

An Investigation into the Relationship between Horizontal Violence and Project Success: Emotional Intelligence Mediating Role

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ABSTRACT

Purpose: Current study examines the quantitative relationship of horizontal violence, and emotional intelligence with project Success. The project's success can be measured efficiency and effectiveness of employees, how well they perform their tasks in order to achieve organizational goals.

Methodology: This model is empirically tested using data collected from bank employees working in Gujranwala Division, Punjab, Pakistan. The target population consisted of 633 bank branches in 20 public and private banks and the sample is calculated as 240 branches.

Finding: Outcomes showed a significant relationship with emotional intelligence, and horizontal violence with project success. Research results also showed that emotional intelligence has a partial mediating effect relationship between the horizontal violence and the success of the project. According to the conclusions of the research study, horizontal violence negatively affects the success of the project.

Practical Implication: The discoveries can consequently help project manager to understand and consider the emotional intelligence and behaviors in project management sector. The current study also helps upcoming research in this new discipline of project management.

Keywords: Emotional Intelligence, Project Success, organizational climate, Horizontal Violence, banking employees.

INTRODUCTION

The aim of the research is to investigate the link between the perception of the experts of project management that are exposed to the threat, and project success in a project environment. The threat in this context can be defined as expectations of imminent change in the state less favorable than the status quo. It can be environment, arising either from natural causes or from a macro-political factors that affect the individual, by the way, or it may be expedient, aimed at individuals either to compel their behavior or out of malice. If in the context of the workplace, the threat is purposeful, with the intention of shaping behavior, there is an implicit assumption that improved project success will result.

If organizational behavior and related factors that influence the subjective experience of project management professionals that are involved in a particular project actually affect their contribution to its results, then the knowledge of the nature and interactions between these factors can potentially have a direct positive influence on the victory and success story of the project through the adoption of appropriate management behavior.

Emotional intelligence is the aptitude to identify the importance of feelings and their interactions, and therefore resolve difficulties on their origin. Years at that time there was a mounting interest in the theory of emotional intelligence. Goleman (1995) did a lot of

contributions and exploration of this theme. The business institution also displayed a collective attention to emotional intelligence, which is seeking substitutions to build new and improve competitive compensations in their ground of action.

Goleman (1998), studying with emotional intelligence, establishing a context of emotional intelligence, which indicates how the potential of entities to obtain the skills of self-awareness, self-management, social awareness and relationship management translates into on-the-job success. Emotional intelligence plays an important role in the success of executives in the workplace in order to develop a positive working attitude, behavior and results, including better performance in the workplace (Carmeli, 2003). Leaders with high emotional intelligence skills are just as satisfied with their work (Nowack, 2006). Individuals with high emotional intelligence experience continuous positive moods and feelings that generate higher level of satisfaction and well-being in comparison with individuals who suffer from anger, depression and frustration (Derman 1999; Carmeli, 2003).

Problem statement

Up to the best knowledge of the researchers, Emotional Intelligence has not been studied as an intermediary between the relations of organizational climate and horizontal violence with the success of the project, respectively. However, in limited studies it was found that in which it was studied the relationship between organizational climate and project success. Current study links this theoretical difference by examining the association horizontal violence as a predictor of Emotional intelligence and its impact on the project Success. The banking sector of Pakistan is one of the leading players in the financial sector and plays an important role in the development of the country. In comparison with the last few decades, new banks are appearing every day and thus increase competition among banks, which leads existing banks to rethink their existing strategies, policies, systems, structures, means etc.

Purpose and objective of the study

The purpose behind this study is to include information towards the key parts of Project Success i.e., Horizontal Violence, Emotional Intelligence and Organizational Climate. The primary purpose behind the study is as follows:

- ✓ Highlight the importance of Horizontal Violence for Project Success.
- ✓ Investigate the meaning and significance of Emotional Intelligence and Project Success.
- ✓ Determine the relationship between Horizontal Violence and Emotional Intelligence.
- ✓ Investigate the Mediating effect of Emotional Intelligence between the relationship of Horizontal Violence and Project Success.

LITERATURE REVIEW

Salovey & Mayer (1997) state that, the ability to monitor their own feelings and emotions, and other entities, to distinguish between them and use this information to guide one's thinking and actions (p. 18). Emotional intelligence contributes to the success or failure of manager. Leaders with the high emotional intelligence competencies frequently than others that have less emotional intelligence in workplace, (Goleman, 1998). In today's competitive world, non-cognitive skills of emotional intelligence of managers has been instrumental in strengthening their work-related behaviors and their job success and the success of the project, which ultimately leads to organizational success (Goleman, 1998; Derman, 1999; Groves, McEnrue, and Shen, 2008). Emotional intelligence provides positive consequences for employees at all levels. In particular, determines the success of the leaders' organizations (Groves et al. 2008). Goleman (1998) suggested the importance of emotional intelligence for leaders, because without

it, a person can have the best training in the world, keen, analytical mind and an endless supply of smart ideas, but she / he will not have a great leader. He also stated that among the star performers with average areas in senior management, almost ninety percent of the differences in their profiles can be attributed to emotional intelligence factors rather than cognitive abilities.

Many scientists have argued that the Organization they could benefit from the emotionally intelligent employees in the workplace. Emotional intelligence turned out to be a necessity for a successful project success and professional development (Kunنانatt, 2008) and to improve the results of workers, including organizational commitment, job satisfaction involvement jobs' and professional commitment (Carmeli, 2003).

Emotional intelligence supports the collaboration of workers' improved motivation, success, and profit productivity (Johnson & Juliet, 1999). Moreover, these investigators have pointed out that supervisors will have a workforce willing to involve with passion and employees have managers who are kindhearted and open to their desires. As the educational programs of emotional intelligence affected the excellence of facilities provided to staffs must be taken into account. According to the research Mina and Melika (2011) has shown that service workers in the banking segment can be skilled in Emotional intelligence through tailored programs designed to it is to increase the apparent quality of facilities between banks' clients.

Pakistani commercial Banks today have become much more demanding, as well as complex and ambiguous jobs. Managers are expected to prove their value in creating conditions in which people can bring the best results requires mastering new sets of key competencies, which includes emotional intelligence and related competencies. However, in the context of Pakistan, the construct of emotional intelligence has been studied only with limited constructs such as organizational learning (Dissanayake, Janadari & Chathurani 2011) and job satisfaction (Schubert, (2000). Performance relationship bank employees and how it affects the quality of services, customer satisfaction and organizational performance is based on Goleman's (1995) model of mixed emotional intelligence.

Horizontal violence comprises any kind of deeds that create or project negative undesirable attitudes, devaluing and attacking the targeted bank employees (Therese, 2011). The main theme of the film is destructive behavior among banking peers. Evan. (2010) described that horizontal violence represents negative and aggressive attitude among bank employees, which leads to project turnover, lower job satisfaction and success of the project. Therese, (2011) found that violent activities are very present in the banking staffs because of their frustration and negative arrogances. According to the Hutchinson et al. (2010) reason for the growing horizontal violence of bank employees is that bank employees mostly live in a situation where they are able to define the characteristics of the behavior of their working environment, and the worst is that bank staff refuse to accept the existence of violent behavior in the workplace by keeping your eyes shut up reality. According to Jurkiewicz, (2003, p. 168) the studies that have been conducted in the United States, more than 16% of employees bank tend to leave their jobs because they are victims of verbal abuse. They confirmed that one part of the workplace infrastructure that is essential examine the presence of an environment that tolerates verbal abuse toward bank employees. Furthermore, the consequences of verbal abuse are abstinence behavior, the development of a hostile work environment, less job satisfaction and cynical attitude.

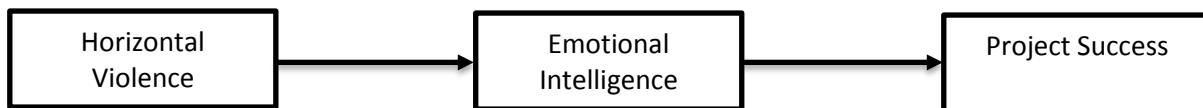


Figure 1. Proposed Model: Relationship between Horizontal violence, Emotional intelligence and Project success

Source: Amna, 016.

The results of these studies support the contention that verbal abuse of bank employees is recognized worldwide. Various scientists presented two possible explanations for these results: The first item is in terms of climate, which facilitates horizontal and justified violence, while the second refers to the inability of the bank employees to handle bullying among their peers.

Hypothesis

- H1:** There is a Significant Relationship between Horizontal Violence and Emotional Intelligence.
- H2:** There is Significant Relationship between Emotional Intelligence and Project Success.
- H3:** There is Significant Relationship between Horizontal Violence and Project Success.
- H4:** There is Mediating Effect of Emotional Intelligence between Horizontal Violence and Project Success.

METHODOLOGY

Correlation design used in the research to determine the relationship between endogenous (Project success) and exogenous variables Y (horizontal violence, and emotional intelligence). The population of this study consists of managers and staff non-commissioned officers 20 banks, about 633 branches includes 180 publics and 453 banks in the private sector in Gujranwala Division, Punjab, Pakistan. The public sector comprises 28.44 % of the total population, and the remaining 71.56% is for banks and branches of the private sector.

In this research, the data used from 2015 form Gujranwala division of Punjab of Pakistan, which consists of six districts of Gujranwala district, District Gujrat, Sialkot District, Mandi Bahauddin district and Narowal district. Public banking sector comprises five banks i.e NBP, FWBL, BOP Bok and SBL to the fact that private banks comprises 15 banks, i.e, ABL, UBL, HBL, FWBL, SCB, FBL, MCB and other etc. This study used simple random sampling strategies samples.

Measures

The questionnaire was reformed for each variable. 13 items to the success of the project were taken from a questionnaire developed (Pinto and Slevin 1989) and has been modified. Horizontal Violence was measured by Einarsen et. al, (2009), based on the 7 treated subjects. 25 items of emotional intelligence were taken and modified from a questionnaire developed by Daniel Goleman (1995). The complete questionnaire consists of 45 items. A five-point Likert scale was used for the measurement of individual judgment and perception.

DATA ANALYSIS

Sample distribution

In the current study, a total of 211 completed questionnaires were selected after addressing the missing values, out of which 35 respondents were in the range of 24-30 years old, 134 Bank Managers were in the range of 31-40 years old while 30 nurses 41-50 years and the remaining 12 nurses were more than 50 years old. Additionally, banking sector in Pakistan is a male dominant profession, therefore most of the respondents in the current study were male (74.9% male and 25.1% Female). Furthermore, it was identified that 70.1 percent of the total Bank Managers were employed in private sector, whereas, 29.9% were working in public sector banking.

Direct and indirect effects

The direct effects were investigated by using structural equation modeling then Horizontal violence was incorporated in between the relationship of Emotional Intelligence and Project Success. Table.1 shows the direct relationship of horizontal violence was significant ($\beta = -.173$. $P < .05$). Furthermore shows that the total effect ($\beta = -.226$; $P < .05$) of horizontal violence on Project Success along the mediating effect of emotional intelligence while the indirect effect ($\beta = -.053$; $P < .05$). Results indicate partial mediation which shows that there exists significant mediating impact of emotional intelligence between the relationship of horizontal violence and Project Success in banking employees.

Table. 1 Direct and Indirect Effects

Endogenous Variables	Effects	HV	EI
Emotional intelligence	Direct Effects	-.132	.000
	Indirect Effects	.000	.000
	Total Effects	-.132	.000
Project Success	Direct Effects	-.173	.398
	Indirect Effects	-.053	.000
	Total Effects	-.226	.398

Source: Amna, 016

There is a Significant Relationship between Horizontal violence and Emotional Intelligence

Emotional Intelligence positively and significantly correlated ($r = -.178^{**}$; $P < .05$) with Horizontal violence. Table 1 shows the direct effect of Emotional Intelligence on Horizontal violence. Results of standardized estimates support the hypothesis of the researcher and found a significant positive relationship between Emotional Intelligence and Horizontal violence ($\beta = -.132$; $P < .05$).

There is a significant Relationship between Emotional Intelligence and Project Success

Results found statistically significant positive relationship between Emotional Intelligence and Project Success ($r = .398^{**}$; $P < .05$). However, the decision of hypothesis whether it is supported or not supported depends on the results of structural equation modeling. Because structural equation modeling is based on maximum likelihood of estimates, that is considered more reliable to interpret the results of causal relations. Table. 2 shows significant positive standardized estimate ($\beta = .398$; $P < .05$) between Emotional Intelligence and Project Success.

The results supported the researcher's hypothesis that there is a significant positive relationship between Emotional Intelligence and Project Success.

Table 2. Structural Equation Modeling Findings

Indications of relationship of variables		Standardized Estimate	S.E.	C.R.	P	Results
PS	<---	EI	.267	.055	4.734	*** Significant
PS	<---	HV	-.173	.038	-3.085	.002 Significant

Source: Amna, 016

There is Significant Relationship between Horizontal violence and Project Success

The researcher hypothesized that there is a significant positive relationship between Horizontal violence and Project Success. The results of Pearson's moment correlation show significant relationship between Horizontal violence and Project Success ($r = -.314^{**}$; $P <.05$) and in table. 1 the results of standardized estimates also show significant relationship between Horizontal violence and Project Success ($\beta = -.173^{**}$; $P <.05$). The result of structural equation modeling base on maximum likelihood and considered, more reliable as compared to Pearson moment correlation. So, the results support the researcher's hypothesis of the researcher that Horizontal violence has negative and significant impact on Project Success.

There is Mediating Effect of Emotional Intelligence between Horizontal Violence and Project Success

The researcher hypothesized a mediating effect of Horizontal violence between the relationship of Emotional Intelligence and Project Success. Correlational results show strong relationship of Emotional Intelligence with Horizontal violence ($r = -.178^{**}$; $P <.05$) and Project Success ($r = -.314^{**}$; $P <.05$). To investigate the mediating effect, the researcher used structural equation modeling. Table. 1 shows the partial mediating effect of Emotional Intelligence between Horizontal violence and Project Success. Therefore, the researcher's hypothesis is partially supported.

DISCUSSION

The failure of a project is often cited in literature due to that researchers are making efforts to develop theories for project success. Literature has identified numerous important factors influencing project success, during which top management support is one in all the foremost important success factors across the industries which will adversely have an effect on the implementation of projects in organizations.

According to Zwikael (2008) support and involvement of top management have vital influence on project success. In distinction, lack of top management support is that the basic determinant of project failure or abandonment (Pinto and Slevin 1989). Top management support is one in all the foremost important factors success completion of projects (Liu et al. 2013).

Finding of the study shows that as a second independent variable significantly mediates the relationship among horizontal violence and project success respectively.

In successful projects one can typically sense the energy and the excitement among participants. Project participants are committed to the project's mission, eager to invest extra effort,

spontaneously take actions to support each other, and are proud to be part of the team. Spirit is the driver that unleashes untapped power imbedded in almost everyone (Bruch & Ghoshal, 2003; Shenhari, 2004). Researchers make at least a tacit argument that positive business outcomes will arise from gains in spirit (Cavanagh, 2000; Giacalone & Jurkiewicz, 2003; Whitty & Schulz, 2007).

An evolution of teamwork and its concept started during the Industrial Revolution, where most work organizations shifted to the hierarchical approach and used scientific management to design organizations and jobs (Taylor 1911). According to Taylor (1911), scientific management methods call for optimizing the way tasks were performed by simplifying the work of team members, so workers could be trained to perform their specialized sequence of motions in the best way.

CONCLUSION

The ability to succeed is not always a product of higher intelligence. Other concepts are involved in the success of individuals. Emotional Intelligence is one of the concepts linked to success in nursing education. The concepts of Emotional Intelligence assessed are self-awareness, social awareness, self-management, and relationship management. These concepts form the basis of the ability to perceive others emotions, perceive our own emotions, our ability to communicate our needs, and perceive the needs of others. This ability to communicate verbally and non-verbally allows relationship building and conflict resolution. Communication is the cornerstone to resolving conflict and building relationships necessary to resolve issues successfully. Improvement in these skills can improve the ability to resolve issues and improve outcomes.

This project addresses potential patient adverse outcomes by improving banking employee's anesthetists' ability to communicate effectively with the members of the project team OR and use available resources to resolve successfully issues in the project teams working OR. The project will assess the Emotional Intelligence of banking employee's anesthetists in public and private banking sector in Gujranwala division Punjab, Pakistan. Bank should offer an educational intervention to improve Emotional Intelligence and then reassess their Emotional Intelligence six weeks after the intervention. Any improvement in Emotional Intelligence will provide an indirect ability to resolve issues in the OR and improve patient outcomes through more effective communication and identification of available resources.

If this developmental project is implemented, it has the potential to open more avenues for research interventions into the use of Emotional Intelligence to improve project outcomes, improve inter-professional and intra-professional relationships, and decrease horizontal violence in the OR. Better communication skills and perception of others' emotions and needs will decrease conflict and improve working relationships. Education and clinical practice environments can use these concepts to choose project team members who can blend more harmoniously with the practice. Interventions can be designed to remediate personnel who have difficulty forming beneficial relationships. This project can open scholarly and practice avenues for project outcome improvement and human resources effectiveness.

LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

The study is carried out in banking sector therefore; generalization to other sectors i.e., education, industrial sector, telecommunication, multinational firms may not be possible. This study is also limited to the biasness of employees and some employees may have filled the questionnaire in order to get it done. However, the scope of such study will be beyond the capacity and resources of the researcher. In future, the researchers may also conduct a comparative study of public and private banking sector to study the impact of same independent variables on project success or failure of project teams working in public and private banking sectors.

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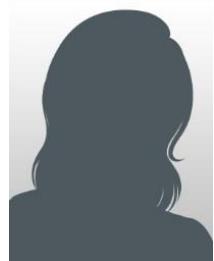


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