligence and project employee performance fell between 0.1039 and 0.6233.

For these results, zero was not present in confidence interval so it means that the work engagement mediates the relationship between emotional intelligence and project employee performance but direct effect of work engagement is significant ($p < 0.000$) and the coefficient (β) has been decreased (from 0.8224 to 0.6737). So it means that work engagement positively mediates the relationship between emotional intelligence and project employee performance, so hypothesis 2 was therefore partially supported.

Moderation analysis was done using Peacher and Hayes (2008) model 58. The results were significantly positive, Table 4.5 shows all the results, which includes beta, r-square and change in r-square. Table 4.5 (step 1) shows the moderation impact on emotional intelligence that is Independent variable.

In table 4.5 (step 2) results in the interaction effects emotional intelligence and moderator project managers competence on the project employee performance is show and the interaction effect between mediator work engagement and project managers competence is also calculated,. The results that the interaction effect was positive between Emotional intelligence * Project mangers competence for project employee performance ($\beta = 0.368$, $p < 0.000$). This result confirmed moderation for hypothesis 3. In same table 4.5 (step 2) the interaction effect between Work engagement x Project managers competence for

project employee performance ($\beta = 0.234, p < 0.000$), result was positively significant. The result confirms the moderation for hypothesis 4. Hence, the entire hypothesis were accepted. Summary of hypothesis with results is as following.

TABLE 4.6: Hypothesis Results Summary.

H1: EI is positively and significantly associated with EP. **(Accepted)**

H2: WE partially mediates the relationship between EI and EP. **(Accepted)**

H3: PMC strongly moderates the relationship between EI and WE. **(Accepted)**

H4: PMC strongly moderates the relationship between WE and EP. **(Accepted)**

Chapter 5

Discussion and Conclusion

5.1 Introduction

This chapter comprises of discussion, implications and limitations of the research and the conclusion about what we have concluded after doing 6 months research on this vast topic.

5.2 Discussion

The purpose of this study is to examine the linkage between Emotional Intelligence and Project employee performance and test it with mediating role of work engagement and moderating effect of project managers competence. The demographics shows that maximum people who participated are graduates, few are of masters, MS and Phd. level with the project management experience of 1 to 15 years. Sample of 220 people is evaluated. Data was collected using questionnaires from construction industry of Pakistan semi government and private sector. It is a contextual study which includes Islamabad and Rawalpindi the twin cities of Pakistan.

My findings suggest four main conclusions, 1) EI is positively and significantly related to performance of employee in project of any field. Employees are the main stakeholders of any project without their dedication no organization can

progress just like that, in project based organization all five phases of project are very much dependent on employee performance without their true consent its almost impossible to complete the project with success that is on time, budget and according to plan. Emotional intelligence played a vital role to make people understand the importance of emotions in every day dealings. Goleman (1995) in his book *Emotional intelligence: why it matters more than IQ* explains how much emotional intelligence matters more than anything, being emotionally intelligent helps to understand the situation more logically than emotionally. If the employee is emotionally intelligent, impact of different situations will not affect its day-to-day dealings.

During execution of the project there are times when one needs to be able to handle the situations intelligently, EI helps the person to groom and understand how to deal different situations .2) Work Engagement and employee performance are directly linked with each other and better the work engagement better will be the performance of the employee, engaging in work helps the project team to get the project done on time with better results. Boot strapping method was performed to evaluate the mediating effect of work engagement, Work engagement allows the employees to take more interest in his work sometimes it results in burnout but if the conditions are handled intelligently not emotionally situation can stay under control and can lead to positive impact on not only personality but helps to learn from it. Results shows that work engagement mediates positively between emotional intelligence and project employee performance.3) Project managers competence deals with the competence of the project manager how much he understands his employees , PMI framework divided project managers competence into four different traits communication, managing conflict, attentiveness and Team work. From the results it is deducted that project managers competence matters in the outcome of any project (Clark, 2010). Managers who are emotionally intelligent able to distribute their work accordingly if their project manager is a good manager who facilitates his project team with less communication barrier and gives attention to his project and employees there is a maximum chance of positive results. 4)

Project managers competence moderates positively between work engagement and employee performance.

Work engagement gives a positive boost emotionally once the project managers attitude is facilitating. Employees feel more motivated and positive when they have a manager with good competence; results show that a better manager can increase the employee performance with his healthier attitude. Employees will be more enthusiastic and increase in work engagement could be seen among them. When the employees are satisfied with the project environment their performance becomes more result oriented.

The results are positive of the entire hypothesis. The data collected from four different organizations showed the result emotional intelligence has positive impact on employee performance because of its nature.

5.3 Implications

This research has many implications in academic and management level.

5.3.1 Managerial Implication

The data analysis shows that work engagement and project managers competence has a positive impact on employee performance. As all the organizations in Pakistan are also shifting to project paradigm. It is a very important factor to understand that project managers competence has an impact on employees.

The managers of project base organizations needs to motivate and help the employees to learn more about emotional intelligence and engage themselves in work that can increase the performance of overall project and can result in success. Competence level of project manager plays an important part on their performance.

5.3.2 Academic Implication

Much needs to be done in the field of project management, this research will surely be of great help for the students who will work on the variable of this model or will change by using different mediators and moderators. As for the mediator, work engagement was first time tested with employee performance and emotional intelligence at the same time, same for the moderator project managers competence.

In management sciences emotional intelligence and employee performance may be an old topic but in the domain of project management, its as new as any other topic.

5.4 Strengths, Limitations, and Directions for Future Research

There are many strengths of this study. This study is first time conducted using the project managers competence as a moderator with emotional intelligence and employee performance using work engagement as a mediator. The second strength is this study is carried for the first time in the region of Pakistan for project based organizations.

It was MS thesis so, research was not carried out in other cities due to less resources and time limit. In future further research can be done to inculcate the importance of the research in the field of project management.

Quantitative research was done and results shows the positive relation between variables. To get some better results in future qualitative research can be done to get results that are more appropriate. The same model can be tested again using the same measures or different measures, the measures used in this research were tested in western culture, results may differ from region to region.

In future research can be done in other regions of the world and in other sectors as well using same variables or adding some other variables with different methodology.

5.5 Conclusion

The research was meant to study the relationship between emotional intelligence and project employee performance. Project based organizations depends on their employees to perform and get the results on schedule, within budget according to standards. If the employees are emotionally sound, it will have a positive impact on their performance resulting in better results and better understanding.

The model is tested by adding the mediating effect of work engagement, and examined with moderator project managers competence. All the hypothesis were accepted, results may differ in other regions and study. The study reflects the importance of emotional intelligence on employee performance. Employee performance is directly affected by the emotions and its surroundings, by study we can conclude emotionally intelligent employee can lead his task in a better way, which effect his performance in a positive way. Organizations need to work and make their employees more emotionally intelligent that can surely result positive in present scenario.

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Appendix

Questionnaire

Dear Respondent, I am a student of MS (PM) in Capital University of Science and Technology Islamabad. I am conducting research on Impact of emotional Intelligence on employee performance in project management . For this endeavor, I need your valuable feedback. You are requested to please spare a few minutes. I assure you that this data will remain confidential and will only be used for academic purpose. It will not be shared with anyone. You need not to mention your name. Thank you.

Sincerely

Ahmed Javed

Section-I: Emotional Intelligence (IV)

Respond according to your own perspective. Tick in one column in each row

		1	2	3	4	5
	Self-emotion appraisal (SEA)					
1	I have a good sense of why I have certain feelings most of the time.					
2	I have good understanding of my own emotions.					
3	I really understand what I feel.					
4	I always know whether or not I am happy.					
	Others emotion appraisal (OEA)					

5	I always know my friends emotions from their behavior.					
6	I am a good observer of others emotions.					
7	I am sensitive to the feelings and emotions of others.					
8	I have good understanding of the emotions of people around me.					
	Use of emotion (UOE)					
9	I always set goals for myself and then try my best to achieve them.					
10	I always tell myself I am a competent person.					
11	I am a self-motivated person.					
12	I would always encourage myself to try my best.					
	Regulation of emotion (ROE)					
13	I am able to control my temper and handle difficulties rationally.					
14	I am quite capable of controlling my own emotions.					
15	I can always calm down quickly when I am very angry.					
16	I have good control of my own emotions.					

Section-II: Project manager's competence (Moderator)

Rate Project managers competence. Select one from each

		1	2	3	4	5
	Communication					
1	Understood the communication from others involved in the project?					

2	Maintained formal communication channels?					
3	Maintained informal communication channels?					
4	Communicated appropriately with different audiences?					
	Team Work					
5	Encouraged teamwork consistently?					
6	Shared your knowledge and expertise with others involved in on the project?					
7	Maintained good working relationships with others involved on the project?					
8	Worked with others to clearly identify project scope, roles, expectations and tasks specifications?					
9	Built trust and confidence with both stakeholders and others involved on the project?					
10	Helped to create an environment of openness and consideration on the project?					
11	Helped to create an environment of confidence and respect for individual differences?					
	Attentiveness					
12	Responded to and acted upon expectations, concerns and issues raised by others in the project?					
13	Actively listened to other project team members or stakeholders involved in the project?					

14	Expressed positive expectations of others involved on the project?					
15	Helped to build a positive attitude and optimism for success on the project?					
16	Engaged stakeholders involved in the project?					
	Managing conflict					
17	Helped others to see different points of view or perspectives?					
18	Recognized conflict?					
19	Resolved conflict?					
20	Worked effectively with the organizational politics associated with the project?					
21	Helped to solve relationship issues and problems that emerged on the project?					
22	Attempted to build consensus in the best interests of the project?					
23	Managed ambiguous situations satisfactorily while supporting the project's goals?					
24	Maintained self-control and responded calmly and appropriately in all situations?					

Section-III: Work Engagement (Mediator)

The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job.

		1	2	3	4	5
	Self-emotion appraisal (SEA)					
1	At my work, I feel bursting with energy.					
2	At my job, I feel strong and vigorous					
3	I am enthusiastic about my job.					

4	My job inspires me.					
5	When I get up in the morning I feel like going to work.					
6	I feel happy when I am working intensely.					
7	I am proud of the work that I do.					
8	I am immersed in my work.					
9	I get carried away when I am working.					

Section-IV: (Demographics)

	1	2
Gender	Male	Female

	1	2	3	4
Age(years)	18 - 25	26 - 34	35 - 44	>45

	1	2	3	4
Education	Inter	Graduate	MS/M.Phil.	PhD

	1	2	3	4
Experience	01 - 5	6 - 10	11 - 15	>15

Questionnaire (Supervisor)

Dear Respondent, I am a student of MS (PM) in Capital University of Science and Technology Islamabad. I am conducting research on Impact of emotional Intelligence on employee performance in project management. For this endeavor, I need your valuable feedback about your employees. You are requested to please spare a few minutes. I assure you that this data will remain confidential and will only be used for academic purpose. It will not be shared with anyone. You need not to mention your name. Thank you.

Sincerely

Ahmed Javed

Section-I: Employee Performance (DV)

Rate Performance of your employee from 1 to 5; where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

	Supervisor Assessment	1	2	3	4	5
1	He is currently working at his best performance level.					
2	He uses all his sick leave allowance.					
3	He only does enough to get by.					
4	He tries to be at work as often as he can.					
5	He is one of the best at the work he does.					
6	He is one of the slowest at the work he does.					
7	He set very high standards for his work.					
8	His work is always of high quality.					
9	He is proud of his work performance.					

Section-II: (Demographics)

	1	2
Gender	Male	Female

	1	2	3	4
Age(years)	18 - 25	26 - 34	35 - 44	>45

	1	2	3	4
Education	Inter	Graduate	MS/M.Phil.	PhD

	1	2	3	4
Experience	01 - 5	6 - 10	11 - 15	>15

IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE IN PROJECT MANAGEMENT

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