

Impact of Transformational Leadership on Project Success with Mediating role of Trust and Moderating Role of Leader's Emotional Intelligence: A Case of Project-Based Organization in Pakistan

Rana Muhammad Asad Saeed

MS Project Management, Faculty of Management Sciences, Riphah International University, Islamabad, Pakistan

alasad.talha@gmail.com

Fatima Zahra

MS Project Management, SZABIST Islamabad

Anwar Ul Haq

MS Management Sciences, Faculty of Management Sciences, Riphah International University, Islamabad, Pakistan

Sidra Malik

Creative Writer and Data Analyst

Creative Business & Social Research (CBSR), Pakistan

Abstract

The primary objective of this study is to examine the impact of transformational leadership on employee trust, with the mediating role of faith and moderating part of emotional intelligence on the relationship between transformational leadership style and trust. In the current study, the effect of employee trust on project success and the impact of the leadership style on the employees and project success is also observed. Emotional intelligence and the relationship of transformational leadership on employee trust are also investigated. The combined effect of transformational leadership, emotional intelligence, and employee trust on project success is also analysed in this study. The research uses quantitative approaches to enhance the validity of the study. The study hypotheses were developed by using the deduction process. In this study, there are 226 responses received, so the study's sample size is 226. Multiple data collection approaches were used, including online surveys, in addition to print surveys. The primary goal for information was the country's development enterprises. Various regions are included in this logical study, and different rural and urban areas, where different public or private projects are in running condition. Most respondents were

project managers, teachers, team leaders, and graduates from various management professions. The scale was adopted from different studies to check whether the hypothesis will be proved true. The validity and reliability were tested using SPSS and AMOS software. Hypotheses of the study were also tested by the bootstrapping method suggested by Preacher and Hayes (2004), using the PROCESS macro developed by Hayes (2013) in SPSS. The majority of the hypotheses are accepted. The findings show that Project-based organisations rely heavily on their employees to operate at their peak IQ levels to meet their objectives and goals on time, within the described budget, and within the specific time frame for which they were hired to provide a product or service.

Keywords: Project success, Transformational Leadership, Trust, Emotional Intelligence

Introduction

Background

In project management, the most researched topic is project success. Project success originated from the Barnes' Iron Triangle of 1970. (Cao & Hoffman, 2011; Gemünden, 2015; McLeod et al., 2012; Serra & Kunc, 2015). The purpose of the Iron Triangle was to think about the need to monitor the independent dimensions of budget, performance, and time. This idea of the iron triangle provides different sizes and approaches to thinking. (Howsawi et al., 2014). The iron triangle in the field of project management shows in the form of graphs how all of the projects will be done and the possible constraints of the project. The usual constraint of the project are cost, time and scope, which are usually named the triple constraints, and the quality of the project is the central theme.

Project success has been divided into two criteria using the term soft and hard measurement of project success (Pinto & Slevin, 2006). Project success criteria are quantifiable and measured by less expenditure (Baccarini, 1999). Project success is defined as a project that can meet its aims and objectives. Those objectives should be met in the described and mentioned period and budget. At the same time, the project success is also an essential element in measuring the project's success. The proper

management of the project shows how successfully the goals of the objective meet and how well the manager has maintained the relationship with the internal and external stakeholders involved in the project. Müller and Jugdev (2012) described that the complex criteria measurement only accounts for fifty per cent of the project success. In contrast, the soft criteria measure and assess the remaining fifty percent.

Leaders with the transformational leadership style always have followers in the organisation; therefore, they always affect the employees. This is how they earn the employees' trust (Jung & Avolio, 2000). Trust is one of the most critical elements in determining the project's success (Wong et al., 2005). Researchers and scholars have extracted that the efforts used to monitor and control the tasks can be minimised with more trust. Increased trust can also reduce transactional and boosting costs. All of the above factors discussed play a vital role in the success of the project (Jiang et al., 2017).

Many researchers and scholars have researched transformational leadership and found it one of the manager's abilities, but there needs to be more research found in the literature on project achievement (Mujki et al., 2014). The style of leadership has a significant effect on the organisation and its staff. The success of the project is also linked to the leadership style. However, the kind of leadership could be more understandable when we discuss the temporary organisation and their projects. Hence, the impact of the class on the organisation and staff could be better. The researcher and scholars are trying to find the most influential leadership style that helps project success (Ding et al., 2017). There are several studies in which the personal attributes of the leaders and the managers are studied to improve the project success and how different leadership style perform their role in the project completion and success.

The project's success is also connected with the staff's performance and the organisation's working environment. The study aims to find out and search the relationship between transformational leadership and the success of the project. In contrast, trust is the mediation variable, and the manager's emotional intelligence is the moderation variable.

The research uses quantitative approaches to enhance the rationality of the study. The study hypotheses were developed by using the deduction process. In this study, there are 226 responses received, so the study's sample size is 226 respondents. The scale was adopted from different studies, and validity and reliability were tested using SPSS and AMOS software. Hypotheses of the study were also tested by using Hayes Process in SPSS. The majority of the theories are accepted.

The following research objectives will be found in this research:

1. To find out the effect of Transformational leadership style on employee trust.
2. To discover the effect of transformational leadership on organisational trust.
3. To find out the mediating effect of faith on the relationship between transformational leadership and project success.
4. To determine the moderating role of emotional intelligence between transformational leadership and trust.

This research will pursue the work of Muller and Turner, 2005 about the importance of leadership and its effect on the project's success. This research will help us increase our understanding of the soft-core project and the essentials required for the project's success. This research will also find out the role of employees' trust and EI of managers in the success of the project in the organisation. This study will also find out how transformational leadership can control the achievement and success of the project. This element needs to be addressed in the literature on project management (Piccolo & Colquitt, 2006). In contrast, this study covers all the effects that impact the project's success, especially the form of leadership required for the project's success.

Literature review

While leadership has been discussed academically, there has been a need for more practical work on this issue in project management for decades (Turner & Muller, 2005; Tyssen et al., 2014). Full-range leadership philosophy frequently encompasses transformational, transactional, and laissez-faire leadership approaches (Sohmen, 2013).

Our research will concentrate on studies showing the value of transformational leadership for project success (Gundersen et al., 2012).

Transformation Leadership & Project Success

According to numerous experts' findings, transformational leadership substantially impacts the success of plan initiatives (Anantatmula, 2010; Yang et al., 2011). Even though effort on leadership is still reasonably inadequate (Kamal et al., 2016) in the plan's overall framework, when seen from the perspective of permanent organisations, transformational leadership may be seen from a different angle (Braun et al., 2013). According to the research, project managers' appropriate behaviour is critical in accomplishing more significant project objectives. Success of the project (Zwikael & Unger-Aviram, 2010). As a result, transformative leaders inspire and motivate their followers. Followers to perform above and beyond their capabilities also encourage positive professional interactions (Sohmen, 2013). Project managers who demonstrate trans-formational leadership strengthen crew togetherness, promote shared consideration, and facilitate exchanging ideas. As a result, the study offers the following hypothesis as a starting point.

H1: Transformational Leadership has an impact on the project's success.

Transformational Leadership and Organizational Trust

Burns (1978) established transformative leadership, capturing scholars' interest throughout the last few decades. Transformative leaders may inspire individuals to change their expectations, perceptions, and intentions to accomplish common goals using their vision and personality (Cherry, 2010).

In addition, the leader must convince the staff to prioritise the aims. This manager respects employees and is concerned about everyone's individuality. Creating transformative leadership should be viewed as highly advantageous, exceeding the effects of classical corporate and development programs, to address "today's leaders" development needs, who look at a test and continuously varying situation. According

to Mehrabi et al. (2012), trust believes that someone will behave in a predictable, behavioural, and fair way.

Trust is an emotional condition determined by expectations connected to others' behaviours in this background. Trust is therefore evaluated as a function of predisposition trust (individual or cluster level), the traits of the persons you have confidence in, and the situation (Freire, 2008). The impression of corporate trust sparked several fascinating images and hypotheses on the role of trust methods in the workings of organisations. As a result, trust is a critical component of an organisation's efficiency and effectiveness (van der Berg & Martins, 2013).

Leadership, relationships, and work satisfaction help build trust. According to Long et al. (2003), encouraging managers is the most excellent approach to building trust between employees and an organisation to increase performance. In this context, ethics management entails identifying and prioritising principles in the workplace and preserving their ethical performance in crises by implementing an ethics program. As a result, trust is useless in and of itself; moral standards influence action and attitudes.

Therefore, arguing about trust is akin to denying the reality of these social qualities. There we construct the following hypothesis:

H2: Transformational Leadership has a positive impact on organisational trust.

Leadership is vital to organisational outcomes, and changes can determine whether it will succeed. Leaders shall pay specific responsiveness to imperial forms of trust, such as organisational trust's institutional component or reliability of acts, through the active promotion of the creation and preservation of corporate trust (Ellonen et al., 2008). When confidence is reduced, managerial leaders are taken as different (Bibb & Kourdi., 2004). Leaders' talent alone does not guarantee the success of the performance organisation. Successful leadership requires the leader's remaining organisational structure, which is essential for managerial trust and project success (Dias, 2010).

Transformational leaders inspire their followers to take on more role behaviours because their followers feel trust, loyalty, respect, and adoration for them, and people

who trust the organisation's mission and purpose tend to achieve the organisational objectives effectively (Fareed & Su, 2021). Hartman (2000) described that people's faith has three main types. Zand (1997) believes that a leader's principal purpose must be to solve workgroup problems through his information besides abilities, whose achievement strongly relies on supporters' trust. Confidence and devotion are fundamental qualities in a genuine connection without authentic teams or leadership.

H3. The relationship between transformative leadership and project success is mediated by organisational trust.

Transformational Leadership & Emotional Intelligence

The contribution of emotional intelligence (EI) to organisational leadership performance is a topic of debate amongst proponents and opponents. Establishing a baseline before diving into the relationship between EI and TL is critical. Below is a summary of the definition and description of the EI and TL concept. Outcomes of the chosen studies can be categorised into two groups: (a) those who found an EI-TL link. One out of every five papers selected highlighted, based on correlational and predictive results, the relevance of EI to TL. Barling et al. (2000) analysed data from 49 major pulp and paper companies. One is The Emotional Intelligence Inventory, and the MLQ 5X-Short was used in this investigation and revealed a link between EI and TL: inspirational motivation, idealised influence, and personalised care.

Intelligence leads to efforts to complete the project, especially when impediments are present (Mowday et al., 1979). Intelligence is also essential in cost reduction and project progress problems (Arshad et al., 2012). In addition, when investigating different types and scales of projects, Andersen et al. (2006) concluded that project intelligence has good repercussions for project success in project targets, time, and budget. Intelligence connects with project achievement (Erez et al., 1988).

Another study conducted in school studied the impact of emotional intelligence and job satisfaction on organisational trust. The findings suggested that the positive relationship between teachers' trait EI and job satisfaction is weaker in schools with

higher organisational trust than those with lower levels. Such echoes findings that trait EI is an asset regarding academic performance for vulnerable adolescents but not so much for those with solid cognitive skills (Petrides et al., 2014).

H4: Emotional intelligence has an impact on organisational trust.

Relationship between Emotional Intelligence & Project Success

Emotional intelligence (EI) is "the ability to monitor, discern between and use one's feelings and emotions and others." Study results on contributing factors to individual achievement The corporate biosphere has likewise charted uniform in the study of mindset Detecting intellect components, Apart from the IQ (intellect measure) tally (Gardner & Stough, 2002). Therefore, by understanding their emotive considerations, people were advised to be enthusiastic to direct one's feelings and behaviours. They monitored themselves and others' Self-abundance, teamwork, and organisational clout (Goleman et al., 2001). The project's emotional intelligence was investigated (Clarke, 2010; Geoghegan & Dulewicz, 2008).

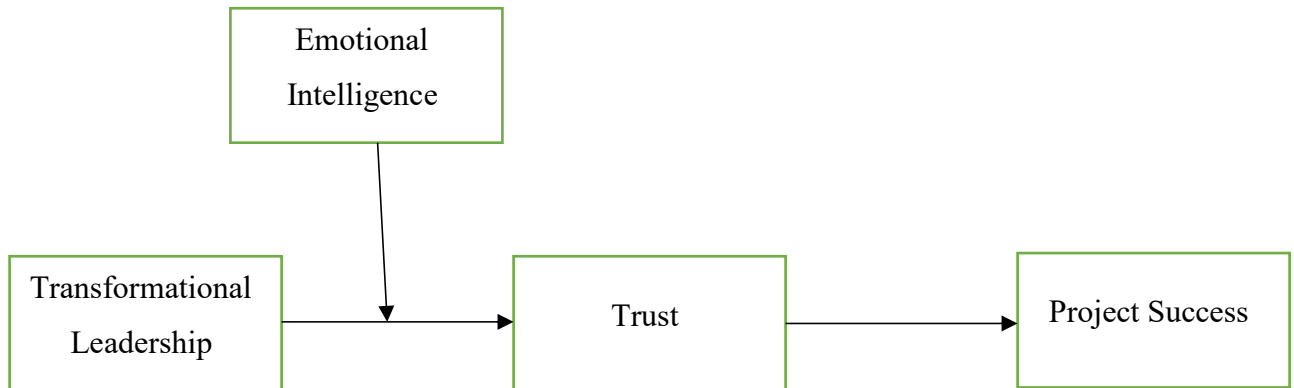
Top managers' intellect fosters employee trust, resulting in a more effective organisation (Ndiritu et al., 2015). The more intelligent the leaders, the more likely members will work harder to achieve the organisation's objectives (Caroline et al., 2016). A transformational leader with emotional intelligence is capable of shaping and nurturing a corporate culture in which each employee is committed, loyal, and proud of their organisation (Kouze & Posner, 2002), as well as ensuring that all efforts are directed toward quality and customer orientation (Caroline et al., 2016).

Thus, we state the following hypothesis, and if supported, this is our first study relationship:

H5: Emotional intelligence moderates the strength of the relationship between transformational Leadership and Project Success.

Research Model

Based on the above literature review, the following is a theoretical framework of the current study.



Rsearch methodology

In research, we organised the data for logical analysis to solve the problem and meet the objective. This process is known as problem-solving (McMillan & Schumacher, 2010). In this research, explanatory research is used. The problem is well-defined. Therefore, the answers are well structured based on hypothesis testing. The study focuses on finding the solutions to the problem by rejecting or accepting the hypotheses. The relationship between the variables and the outcomes of the result is also well explained

In this study, the characteristics of a specific population are observed. In this study, the purposive sampling method of research is used. A total of 226 valid responses were received from different firms, so the sample size of this study is 226 respondents. In this research, a survey technique is used in the form of a questionnaire. The data was collected, and the measures used in this study to collect the data are already used in previous studies. The questionnaire used in this study has two parts. The variables used in this research are measured at the individual level. The source of the scale of each variable is given in the below table.

Table 1: *Measurement of each variable and item has been adopted from the following studies.*

Variable Name	Reference	Items No.
Transformational Leadership	Podsakoff (1990)	6-items
Emotional Intelligence	Davidovitz, Rivka, Mario Mikulincer,	5-items

and Phillip R. Shaver (2007) and
 Shepherd, Dean A., Holger Patzelt,
 and Marcus Wolfe (2011)

Trust	Tyler, T.R., and Y.J. Huo (2002)	4-items
Project Success	Robey, Daniel, Larry A. Smith, and Leo R. Vijayarathy (1993)	6-items

The instrument is selected by using and understanding the previous research. The tools used in this research are reliable (Cronbach's alpha between 0.80 to 0.85). The help of two academic and two industry experts was taken for the questionnaires' face and content validity. The questionnaire was shared among the respondents after the validation granted by the experts. Pilot testing was also done with 43 respondents.

Table 2: Pilot Testing

Sr#	Variable	Cronbach's Alpha	Number of items
1	Transformational Leadership	0.854	6-items
2	Emotional Intelligence	0.815	5-items
3	Trust	0.801	4-items
4	Project Success	0.823	6-items

N = 43

The data is summarised in the first step by using descriptive statistics. In the second step, the statistical analysis of the information is done. The reliability and validity of the questionnaire are measured by using different tests and techniques, e.g., SPSS (version 21.0) and AMOS (version 21.0) were used for data analysis. Various tests were done to analyse and test the data. The Reliability, Correlation, Regression, and Moderation of the data set uses Hayes Process in SPSS.

A regression test was run to build a relationship between the variables. This research uses the Bootstrapping method to test mediation (Hayes, 2015).

RESULTS**Demographic Characteristics**

The demographic features of the data are shown in the following table. There are a total number of 226 respondents.

Table 3: Demographic Analysis

Demographics	Frequency	Percentage
Gender		
Male	128	56.6
Female	98	43.4
Age of Respondents		
31-40	147	65.0
41-50	56	24.8
51-60	23	10.2
Education		
Bachelors	53	23.5
Masters	136	60.2
M.Phil/MS	37	16.4
Job Experience		
1-5 Year	140	61.9
6-10 Year	42	18.6
11-15 Year	31	13.7
16-20 Year	13	5.8

The above table shows the age group of the respondents. The table shows a frequency of 147 respondents ranging from age group 31 to 40, 41 to 50, and 51 to 60.

In the above table, the frequency of the gender is shown. The table shows a male frequency of 128 and female frequency is 98. The table shows a frequency of 53 respondents in Bachelors, 136 respondents in Masters and 37 respondents in MS. The table shows the percentage and frequency of the work experience of the respondents. People with experience of 1 to 5 years, 6 to 10 years and 11 to 15 years.

Results for CFA measurement model

The confirmatory analysis is done on the data (n=226) using AMOS 21.0 (Arbuckle, 1994). The technique of probability estimation is used in the conceptual model. The confirmatory analysis consists of associated first-order components and comprises all the components. The reliability is higher and is 0.70, and the variance ranges more than 0.50 Fornell and Larcker (1981) said that if the value is >0.50, then AVE is also acceptable. 0.50-0.30 values are also acceptable. The value of composite reliability is >0.7, which is also a good reliability value. If AVE and CR are in the acceptable range, we will observe that the value ranges from 0.60 – 0.70. It is also an acceptable range. The results extracted show that the range is acceptable.

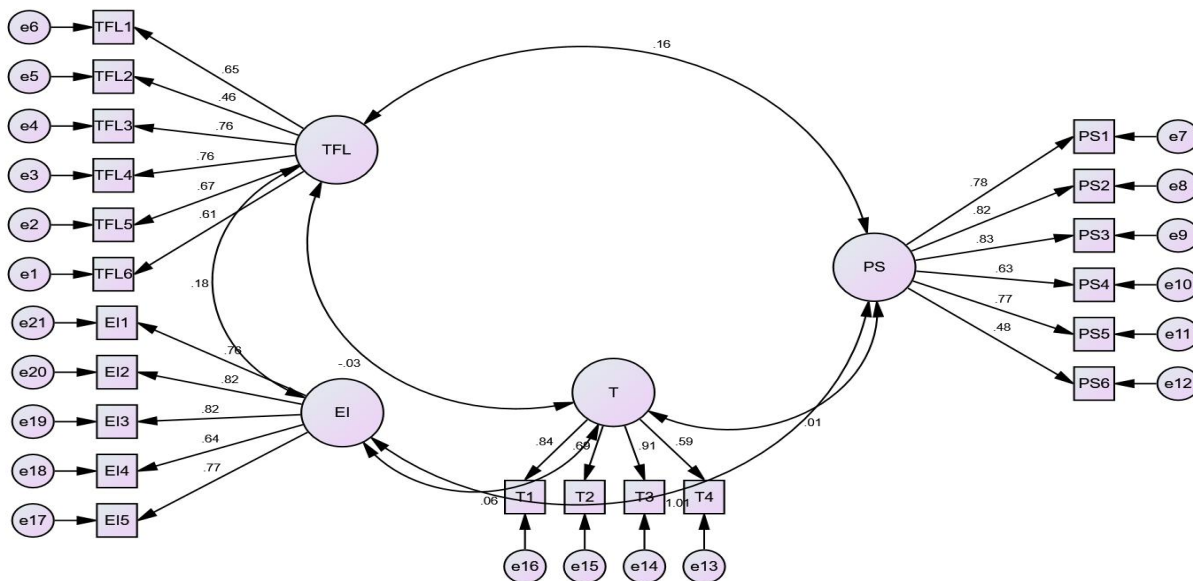


Table 4: Convergent Validity: Factor Loadings, Average Variance Extracted (AVE) and Construct Reliability

Name of Variable	Items	Factor Loading	AVE Score	CR Values
Transformational Leadership			.51	.90
	TFL1	0.652		
	TFL2	0.455		
	TFL3	0.761		
	TFL4	0.755		
	TFL5	0.667		
	TFL6	0.609		
Project Success			.53	.93
	PS1	.776		
	PS2	.822		
	PS3	.827		
	PS4	.634		
	PS5	.766		
	PS6	.483		
Trust			.56	.91
	T1	0.840		
	T2	0.691		
	T3	0.913		
	T4	0.590		
Emotional Intelligence			.57	.89
	EI1	0.760		

EI2	0.825
EI3	0.823
EI4	0.639
EI5	0.767

Table 5: Descriptive Statistics: Variable wise

	N	Minimum	Maximum	Mean	SD	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Err	Std. Er
TFL	226	1.00	5.00	3.3231	.87494	-.236	.162	-.243	.322
T	226	1.00	5.00	3.4629	.85057	-.714	.162	.062	.322
EI	226	1.00	5.00	3.4819	.88190	-.735	.162	.327	.322
PS	226	1.00	5.00	3.5789	.89465	-.959	.162	.673	.322

The above table shows the descriptive statistics of each variable. The mean value of all items is above 3. The Skewness and Kurtosis values are also within the acceptable range (<3). So, these values depict that results are within acceptable range.

Reliability Analysis

The reliability statistics for every variable are referred to as the value of Cronbach Alpha. The acceptable value range is 0.7. The values 0.8 and above are excellent (Sekaran, 2003). If the value is close to 1, then the dependability between the data has an internal consistency.

Table 6: Reliability analysis

Variable	Number of Items	Items Reliability
Transformational Leadership	06	.817
Trust	04	.834

Emotional Intelligence	05	.875
Project Success	06	.870

The above table shows reliability results, which were performed separately for each variable. Transformational leadership was taken as an independent variable with six items, and the reliability of items is .817, which is in the acceptable range. The trust consists of 4 items, and its Cronbach's alpha value is .834; emotional intelligence has 5 items, and its reliability value is .875. Project success has been taken as the dependent variable, consists of 6 items and has a .870 Cronbach's value. Reliability values range from .817 to .875, having acceptable values for all variables.

Correlation Analysis

The connection between two variables is measured with the help of correlation analysis. It is suitable if the variables are linear in connection. This relationship is shown by r.

Table 7: Correlation Analysis

	TFL	T	EI	PS
Transformational Leadership (TFL)	1			
Trust (T)	.452**	1		
Emotional Intelligence (EI)	.436**	.509**	1	
Project Success (PS)	.565**	.576**	.616**	1

The results show that all variables have a positive and significant relationship. No weak or high relationship creates a problem for further analysis. The results also show that all variables are significantly correlated with each other.

Hypotheses Testing

By Johnson and Wirchern (2006), Multiple regression is used to evaluate the factors of independent and dependent factors. Chatterjee et al. (2021) said that regression analysis assists in finding the interrelationships between variables. Multiple regression is the finest way to examine the connection between the dependent variable and the two additional variables (Johnson & Wichern, 2006).

Table 8: Mediation Analysis

	Trust			PS		
	Coeff.	SE	p	Coeff.	SE	p
TFL (X)	0.439	0.058	0.000 a	0.391	0.057	0.000
T (M)	-	-	-	0.425	0.059	0.000 b
Constant	2.004	0.058	0.000	0.809	0.211	0.000
	R2 = .204			R2 = .449		
	F = 57.397			F = 90.696		
	p = .000			p = .0000		

Mediation Analysis: Outcome Variable: PS (Y)

The above table shows the results of the mediation analysis. Using the Hayes Process model method, the regression analysis is done using SPSS statistical Syntax Process file. The results of Transformational Leadership (X) show a significant relationship between Trust (M) (Coeff. 0.439, $p < 0.05$) and Project Success (Y) (Coeff. 0.391, $p < 0.05$). Trust (M) and Project Success (Y) also has a significant relationship (Coeff. 0.425, $p < 0.05$). Paths a, b and c's are statistically significant based on these values. While in model 1 shows $R^2 = 0.204$, $F = 57.397$, $p = 0.000$ and model 2 shows $R^2 = 0.449$, $F = 90.696$, $p = 0.000$. The model fit summary R^2 , F value and p-value also show a significant effect of mediating variable (Trust) because R^2 is improved from 0.204 to 0.449 and F value 57.397 to 90.696. Some form of mediation is supported if the effect of M (path b) remains significant after controlling for X. If X is no longer significant when M is controlled, the finding supports

full mediation. If X is still significant (i.e., X and M significantly predict Y), the finding supports partial mediation (MacKinnon et al., 2007; Hayes, 2013). We can conclude that our finding support partial mediation of Trust between Transformational Leadership and Project Success.

Table 9: Moderation Analysis

	Trust		
	Coeff.	SE	p
TFL (X)	0.273	0.060	0.000
EI (M)	0.378	0.060	0.000
Int-1	0.245	0.052	0.000
Constant	2.004	0.058	0.000

$$R^2 = .325$$

$$F = 35.669$$

$$p = .000$$

Moderation Analysis: Outcome Variable: Trust (Y)

The above table shows the results of the moderation analysis. Using the Hayes process method, the regression analysis is done by using SPSS statistical Syntax Process file. The results of Transformational Leadership (X) show a significant relationship with Trust (Y) (Coeff. 0.273, $p < 0.05$) and Emotional Intelligence (M) has a positive and significant impact on Trust (Coeff. 0.378, $p < 0.05$). Interaction terms also have a positive and significant relationship (Coeff. 0.245, $p < 0.05$). So, our findings support the moderation of emotional intelligence between transformational leadership and trust.

Discussion and Conclusion

This study's primary objective was to determine the effect transformational leadership has on the success of a project where trust acts as a 'mediator' or emotional intelligence moderator, i.e. practical character scattering. The first hypothesis is that the transformational leadership style positively impacts the project's success. The

hypothesis is proved valid and follows the study by (Anatmula, 2010; Yang et al., 2011), who mentioned that transformational leadership substantially impacts the success of plan initiatives. The second hypothesis states that the transformational leadership style positively impacts organisational trust. It has also been proved correct and is in accordance with the past study by Long et al. (2003). The third hypothesis states that the relationship between transformative leadership and project success is mediated by organisational trust. The hypothesis was also proved correct and is following the study by Fareed et al. (2022), who mentioned that transformational leaders inspire their followers to take on more role behaviours.

The fourth hypothesis states that Emotional intelligence has a substantial beneficial impact on organisational trust. This hypothesis is also proved accurate, and it supports the past study by (Petrides et al., 2004). The fifth hypothesis stated that Emotional Intelligence has a substantial beneficial impact on project success. It was also proved correct and supported by past theories by Dulewicz (2008), who discovered an important link between the elements of emotional intelligence and the success of the project in the United Kingdom. The last hypothesis states that emotional intelligence moderates the strength of the relationship between transformational leadership and project success. It has been proven true and follows the past study by Kouze and Posner (2002) and Caroline et al. (2016). The research remained numerical, and the findings of the revision were published in a journal, there was a favourable relationship between the variables. Because it was a master's thesis, only limited resources were available, which meant that the research could not be conducted in different cities or locations. a qualitative approach that might produce greater effects in the impending is similar to exemplary.

In future research, cultural practises (for example, as moderators in interactions between Soft skills and project success). We cannot count on various industrial projects the same as in construction projects. Project managers may be more effective in higher-paying, more-support environments. Nonetheless, we suggest future research across

the research industry to investigate real-world comparisons and outcomes longitudinal study can help further understand the deeper mechanisms.

This research has many implications at both the scholastic and managerial levels. Project base association managers are responsible for persuading and assisting their representatives in learning more about the advantages of having higher emotional intelligence at work to connect with themselves, which can ultimately prove to be a significant factor in achieving goals efficiently and effectively. The expertise a project manager possesses has a significant bearing on the project's success. There is no doubt that more research is needed in project management; however, with minor variations in mediating or moderating variables, the current study will benefit understudies who wish to pursue careers in this field.

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