Do Employee Trust and Job Satisfaction Mediate the Relationship of Leadership Styles and Emotional Intelligence with Project Success?

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Abstract

The current study investigates the impact of Leadership Styles (LS) and Emotional Intelligence (EI) on Project Success (PS) through underlying mediating mechanism of Job Satisfaction (JS) and trust. Total 160 responses were received from the team leaders (project managers, project leaders, project coordinators) of the NGOs sector of Pakistan. The findings of the research show that the relationship of LS and EI have significantly positive impact on the PS. Further, JS and Trust is positively and significantly influencing the PS and mediate the relationship of both LS and EI with PS. Within leadership styles, transactional leadership and Laissez Faire leadership styles have positive relationship with PS. However, the negative relationship of transformational leadership with PS is somewhat surprising as this relationship was expected to be positive. The findings suggest that project managers in NGOs must be aware of the impact of certain leadership behaviors and level of emotional intelligence for completing the projects successfully.

Keywords: Emotional Intelligence, Leadership Styles, Job Satisfaction, Trust, Project Success

Introduction

Temporary or Project-based organizations (PBOs) are becoming widespread across industries. These organizations are different from traditional ones in terms of their temporary structure and uncertainty of working environment. Therefore, the bondage of team members among themselves and with project managers or leaders is also temporary which affect performance (Agarwal et al., 2021). Because of growth and practice of PBOs in and across industries at national and international level, the projects have spread so much

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significantly that some scholars speak of a projectification of society (Samimi & Sydow, 2021). Theoretically, the nature of projects is a temporary or shorter forms of organization in comparison to permanent private or public organizations.

The leadership in project management has a critical responsibility for managing team members to ensure alignment of organizational expectations (Agarwal et al., 2021). The success of any project depends upon many factors but the role of project manager is very important (Davis, 2011; Maqbool et al., 2017). Extant research have recommended for a more systemic and collective investigation of leadership as a social process in the field of project management (Agarwal et al., 2021) as its role for the success of projects in a complex and unpredictable environment is very critical (Bhatti et al., 2021). Bass (1990) and (Avolio et al., 1999) developed a tool named as Full Range Leadership Model (FRLM) to classify leadership styles as: Transactional, Transformational and Laissez Faire Leadership style. Demonstrating a transactional leader style, the manager value structure and proper order. Here, the leader wants the team members to be self-motivated and can work well in a properly structured and direction driven environment. In contrast, in transformational leadership style, the managers try to motivate, inspire, and influence people to work. Transformational style of leadership works well to identify and manage organizational change. This change management process is completed by creating and communicating vision to guide the change through motivation, inspiration, and team commitment. The third leadership style known as Laissez-faire is easy-to-go behavior. Here, leaders make few decisions and allow their team members to choose appropriate workplace solutions with minimum interference in their subordinates' affairs.

EI is the ability of a leader to recognize and manage effectively his or her own emotions as well as the emotions of other people for the better performance outcomes (Peter Salovey & Mayer, 1990). Managers must have EI skills at workplace besides technical skills for effectively executing a project to achieve success (Rezvani et al., 2016, 2018). There are four major components of EI: "Self-Awareness"; "Self-Management"; "Social-Awareness"; and "Relationship Management". The level of EI of the managers/leaders while coordinating and monitoring their teams influence significantly towards the achievement of performance both at organizational as well as at individual. EI Theory (Daniel Goleman, 1998), also known as Primal Leadership Theory, posits a positive relationship of leaders' EI with performance. This success is further enhance when the managers are satisfying with their job and have trust on others. According to Kendra & Taplin (2004), project success is dependent on the manager's behavior and on leadership qualities. In this regard, the role of leadership and EI is increasingly recognized as an

important factor in the field of project management as, both LS and EI of a project manager play a significant role for the successful outcomes of the project.

Based on the social learning theory (SLT: Bandura, 1977), we advocate that team members, when engaged in projects, will demonstrate a trustworthy behavior of their leaders. Such interactive behavior would be helpful where project team work under pressure to produce better results (Bhatti et al, 2021). Similarly, leaders and team members with higher satisfaction with their job will have a positive impact on the success of the projects. Managers with low level of satisfaction can create risk in a project, take less interest, and hence put less efforts towards the successful completion of the projects (Al-Asadi et al., 2019; Farrington & Lillah, 2019; Rezvani et al., 2016). Trust in subordinate or team members and Job Satisfaction (JS) are the key outcomes of LS and EI. Higher the level of trust and satisfaction of job higher will be the level of success in a project.

Relative to general management practices, the dynamic of project management practices, the particular power position of managers, and different roles of a project manager or leader are some of the interesting contextual factors that demand an investigation for understanding how leadership is enacted within project management context (Clarke, 2012). In PBOs, the behaviors, personality and skills of a manager or project leader is crucial and critical as it directly affect the motivation of employees given the tight time schedule, cost estimates, and targeted outcomes.

The extant literature has been investigating LS-Performance and EI-Performance relationships separately. There is scarcity of research where the combined relationship of LS and EI with PS having mediation role of JS and trust is investigated in one study. Further, within extant literature, the majority of research for PBOs is related to construction and IT projects while there is paucity of research in NGOs sector. The importance of the role of NGOs in developing communities, social awareness, and other developmental activities is well understood. NGOs generally work independent of government. The structure of such organizations is different from formal organizations. Since, most of the NGOs are project based organizations having different programs or projects with specific goals and success criteria. The specific research objectives are:

- To examine the relationship of LS and PS
- To investigate the relationship of EI with PS
- To investigate the mediation of JS and trust for the relationship of LS-PS and EI-PS separately.

The data for this study was collected, through pre-tested questionnaire, from 160 project managers, project team leaders, and project coordinators of different NGOs through online survey using Google form.

Literature Review

Project Based Organizations (PBOs)

A project based organization (PBO) can be defined "as a temporally bounded group of interdependent organizational actors, formed to complete a complex task" (Burke & Morley, 2016, p. 1237). The 4t framework (transition, team, task, and time) of Ludin and Soderholm (1995) is considered as the determining characteristics of a temporary organizations (PBOs). There are other factors such as multi-disciplinarity, interdependence of tasks, the novelty, knowledge intensity of tasks, exceedingly skilled and diversely competent workers, heterogeneous and diversified teams. Because of their temporary nature, PBOs face many challenges such as: managing knowledge and knowledge workers, managing structure (which are aggravated by the "autonomy and centralization-decentralization dilemma"). There is a distinctive difference between PBOs in particular and temporary organizations from permanent and formal organizations (Samimi & Sydow, 2021). Relative to general management practices, the dynamic of project management practices, the particular power position of managers, and different roles of a project manager or leader are some of the interesting contextual factors that are needed to be investigated for understanding how leadership is enacted within project management context (Clarke, 2012). In PBOs, the behaviors, personality and skills of a manager or project leader is crucial and critical as it directly affect the motivation of employees given the tight time schedule, cost estimates, and targeted outcomes

Project-based organizations (PBOs) are becoming widespread across industries. Because of growth and practice of PBOs in and across industries at national and international level, the projects have spread significantly so much so that the people speak about the "projectification of society" (Samimi & Sydow, 2021). Since, PBOs differ from traditional firms due to their temporary structure and uncertainty of internal working environment, the bondage among team members and with the project managers or leaders is also temporary which affect performance differently (Agarwal et al., 2021). Contemporary studies in project management have demanded for a more comprehensive and systemic investigation of leadership as a social process (Agarwal et al, 2021). Therefore, there is a need for studying the management practices including the leadership and EI practices that influence on the success of the project through the lens of trust and satisfaction with job.

Project Success

The success of a project has generally been judged by either based on success criteria or on the basis of critical success factors. Success criteria is based on objective measures: completion of project in time, within cost and as per quality standards (Pinto & Slevin, 1987). However, this criteria have been criticized in the past and it was suggested that other factors such as behavioral skills should be considered while measuring project success (Rezvani et al., 2016). Critical success factors criteria is based on "soft" issues including behavioral skills of project teams that include satisfaction of customers and other stakeholders. This represents a more realistic approach for the assessment of the success of a project (Slevin & Pinto, 1986; Turner & Muller, 2005). The rating of critical success factors by Pinto and Slevin's (1987;1990) has been the most widely used measures of PS (Jugdev & Müller, 2005) which are also recommended by other researchers (Mazur et al., 2014; Rezvani et al, 2016). These factors are: effective communication; troubleshooting; top management support (TMS); and mission clarity. Communication refers to "the provision of an appropriate network and necessary data to all key actors in the project". Communication is measured as the degree to which project managers effectively communicate with the stakeholders. It is one of the important managerial competencies that influences PS in a positive way. Troubleshooting is the ability to "handle unexpected crises and deviations from the plan". TMS is the "willingness of top management to provide the necessary resources and authority/ power for project success" while clarity of mission refers to "initial clarity of goals and general directions" (Rezvani et al, 2016).

Leadership Styles

Historically, six major schools of leadership thoughts are presented: Trait Viewpoint; Behavioral Viewpoint; Contingency school of thought; Charismatic or Visionary viewpoint ; Emotional Intelligence thought; and Competency school (Turner & Muller, 2005). For this study, the theoretical foundation is based on "visionary or charismatic" and EI school of thoughts. The "Visionary or Charismatic" thought became popular during the decades of eighties and nineties. According to (Bass, 1990), there are two most influential types of leadership styles: transformational style and transactional style. In former style, managers' exhibit charisma, create vision, stimulate pride, trust, and respect among the team and subordinates. This leadership style also inspires and motivates their peer and subordinates by creating high expectations through modelling appropriate behaviors. This is done by giving due consideration and by paying personal attention to individual members of the teams to enhance respect and to provide opportunities for personal development. Transformational leaders provide intellectual stimulation to

encourage the innovative thinking and idea generation approaches. The emphasis of the transactional leadership style is on contingent rewards for meeting performance targets. It is a style of management by exception where action are taken when tasks are not being executed as were planned (Avolio et al., 1999). There is another style known as "Laissez-Faire" leadership style (Bass & Avolio, 2000). Here, leaders avoid making decisions, abandons responsibility, and avoid using authority (Maqbool et al., 2017; Turner & Muller, 2005).

Emotional Intelligence

According to Goleman (2001), EI is the keenness to provide guidance, monitoring, and effectively managing the feelings and actions of self as well as of others for optimum performance at self, team, and organization level. Since 1990, the "Emotional Intelligence School" has become popular. According to this school of thought, EI has a greater impact on the success and the intellectual capabilities of the leaders which leads to the improved performance of their teams (Goleman, 1998, 2001). Besides other management fields, the importance of EI has been highlighted in many previous studies in the discipline of project management as well (Clarke, 2010; Geoghegan & Dulewics, 2008).

Job Satisfaction

Satisfaction with the job is the state of positive feeling or approach of employees or team member towards their work while balancing their needs and expectations (Farrington & Lillah, 2019). JS is the positive response towards the job environment and working conditions. It is also reflected by the general attitude of employees regarding their work-related activities and factors (Al-Asadi et al., 2019). Satisfaction with job is influence by cognitive and affective factors. JS influences organizational success through the enhancement of employees' morale, improving relationships among co-workers, promoting creativity and innovation, and encouraging citizenship behavior in organizations (Farrington & Lillah, 2019).

Trust

Trust is defined as "a psychological state comprising of the intention to accept vulnerability based upon positive expectations of the intentions or behaviors of another" (Rousseau & Burt, 1998). Trust shape the degree of project success and increases the interactions between project managers/leaders and their sub-ordinate team members through improved working relationships environment, better communication, troubleshooting mechanism, and organizational support. This relationship leads to the improved performance and the success of projects (Rezvani et al., 2016).

Theoretical Background

The research is based on transactional or management theories and relationship or transformational theories. Transactional theory focuses on the performance of organization and group, supervision mechanism, and the leader-follower communication. Accordingly, the job of a leader is to create clear structures of rewards and punishment. Transactional theories are the common component of many leadership models. On the other hand, leader-follower relationship is the core focus of relationship or transformational theories. This theory considers leadership as a process where leaders or team member are engaged in such a way to "create a connection". Resultantly, the bondage, inspiration, and motivation level between leaders and followers is increased through some certain improved qualities like confidence and stated values while demonstrating high ethical and moral standards (Amanchukwu et at., 2015). The research is also based on EI theory which is about the ability to manage the emotions of themselves and of the people around them. Since, the objective of a leader is to complete the task successfully, keep their team composed and unite while managing them in way that each individual is happy and perform to the best of their strengths (Salovey & Mayer 1990, Goleman, 1998)

Hypotheses Development

Leadership Styles and the Success of Projects

The research on leadership behaviors and styles along with their relationship with diversified aspects of management has been in many forms (Chen et al., 2018; Cleveland & Cleveland, 2019; Freire & Bettencourt, 2020; Galbreath et al., 2020; Jiang & Probst, 2016; Mysirlaki & Paraskeva, 2020). The leadership styles proposed by Avolio (1990) is the most widely used leadership assessment model (Avolio & Yammarino, 2013; Turner & Muller, 2005). Many developments were incorporated to test this model in different contexts. For example, Dulewicz & Higgs (2005) used scales for measuring organizational context and organizational commitment. These instrument consists of the items such as job satisfaction; realism; commitment; need for change; and organizational change. Yang et al. (2011), in addition to leadership styles, added teamwork to investigate their impact on project performance while and Tuuli et al., (2012) incorporated the structural and psychological contexts of teams with leadership styles. Maqbool et el (2017) added Emotional Intelligence along with transformational leadership style to examine the influence on project success. Previous research has shown the positive relationship of LS with project performance or success (Aga et al., 2016; Gardner & Stough, 2002; Rezvani et al., 2016). Based on these literature, we hypothesize as:

H1: Leadership Styles are positively related with the success in Projects

Emotional Intelligence and Project Success

A number of research articles highlighted different dimensions and relationship of EI with many dependent and mediating variables (Alotaibi & Winterton, 2020; Lee & Wong, 2017; Mysirlaki & Paraskeva, 2020; Rezvani et al., 2016, 2018). The effectiveness in management of a project relates to their behavior and management of emotions that work (Rezvani et al, 2016; 2018). Carmeli (2003) also found higher performance of the managers with higher EI. Müller and Turner (2007) stated that EI has a direct link with managing complex projects and its management. Mazur et al. (2014) contended that project managers with higher EI are able to handle the challenges properly and can solve the problems through better understanding and communication with team member and peers.

Leaders with higher level of EI are able to minimize the risk of failure. Almost, 80% of the success in projects is due to emotionally intelligent leaders (Goleman, 2001). According to Sy et al., (2006), EI is a social capability which influences the administration style, encourages the flexibility, increases job satisfaction, and hence improve performance. Lee & Wong, (2017) and Wong & Law (2002) highlighted an important connection of EI with job fulfillment and success (work performance). They further argued that EI creates conducive working environment, increases work satisfaction, effects administration, and helps in organizational expansion. According to Carmeli (2003), managers with higher degree of EI showed better efficiency in completing their tasks. This is further supported by Pryke et al., (2015) and Sunindijo et al., (2007) as well. Therefore, we hypothesize as:

H2. Emotional Intelligence influence positively on the success of Projects

Job Satisfaction and Project Success

Satisfied employees are less likely to leave the job or the project, experience less burnout, and show low absenteeism (Al-Asadi et al., 2019). It has been studied both as an independent as well dependent variable in previous studies (Rezvani et al., 2016). Theoretically, the impact of job satisfaction on PS and on the performance of managers is positive. Conversely, managers with low level of satisfaction can create risk in a project, take less interest, and hence put less efforts towards the successful completion of the projects (Al-Asadi et al., 2019; Farrington & Lillah, 2019).

H3: The impact of Job Satisfaction on the success of Projects is significantly positive

Trust and Project Success

Much attention has been given to the role of trust in "leader–follower" relationships (Braun et al., 2013). It helps in allocating their energies towards improved team performance and project success. Contrary to this, when employees lack the trust or confidence of the leaders, they lose their interest towards the goals and outcomes of the project and start focusing on their own personal interest instead (De Jong et al., 2016).

H4: Trust influences positively on the success of the projects

Relationship of Leadership Style and Emotional Intelligence with Job Satisfaction and Trust

Past research highlight job satisfaction as a dependent of LS (Barling et al., 2000). Good leadership qualities increase the employee's commitment and satisfaction. Walumbwa et al., (2005) found that LS have significant influence on JS. Proper demonstration of LS from managers increases the followers trust and they are able to maintain the trust (Gillespie & Mann, 2004). Based on social learning theory (SLT), this study investigates the mediating effect of JS and trust on the relationship of LS and PS. The study argue that team members will show higher level of trust on their leaders when engaged with their project team members. According to Bhatti et al. (2021), such interactive behaviors helps team members to produce better results particularly in PBOs where teams have to work under pressure in uncertain conditions along with less familiarity among the team members.

H5. There is significantly positive impact of Project managers' LS on (a) JS and (b) trust

Employees, with higher EI, are more aware of their emotions like anger, frustration and anxiety. They know how to control their emotions at the workplace so that their behavior wont effects the work. On the other side employees having low level of EI are week in assessing their own emotions and are unable to control them. This shows that EI and JS has a strong connection. Similarly, higher the level of trust and JS, the higher the expectancy of PS (Mazur et al., 2014).

H6: The impact of Project managers' EI is significantly positive on (a) JS and (b) trust

Trust and Job Satisfaction as Mediators

LS influences the satisfaction with job and the level of trust in team members. The trust and job satisfaction in turn influence positively towards the success of the project. According to Clark (2012), research on leadership in projects has primarily adapted a style perspective but the results are inconclusive and inconsistent about which specific

leadership style is suitable in projects. Keeping in view the environmental complexities in different projects, there is a need to examine the mediating effect of trust and JS. Therefore, we state the following hypothesis for mediation relationship:

H8*: Both Trust and JS mediate the relationship of LS and Project success*

Managers with higher EI are more likely to be trust worthy and are more likely satisfied with their jobs (Sy et al., 2006). The argument is supported by other studies as well (Braun et al., 2013; Dunn & Schweitzer, 2005; Farrington & Lillah, 2019; Freire & Bettencourt, 2020; Mickson & Anlesinya, 2019; Mysirlaki & Paraskeva, 2020). Rezvani et al., (2016) argued for a mediating role of job satisfaction and trust for EI and project success relationship. We hypothesize as:

H9: *Both Trust and JS mediate the relationship of EI and PS*

Research Methodology

Conceptual Model

Based on above theoretical discussion and hypotheses development, the conceptual model is depicted in **Figure 1**.
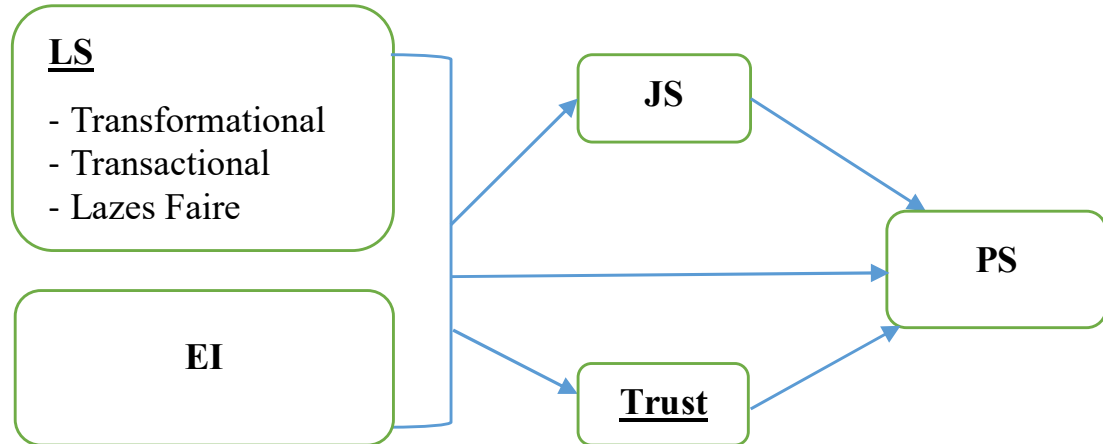

Figure 1: Conceptual Model

Measurement Instrument and Variables

Five variables were included in the study. LS and EI are independent variables while PS is dependent variable. JS and Trust are mediating variables. A total of 60 questions were asked from the respondents. Net composite scores at

construct and sub-construct levels were used for analysis. For measuring LS, multi-factor leadership questionnaire (MLQ) instrument was used (Bernard M. Bas & Bruce J. Avolio, 2000). The instrument contains 21 statements measuring transformational (12 items), transactional (6 items), and liaises faire (passive) leadership styles (3 items) measured through 5-point likert scale which ranges from "Not at All" to "Frequently if not always". A pre-tested scale containing 18 items for measuring emotional intelligence offered by (Daniel Goleman, 1998; Mayer et al., 2008) was use. The scale measure four dimensions of EI: "self-awareness" (3 items); "self-management" (6 items); "social awareness" (3 items); and "relationship management "(3 items). The responses were recorded on a 5-point likert scale from "Strongly Disagree" to "Strongly Agree". For measuring JS, we used Rizvani et al., (2016) based on Cammann et al. (1983) scale containing 3 items with one reverse statement. To measure the Trust, Robinson (1996) scale was used containing 7 items with 3 reverse statements. The responses for both JS and Trust were taken on a 5-point likert scale from "Strongly Disagree" to "Strongly Agree". Project success was measured through 11 items scale (Rezvani et al., 2016, 2018) based on Jeffer K Pinto, (1990). The scale contains four dimensions: communication (3 items); troubleshooting (3 items); mission clarity (2 items); and top management support (3 items). The responses for both JS and Trust were recorded on a 5-point likert scale from "Strongly Disagree" to "Strongly Agree".

Research Design and Data

The research is empirical in nature following a positivism philosophy. Quantitative analysis approach based on deductive method for hypotheses testing is applied for a cross-sectional data collected through online questionnaire.

Data was collected through online survey from the project managers in NGOs sector. Google form link was sent through email to the project managers in the network of social media with the request for further links. A total of 168 responses were received within the stipulated time period of which 160 were valid responses. To avoid social desirability response/bias, the approval of the questionnaire was taken from the respective HR department, the confidentiality of the respondents and the data was ensured, and the participation in survey was

voluntary during the working hours, and employees were presented with the details regarding study's subject and purpose.

Results and Analysis

The demographic information is presented in Table 1. Male respondents dominate with 66% of total responses. The highest age group of the respondents were 31-40 years (61%). The managers are highly qualified as 78% of them are having master degree with sufficient experience as only about 21% of the respondents fall in the group of less than 5 years of experience.

Table 1: Demographic Information

Characteristics	Category	Freq.	%age
Gender	Male	106	66.3%
	Female	54	33.7
Age	Less than 30 Years	25	15.6
	31 - 40	97	60.6
	41 - 50	32	20.0
	Above 50	6	3.8
Education	Undergraduate	6	3.8
	Master	125	78.1
	M Phil and Higher	25	15.6
	Other (CA, ACCA, DPT)	4	2.5
Experience	Less than 5 Years	33	20.6
	6 - 10	72	45.0
	11 - 15	27	16.9
	Above 15 Years	28	17.5

Data Reliability

For measuring the reliability of the constructs, a generally used Cronbach's alpha statistics were applied. Although, there is no standard threshold regarding the acceptable level of Cronbach's alpha value (Maqbool et al, 2017), but some researchers such as Nunnally & Bernstein (1994) suggested lenient acceptable reliability range above 0.5 whereas, Anderson and Gerbing (1988) suggested the value should be at 0.7 or above. The values of Cronbach's alpha for main constructs are above 0.7 showing high level of reliability. We checked the sub-construct level reliability and found the values within the acceptable range as well. The descriptive

statistics along with reliability statistics are provided in **Table 2**. The data showed the composite scores at main and sub-construct level. Among the main construct EI showed the highest mean score (4.14) while Trust showed the lowest mean score (3.83).

Within the main constructs, Transformational leadership showed the highest mean scores. The results show that managers in NGOs sector are demonstrating transformational leadership style followed by transactional style. EI, PS, and LS showed the highest level of consistency among the items with alpha=0.88, 0.86, and 0.0.85 respectively.

Table 2: Descriptive Statistics and Reliability Values

Variables	M	SD	Cronbach's Alpha	Items
1. **Emotional Intelligence**	**4.14**	0.38	**0.88**	**18**
2. **Leadership Styles**	**3.89**	0.38		
	3.99	0.43	**0.845**	**21**
- *Transformational*	3.96	0.47	*0.85*	*12*
- *Transactional*	3.34	0.76	*0.73*	*6*
- *Laissez Faire*			*0.63*	*3*
3. **Job Satisfaction**	**4.07**	0.64	**0.79**	**3**
4. **Trust**	**3.83**	0.51	**0.7**	**7**
5. **Project Success**	**4.03**	0.48	**0.86**	**11**

Correlation

Table 3 represents bivariate correlations results. Project success shows a positive and highly significant association with EI (ρ=0.307, $p < 0.01$), Transactional Leadership (ρ=0.361, $p < 0.01$), JS (ρ=0.527, $p < 0.01$), and Trust (ρ=0.593, $p < 0.01$) while it has positive but relatively weaker significant association with Transformational Leadership (ρ=0.178, $p < 0.05$) and Laissez Faire leadership styles (ρ=0.202, $p < 0.05$).

Table 3: Correlation Results

	1	2	3	4	5	6	7
1. *Project Success*	1						
2. *Emotional Intelligence*	.307**	1					
3. *Transformational Leadership*	.178*	.517**	1				
4. *Transactional Leadership*	.361**	.358**	.526**	1			
5. Laissez Faire Leadership	.202*	.096	.066	.373**	1		
6. Job Satisfaction	.527**	.302**	.203*	.360**	.173*	1	
7. Trust	.593**	.181*	.181*	.327**	.120	.387**	1

** & *= Significant at the 0.01 and 0.05 level respectively

EI has strong positive and association with Transformational Leadership (ρ=0.517, $p<0.01$) and JS (ρ=0.302, $p<0.01$) while it has a weaker but significant association with Trust (ρ=0.181, $p<0.01$). EI has insignificant association with Laissez Faire style of leadership. Among the leadership styles, transactional style has positive and significant association with both JS and Trust while Transformational style has, strong association with JS but weak association with trust. The correlation of Laissez Faire style has significant ($p<0.05$) with JS but insignificant with trust.

Regression Analysis

Bivariate regression models were run to explore the influence of LS and EI on PS, JS, and T. the impact of mediating variables (JS and T) on PS were also checked. The results of these bivariate models are presented in Table 4.

Table 4: Regression Analysis (Direct Relationship)

Model	Relationship	R-Square	Beta	F-value	t-value	p-value
1	LS ⟶ PS	0.090	0.394	16.362	4.045	0.000
2	LS ⟶ JS	0.098	0.536	17.2	4.147	0.000
3	LS ⟶ T	0.098	0.373	12.647	3.556	0.000
4	EI ⟶ PS	0.094	0.393	16.397	4.049	0.000
5	EI ⟶ JS	0.091	0.515	15.805	3.975	0.000
6	EI ⟶ T	0.033	0.248	5.362	2.316	0.022
7	JS ⟶ PS	0.278	0.4	60.72	3.140	0.000
8	T ⟶ PS	0.352	0.56	85.89	7.413	0.000

LS="Leadership Style"; **PS**="Project Success"; **EI**="Emotional Intelligence"; **T**="Trust";
JS="Job Satisfaction"

The results are statistically significant for all models and provide sufficient evidence to accept our hypotheses: H1 through H8. The results support the theoretical foundations that LS influence the level of satisfaction in job and trust in employees. The satisfaction with job and being treated as trustworthiness leads to high performance resulting in the success in projects. Similarly, emotionally intelligent managers are more satisfied and have trust in others as they are aware of self and are able to manage self, better than others. Also, they are socially strong and can build lasting relationship. The ultimate result is the success in projects.

Multiple regression model was run based on the composite scores of LS, EI, and PS constructs. The results are presented in Table 5 based on regression model:

$$PS = 0.204LS + 0.205\ EI$$

The model shows the significant impact of both LS and EI on project success (F=11.261, p<0.01). The beta coefficient for LS is 0.204 showing that one unit change in the LS has 20.4% impact on PS. Similarly, one unit change in EI has 20.5% impact on PS. The influence of both LS and EI is significant on PS (t=2.382 and 2.376, p < 0.05) respectively.

Table 5: Regression Results

Model	Beta	t-value	Sig.
Leadership Style	.204	2.382	0.018
Emotional Intelligence	.205	2.376	0.019
R Square	0.125		

DV: Project Success; Predictors: (Constant; Leadership Style; EI)

Since, the results for LS and EI are both significant, we run sub-construct level multiple regression including leadership styles to know which leadership style has more influential. The findings (Table 6) show that the impact of transactional leadership is positive and significant while the impact is positive but insignificant for laissez faire leadership style. Interestingly, the relationship for transformational leadership is negative but insignificant.

Table 6: Regression Analysis (Dependent Variable: Project Success)

	Beta	t	p
EI	.321	2.292	.004
LS			
- *Transformational*	-.131	-1.231	.220
- *Transactional*	.312	3.272	.001*
- *Laissez Faire*	.046	.905	.367

significant at 5%.

Mediation Effect

For investigating the mediation effect, we applied PROCESS Macro (V 3.5) through SPSS for investigating the mediation effect of JS and T between LS and PS and between EI and PS. The results for the mediation effect of JS between LS and PS are presented in **Table 7**.

The results show that LS was highly significant predictor of JS (Beta= 0.5364, se=0.129, and p<0.05) and JS was also highly significant in predicting PS (Beta=0.359, se=0.053, p<0.05). The indirect effect show that JS mediates between LS and PS (Beta=0.193, se=0.079, 95% CI=0.0368 and 0.3456). The results indicate that LS was associated with PS scores that were approximately .69 points higher as mediated by JS. Similarly, the mediation process was run for EI. The summary of the mediation effects of JS and Trust (T) between LS and EI are presented in **Table 8**. The results support our hypothesis (**H9**) that LS and EI of the managers have a significant impact on the satisfaction of the job and trust. Satisfaction in job and Trust leads to improvement in the success of projects. This success is further accelerated through the mediation effect of JS and T.

Table 7: Mediation Effect of JS between LS and PS

Direct effect: X on Y

Effect	se	T	p	LLCI	ULCI
.2014	.0904	2.2273	.0273	.0028	.3801

Indirect effect(s): X on Y:

	Effect	Boot SE	BootLLCI	BootULCI
JS	.1924	.0786	.0368	.3456

Level of confidence: 95%; Bootstrap samples: 5000

Table 8: Mediation Effect –Summary

Model	Beta	SE	LLCI	ULCI	Remarks
LS-JS-PS	.1925	.0786	.0368	.3456	Mediation exists
LS-T-PS	.1929	.0753	.0592	.3517	Mediation exists
EI-JS-PS	.1847	.0672	.0583	.3210	Mediation exists
EI-T-PS	.1291	.0674	.0042	.2618	Mediation exists

Discussion

The basic purpose of the research was to investigate the role of project managers' EI and LS in determining the success of projects in NGOs sector of Pakistan. The mediation roles of JS and Trust was also investigated.

The results support our first three hypotheses that leadership style has positive and significant influence on project success as well as on JS and trust. These results are consistent with earlier findings (Maqbool et at., 2017; Yang et al, 2011, Rezvani et al, 2018). There can be many reasons for positive relationship of EI and LS with PS. According to Maqbool et al, (2017), professional training like PMP and the increasing facilities and culture of training and development for managers in Pakistan is one of the reasons for positive impact. The management practices in NGOs sector is generally program or project based team selection. Hence, capacity building through very specialized and soft skills trainings are generally integral part of the budget.

In post hoc analysis, the regression results show that the impact of transactional leadership is positive and significant while the there is a positive but insignificant

relationship of Laissez Faire leadership style with PS. interestingly, the relationship for transformational leadership is negative. These results are supported by correlation results that transactional leadership style is positively and significantly correlated with all project success variables and mediating variables $(.251 <= \rho <= .360, \ p<0.01)$ whereas Transformational leadership style is positively and significantly related with communication and troubleshooting only among the PS variables. The relationship is significant with mediating variables as well. Laissez Faire leadership style is significantly related to communication, troubleshooting and JS. Its correlation with mission clarity and top management support is insignificant as well as with trust.

Transformational leadership provides direction and focus to clarify the confusion and ambiguity in the behaviors of team members and followers. Here, reward is the positive response to desired performance. According to Turner, J.R. and Muller, R. (2005), transactional leaders provide role, task clarification and psychological rewards through active vigilance to ensure goals are met and intervention is made only after mistakes have happened. Thus, transactional leadership style seems to be more favorable in NGOs of Pakistan as evidenced by the results. The results are supported by Mickson & Anlesinya (2019).

The negative relationship of transformational leadership with PS is somewhat surprising as this relationship is expected to be positive. However, there are ample evidences which support our findings (Keegan & Den Hartog, 2004). For example, Chen et al., (2018) questions the always positive impact of transformational leadership on performance and other outcome variables. They argued that previous research is inconsistent in investigating the nature of transformational leadership whereas the extant literature has found inconsistent and varied relationships (positive, negative, and insignificant) of transformational leadership with PS. These researches argue that transformational leadership may not be fruitful where people in organizations are influenced by the competing visions of more than one transformational leaders. Besides, the non-clarity of the managerial responsibilities and the conflict among the team member could be the factors for low performance and efficiency.

EI has significant and positive impact on PS, JS and Trust. This means that our hypotheses H4, H2, and H6 are accepted. The results for EI-PS relationship were consistent with previous research (Geoghegan & Dulewics, 2008; Maqbool et al., 2017; Rezvani et al., 2018). According to (Daniel Goleman, 1998; Daniel Goleman et al., 2013), EI impacts positively as emotionally intelligent managers drive their team members towards the success of organizations and individuals. Muller & Turner (2010) posits that emotionally

intelligent managers are good leaders and are empathetic towards other employees and organizational concern. EI has strong positive association with Transformational Leadership while it has a weaker but significant association with Trust. EI has insignificant association with Laissez Faire style of leadership. Hence, project managers with high EI are in a better position to respond to the challenges associated with the projects (Davis, 2011; Maqbool et al, 2017).

Conclusion

The study investigated relationships of EI, the LS of managers with PS. Mediating role of JS and Trust between EI and PS and LS and PS were also tested. The context of the study was the NGOs sector of Pakistan and the respondents were project managers, project coordinators, team leaders etc. The NGOs sector is challenged by diversified human capital, differentiated time, budget, and resources thus making it a compulsion for the project manager to be more flexible, open to interactions, understanding and more communicative with all employees and stakeholders. The demonstration of specific leadership style and being emotionally intelligent are the key for the success of projects.

The results proved that transactional leadership style is more productive in creating satisfaction in job and trust in employees and hence lead to project success. Transformational leadership style did not provide the expected results while passive or avoidance leadership style produced better results than transformational leadership. Project types and the context of the respondents can be one of the reasons for below expected results for transformational style leadership. From EI perspective, managers who are able to manage self and relationship with others create more satisfaction and build trust in others leading to the ultimate outcome of project success. Self-awareness and social awareness need to be improved for better and productive results. Both job satisfaction and trust mediates the relationship between LS and PS as well as between EI and PS. It is concluded that along with technical advancement, inventions and skills, project success is highly and directly proportional to the behavioral competencies like EI, working attitudes and leadership style, which appears as the main driving forces to the success.

Practical Implications

The results imply that NGOs sector in Pakistan should be more focused towards employing those managers who possess more of a transactional style of leadership. Passive or avoidance leadership style also produce better results. From EI perspective, the managers who are good at managing self and managing relationships also lead to the

success of the projects. These attributes of LS and EI improves job satisfaction and build trust in employees that in turn accelerate the project success.

The ability of transactional leaders in clarifying the role and task ambiguities helps in trust building and job satisfaction. They are also able to provide psychological rewards through active vigilance to ensure goals are met and intervention is made only after mistakes have happened. Such leaders: set the standards; motivate for rewards; recognize the performance; and satisfy with the achievement. The behavior of Passive or Avoidance leadership also have positive impact on project success. This means that managers who are content with subordinates, having less involvement in micro issues, and intervene only when required can produce better results. Similarly, managers with ability to manage internal state, impulse and resources (self-management) and the concerns about the skill or adeptness in others (relationship management) should be taken into account while hiring the managers in NGOs sectors.

The characteristics of self-management include ability to check the disruptive and impulsive emotions; maintaining integrity; persistence with pursuing goals; flexibility; and strive for excellence. The attributes of relationship management are sense of other development; inspiration for individuals and groups; tactical approach; ability to initiate and manage change; ability to negotiate and resolve conflicts; and creating the group synergy for collective goals. NGOs sector should look for these characteristics in their potential managers while making hiring and training programs. This will help them in having the right people for the success of projects. Therefore, this research will serve as a guideline for the NGO's in Pakistan in helping them to know how EI some certain attributes of LS and EI can produce better results. Knowing these characteristics of LS and EI will leads to PS.

Limitations and Future Directions

The study like many studies in the filed suffers certain limitations. First, the limitations associated with online survey design are inevitable. Second, the data collection is cross sectional research design future studies may adopt other mode like longitudinal or qualitative approaches like interviewing to get more insights into the phenomena. Third, the study has adopted a convenience sampling procedure, hence the findings of the study are limited to project managers of NGO sector and cannot be extended to projects beyond this sector.

To conclude, the study has empirically examined and reported the mediating role of JS and trust in PS. The study supports the importance of transactional leadership style

in harnessing JS and trust in employees for PS. The study also highlights the importance of JS and trust as a mediating factor for successful projects.

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