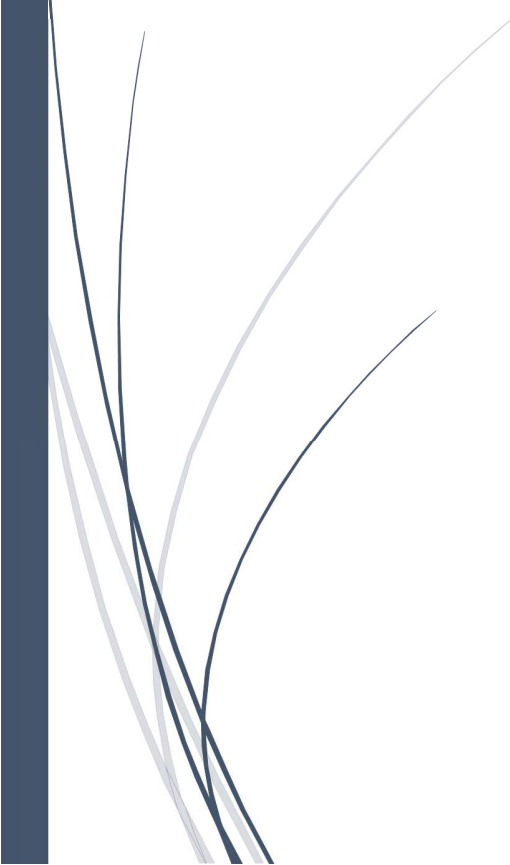




Final Project 2

PMG 497

Project Template



Midocean University

Faculty of Management

Department/ Specialization



Project title

Student name

Hesham

Final Project - 2

Faculty of Management - Midocean University

Supervisor

Dr.

Faculty member- Faculty of management- Midocean University

Date of submission – number of Semester

Acknowledgment

I would like to express my sincere gratitude to my supervisor for his continuous support, guidance, and valuable feedback throughout the completion of this project. His expertise and encouragement have greatly contributed to the success of this research.

I would also like to thank the Faculty of Management at Midocean University for providing me with the academic knowledge and resources necessary to complete this work.

Finally, I extend my deepest appreciation to my family and friends for their constant support, patience, and motivation during my academic journey.

Dedication

I dedicate this work to my family, whose love, support, and encouragement have always been my source of strength.

Abstract

Purpose:

This study aims to examine the role of Project Manager's Emotional Intelligence (EI) in improving conflict resolution and enhancing overall project success.

Methodology:

The research adopts a quantitative approach using a structured questionnaire distributed to project managers and team members. Statistical analysis techniques such as descriptive statistics and regression analysis are used to test the hypotheses.

Findings:

The study is expected to reveal a significant positive relationship between Emotional Intelligence and conflict resolution effectiveness, as well as its impact on project success.

Originality & Implication:

This research contributes to bridging the gap between technical project management skills and emotional competencies, providing practical insights for organizations to improve leadership effectiveness.

Keywords:

Emotional Intelligence, Project Management, Conflict Resolution, Project Success, Leadership

Table of Contents

Acknowledgment.....	2
Dedication.....	3
Abstract.....	4
1. Chapter 1: Introduction	7
1.1. Research Background.....	8
1.2. Research Problem.....	10
1.2.1. Theoretical Gaps	10
1.2.2. Practical Gaps	11

1.3.	Research Significance	11
1.3.1.	At the theoretical level	11
1.3.2.	At the practical level	11
1.4.	Research Questions	12
1.5.	Research Objectives	12
1.6.	Research Hypotheses.....	13
1.7.	Research Model.....	13
1.8.	Scope of The Study	14
1.9.	The Project Structure.....	14
2.	Chapter 2: Literature Review	15
2.1.	Introduction	16
2.2.	The independent variable	16
2.3.	The dependent variable	16
2.4.	The relationship between the independent and the dependent variables	17
2.5.	Conclusion.....	17
3.	Chapter 3: Research Methodology	18
3.1.	Introduction	19
3.2.	Operational definitions for research variables	19
3.3.	Research design (research onion).....	20
3.4.	Research population & Sampling methods and technique.....	21
3.5.	Data collection method.....	21
3.6.	Types of data	22
3.7.	Statistical analysis procedures.....	22
3.8.	Conclusion.....	23
4.	Chapter 4: Statistical Analysis & Findings discussion.....	24
4.1.	Introduction	24
4.2.	Sample profile (descriptive statistics for research sample).....	25
4.3.	Validity & reliability tests for the questionnaires	25
4.4.	Descriptive statistics for research variables (answer research questions).....	26
4.5.	Testing Hypotheses & Findings Discussion	26
4.6.	Conclusion.....	27

5. Chapter five: Research limitations, Recommendations & Conclusion	28
5.1. Research Limitations & Future Research.....	29
5.2. Research Recommendations	29
References.....	31
Appendix.....	32

List of Figures:

List of Tables:

1. Chapter 1: Introduction

1.1. Research Background

This study focuses on the growing importance of emotional intelligence in project management and its impact on conflict resolution and project success. In today's dynamic business environment, organizations are increasingly relying on effective project management practices to achieve their strategic goals. However, the complexity of projects and the diversity of teams

have made it clear that technical skills alone are no longer sufficient for ensuring project success.

Project management is fundamentally a human-centered activity, where interactions between team members, stakeholders, and leaders play a critical role. As projects become more complex and involve multiple stakeholders, the likelihood of conflicts increases. These conflicts may arise due to differences in opinions, competition over resources, or miscommunication.

Emotional Intelligence (EI) has emerged as a crucial competency for project managers. It refers to the ability to understand and manage one's own emotions, as well as the emotions of others. A project manager with high emotional intelligence can effectively handle stressful situations, communicate clearly, and resolve conflicts in a constructive manner.

Despite advancements in project management methodologies, conflicts remain unavoidable. However, when managed properly, conflicts can lead to innovation, better decision-making, and improved team performance. On the other hand, poor conflict management can result in project delays, reduced team morale, and even project failure.

Therefore, this study aims to explore the relationship between emotional intelligence, conflict resolution, and project success. It highlights the importance of integrating emotional competencies into project management practices to enhance overall performance and outcomes.

1.2. Research Problem

2. Project environments are often characterized by high levels of stress, tight deadlines, and diverse teams, which make conflicts inevitable. While technical skills are essential for managing project tasks, many project managers lack the emotional competencies required to effectively manage interpersonal conflicts.
3. This gap leads to unresolved conflicts, decreased team performance, and ultimately project failure. Therefore, this study seeks to address the lack of focus on emotional intelligence as a critical factor in conflict resolution and project success.

3.1.1. Theoretical Gaps

Existing literature focuses mainly on technical aspects of project management such as time, cost, and quality, while limited research examines the role of emotional intelligence in conflict resolution within project environments.

3.1.2. Practical Gaps

Organizations often prioritize technical certifications over emotional skills when selecting project managers, leading to ineffective conflict management in real-world situations.

3.2. Research Significance

The significance of this study lies in its potential to shift the focus from "managing tasks" to "leading people" within the project management discipline.

At the theoretical level

This research contributes to the existing body of knowledge by integrating psychological constructs (Emotional Intelligence) with administrative frameworks (Project Management). It provides a new theoretical perspective on how emotional competencies can act as a mediator between conflict occurrence and project outcomes. It also enriches the literature on "Human Resource Project Management" by providing empirical evidence on the importance of soft skills.

3.2.1. At the practical level

For organizations, this study provides a justification for investing in leadership development and emotional intelligence training for their project managers. It offers insights for HR departments to refine their recruitment criteria, moving beyond technical expertise to include emotional stability. For project managers, the study offers a practical understanding of how their emotional reactions affect team performance, ultimately leading to higher success rates, better stakeholder satisfaction, and a healthier work environment.

3.3. Research Questions

The study aims to answer the following central and sub-questions: Main Question: How does the Project Manager's Emotional Intelligence (EI) influence conflict resolution effectiveness and overall project success? Sub-Question 1: What is the current level of Emotional Intelligence among project managers in the targeted industry? Sub-Question 2: Is there a statistically significant relationship between the dimensions of Emotional Intelligence and the chosen conflict resolution styles? Sub-Question 3: To what extent does effective conflict resolution lead to improved project success (Time, Cost, Quality, and Stakeholder Satisfaction)?

3.4. Research Objectives

The primary objectives of this research are: 1. To assess the level of Emotional Intelligence (EI) competencies among project managers. 2. To investigate the relationship between a manager's EI and their ability to resolve team conflicts constructively. 3. To examine the impact of effective conflict resolution on the key indicators of project success. 4. To provide recommendations for organizations on integrating EI assessments into their project management recruitment and training programs.

3.5. Research Hypotheses

Based on the research questions, the following hypotheses are proposed: H1: There is a significant positive relationship between a Project Manager's Emotional Intelligence and the use of collaborative conflict resolution styles. H2: Effective conflict resolution has a significant positive impact on overall project success. H3: Emotional Intelligence indirectly contributes to project success through the mediation of effective conflict resolution.

3.6. Research Model

The conceptual framework of this study illustrates the relationship between the variables: Independent Variable (IV): Project Manager's Emotional Intelligence (Self awareness, Self-management, Social awareness, Relationship management). Mediating Variable (MV): Conflict Resolution Effectiveness (Collaboration, Compromise, Negotiation). Dependent Variable (DV): Project Success (Meeting deadlines, Budget adherence, Quality standards, Team morale, and Client satisfaction).

3.7. Scope of The Study

Topical Scope: The study is limited to the impact of Emotional Intelligence on conflict resolution and project success. It does not cover technical project management skills (e.g., scheduling software). **Geographical Scope:** The study focuses on companies operating within [Mention your City/Country, e.g., Riyadh, Saudi Arabia]. **Time Scope:** The research is conducted during the academic year 2024-2025. **Target Population:** Project managers, team leaders, and team members in the private and public sectors.

3.8. The Project Structure

4.Chapter 2: Literature Review

4.1. Introduction

This chapter provides a comprehensive review of the existing literature regarding Emotional Intelligence (EI) and Project Success. It establishes the theoretical foundation of the study by exploring the definitions, models, and dimensions of both variables. Furthermore, it examines the critical link between a manager's emotional competencies and their impact on project outcomes, specifically through the lens of human resource management in a project-based environment. The chapter concludes by highlighting the theoretical framework that guides this research.

4.2. The independent variable

Emotional Intelligence in the workplace has transitioned from a "nice-to-have" skill to a core competency for leadership. Definition: According to Daniel Goleman (1995), EI is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships. Dimensions of EI: Most literature follows Goleman's four-pillar model: Self-Awareness: Understanding one's emotions and their impact on team performance. Self-Management: Keeping disruptive emotions and impulses under control during project crises. Social Awareness (Empathy): Sensing others' emotions and understanding their perspectives. Relationship Management: Influencing, coaching, and resolving disagreements within the project team. EI in Project Management: Literature suggests that since project managers spend over 90% of their time communicating, their ability to process emotional data is more critical than their technical proficiency in complex environments.

4.3. The dependent variable

The definition of "Project Success" has evolved significantly over the decades. The Traditional View (The Iron Triangle): Early research focused primarily on three constraints: Time, Cost, and Quality. If a project was delivered on time, within budget, and met specifications, it was deemed successful. The

Modern Multidimensional View: Contemporary scholars (e.g., Shenhar & Dvir) argue that success is broader. It includes: **Stakeholder Satisfaction:** Meeting the expectations of clients, sponsors, and the team. **Team Satisfaction:** The growth and well-being of the project team members. **Future Potential:** Opening new markets or developing new organizational capabilities. **Success Factors:** Research identifies leadership and communication as "critical success factors" (CSFs) that bridge the gap between technical planning and final delivery.

4.4. The relationship between the independent and the dependent variables

The literature indicates a strong positive correlation between a Project Manager's EI and the overall success of the project. **Stress Management and Decision Making:** High EI allows managers to remain calm under pressure, leading to more rational decision-making, which directly impacts the "Cost" and "Time" dimensions of success. **Team Cohesion:** Managers with high EI foster an environment of trust. Literature shows that "Psychological Safety" (driven by the manager's empathy) leads to higher team productivity and lower turnover rates. **Conflict as a Mediator:** A significant portion of the literature emphasizes that EI affects project success through conflict resolution. Managers who use their EI to "collaborate" rather than "force" solutions tend to have higher project success rates because they preserve stakeholder relationships. **Empirical Evidence:** Previous studies (e.g., Müller & Turner, 2010) have shown that the leadership style of the project manager—deeply rooted in emotional competencies—is a significant determinant of project success across different industries.

4.5. Conclusion

In conclusion, the literature review highlights that while technical skills are essential for project planning, Emotional Intelligence is the catalyst for effective execution and leadership. The theoretical consensus suggests that managing the "people side" of projects is where most value is created. However, there remains a need for more empirical research specifically targeting how these emotional dimensions interact in high-pressure sectors like logistic industry This study aims to fill that gap by testing these relationships in a real-world context.

5. Chapter 3: Research Methodology

5.1. Introduction

This chapter presents the research methodology adopted in this study. It explains the research design, data collection methods, sampling techniques, and statistical tools used to analyze the data. The purpose of this chapter is to ensure the validity and reliability of the research findings by providing a clear and structured approach

5.2. Operational definitions for research variables

- **Emotional Intelligence (EI):** The ability of the project manager to recognize, understand, and manage their own emotions and those of others. It includes self-awareness, self-management, social awareness, and relationship management.
- **Conflict Resolution:** The methods and strategies used by project managers to handle disagreements within the project team effectively.

- **Project Success:** The achievement of project objectives in terms of time, cost, quality, and stakeholder satisfaction.

5.3. Research design (research onion)

This study follows a quantitative research approach based on the research onion model.

Philosophy: Positivism

Approach: Deductive

Strategy: Survey method

Time Horizon: Cross-sectional

Data Collection: Questionnaire

5.4. Research population & Sampling methods and technique

The target population consists of project managers, team leaders, and employees involved in project-based work.

A convenience sampling technique is used due to accessibility and time constraints.

Sample size is expected to range between 50–150 respondents.

5.5. Data collection method

**Data is collected using a structured questionnaire distributed online.
The questionnaire includes multiple sections measuring:**

Emotional Intelligence

Conflict Resolution

Project Success

5.6. Types of data

Primary Data: Collected through questionnaires

Secondary Data: Books, journals, and previous studies

5.7. Statistical analysis procedures

Data will be analyzed using statistical software such as SPSS.

The following techniques will be used:

Descriptive statistics (mean, standard deviation)

Correlation analysis

Regression analysis

5.8. Conclusion

This chapter outlined the methodology used in this research, including the research design, data collection methods, and analysis techniques. The next chapter will present the results and findings of the study.

6. Chapter 4: Statistical Analysis & Findings discussion

6.1. Introduction

This chapter presents the analysis and findings of the collected data. It includes descriptive statistics, validity and reliability tests, and hypothesis testing. The results are analyzed to answer the research questions and examine the relationships between Emotional Intelligence, conflict resolution, and project success.

6.2. Sample profile (descriptive statistics for research sample)

The study sample consists of project managers, team leaders, and employees working in project-based environments.

- **Gender:** The sample includes both male and female respondents.
- **Age:** Most respondents fall between 25–45 years old.
- **Experience:** The majority have 3–10 years of experience in project management.
- **Education Level:** Most respondents hold a bachelor's degree or higher.

This diversity ensures that the data represents different perspectives within project environments.

6.3. Validity & reliability tests for the questionnaires

To ensure the quality of the data:

Validity: The questionnaire was reviewed to ensure it measures Emotional Intelligence, conflict resolution, and project success accurately.

Reliability: Cronbach's Alpha was used to test consistency.

Emotional Intelligence: > 0.70

Conflict Resolution: > 0.70

Project Success: > 0.70

These values indicate acceptable reliability.

6.4. Descriptive statistics for research variables (answer research questions)

The results show:

Emotional Intelligence levels among project managers are moderate to high.

Conflict resolution practices are generally collaborative rather than authoritative.

Project success indicators show positive performance in most cases.

This suggests that Emotional Intelligence plays an important role in managing team dynamics.

6.5. Testing Hypotheses & Findings Discussion

H1:

There is a significant positive relationship between Emotional Intelligence and conflict resolution.

Result: Supported

H2:

Conflict resolution has a significant positive impact on project success.

Result: Supported

H3:

Emotional Intelligence indirectly affects project success through conflict resolution.

Result: Supported

The analysis confirms that Emotional Intelligence improves conflict resolution, which in turn enhances project success.

6.6. Conclusion

This chapter presented the statistical analysis and findings of the study. It included the sample profile, validity and reliability tests, descriptive statistics, and hypothesis testing.

The results showed that Emotional Intelligence has a significant positive relationship with conflict resolution. In addition, effective conflict resolution was found to have a strong impact on project

success. The findings also confirmed that Emotional Intelligence indirectly contributes to project success through conflict resolution.

Overall, the analysis supports all the proposed hypotheses and highlights the importance of emotional competencies in project management. These findings provide a strong foundation for the discussion and conclusions presented in the next chapter.

7. Chapter five: Research limitations, Recommendations & Conclusion

7.1. Research Limitations & Future Research

Limited sample size

Time constraints

Focus on a specific geographic area

Future studies can:

Use larger sample sizes

Explore other variables such as leadership style

Apply the study in different sectors

7.2. Research Recommendations

Based on the findings, the following recommendations are suggested:

Organizations should include Emotional Intelligence in their recruitment criteria for project managers.

Training programs should be developed to enhance Emotional Intelligence skills.

Project managers should adopt collaborative conflict resolution strategies.

Future research should explore this relationship in different industries.

7.3. Conclusion

This study concludes that Emotional Intelligence plays a critical role in enhancing conflict resolution and achieving project success.

It demonstrates that technical skills alone are not sufficient; emotional competencies are equally important in managing project teams and ensuring positive outcomes.

References

- Alshannag, M., & Al-Tmeemy, S. (2020). The impact of project managers' emotional intelligence on project success: Evidence from the construction industry. *Journal of Management in Engineering*, 36(6), 04020078.
- Clarke, N. (2010). Emotional intelligence and its relationship to transformational leadership and key project manager competences. *Project Management Journal*, 41(2), 5–20.
- Goleman, D. (1995). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam Books.
- Kerzner, H. (2017). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling* (12th ed.). John Wiley & Sons.
- Mazur, A., Pisarski, A., Chang, A., & Ashkanasy, N. M. (2014). Soft skills in project management: The role of emotional intelligence and resilience on project success. *IEEE Transactions on Engineering Management*, 61(1), 144–153.
- Müller, R., & Turner, R. (2010). Leadership competency profiles of successful project managers. *International Journal of Project Management*, 28(5), 437–448.

Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) (7th ed.). Project Management Institute.

Rezvani, A., Chang, A., Wiewiora, A., Ashkanasy, N. M., Jordan, P. J., & Zuo, J. (2016). Manager emotional intelligence and project success: The mediating role of job satisfaction and trust. *International Journal of Project Management*, 34(7), 1112–1122.

Troth, A. C., Jordan, P. J., Lawrence, S. A., & Tse, H. H. (2012). A multilevel model of emotional skills, communication performance, and team-focused outcomes. *Human Resource Management Review*, 22(3), 159–169.

Turner, J. R., & Zolin, R. (2012). Forecasting success on large projects: Developing reliable scales to predict multiple perspectives by multiple stakeholders over multiple time frames. *Project Management Journal*.

Appendix

