



# EMOTIONAL INTELLIGENCE AS AN ANTECEDENT OF TRANSFORMATIONAL LEADERSHIP, LEADING TO PROJECT SUCCESS

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## Abstract

This study examined emotional intelligence as an antecedent of transformational leadership, which leads to project success. The target industry was the construction industry, and the target population was the construction companies registered with PEC in the premises of Islamabad. Data was collected from the companies involved in construction projects based in Islamabad, and the target population was the project managers, project directors, and CEOs of the construction companies. According to the PEC's final report (2021, 22), the total number of registered construction companies in Islamabad is 1997. For this population, the convenient sampling technique was used, and the sample size was 342 project managers, and the questionnaire was distributed among 650 project managers; out of this, only 348 responses were retrieved, and the total response rate is 59 percent. In this study, emotional intelligence was found to have a positive impact on project success, and the mediating role of transformational leadership was also established and found to be positively associated with emotional intelligence and project success. The framework supports all the attributes used in this research. This study is an important contribution in the field of project management. It offers some directions and suggestions for further studies, and it has different implications at academic and managerial levels. The current study suggests that transformational leadership is the best practice for project success in Pakistan's construction industry.

**Keyword:** Emotional intelligence, Transformational leadership, Project Success

## Introduction

Leadership is the capability of an individual or a group of people to effect change (Araujo et al., 2022). guide, supporters, the other staff of the organization (Doan et al., 2020). Leadership is also used to measure important management tools. Here in this study, many types of leadership will be discussed like transactional leadership, authoritarian leadership servant leadership and transformational leadership. But transformational leadership is most valuable in organizational environment (Robertson & Barling, 2017). The motivation of transformational leadership is always positive for project-based companies or organizations. This type of leadership is very easy for the organization (Jim Allen McCleskey, 2014).

Leadership is a very essential tool for project success. Project success and transformational leadership are two probable phases that can lead to diverse project implementation consequences. (Shenhar et al., 2002). The top manager's commitment is very essential to the project's success and in project planning, and it directly impact the project results (Fowler & Horan, 2018). The emotional intelligence of individuals who expressed transformational leadership behaviors is more prospective (Barling et al., 2000). For transformational leadership, emotional intelligence is mainly responsible from an analytical standpoint. Emotional intelligence is very critical factor towards project success and almost all projects are failed due to lack of emotional intelligence. Project managers adopt new challenges, with the use of high level emotional intelligence.

The role of a project manager as leader is critical to the success of the project. According to (crowford, 2018) is one of the most widely debated issues, but there is a lack of consensus on the determinants of project success. Among project-based companies, there is also a shocking amount of project failures, because project management tactics have evolved (Albert, 2017). According to the literature, the extent of project failure is greater than the extent of project success worldwide (Zaman et al., 2020). The Project Management Institute (PMI) has provided a framework (PMBOK) with ten areas of critical importance but has not yet investigated whether the leadership style and experience of the project manager are a performance indicators for projects. Leaders have followed diverse approaches by guiding those in the organization (Chiang et al., 2012). Leadership types are the most common variables that affect the thoughts and actions of workers, including organizational behaviors. In addition, there are various styles of leadership models, such as transformational, transactional, and laissez-faire; the transformational form of management is the prevalent style of leadership in the corporate world (Robertson & Barling, 2017). and for the project-oriented organization (Gundersen et al., 2012). This is a form of leadership that provides concrete guidance to practitioners (Sohmen & Victor, 2013). Transformational leaders are especially effective at, delivering intellectual stimulation and individual motivation, modeling healthy attitudes, building mission and maintaining high success standards for workers. The transformational leadership-model has a major influence on the progress of the project (Yang et al., 2011). and is consistent with every kind of project (Higgs, 2005). Some use democracy, individuals, or a partnership approach, while some favor an authoritarian, construction approach to achieving a similar approach, which is organizational efficiency. The real decision about style depends on various factors, such as the attitude, the characteristics of the leaders, the acceptance of the followers of the leaders, their planning, the complexity of the activities, and the standards and principles accepted by the members of the organizations. Leaders ought to have an awareness of strengths and areas to examine within the corporate community, correctly define important events to use as triggers for change, and then make a reasonable judgment to lead the organization with contingent variables toward greater success.

## Research Questions.

1. What is the relationship between emotional intelligence and project success of construction industry of Pakistan?
2. What is the influence of emotional intelligence on leadership of construction industry of Pakistan?
3. What is the impact of Transformational leadership on project success construction industry of Pakistan?
4. What is the mediating effect of Transformational leadership between the relation of emotional intelligence of project manager and the project success of construction industry of Pakistan

## Literature Review

### Project success

According to (Ansari, 2021) Triple constraints are the iron triangle can no longer be the only definition associated with project success (PS). A project can be very successful even after deviating from its baseline of time and budget (khanzada naeem 2017, n.d.). The success of the project is now measured with the priorities of

the firm itself. Let us take the example of Disney where time and money are not their success factor. Infact they measured their success with safety, Quality and entertainment (Aga et al., 2016). so project success have no longer only associated with scheduled, budget and scope. Success factor of companies have evolved with time depending upon their priorities (Rezvani et al., 2016).

Another study focus the execution stage of the project is very important phase of project success and the troubleshooting and organizational mission objective play a vital role in project success (Rezvani et al., 2016).

Now it include most of if not all the knowledge area of project management such as stakeholder management and interest resource management integration management (Vickers, 2017).

## Transformational Leadership

Ashoor & Arabia, (2021) studied the transformational leadership (TL), innovation to understand its competitive advantage to firms and industries. In addition, transformational leadership therefore provided intellectual capability that might had positively impacted to their believers so as they had different though process (Eliyana et al., 2019). Similarly, (Al-Husseini et al., 2019) also studied TL and innovation about knowledge sharing amongst higher education faculty. Their study concluded only focused on knowledge sharing to improve the processes. It concluded to study the combined effect of both transformational and transactional leadership to determine its influence on process/product innovation. This study did not the leadership in project environment in public sectors. In transformational leadership style, the theory focused on critical role of leader that they influence and encourage change either its personal or at organizational level. As a result, the influence of leader will meet the expectation of its followers to enhance and improve the performance issues (Avolio & Gardner, 2018). Moreover, many researchers also emphasized and focused on literature pertained to innovation such as (Omer Frauk, 2014). It is evident that transformational leadership contributed to innovative organizational behavior, as well as their indirect role in encouraging the organizational culture encouraging producing innovation. According to (Imam & Kashif Zaheer, 2021).

## Emotional intelligence

Emotional intelligence described the essentials of life that how the manager can navigate the team and Emotional intelligence is described by (Khosravi et al., 2020). that the capability to understand and accomplish your own emotions and feelings, and understand the feelings and emotions of others. Being a manager it is very important to apply emotional intelligence on you to measure the self-awareness, felling, quality and objectives (Fareed et al., 2021). Describes that emotional intelligence into 4 dimensions that is self-emotion appraisal, other emotional appraisal, regulation and use of emotion. As well as the manager should now about the team intelligence to handle them. Daniel Golemen categorized emotional intelligence into five components. (1) Self-awareness (2) self-regulation (3) Motivation (4) Empathy (5) Social Skills.

Another study conducted by (Mayer et al., 2016) to describe people ability to cope with their emotions. We describe that the emotional intelligence as “the component of social intelligence that includes the capability to monitor the feelings and emotions of one’s own and others. And also Differentiate among them and use this evidence to direct one’s opinions and actions (Mayer et al., 2016). recent adopted the concept of (Mayer et al., 2016). Emotional cognitive and social intelligence. in earlier studies the researchers focuses on the communication, teamwork , conflict management, leadership, achievements motivations, and cognitive are highlighted as the most significant soft skills (Rezvani et al., 2016).

## Social Cognitive Theory

The underpinning theory for the relationship between emotional intelligence, transformational leadership, and project success in the construction industry of Pakistan is Social Learning Theory and its extension, Social Cognitive Theory.

Social Learning Theory posits that individuals learn through observation and modeling of behavior, as well as through the consequences of their actions (Bandura, 1977). According to this theory, individuals learn not only by experiencing the consequences of their own actions, but also by observing the behavior and outcomes of others.

Social Cognitive Theory extends Social Learning Theory by emphasizing the role of cognitive processes, such as attention, memory, and motivation, in learning and behavior change (Bandura, 1986). According to Social Cognitive Theory, individuals can develop new competencies and behaviors by observing and modeling the behaviors of others, as well as through cognitive processes such as self-reflection and self-evaluation.

*H1: Emotional intelligence is positively associated with project Success.*

## **Emotional intelligence and Project Success**

Emotional intelligence is a process to monitor self-awareness and self-regulation, other emotion and motivation, to avoid self-discriminate between the employees and use the important information to guide the thinking and action of others. (Maqbool et al., 2017). In project management literature the emotional intelligence has been already discussed (Maqbool et al., 2017). Emotional intelligence along with leadership styles are the reason of organizational excellence. By using the emotional intelligence the senior staff or top managers are comparing the peers of lower staff emotional intelligence. In this study the author has impact of emotional intelligence on project management (Maqbool et al., 2017). In this study the author focused important correlation between the emotional intelligence and project success. He discussed there sub dimensions of emotional intelligence that are, (sensitivity, ability to communicate, consciousness) (Maqbool et al., 2017). In that study the author discussed the importance of team work on project performance where ease the teamwork is a competency of emotional intelligence.

*H2: Emotional intelligence is positively associated with Transformational leadership.*

## **Emotional Intelligence and Transformational Leadership**

Literature has examined many classifications of leadership styles in various circumstances. Several scholars have divided leadership styles into various groups within the construction industry, including democratic and authoritarian (Dumreicher, 2008), Directive, coaching, supportive, and delegating (M. R. Khan & Wajidi, 2019), supportive and structuring (Handy 1993), task and relationship-oriented (Day et al., 2004), and transactional, transformational, and laissez-faire styles (Avolio & Gardner, 2005). Also, a lot of authors have concentrated on the various leadership styles and their impact on project success, process, and performance. According to certain studies, EQ-driven organisations have higher levels of employee engagement, motivation, and productivity, as well as higher profits (an association that is also seen in the literature on transformational leadership (Muniapan, 2007).

*H3: Transformational Leadership is positively impacted on project success.*

## **Transformational leadership and project success**

A study conducted by (Muniapan, 2007) introduced the term transformational leadership first time in leadership literature. Transformational leadership as a style of leadership which challenges team members to take responsibility of their work, also help in boosting employee motivation, moral and job performance. Managers having transformational leadership inspire, encourage and motivate their subordinate to innovate and create change that will help grow and change the future success of the organization (Muazzam Ali, 2020). Transformational leadership is a style of leadership that is outfitted towards change and towards improving



individual and aggregate execution. According to the researcher the transformational leaders are always personality consciousness. A vision play an important role in success of the organization as it provides direction to the employees that where the organization is heading. Organization need a define vision and mission to succeed (Thi Thuy Giang et al., 2021).

## Emotional Intelligence and Project Success Mediated by Transformational Leadership

*H4: Transformational leadership mediates the relationship between emotional intelligence and Project success*

TL is regarded as the most important leadership theory in use today (Black et al., 2019; Hernández-linares et al., 2021). It was demonstrated by (Higgs, 2005). That TL holds true for all types of project success. According to (Fakhra Batool, 2013). a PM's transformational leadership style can have a big impact on a project's success and is a great fit for projects (Wu et al., 2017). Have looked into the essential skills for successful project managers, and the findings revealed that TL is one of the most important skills (Zaman et al., 2020). TL has a great impact on children and instills moral principles. In order to achieve the project's objectives and organizational structure, it also replicates the project team's emotions and energies (A. M. Khan et al., 2019). In light of the aforementioned current causes the results of the analysis demonstrated that EQ plays a significant role in project success. (Mount et al., 2006). Higher EQ project managers take a significantly more trustworthy attitude to issues and complications that could affect PS. (Wilkinson et al., 2016).

### Theoretical Framework



### Methodology

The purpose of this chapter is to define the method assumed by the study. This contains the fact that the data is collected and analyzed, the first section deals with the philosophical situation in which knowledge is assembled, quantitatively. In this section, an explanation is given about how the problem was identified and addressed. This analysis leads us to the next stage, where the type of data collected and the data collection methods are deliberated. (Doan et al., 2020) The scale used in this study is a multi-dimensional systematic degree associated with project success and is evaluated by means of a Likert scale.

The researcher has used the deductive approach because it involves developing a hypothesis based on existing theory and then designing a research strategy to test the hypothesis. (Ranjay et al., 2009). Explain that deductive reasoning is reasoning from the specific to the general. It might be true in many cases if a particular theory implies a causal relationship or link. As referred to the study of Bell, (Harley, 2018). The use of positivism as a research philosophy can be applied within the quantitative nature of data for research that allows for reassessment.

the time horizon will be cross-sectional time horizon, as data collected one time only. (Parveen, 2021) According to Wikipedia, a cross-sectional study is a type of observational study in which data is collected from the population at a specific point in time. Cross-sectional studies are descriptive studies. the registered construction companies are larger than 1997. Thus making them its primary population. Moreover, the sample size was 342 because our population was 1997. By using Krejcie and Morgan's (1970) table, we calculated this sample size. Convenient sampling technique will be used. In this study, the targeted companies are from Islamabad.

## Analysis

### 1.1 Demographic Information.

There were five questions in this section relating to the basic demographic of the participants and information about their projects. For all the questions are related to the project. The questions were as, Gender, Age, Education, Designation, Experience. According to the targeted population the data was collected only Islamabad based organizations.

**Table 1 Sample Demographic**

		Count	Column N %
Gen_Sex	Male	307	88.2%
	Female	41	11.8%
Age_Y	Less then 25 years	78	22.4%
	46-55 years	24	6.9%
	35 - 45 years	34	9.8%
	26 - 35 years	212	60.9%
Edu	PhD	6	1.7%
	MS/MPhil	115	33.0%
	Masters	126	36.2%
	Graduate/ Engineer	83	23.9%
	Diploma	18	5.2%
Exp	6-10 years	63	18.1%
	4-6 years	89	25.6%
	10 years and above	75	21.6%
	1-4 years	104	29.9%
	0-1 years	17	4.9%

### Reliability

The reliability of a questionnaire is assessed to understand if the results from the measurement would be consistent over the duration of time and if they represent the population accurately (Bashir et al., 2008). Similarly reliability has been defined as yielding the same result consistently and being error free (Zikumund, 2003) for this purpose Cronbach's Alpha is most widely used measure that checks the internal consistency of all the items within the scale and shows how closed they connected with one another. The value of Cronbach's Alpha should be more than .50% for all variables being measured in order to assume it to be a reliable data.

**Table 2 Reliability**

	Reliability Statistics		
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
<b>EI</b>	.776	.777	16
<b>TL</b>	.867	.865	15
<b>PS</b>	.878	.878	14

Thresh hold for reliability  $\alpha > .05$

Therefor all the construct reliability higher then .05. cronbach alpha of each construct/scale exceed the threshold.

### Correlation Analysis between the Variables

The correlation analysis between the variables was conducted to observe the relationship between the various variables within the study. From the correlation analysis in table 4.14, it is observed that the correlation between emotional intelligence and transformational leadership is .697, which is strong. While the correlation between emotional intelligence and project success is .580 which is moderate. And the correlation between the transformational leadership and project success is .603 which shows a strong correlation. All the values are positive and indicate that the correlation between all the mentioned variables is positive.

**Table 3 Correlation Analysis between the Variables**

Correlations analysis			
	Emotional_intelligence	Transformational_leadership	project_Success
Emotional_intelligence	1		
Transformational_leadership	.697**	1	
project_Success	.580**	.603**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table 4: Hypothesis Testing**

Hypo	Model	IV	DV	R	R <sup>2</sup>	F	B	T	P	Status
H1	EI → PS	EI	PS	.580	.336	175.416	.890	3.804	.0000	Accepted
H2	EI → TL	EI	TL	.697	.486	327.139	.364	18.07	.0000	Accepted
H3	TL → PS	TL	PS	.603	.363	197.571	.631	14.056	.0000	Accepted

**H1: Emotional intelligence is positively associated with project Success.**

From the table 4 the values for R for these two variables is .580 as R indicates the strength of relationship between independent variable and dependent variable and it range from -1 to +1. Thus the value of R indicates that there exists moderate positive relationship between these variables.

R-square value is .336 thus in the case of these two variables emotional intelligence causes 33.6% variation in project success. From above table the value of F is 176.416 which is greater than 4 and indicate that there exists the significance in hypothesis

The standardized beta coefficient value is .890 this explains that there is one unit change in emotional intelligence then there is change of .890 units in project success. The value T-test for these two variables is 3.804 which are greater than 1.96 which illustrates this is significant. The P value is also significant with a value of .000 less than 5% acceptance criteria. Using the analysis explained above it can be concluded that the hypothesis is accepted and emotional intelligence effect project success.

**H2: Emotional intelligence is positively associated with Transformational leadership.**

Above table shows the values for R for these two variables is .697 as R indicates the strength of relationship between independent variable and dependent variable and it range from 1 to 1. Thus the value of R indicates that there exists moderate positive relationship between these variables.

R-square value is .486 thus in the case of these two variables emotional intelligence causes 48.6% variation in Transformational leadership. From above table the value of F is 327.139 which is greater than 4 and indicate that there exists the significance in hypothesis

The standardized beta coefficient value is .364 this explains that there is one unit change in emotional intelligence then there is change of .364 units in Transformational leadership. The value T-test for these two variables is 18.07 which are greater than 1.96 which illustrates this is significant. The P value is also significant with a value of .000 less than 5% acceptance criteria. Using the analysis explained above it can be concluded that the hypothesis is accepted and emotional intelligence effect transformational leadership.

**H3: Transformational Leadership is positively impacted on project success.**

From the table 4 the values for R for these two variables is .603 as R indicates the strength of relationship between independent variable and dependent variable and it range from 1 to 1. Thus the value of R indicate that there exists moderate positive relationship between these variables.4

R-square value is .363 thus in the case of these two variables transformational leadership causes 36.3% variation in project success. From above table the value of F is 197.571 which is greater than 4 and indicate that there exists the significance in hypothesis

The standardized beta coefficient value is .631 this explains that there is one unit change in emotional intelligence then there is change of .631 units in Transformational leadership. The value T-test for these two variables is 14.056 which are greater than 1.96 which illustrates this is significant. The P value is also significant with a value of .000 less than 5% acceptance criteria. Using the analysis explained above it can be concluded that the hypothesis is accepted and transformational leadership effect project success



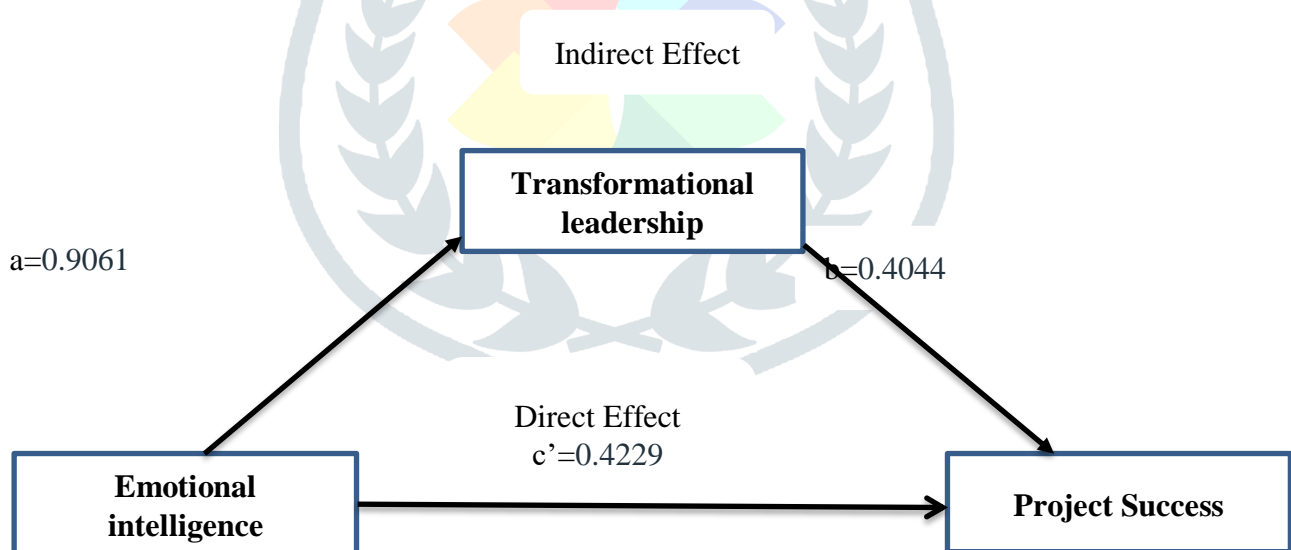
Table 5. Mediation Analysis

Relationship	Path	Coeff/effect	t-value	p-value	LLCI	ULCI	SIGNOFICANT
EI-TL	a	.9061	18.0870	.0000	.8075	1.0046	Significant
TL-PS	b	.4044	6.7140	.0000	.2859	.5229	Significant
EI-PS	c'	.4229	5.4017	.0000	.2689	.5769	Significant
EI-TL-PS	c	.7893	13.2445	.0000	.6721	.9065	Significant

Bootstrap sample was 5000, confidence interval =95%, N=348, LLCI= Lower Limit Confidence Interval, ULCI= Upper Limit Confidence Interval.

#### H4: Transformational leadership mediates the relationship between emotional intelligence and Project success.

The study evaluated that the mediating role of Transformational leadership on the relationship between Emotional intelligence and Project Success. The results discovered a significant indirect effect of impact of Emotional Intelligence on transformational leadership ( $a= 0.9061$ ,  $t=18.0870$ ), supporting H1. Furthermore, the relationship between transformational leadership and project success which is indicated by path b ( $b=.4044$ ) which supporting H2. And the relationship between emotional intelligence and project success in presence of mediator which is called direct effect indicated by  $c'$  ( $c'=.4229$ ) which supports H3, and the total effect which indicate with c mediated by transformational leadership between emotional intelligence and project success is ( $c= .7893$ ) which supports H4.



#### Discussion

The present study was guided by two main objectives: to theoretically and empirically examine the direct effect of emotional intelligence on project success and to purposefully and empirically test the mediating effect of transformational leadership on the relationship between emotional intelligence and project success. Two secondary but essential objects of this study were to investigate further dimensions of the influence of emotional intelligence on transformational leadership and the contribution of transformational leadership towards project success. Thereby broadening these constructs for complete measurement to augment further studies. To accomplish these objectives, literature streams pertaining to the study variables were viewed, and four hypotheses were drawn from the social-cognitive theory. In all, four hypotheses were tested and found to be accepted. By using a cross-sectional study, data were collected from the construction firms of the Islamabad

region to capture the maximum variance in study variables and examine the developed hypothesis. The chapter concludes with theoretical and practical implications for the construction industry sector and recommendations.

### Limitation and recommendation

Some limitations in this research and future research directions also need to be discussed as given below.

The data was collected from the construction companies operating in the premises of Islamabad, secondly the result of this study cannot be generalize to every construction project manager, working in Pakistan as data was only collected from islamabad based construction companies. Culture is also another important aspect within the geographic location as the nature of the people and business processes vary from culture within Pakistan. People react differently to the situation. So it varies from culture to culture.

The design of this study is cross-sectional and began in short timeframe due to lack of time. So it is suggested that the Longitudinal studies could be more beneficial for data collection as well as different timeframe one sample event could have tested twice which would have exposed more precise and accurate and consistent findings considering the research is focusing on the mental state of the individuals which can change over time. A longitudinal study would therefore be more productive to gain an in-depth understanding of project manager emotional intelligence over the period of time,

Some of the information retrieved by the respondents reproduces their perception of performance, e.g, their personal evaluation of the grade to which the project delivered the expected client benefits or whether the project met quality needs. The project data concerning time, budget, and scope were however more objective, in this way the data was dependent upon only one group of respondents (self-reported responses) for both dependent and independent variable. In agreement with (Mir & Pinnington, 2014) self-reported responses are often known to be affected by the participants, biases due to their particular valuation, which cannot, or do not, always accurately recall a past solution attributes. Thus there may be a possibility of response biased and common method variance as the survey data were gathered from a single type of respondents and single point in time.

A conceptual limitation of the research framework was that further variables were not considered to understand the relationship between emotional intelligence and project success such as all mentioned demographic variables in this study. It would also be beneficial if the future studies examine the relationship of the emotional intelligence and project success across industry sub-categories (e.g healthcare, It industry , development sectors and other related industry). It is hence important to recognize several other differences in order for the project management literature to advance in an appropriate direction. Future studies can includes other job attitudes and context and examine them through various mediation and moderation models.

This study only covers construction sector of only the capital of Pakistan Islamabad. Thus study finding restricted to specific sector. In addition to that within construction industry only private company managers and responsible were considered. Future research should consider comparative approach in this regard to measure research variables in different interlinked sectors. Moreover, research variables should be investigated in public and private construction sector, thus present findings cannot be generalized to entire construction industry. The sample data collected from the construction sector project of Islamabad Pakistan was sufficient to test the framework. However a larger sample from a specific industry or different sectors could be obtain in future research in order to produce more comprehensive and sophisticated results to further improve the model.

The respondents of the study were limited to the project manager and other responsible those are directly related with the execution phase of the project. Future research should collect data on overall project performance from other project stakeholder (I.e. top management, engineering managers, sponsors, contractors, suppliers, organization and sector).

## Conclusion

The important contribution of this study is to investigate the relationship between the antecedents of transformational leadership and project success, which makes this study very significant for the construction industry of Pakistan.

In this research, the relationship and impact between emotional intelligence and project success were considered through the mediation role of transformational leadership. The study empirically supported the hypotheses that emotional intelligence plays a significant role in contributing towards the success of the project, and at the same time, transformational leadership also enhances the capabilities of the project managers. Because the success of the project is directly related to the project manager, who is responsible for completing the project within time, budget, and scope, the project manager should have good mental health, which will undoubtedly have a positive impact on the project's success.

650 questionnaires were floated, and out of 650 only 348 responses were retrieved for analysis. After statistical analysis of the data, the reliability and validity were suitable, and all hypotheses were accepted and were in accordance with the theory of transformational leadership.

The effectiveness of this research model was proven by using transformational leadership to increase emotional intelligence and project success. All hypotheses were shown to be accepted, but the study was only conducted for a single city, Islamabad, and a specific construction sector, so it is not certain that the result will be the same in different cities, the results can be different in different cities and different sectors. The significance of emotional intelligence is systematically explained in this study, as is how emotional intelligence impacts project success. The study also emphasizes the importance of and feelings in the work environment and how they impact project outcomes.

This research concludes that the project manager with high emotional intelligence is able to lead the team in such a superior way that it impacts positively during the execution of the project. However, this study shows the impact on emotional intelligence and project success with the mediating role of transformational leadership, as there is limited literature on this topic. This study also contributes to and recommends that emotional intelligence be taken as a mediator and project manager commitment as a supporting variable between transformational leadership and project success.

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