

THE INFLUENCE OF EMOTIONAL INTELLIGENCE AND TEAM BUILDING ON PROJECT SUCCESS

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Abstract

*This research examines the relationship between emotional intelligence and project success, with team building serving as a mediator. The study's specific context is project-based organizations. To investigate the relationship between emotional intelligence project success and team building. The identification of team building as a mediator between emotional intelligence and the achievement of project success. The data was obtained through the administration of a questionnaire to a sample of 350 employees who were engaged in various projects across multiple minor venues. The data were analyzed using SPSS-23. The findings suggest a positive correlation between emotional intelligence and project objectives. Emotional intelligence and team building are statistically significant ($r = .276^{**}$), indicating a favorable relationship between project success ($r = .180^{**}$). The results indicate a statistically significant relationship between team building and project success ($r = .266^{**}$). This study aims to examine the relationship between emotional intelligence,*

team building, and project success, specifically focusing on the indirect effects indicated by the coefficient value. In their research findings, it is authoritative for top management to recognize the significance of project managers who possess emotional intelligence and acknowledge their valuable contribution to the overall success of projects. Projects that possess emotional intelligence have the ability to effectively address and manage the negative emotions and stress experienced by team members. Managers who possess emotional intelligence demonstrate the capacity to effectively manage and control their emotions when challenged with complicated situations in the workplace. The ability to articulate emotions facilitates enhanced and efficient communication between project managers and their team members. Emotional expressiveness leads project managers to establish teamwork, which leads to project success. Additional mediator variables, including work satisfaction, trust, and self-efficacy, are expected to be identified in future research.

Keywords Emotional Intelligence, Team Building, Project Success.

Introduction

Globalization and the expansion of many economic sectors such as technology, security, and social sectors have increased the number of projects (Yatim et al., 2009). Project-based organizations are rapidly growing all around the world. Project-based organizations must reduce failure causes through the use of professional tools and procedures. Currently, billions of dollars are being invested in the project all around the world (Anantatmula, 2008). As the passage of time, the amount of investment in the projects grows (Reich & Wee, 2006). This trend necessitates additional supervision with the goal of project profit and aligning all activities in a professional method (Anantatmula et al., 2008). Early in the twentieth century, researchers and corporate groups recognized the importance of project management. With a rising number of projects, the use of project management tools and methodologies is becoming more important all over the world. According to researchers, around 30% of organizations worldwide are project-based, and this number is rapidly increasing (Rodney et al., 2009). Yet, the rate of project failure exceeds the percentage of success, yielding disappointing results. This tendency of project failure puts pressure on management to take severe steps, and the position of project manager becomes increasingly vital in these instances (Zwikael, & Smyrk, 2015). The position of project managers is becoming increasingly important as the number of project-based companies grows. The scholars are revealing their roles, responsibilities, and professional in order to meet the requirements of successful initiatives. Many scholars discuss the capacity and application of emotional intelligence (EI) in project success (Gehring, 2007).

As we know that projects are unique in their characteristics, therefore rate of projects failure high due to their characteristics. Although the rate of project is not significance but the number of projects is daily increasing (Zwikael et al., 2015; Sair

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et al., 2023). The role of project investment in national economy become more vital than other organizations. One major reason in project-based organization is innovation and implementation the concept of change process management (Damanpour, 2010). One and other reason is that project organizations want to optimize the implementation processes through innovation with different new technologies and improve customer satisfaction (Khan et al., 2023). Hafeez et al., 2023).

A number of issues are linked with the project, however the end result is "first of its kind" (Sauser et al., 2009). Often, projects are identified by their budget and scope. However, initiatives possess a significant allure for both the general populace and political stakeholders, hence exerting influence on the results of projects. The initiative, which pertains to infrastructure and the environment, serves as a catalyst for societal motivation at both the national and international levels. (Whitty et al., 2009). Yet, due to various obstacles, megaprojects confront a variety of problems before completing the project. These challenges vary depending on the nature of the project, such as project duration growth, over spending, and deviation from project goals. For example, the planned budget of the Sochi Olympics was the two billion to fifty limits, but actual cost rapidly jumps up to three hundred times. London Olympics is live example which amplified ten times more (Ortung & Zhemukhov, 2014).

Projects are associated with so many problems and challenges, not only technical but also management. Hence the project manager must have leadership qualities in order for the project to satisfy the requirements. We discovered that emotions are an important component in a professional and ethical portfolio while constructing the main circumstance (Jordan & Lindebaum, 2015). Moving on, emotions are an indispensable component in making a significant influence, and these emotions generate activities with greater dedication, such as furious and pleased moods (Elfenbein, 2007). When emotions collide with project operations. This has the potential to shift the trajectory of ongoing operations towards success (Kukah et al., 2022). Emotions play important in project success and failure. Emotional Intelligence (EI) is ability to identify the owns and others' emotions and divide in their nature (Salovey & Mayer, 1990). As the background study to human behavior and intentions in project management say that emotional intelligence (EI) ability to convert the individual effort to team work (Druskat & Druskat, 2006). Emotional intelligence (EI) also defines as a common intelligence which to identify and show the role and ability to manage to their own, team emotions and to minimize the differences between the mind state and actions (Rezaeian & Keshtehgar, 2008). Researchers say that social circle can rapidly increase through positive emotional intelligence (EI). Through

Emotional intelligence create a positive and effective work environment which improve the overall efficiency of system. Scholars believe that emotional intelligent project managers are easily to manage their emotions and gain the required output from the project team members and to make sure project moving toward the success. When project managers are emotional (EI) then to create more innovative ideas in jobs and create a positive environment by which team members motivated to face challenges Peslak, A. R. (2005). Therefore, emotional intelligence (EI) is key factor by which project team members are excited to perform their job without any stress. The project manager must effectively handle the emotions and mental states of team members. The project manager constructively leveraged the team emotions, allowing them to overcome obstacles and challenges while also increasing their confidence level (Mount, 2006). The present study aims to explore the fundamental foundation of our inquiry pertaining to the correlation between emotional intelligence and the achievement of project objectives. Emotional intelligence can be categorized into a total of four different dimensions: the recognition and understanding of others' emotions, the regulation and control of others' emotions, the recognition and understanding of one's own emotions, and the regulation and control of one's own emotions (Xiang et al., 2016). The concept of team leadership suggested that team inspiration play a mediating role in team procedure. As a result, team formation is a critical factor in project success (Zaccaro et al., 2001).

Emotional intelligence involves self-awareness, empathy, and an ability to manage emotions effectively. This skill is crucial when working on team projects, as it enables team members to understand each other's perspectives and work collaboratively to achieve objectives. Team members' productivity and happiness on the job are both impacted by team members' Emotional Intelligence (Barczak, & Mulki, 2010). The truth behind this argument is that the project manager should have a high level of emotional intelligence which is beneficial to performing their tasks and readily gaining control in unpredictable scenarios. Positive emotions are used by project managers to promote a good working environment. As we all know, positive emotions are linked to good team building and a trustworthy relationship with the management (Barczak et al., 2010). The project manager should take some time to recharge his or her batteries by experiencing pleasant emotions, releasing tension, and dealing favorably with project team members who are dealing with challenging issues. As a result, project managers must have strong emotional intelligence (EI) in order to improve team members' working capacity and reply to their questions about potential project challenges and complexities (Mount, 2006). The scholar believes that managers are more likely to consider themselves reliable in their own emotional state in order to channel their emotions with others in a positive manner. Communicating feelings and emotions has an effect on team members' beliefs, resulting in an

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emotional loop (Hareli & Rafaeli, 2008). But, as we all know, "war of emotions strive to disturb team" when positive and negative are combined (Liu & Maitlis, 2014). The issue is that in order to remove barriers, it is necessary to provide support and discuss the psychological issue (Kennedy-Moore & Watson, 2001). According to the researcher, excellent team building contributes to project success (Quick & Nelson, 2009).

Problem Statement

Project success is primarily judged by accomplishing goals within the time and resources allotted. Every project requires resources to achieve its goals, such as technical and human resources. Although technology resources are more significant, they are dependent on human labor. As a result, human resources become increasingly important in project success. Because humans have emotions, the ultimate project team members have an impact on project success. As we all know that the China Pakistan economic corridor is launched which have diverse cultural norms, language, religion and professional practices than Pakistan. But Chinese and Pakistani are building the teams at different locations and projects. As a result, project managers must face difficult situations in team development while managing their own emotions. Literature, on the other hand, must ignore the impact of emotional intelligence on project success. A number of research have been conducted on emotional intelligence however the key issue in project management literature is essentially the mediating role that emotional intelligence impact on project success is mostly disregarded. The team is experiencing a lack of success in their projects and tasks due to a low level of emotional intelligence. The team members are struggling to effectively communicate and collaborate with each other, resulting in misunderstandings, conflicts, and a lack of trust. This is impacting the team's ability to meet deadlines, achieve milestones and overall project success. Therefore, it is necessary to improve the team's emotional intelligence to enhance their communication, coordination, and teamwork to achieve their goals.

Research Questions

- What Emotional intelligence positively relating to project success and team building?*
- How does emotional intelligence contribute to establishing positive relationships within a team building and facilitating project success?*
- Does team building play a role of mediator between emotional intelligence and project success?*

Literature Review

Emotional intelligence (EI) is defined as "the ability to monitor one's own and other people's emotions and feelings, to distinguish between them, and to

transmit that information through a guide to one's thinking and activities" (Salovey & Mayer et al., 1990). This is an important step in recognizing and categorizing a project manager's function in developing contact with team members. This is an important stage, especially in projects with difficult conditions (Joseph et al., 2010). Project managers that possess emotional intelligence actively develop and nurture connections with their team members, while also striving to optimize overall efficiency across various resources, such as technical expertise, managerial skills, and emotional intelligence (Fisher, 2011). The significance of the relationship between emotional intelligence in human resource management and project management is growing, especially in challenging environments (Muller & Turner, 2007). Our research focused on the ability of project managers to control their emotions and the emotions of others in the face of uncertainty. To determine ways to provide high-quality work while maintaining positive relationships with stakeholders (Sampaio et al., 2022). The study conducted by Xiang et al. (2016) categorizes emotional intelligence (EI) into four distinct categories. The initial element of emotional intelligence involves developing an awareness of one's own emotions. Being aware of one's own emotions entails being aware of and better comprehending emotions such as rage, happiness, and so on. If team members and project managers are conscious of their own emotions, they may be able to respond more effectively, especially in difficult situations. This part of emotions on the job is at an extreme level of emotion, which necessitates an analysis with team members (Al-Edenat et al., 2022).

Second component of emotional intelligence (EI) is about to managing of their own emotions and mood. The meaning of management of own emotions that how at individual level to channelized the emotions and feelings positively. The project managers have control on extreme level of emotions in both conditions happy and anger. To utilize these emotions as a source of energy to maximize their efficiency with managing to own emotions. There are number of conflicts raised during the project in different stages, but key concept to make the project success. Similarly, if the project manager or team members not be able to control and response in their emotions which is alarming situation for the healthy working environment. These conditions are to create a difference between the project manager and team. The difference are leave impact and influence in project team building and project success. Third element of emotional intelligence (EI) about awareness of other's emotions. This meaning to understanding and classified of other's emotions and mind state. This component is more important to develop the relationship with project members in positive manners (Doan et al., 2020). Awareness of other's emotions not only in relationship but recognize by face and body language of responded (Jordan & Lawrence, 2009). The project team members are engaged with each other's as social network. This creates an influence to increase the ability to achieve the objectives. This

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kind of implication is to manage by project team members and develop the connections. When project manager to get awareness about team members emotions than he will be effectively achieve task. This will lead toward the job satisfaction and project success (Elfenbein et al., 2007).

Fourth component of emotion intelligence (EI) is to manage the other's emotions and determine to project team members emotions and feelings. Project team members emotions are playing important role in project success. To maintain the health working environment is a difficult job through which the maximize the efficiency. When team members are suffering from problems. This condition is created when the members are not involved in their jobs (Montenegro, A., 2021). This factor to make irritation and create a disturbance in job performing and try to reduce the motivational level and problems are overcome on inspirational level (Christie et al., 2007). It is essential that project team members possess the capacity to respond in a professional manner. This study posited that there is a positive correlation between project success and high emotional intelligence, in contrast to low emotional intelligence. Hence, it is imperative for project managers to acknowledge the significance of emotional intelligence within a project team, as it plays a crucial role in driving the team towards achieving project success. These all things are verifying the connections between the emotional intelligence and project success with high and lower emotional intelligence in project team members (Meng & Gallagher, 2012). Through this relationship to make the comparison study about overall project performance. The purpose of this activity is that project manager to understand stress while choosing the team members especially to consider the emotional intelligence in their team members (Zhu et al., 2021).

Team building is defined as a structured and informal intervention that aims to improve social connections and make employees more responsible by resolving difficulties while maximizing efficiency. Team building is the process of creating a cohesive and effective group that can work together towards a common goal. Building a strong team ensures that each member feels valued and motivated to contribute their best work (Klein et al., 2009). There are four categories: setting aims, increasing social relationships, clarifying responsibilities, and finally resolving difficulties (Klein et al., 2009). If the project team is built properly with these elements in mind, project team members will be able to fulfil their roles more effectively. It is required for the development of the project team. A good project team is formed in order to produce better results as a team effort (Alismail, 2022). Better team building increases creativity, passion, and motivation. Many actions may have an impact on project team effort and individual level (Quick, & Nelson, 2009). Personal definitions of team building include good emotions and feelings expressed by project team members. Good

emotions among team members to respect public proximity and establish global links with normative system. As a result, team building is increasingly important in the success of any endeavor. The implementation of team building activities can be considered as a means to enhance mutual comprehension and promote the achievement of project objectives within a project team. The members of the team exert significant effort in order to achieve the desired outcomes. The effectiveness of team building activities is contingent upon various factors, including the type and scale of the project at hand. Consequently, it is imperative to provide increased attention to team members in order to achieve improved outcomes and foster positive attitudes during the different stages of the project. This includes promoting effective communication, especially in cases where team members have social connections, which indicates the presence of robust team cohesion (van Woerkom et al., 2010).

Mostly scholars recommended to see the level of emotional intelligence at team level but first to recognize at individual level of team member (Seal, Sass, Bailey, & Liao-Troth, 2009). So, project managers to know the importance of belonging with others which analyzed to direct and indirect impact of emotional intelligence at managerial level to achieve project success. In the start the project manager to build emotional intelligence in team members which to increase the working capacity by mutual understanding of team members with each other's. Emotionally bounded team members well perform their job responsibilities which indicates to the solidity and feel the pride to make project success (Beal et al., 2003). This notice that promise element in good team work and preferring with each other's (Beal et al., 2003). Team building with emotional intelligence of members have main role. Emotionally intelligence project managers motivate to team members by success stories of positive emotions, setting of benchmarks, and good communications with members. Emotionally intelligence is a important factors which have futuristic approach for team performance (Kotzé & Venter, 2011). Emotional intelligence project plays a role in developing of standard. These standards are developed by social responsibilities and eliminate to conflict between the project team members. Demonstrator permanently engaged with standard which taken initiative by project manager to make collaboration (Tran & Joormann, 2021). Emotional intelligent project manager try to create such working environment that helpful to engaged to team members with each other's due to objectives. During project manager of problem and complexity are raised in project team. Emotionally intelligent team members are able to resolve these upcoming problems. Most important to minimize negative emotions which lead to decline motivation and unaware to get control on challenges (Taggar & Ellis, 2007). Emotionally intelligence become more important and hot research area on which researchers are concentrated where they are measure to level of emotional intelligence among team members than complexities not create disturbance on team efficiency

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(Jordan & Troth, 2004). Team building is a most important factor to make the better performance and this performance to lead toward project success. The researcher believes that team building with number of points of view more critical also. Previous studies are indicating to numbers of tools which are used to measure to team performance. Project performance actually to measure to project success rate. These instruments are based on the different components such as social factors are core element which pulled to project team members toward positive actions, similarly these attract at group level and members are more effort to fulfill their job responsibilities in better way (Castaño, Watts, & Tekleab, 2013). Emotional intelligence to provide facilitate in team building and to developed a smooth flow of communications (Piccolo & Colquitt, 2006). These considerations are lead to positive impact on the team building and project success. The emotional intelligence to make easier to achieve project objectives and make sure to project success. This is possible when team build and team exertion makes the practiced (Yang, Huang, & Wu, 2011). Social element in any team member performance is baseline which developed positive results of project success (Klein et al., 2009). As we already discussed and to make clarity to everyone than project successes (Eisenbeiss, van Knippenberg, & Boerner, 2008).

Project Success: Numerous research have been conducted to examine and establish the existence of a clear correlation between emotional intelligence and project management. According to Weick (1995), the majority of an individual's life achievement, approximately 80%, can be attributed to their emotional intelligence. When a project manager possesses high emotional intelligence and oversees a team of members that successfully complete their assigned tasks, the likelihood of achieving a high success rate is increased. Prior research findings indicate that emotional intelligence plays the most important role in fulfilling job obligations and providing positive feedback that is required for project success (Sy, Tram, & O'Hara, 2006). Scholars believe that emotional intelligence is an effective tool for improving social capability and engagement with their responsibilities; For instance, when project managers and project team members possess emotional intelligence, they exhibit increased levels of attachment and demonstrate the capacity for adaptability in response to various scenarios. Additionally, they display effective communication skills and a thorough understanding of the project's requirements at every stage. The assessment of emotional intelligence is increasingly being conducted as a prominent determinant of a person's distinctive portfolio at the individual level. According to the findings of the study, when a project manager's emotional intelligence is high, conflict between managers is reduced at each level, and all of these factors contribute to project success. There was a significant relationship between emotional intelligence and project performance (success) and meeting work tasks. (Zaccaro & Klimoski, 2002).

The function of team building in the relationship between emotional intelligence and the achievement of goals (Loughead, Colman, & Carron, 2001). In our research study to consider to the team building as mediating role between the emotional intelligence and project success. In the same way, team building as mediate among team members behavior and project performance through which to create a performance by which more reliable results are achieved (Mach, Dolan, & Tzafirir, 2010). Therefore, we are concentrating to discussed the project team members emotions which finally to create a positive impact on project success. So, a better team building creates a more progressive behaviors which are leads toward project success. Project success also depend on the project team member's efficiency, ownership and commitment with their job. To define project success a difficult job in its nature. Project success in project management define in previous studies which are change and refine with the passage of time. The examination included data accumulated from additional individuals in the improvement industry. The examiners found that compelling emotional intelligence vehemently compared to team building and moreover work execution.

Social - Cognitive Theory

Social cognitive research will play an important role in improving knowledge of emotions and social norms through excellent practice, notably in project formulation, motivation, and success (Bandura, 1999). A huge number of researchers will do research in the area of social cognition theory using varied social variables. According to the findings of the study, social cognitive provides varied outcomes in different settings. In this situation, emotionally intelligent managers aim to decrease barriers and maximize team project performance with incentive, which is the best instrument for creating job satisfactions. Employees are more dedicated and perform better as a result. Education is the finest technique to instill innovative ideas in projects while reducing the chance of failure in the implementation of new practices. The social cognitive theory emphasizes group effort outcomes as well as individual effort and results. Efficiency is commonly understood as the outcome resulting from the combined effects of capacity expansion and collaborative efforts aimed at attaining a specific objective. In contrast, self-efficacy is employed to showcase the capabilities of both individuals and teams. Academic scholars posit that the process of achieving efficiency within a team is comparatively slower when compared to individual efficiency. However, it is noteworthy that social theory has assumed a significant role in recent decades (Luszczynska, A. et al., 2015).

Research Hypothesis

- Emotional intelligence is correlated with high levels of emotional intelligence.
- Project success is correlated with high levels of emotional intelligence.
- Team Building Mediates Emotional Intelligence and Project Success.

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Methodology Procedure and Samples

The research design also specifies the time length and types of categories. A research design is created based on the research question, study objectives, and context, and it describes the appropriate methods and tools for data collecting and analysis through a predetermined sequence of actions (Evans, J. et al., 1986). A research design is a collection of planned tasks for carrying out research work. The characteristics of research activities that govern the methodology and strategy for the gathering and analysis of statistics and facts form the basis of research design (Saunders et al., 2012). Quantitative and qualitative methods are the two main ways to do research (Creswell et al., 2014). The research design includes various aspects, including the time frame, types of settings, categories, and analysis. These parts are further delineated to facilitate the collection of demographic information, such as gender, age, professional experience, and academic qualifications. A research strategy describes how questions will be answered. The choice of strategy by the researcher is a key methodological link between philosophy and the way data is collected and analyzed. This research philosophy should be the first step in any research process. The specifics of the data collecting and analysis approach are expected to be developed later Evans, J. J., & Marlow, P. B. (1986).

Project managers, project planners, project advisers, and project team members fill out surveys in the roles of emotional intelligence, team building, and project success. This questionnaire is made up of many items that are graded on a 5-point Likert scale. Questionnaires include four demographic variables with varying responses, including gender, age, educational degree, and professional experience. Emotional Intelligence: Jordan and Lawrence's 16-item measuring instrument was used to examine the effects of emotional intelligence on project success (2009). Project team building was found to be a mediator between emotional intelligence and project success in this study. Team building is based on various dimensions such as entail interventions, personal relationships, problem solving, and the use of various techniques to accomplish project success (Klein et al., 2009; Salas et al., 1999). Project Success: The scale used in this research work to quantify project success is truly based. This instrument is used to evaluate the performance of project managers and project team members in a variety of ways. Project success is determined by the project time frame, project cost, human resource performance, project key stakeholder satisfaction, and project effectiveness. All of these items are scored on a 5-point Likert scale ranging from strongly disagree to strongly agree.

Data collection from project managers, project advisor, project team members of board from various project-based working companies in operating in in different venues. This research study was focus on construction and mechanical tasks. The

study's population comprises individuals with professional backgrounds in project management, project planning, project advising, and project team membership within the construction and mechanical sectors. The demographic makeup of the population mostly comprises individuals from whom data is being sought (Cavana, et al., 2001). The research sample comprises project-based enterprises and their personnel at various hierarchical levels. The sample has been structured according to the target population that participated in all of the response studies. Our research data was acquired using a survey-based technique with questionnaires 350 questionnaires are distributes for collecting the data through simple convenient sampling technique. Data analysis from SPSS-23 (Osborne, et al., 2008).

Table 1: Frequency of Demographics

Variables (N)	Group	Frequency (%)
Age (350)	30-40 Years	44(12.5%)
	41-50 Years	83(23.7%)
	51-60 Years	91(26.3%)
	Above 61 years	132(37.7%)
Gender (350)	Male	213(60.8%)
	Female	137(39.1%)
Education (350)	Bachelor	132(37.7%)
	Master	131(37.4%)
	MS/M.Phil.	87(24.8%)
Experiences (350)	1-10 year	126(36.0%)
	11-20 year	102(29.1%)
	21-30 year	95(27.1%)
	31-40 year	27(7.7%)

The collected data contained several demographic variables, such as gender, age, education, and experiences, pertaining to the respondents. The data analysis indicated that the study consisted of a sample of 350 participants, comprising both males and females. The age group distribution consists of frequencies of 44 (12.5%), 83 (23.7%), 91 (26.3%), and 132 (37.7%). The gender distribution of the sample population revealed that males accounted for 213 individuals, representing 60.8% of the total, while females accounted for 137 individuals, representing 39.1% of the total. Within the realm of education, the frequencies observed are 132 (37.7%), 131

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(37.4%), and 87 (24.8%). In the most recent occurrence, the frequencies observed were 126 (36.0%), 102 (29.1%), 95 (27.1%), and 27 (7.7%).

Results Descriptive Analysis

The quantitative data acquired in the study were analyzed using IBM's SPSS-21 Statistical Software. The tests used to assess the gathered data for this study included descriptive, construct reliability, correlation, Hayes regression, and the fundamental reason for selecting these analysis methodologies is to test the study's premise and assumptions, which are stated at the beginning of this report. The acquired data was further examined to determine the degree to which the goals of the research were achieved. The construct reliability of emotional intelligence which is measured on items scale. Emotional intelligence is independent variable in the research model and Cronbach's Alpha value is .733 which are reliable with number of items 16. The construct reliability of team building which is mediating variable in the research model and Cronbach's Alpha value is .702 which is measured on item scale is reliable with number of items 16. The construct reliability of project success which is measured on items scale that is dependent variable in the research model and Cronbach's Alpha value is .708 which are reliable with number of items 14.

Table 2: Correlation

Variables	Emotional Intelligence	Team Building	Project Success
Emotional intelligence	1	.276**	.180**
Team Building		1	.266**
Project success			1

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

The connection between Emotional Intelligence and team building is statistically significant ($r = .276^{**}$), indicating a favorable relationship between the two variables. There is a notable correlation between Emotional Intelligence and Project Success ($r = .180^{**}$). The findings indicate a statistically significant link between Team Building and Project Success ($r = .266^{**}$).

Table 3: Direct Effect

Relationship	B	P	BCCI Lower	BCCI Upper
EI → TB	0.2780	***	.1230	.4330
EI → PS	0.1134	+	-.0306	.2574
TB → PS	0.2273	***	.0917	.3629

In the direct effects between the variables. First relationship between emotional intelligence to team building with coefficient value .2780 and p have (***)

means that highly statically significance. Second relationship are emotional intelligence to project success with coefficient value of .1134 and p value () means that statically low significant. Third relationship between the team building and project success coefficient value of .2273 and p value (***) that indicates statically highly significant.

Table 4: Indirect Effect

Relationship	B	P	BCCI Lower	BCCI Upper
EI→ TB→PS	0.0632	**	.0210	.1295

In to indicates the indirect effects with relationship among emotional intelligence, team building and project success which have coefficient value .0632 and p value (**) means statistically significant.

Table 2: Descriptive and Psychometric Analysis of Scales

Variables	tems	Mean	SD	Reliabilities		Validity	
				a	CR	KMO	AVE
Emotional Intelligence	6	3.78	0.96	0.78	.87	0.78	0.63
Awareness of emotions	Owen	3.56	0.92	0.81	.89	0.79	0.66
	WE1	3.66	0.82				
	WE2	3.46	0.72				
		3.61	0.81				
	WE3						
	WE4	3.76	0.89				
Management of Owen Emotions		3.82	0.83	0.76	0.81	0.85	0.68
ME1		3.62	0.80				
	E1						
ME2		3.72	0.72				
	E2						
ME3		3.59	0.78				
	E3						
ME4		3.66	0.76				
	E4						
Awareness of others' emotions		3.51	0.69	0.81	.91	0.82	0.71
	AE1	3.41	0.73				
	E1						
	AE2	3.39	0.84				

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	<i>E2</i>						
<i>AE3</i>		3.55	0.62				
	<i>E3</i>						
<i>AE4</i>		3.62	0.85				
	<i>E4</i>						
<i>Awareness of others' emotions</i>		3.88	0.89	0.79	0.87	0.76	0.86
<i>MTE1</i>	<i>TE1</i>	3.68	0.82				
<i>MTE2</i>		3.81	0.67				
	<i>TE2</i>						
<i>MTE3</i>		3.55	0.86				
	<i>TE3</i>						
<i>MTE4</i>		3.63	0.88				
	<i>TE4</i>						
<i>Team Building</i>		2.93	0.91	0.81	0.91	0.72	0.81
	<i>6</i>						
		3.13	0.89				
	<i>B1</i>						
		3.03	0.74				
	<i>B2</i>						
		2.83	0.81				
	<i>B3</i>						
		2.91	0.82				
	<i>B4</i>						
		2.90	0.85				
	<i>B5</i>						
		3.33	0.79				
	<i>B6</i>						
		3.01	0.72				
	<i>B7</i>						
		3.04	0.77				
	<i>B8</i>						
		3.13	0.66				
	<i>B9</i>						
		3.10	0.89				
	<i>B10</i>						
		2.96	0.79				
	<i>B11</i>						

		2.99	0.83				
	B12						
		2.90	0.81				
	B13						
		3.21	0.72				
	B14						
		2.89	0.75				
	B15						
		2.91	0.79				
	B16						
Project Success	6	3.67	1.06	0.81	0.88	0.74	0.81
		3.58	1.03				
	S1						
		3.58	0.96				
	S2						
		3.61	0.91				
	S3						
		3.43	1.01				
	S4						
		3.40	1.02				
	S5						
		3.50	0.97				
	S6						
		3.61	0.91				
	S7						
		3.65	0.86				
	S8						
		3.66	0.89				
	S9						
		3.71	0.86				
	S10						
		3.70	0.99				
	S11						
		3.59	0.91				
	S12						
		3.48	0.90				
	S13						
		3.32	1.04				
	S14						

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The present table provides a descriptive study of the components and items of the scales. The findings indicate that all hypotheses and positive outcomes are substantiated. The reliability and validity of each item pertaining to the hypotheses are being assessed. This study includes a descriptive and psychometric analysis of scales used to measure the relationship between variables. The results indicate a positive and strong correlation between Emotional Intelligence and team building.

Conclusion:

To conclusion of this current research work to study the impact of emotional intelligence on project success with mediating role of team building. Our results to indicate that there is a positive relationship between of emotional intelligence with team building and project success. As our finding are too represented in data analysis that emotional intelligence to play an important role in project success. The emotional intelligent project managers have more caliber to manage the problems which are create during the project progress. There are many issues are developed on project site which try to reduce the productivity of project team members. Major problem which are face by project managers are de-motivation. Emotional project managers are to be able to maintain the project employee motivational level and to develop more dedication regarding to project success (Mazur et al., 2014). There are number of studies are carried out to on topic of positive relationship between emotional intelligence and project success which are in these research scholars are try to developed a framework through which to assess the positive relationship of emotional intelligence and project success (Müller & Turner, 2007).

In conclusion, emotional intelligence, team building, and project success are interdependent elements that are essential for achieving project success. By cultivating these skills and fostering a positive and supportive team environment, project managers can ensure that their team is well-equipped to deliver high-quality work and meet or exceed project goals. In conclusion, emotional intelligence plays a crucial role in cultivating a favorable work environment that motivates workers to perform their tasks with effectiveness and efficiency. Likewise, the cultivation of emotional intelligence promotes collaboration among personnel, hence leading to enhanced working environments. The influence of emotional intelligence on workers' attachment to team members, and subsequently on project success aspects, was revealed by researchers. There exist multiple factors that exert an influence on the motivation and trust levels of team members, thereby contributing to the process of team building. These factors encompass the communication process, the clarity of objectives, the strategies employed in managing problems, and the level of support provided by top management (Ashkanasy et al., 2005). We should examine our recruitment process to better understand how emotional intelligence affects project

success. While employing project professionals, it is imperative to seek individuals that possess a high level of emotional intelligence in order to effectively understand the demands of the project and exhibit a favorable work demeanor (Clarke, 2010). The results collected in our study provided support for the first hypothesis, which posited a correlation between emotional intelligence and the achievement of project objectives. The possession of emotional intelligence is important in order to effectively navigate the intricacies of project complexity and achieve successful project completion. Several studies have indicated that there is a growing level of complexity in new projects. It has been suggested that the ability to effectively manage these nuances and ensure project success lies on the emotional competence of project managers (Rezvani et al., 2016).

Their research demonstrates that senior management should value emotionally savvy project managers for the success of their projects. Organizational leaders who want to avoid project failure due to unforeseen complications should look for candidates with strong emotional intelligence to fill the role of project manager. Emotionally intelligent initiatives are resilient enough to weather the storm of team members' negative feelings and stress. Managers with emotional intelligence are able to keep their emotions in check despite the challenges they face on the job. Managers that are emotionally knowledgeable will recognise when their employees are experiencing unpleasant emotions and work to increase opportunities for open expression within the team. Managers of large projects benefit from the ease and speed with which they may express their emotions to their team members. Managers can foster teamwork and ultimately the project's success by open displays of emotion (Stephens & Carmeli, 2016). Having a high level of emotional intelligence is essential for effectively controlling one's own and other people's emotions and actions. The difficulties and complexities of the work environment on large construction projects have a significant effect on the productivity of the workers and the ultimate success of the project. Team members on a project can work together more effectively through the use of emotional intelligence since its members are better able to express their feelings at work (Evans & Dion, 2012).

Large, complicated construction projects necessitate a project manager with high emotional intelligence so that they may effectively deal with unforeseen technical and managerial challenges. Managers with high levels of emotional intelligence are better able to lead their teams and keep them motivated. When team members lack emotional intelligence, it can lead to conflict, miscommunication, and the failure of a project. This study looked at how EQ affected people in the workplace and came to the conclusion that it was a major factor in how productive people were and how well their projects turned out (Christie, Jordan, & Troth, 2015). This lends credence to our second hypothesis, which posits a causal link between EQ and successful teamwork.

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Our findings highlight the significance of team building, demonstrating that, without it, project success is extremely unlikely. As a rule of thumb, team building entails fostering a positive work environment among team members by the expression or utilisation of positive emotions and feelings towards project team members. Effective teamwork should naturally play a pivotal role in every successful endeavour. It has been widely discussed how team building, which is seen as a critical variable for group participation, is linked to company performance. Researchers found that high-performing teams had members who demonstrated a consistent and regular commitment to their task (Quick & Nelson, 2009). Our findings indicate that when teams are built properly, employees are more motivated to work together on projects and give their full attention to their work. Cohesion of this sort promotes team performance because it reveals the extent to which individuals are drawn to and invested in the activities at hand (Bahli & Buyukkurt, 2005). Similarly, we hypothesize that there is a link between strong teamwork and successful projects.

Theoretical Implications:

This study aims to contribute to our understanding of the relationship between emotional intelligence and successful project management. The study of the data showed at first that there was a hole in the literature when it came to the relationship between EQ and project performance; we're working to fill it. Secondly, we are test the relationship of emotional intelligence and team building are missing in literature review. In this we are fill this gap with limited time line. Here team building to treat as mediation between the emotional intelligence and project success.

Strength, Limitation and Future Recommendations:

Our research work has a strong approach of methodological. In this current research we are try to minimize the robust impact of common methodology and bias of source. We are collected the data which are actual representation of emotional intelligence, team building and project success from the project managers and project employee of these organizations. Due to the limited time frame, we are induced only one mediation variable which is team building in this current research model and run various test and analyze the relationship with independent variable and dependent variables. In this model can be added more mediation moderator variables such as job satisfaction, trust and self-efficiency. To improve the research data and better understanding in future data collection can be extended to outside on the country. In conclusion, we are aware that our attention was mostly on the administrative side. Hence, future studies ought to pay special attention to the effects on workers who are not in administrative positions, and how they affect the overall success of a projec.



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