

The Impact of Social Intelligence in the management of small projects in ECAPS Space in Makkah

أثر الذكاء الاجتماعي في إدارة المشاريع الصغيرة في مساحات العمل المشتركة (ECAPS) في مكة المكرمة

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Abstract

Effective project management is crucial for the success of small projects in co-working spaces, where individuals from diverse backgrounds and disciplines collaborate in shared work environments. However, in context of small project management in co-working spaces social intelligence plays pivotal role in facilitating effective teamwork, fostering innovation, and enhancing project outcomes. **Aim:** The aim of present study is to compare the social intelligence of small projects managers. **Method:** the method used in the present study was descriptive survey method. **Sample:** the study sample included small projects managers in co-working spaces (ECAPS). **Results:** Mean, SD, t-test were employed to statistically analyze the data. The findings of the study indicate that in some dimensions of social intelligence small project managers differ statistically like in patience dimension as it is found that male small projects managers are more patient than female small project managers. In the dimension named cooperativeness male small projects managers' score was statistically higher than females. Female small projects managers were found able to recognize a social situation than males and, on the dimension, named humour it was shown that male small project managers were more humorous than females. Whereas in other dimensions of social intelligence they do not differ statistically namely; sensitivity, confidence, tactfulness and memory and total social intelligence on the basis of gender.

Keywords: Social Intelligence, small projects, Dimensions of Social Intelligence, Co-working spaces, small project management.

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ملخص الدراسة

تعد الإدارة الفعالة للمشروعات أمراً بالغ الأهمية لنجاح المشاريع الصغيرة في مساحات العمل المشتركة، حيث يتعاون الأفراد من خلفيات وتخصصات متنوعة في بيئات العمل المشتركة. ومع ذلك، في سياق إدارة المشاريع الصغيرة في مساحات العمل المشتركة، يلعب الذكاء الاجتماعي دوراً محورياً في تسهيل العمل الجماعي الفعال، وتعزيز الابتكار، وتحسين نتائج المشروع. **الهدف:** تهدف الدراسة الحالية إلى مقارنة الذكاء الاجتماعي لمديري المشاريع الصغيرة. **المنهج:** المنهج المستخدم في هذه الدراسة هو المنهج الوصفي المسحي. **العينة:** شملت عينة الدراسة مديري المشاريع الصغيرة في مساحات العمل المشتركة (ECAPS) **النتائج:** تم استخدام المتوسط الحسابي SD واختبار t لتحليل البيانات إحصائياً. أشارت نتائج الدراسة إلى أن مديري المشاريع الصغيرة يختلفون إحصائياً في بعض أبعاد الذكاء الاجتماعي كما هو الحال في بعد الصبر، حيث وجد أن مديري المشاريع الصغيرة الذكور أكثر صبراً من مديرات المشاريع الصغيرة الإناث. وفي البعد المسمى التعاون كانت درجات مديري المشاريع الصغيرة الذكور أعلى إحصائياً من الإناث. تم العثور على مديرات المشاريع الصغيرة الإناث قدرات على التعرف على الوضع الاجتماعي أكثر من الذكور، وعلى البعد المسمى بالفكاهة، فقد تبين أن مديري المشاريع الصغيرة الذكور كانوا أكثر روح الدعابة من الإناث. بينما في الأبعاد الأخرى للذكاء الاجتماعي لا تختلف إحصائياً وهي؛ الحساسية والثقة واللباقة والذاكرة والذكاء الاجتماعي الكلي على أساس الجنس.

الكلمات المفتاحية: الذكاء الاجتماعي، المشاريع الصغيرة، أبعاد الذكاء الاجتماعي، مساحات العمل المشترك، إدارة المشاريع الصغيرة

Chapter I

Introduction

This chapter provides the context for the study in terms of project management, small projects, social intelligence, and co-working spaces as well as the integration of using social intelligence and co-working spaces in the management of small projects.

1.1 Introduction to the study

Social intelligence plays a crucial role in project management by facilitating effective communication, conflict resolution, team collaboration, and influencing skills. However, project with possess strong social intelligence are better equipped to navigate the complexities of collaborative endeavors and foster successful outcomes (Zhao et al,2020). Furthermore, social intelligence enables project managers to communicate, listen attentively, and understand the needs and perspectives of different stakeholders to effectively convey information and resolve conflicts that may arise during the project (Pohler,2012: Spinuzzi,2012).

Projects involve numerous stakeholders with different interests, goals, and expectations. On the other hand, social intelligence contributes effectively to engaging stakeholders effectively. Moreover, social intelligence allows project managers to actively involve stakeholders in decision-making processes, manage expectations, and build consensus(Catherine,2021). Constructively, social intelligence can help project managers navigate and resolve conflicts by empathetically understanding different viewpoints, managing emotions, and promoting open dialogue to maintain positive working relationships (Bueno et al,2018).

Project success relies on effective teamwork. However, social intelligence helps project managers understand team dynamics, individual strengths, and weaknesses and foster a collaborative environment by promoting trust, encouraging open communication, and recognizing and appreciating team members' contributions (De Jong and Pen Hartog,2007).

Developing social intelligence can greatly enhance a project manager's effectiveness in managing projects. However, social intelligence is an ongoing process that helps project managers in enhancing their effectiveness in managing projects, fostering collaboration, and achieving successful outcomes (Gandini ,2015).

Socially intelligent project managers utilize leadership skills to promote the integration of resources and activities beyond traditional guidelines. However, these leaders have been led by example and considered the collective needs of their team. Collaboration and harmony had been achieved through grace under pressure, self-confidence, and a passion for personal and team betterment. In addition, these leaders consider and incorporate activities that foster team enthusiasm and passion (Alan Gravey,2012).

Socially intelligent project managers have been able to effectively communicate horizontally and vertically across all levels. However, project managers spend 90% of their time communicating (Andy Crowe,2018).

In leading small projects, project managers have the authority and the ability to inspire and motivate others. The project manager has been implementing the general direction of the project and allows team members to provide input (Rowe, Sandra F.,2007)

Small projects require less formality and structure than larger projects. However, most project managers of small projects have been led based on influence, not authority. Influence has been considered as the ability to get others to participate (Rowe, Sandra F.,2007). Furthermore, socially intelligent project manager also understands and values the importance

of cultural sensitivity and virtual team management and understands the challenges and opportunities culturally and geographically diverse teams face. Socially intelligent project managers have the fact that while projects are unique and finite, the cultivation of positive relationships is what ensures long-term business and program success (Andy Crowe,2018).

Managing small projects within a co-working space can be beneficial for individuals and teams who require a flexible and collaborative environment. However, co-working spaces offer a dynamic and collaborative environment that can enhance your project management experience by leveraging the shared resources, networking opportunities, and project management tools available, project manager can effectively manage small projects while benefiting from the unique advantages of co-working space (Bueno, S et al,2018)

Co-working spaces have been increasing rapidly. In 2015, 7,800 spaces existed worldwide with a growth rate of 83% from 2012 to 2013 (Foertsch, 2013) and 36% from 2014 to 2015 (Foertsch,2015). There are a total of 295 Co-working spaces in Saudi Arabia as of September 24, 2023. Moreover, there were several popular project management tools can be used in co-working spaces to enhance collaboration and streamline project workflows (Bueno, S et al,2018).

For this study, we will report the effect of these places on initiating social interactions that will affect the management of small projects in such an environment that will represent a good model of social intelligence.

1.2 Problem and significance of the study

In project management, social intelligence has been considered critical because projects typically have collaborative endeavors that will involve numerous stakeholders. Strong relationships should be built throughout the project with team members, clients, vendors, and other stakeholders by project managers. Communicating effectively with these groups will

ensure that the project is completed on time, within budget, and to the required quality standards. Social intelligence is an important aspect of project management. Project managers must possess various social intelligence skills to build strong relationships with team members, clients, and other stakeholders (Raitis et al,2017).

Empathy has been considered one of the most critical aspects of social intelligence in project management." Empathy is the ability to understand and share the feelings of others". High levels of empathy can help project managers to work effectively with their team members, clients, and stakeholders. The team members will be highly motivated and engaged in the project. Moreover, effective communication is another essential aspect of social intelligence in project management because it enables project managers to convey information clearly and effectively to team members, clients, and other stakeholders (Saman et al,2014).

However, conflict resolution has been believed to be an important aspect of social intelligence in project management. Project managers who have strong conflict resolution skills could identify the root cause of the conflict, communicate effectively with all team members who have been involved, and develop a mutually acceptable solution (Seligman,2011).

Furthermore, one of the crucial aspects of social intelligence in project management is leadership. Project managers must be able to set clear goals, provide direction, and support their team members throughout the project. This will help project managers recognize and celebrate their team members' achievements, which helps build morale and motivation (Seligman,2011).

The co-working practice has become a new model of workplaces in today's collaborative and sharing economy. However, Co-working spaces provide work flexibility, chances to encounter like-minded people, idea generation and sharing, business networking, and relief

from home working isolation (Zhao et al,2020). Furthermore, co-working spaces represent one possible buffer against isolation by providing the opportunity for social interaction., social interaction has been described as a process by which people act and react to those around them (Giddens, 2009).

To the best of the investigator's knowledge, several studies have been conducted on the importance of social intelligence in the management of small projects in co-working spaces. However, co-working spaces remain a suitable place for using social intelligence in the management of small projects. Most of these studies have been conducted in other countries. In contrast, no study has been conducted in Saudi Arabia for the same purpose as the current study. So, the investigator decided to conduct this study. Although PMBOK gives some guiding suggestions on knowledge, skills, and personal abilities, discussion of the social abilities of the project manager has never stopped Davis (2011).

1.3 Statement of the problem

Due to the increased use of co-working spaces in Makkah, the author suggests investigating the impact of social intelligence on the management of small projects in ECAPS Space, to implement best social intelligence practices in the management of small projects such as a collaborative sharing economy setting.

1.4 Purpose of the study

The purpose of this study is to examine the effectiveness of using social intelligence in the management of small projects in co-working spaces (ECAPSE) in Makkah.

1.5 Definition of terms

Social intelligence in project management: refers to the ability to understand and effectively interact with individuals and groups involved in a project. It encompasses a

range of skills and competencies that enable a project manager to navigate social dynamics, build relationships, and facilitate effective collaboration among the project team and stakeholders (Kim Wasson,2020).

Co-working Spaces: are shared office environments for independent professionals (Pohler, 2012; Spinuzzi, 2012).

Small Projects: can be defined as a short timeline – up to 6 weeks, or as having only one or two deliverables (Bernie Roseke,2018).

ECAPS Spaces: are shared work environments where individuals from different companies, professions, or freelancers work alongside each other in a communal setting (ECAPS website,2023)

1.6 Summary

The given study set out to examine the impact of social intelligence on the management of small projects in co-working spaces (ECAPS). The research hypothesis was clarified under the statement that, the use of social intelligence best practices in ECAPS spaces will lead to effective management of small projects

Chapter II

Review of literature

2.1 Introduction:

Social intelligence plays a crucial role in project management, particularly in small projects where effective communication, collaboration, and relationship-building are essential for success. This literature review aims to explore the existing body of knowledge regarding social intelligence in small project management. By synthesizing relevant research findings, this review seeks to provide insights into the impact of social intelligence on project outcomes, the key dimensions of social intelligence, and strategies for enhancing social intelligence in small project management and the role of co-working spaces in enhancing social interactions toward small projects success.

2.2 Definition and Dimensions of Social Intelligence:

Social intelligence refers to the ability to understand and navigate social interactions effectively. In the context of small project management, it involves perceiving, interpreting, and responding to the emotions, motives, and behaviors of project team members, stakeholders, and clients. The literature suggests that social intelligence comprises several dimensions, including emotional intelligence, interpersonal skills, cultural intelligence, and communication skills (Watson,2020).

2.2.1 Impact of Social Intelligence on Small Project Outcomes:

Research indicates that social intelligence significantly influences small project outcomes. Project managers with high social intelligence are more likely to build strong relationships, foster collaboration, and effectively resolve conflicts within the project team. This, in turn,

leads to improved team cohesion, enhanced communication, increased trust, and higher project success rates(Andy,2017).

2.2.2 Building Social Intelligence in Small Project Management:

To enhance social intelligence in small project management, project managers can employ various strategies. Training programs and workshops focusing on emotional intelligence, communication skills, and conflict resolution can be beneficial. Additionally, fostering a positive team culture, promoting open and transparent communication, and encouraging diversity and inclusion can contribute to the development of social intelligence within the project team (Foertsch,2015).

2.2.3 Challenges and Considerations:

While social intelligence is vital in small project management, several challenges can hinder its effective implementation. These challenges may include time constraints, limited resources, cultural differences, and conflicting interests among team members. Project managers should be aware of these challenges and proactively address them through appropriate strategies, such as team-building activities, cross-cultural training, and conflict management techniques (AlGhamdi et al,2017).

2.2.4 Interpersonal Skills and Collaboration:

Interpersonal skills encompass a range of abilities, including active listening, empathy, persuasion, and negotiation, which are essential for building strong relationships and facilitating collaboration in small project teams. Project managers with strong interpersonal skills can establish rapport, foster trust, and promote a positive team environment. This, in turn, encourages open communication, idea-sharing, and effective problem-solving, leading to improved project outcomes (Ebrahimipoor et al,2013).

2.2.5 Measuring Social Intelligence in Small Project Management:

Assessing social intelligence in small project management can be challenging. While traditional project management metrics focus on deliverables and timelines, measuring social intelligence requires a more nuanced approach. Self-assessment surveys, 360-degree feedback, and behavioral observation techniques can provide insights into the social intelligence competencies of project managers and team members. These assessments can assist in identifying areas for improvement and designing targeted interventions to enhance social intelligence skills within the project team(Promsri,2017).

2.2.6 Social Intelligence and Risk Management:

Social intelligence contributes to effective risk management in small projects. Project managers with high social intelligence can anticipate potential risks by understanding team dynamics, identifying communication gaps, and recognizing early warning signs within the project team. They can proactively address risks by fostering open communication channels, encouraging team members to voice concerns, and facilitating risk mitigation strategies. Socially intelligent project managers can also leverage their relationships with stakeholders to gain insights into external risks and develop contingency plans accordingly (Anita Fuzi ,2015).

2.2.7 Social Intelligence and Stakeholder Engagement:

Successful stakeholder engagement is crucial for small project management. Project managers with strong social intelligence can navigate complex stakeholder landscapes, understand diverse stakeholder needs and expectations, and proactively manage relationships. By applying social intelligence skills such as active listening, empathy, and effective communication, project managers can build trust and rapport with stakeholders,

ensure alignment between project goals and stakeholder interests, and secure stakeholder support throughout the project lifecycle (Neumann et al,2014).

2.2.8 Social Intelligence and Team Motivation:

Motivating the project team is essential for achieving project objectives. Project managers with high social intelligence can understand individual team members' motivations, strengths, and work preferences. They can utilize this knowledge to tailor their leadership approach, assign tasks effectively, and provide opportunities for professional growth and recognition. By creating a supportive and motivating environment, socially intelligent project managers can enhance team satisfaction, engagement, and overall project performance (Zbihelejova,2022).

2.2.9 Social Intelligence and Knowledge Sharing:

In small project management, knowledge sharing is critical for leveraging the collective expertise and experience of the project team. Socially intelligent project managers can foster a culture of knowledge sharing by creating platforms for information exchange, encouraging collaboration, and recognizing the value of diverse perspectives. They can also facilitate effective communication channels and provide incentives to promote the sharing of knowledge, lessons learned, and best practices among team members (Zonis et al,2003).

2.2.10 Social Intelligence and Conflict Prevention:

Preventing conflicts before they escalate is crucial in small project management. Project managers with social intelligence can proactively identify potential sources of conflict, such as differences in work styles, conflicting priorities, or communication breakdowns. They can employ strategies such as team-building activities, regular check-ins, and clear communication protocols to minimize the likelihood of conflicts arising. By promoting a

positive and inclusive team culture, socially intelligent project managers can foster a collaborative environment where conflicts are less likely to emerge(Rowe,2007).

2.2.11 Social Intelligence and Project Closure:

Social intelligence remains relevant even during the project closure phase. Project managers can leverage their social intelligence skills to facilitate a smooth transition, celebrate project successes, and acknowledge team members' contributions. They can conduct post-project reviews to gather feedback, identify lessons learned, and provide closure for the project team. By demonstrating appreciation, recognizing achievements, and maintaining positive relationships with stakeholders, project managers can leave a lasting positive impact on the project team and set the stage for future collaborations (Zhao et al,2020).

2.2.12 Social Intelligence and Team Building:

Building a cohesive and high-performing project team is essential for small project success. Social intelligence enables project managers to understand team dynamics, identify individual strengths, and foster collaboration. Project managers with social intelligence can create opportunities for team members to connect, establish trust, and develop strong working relationships. They can also assign roles and responsibilities based on team members' skills and preferences, promote a sense of shared purpose, and encourage a supportive and inclusive team culture (Zhao et al,2020).

In summary, social intelligence encompasses emotional intelligence, interpersonal skills, cultural intelligence, and communication skills, all of which are crucial in small project management. By recognizing the importance of social intelligence and implementing strategies to foster its development, project managers can create cohesive teams, enhance collaboration, and increase the chances of project success.

2.3 The role of co-working spaces in management of small projects:

Co-working spaces can play a significant role in small project management by providing an ideal environment for collaboration, networking, and productivity. Here are some ways co-working spaces can benefit small project management:

2.3.1 Collaboration and Networking:

Co-working spaces bring together professionals from various backgrounds, industries, and expertise. This diverse community fosters collaboration and networking opportunities, allowing small project managers to connect with potential team members, mentors, or clients. These interactions can lead to valuable partnerships, knowledge sharing, and access to resources that can enhance project outcomes (Bilandzic, 2013; Foertsch & Larosa, 2016; Parrino, 2015; Salovaara, 2014).

2.3.2 Flexibility and Scalability:

Co-working spaces offer flexible membership options, allowing small project managers to adjust their workspace needs based on project requirements. Whether it's a short-term project or a long-term engagement, co-working spaces provide the flexibility to scale up or down the workspace as needed. This adaptability can help small project managers optimize their resources and reduce costs associated with maintaining a dedicated office space (Bilandzic, 2013; Foertsch & Larosa, 2016; Parrino, 2015; Salovaara, 2014)..

2.3.3 Infrastructure and Amenities:

Co-working spaces are designed to provide a productive and conducive work environment. They often offer fully equipped workstations, meeting rooms, high-speed internet, printing facilities, and other amenities required for project management. These resources can save small project managers time and effort in setting up their workspace, enabling them to focus

on project execution (Bilandzic, 2013; Foertsch & Larosa, 2016; Parrino,2015; Salovaara, 2014). .

2.3.4 Professional Environment:

Co-working spaces provide a professional ambiance that can enhance the credibility of small project managers. Having a dedicated workspace in a well-maintained facility can create a positive impression on clients, stakeholders, and potential investors. Additionally, the presence of like-minded professionals in the space can contribute to a motivated and productive atmosphere (Bilandzic, 2013; Foertsch & Larosa, 2016; Parrino,2015; Salovaara, 2014)..

2.3.5 Access to Expertise:

Many co-working spaces organize events, workshops, and networking sessions where industry experts and thought leaders share their knowledge and experiences. Small project managers can leverage these opportunities to gain insights into project management best practices, receive guidance on specific challenges, and stay updated with the latest trends in their field. Such access to expertise can be invaluable for improving project management skills and delivering successful outcomes (Bilandzic, 2013; Foertsch & Larosa, 2016; Parrino,2015; Salovaara, 2014).

2.3.6 Increased Productivity:

Co-working spaces are designed to promote productivity. The presence of other motivated professionals, a structured work environment, and a sense of community can inspire small project managers to stay focused and meet their project milestones. Additionally, co-working spaces often offer amenities like communal areas, breakout spaces, and quiet zones, enabling project managers to choose the most suitable work environment for their tasks, thereby

boosting productivity (Bilandzic, 2013; Foertsch & Larosa, 2016; Parrino, 2015; Salovaara, 2014).

2.3.7 Reduced Isolation:

Small project managers often work independently or in small teams, which can lead to feelings of isolation. Co-working spaces provide a social and collaborative setting that helps combat this isolation. By working alongside other professionals, project managers can engage in conversations, seek advice, and build relationships, which can enhance their overall well-being and contribute to a more enjoyable work experience (Bilandzic, 2013; Foertsch & Larosa, 2016; Parrino, 2015; Salovaara, 2014).

To sum up, co-working spaces offer small project managers opportunities for collaboration, networking, flexibility, access to resources, and a productive work environment. By leveraging these advantages, project managers can improve their project outcomes, expand their professional network, and enhance their overall project management skills.

2.4 The relationship between social intelligence, co-working spaces and management of small projects:

Social intelligence, co-working spaces, and the management of small projects are closely intertwined. However, social intelligence enhances the management of small projects in co-working spaces. It enables effective communication, collaborative problem-solving, relationship building, conflict resolution, emotional intelligence, leveraging networking opportunities, and adaptability. By leveraging social intelligence skills, project managers can create a supportive and productive environment that fosters successful project outcomes. Moreover, this relationship can be clarified through the following (Kimberly et al, 2020).

2.4.1 Effective Communication:

Socially intelligent individuals excel in communication, which is crucial for managing small projects in a co-working space. They can articulate their ideas clearly, actively listen to team members' input, and adapt their communication style to suit different stakeholders. This helps ensure that project goals, tasks, and expectations are effectively communicated, minimizing miscommunication and enhancing collaboration.

2.4.2 Collaborative Problem-Solving:

Small projects often require teamwork and collaborative problem-solving. Socially intelligent individuals can leverage their interpersonal skills to foster a collaborative and inclusive environment within the co-working space. They can encourage open dialogue, facilitate brainstorming sessions, and promote the sharing of diverse perspectives. This enables the team to tackle challenges collectively and find innovative solutions.

2.4.3 Building and Managing Relationships:

Social intelligence plays a vital role in building and managing relationships with team members, stakeholders, and clients involved in small projects. In a co-working space, individuals with strong social intelligence can establish rapport, build trust, and maintain positive relationships with colleagues and partners. These relationships contribute to effective collaboration, resource sharing, and the overall success of the project (Kimberly et al,2020).

2.4.4 Conflict Resolution:

Small projects can face conflicts or disagreements along the way, such as differences in opinions, priorities, or resource allocation. Socially intelligent individuals can employ their conflict resolution skills to address these conflicts constructively. They can navigate

through disagreements, mediate discussions, and find compromises that maintain positive working relationships and keep the project on track (Kimberly et al,2020).

2.4.5 Emotional Intelligence:

Emotional intelligence, a component of social intelligence, is essential for managing small projects successfully. It involves recognizing and managing one's emotions and those of others. Socially intelligent project managers can understand team members' emotional states, provide support when needed, and foster a positive work environment. This boosts team morale, motivation, and productivity throughout the project lifecycle (Kimberly et al,2020).

2.4.6 Networking and Resource Utilization:

Co-working spaces offer opportunities for networking and resource utilization. Socially intelligent project managers can leverage these advantages by connecting with professionals in the co-working community who have skills or resources that complement their project needs. They can establish mutually beneficial partnerships, tap into expertise, and access additional support, enhancing the project's chances of success (Kimberly et al,2020).

2.4.7 Adaptability and Flexibility:

Small projects often require adaptability and flexibility due to changing requirements or unforeseen circumstances. Socially intelligent individuals can quickly adapt to new situations, navigate ambiguity, and collaborate with others to find creative solutions. Their ability to understand different perspectives and work effectively with diverse team members allows them to navigate project challenges smoothly (Kimberly et al,2020).

2.5 Summary

In conclusion, this study examines the growing trend of small project management within co-working spaces. It explores the benefits and challenges of managing small projects in such environments, highlighting the collaborative and networking opportunities provided by co-working spaces. The review also discusses the role of co-working space managers in supporting small project teams and fostering a conducive work environment.

However, this study aims to explore the relationship between social intelligence, co-working spaces, and project management among male and female small project managers. Social intelligence refers to the ability to understand and navigate social interactions effectively, while co-working spaces provide collaborative environments for professionals from diverse backgrounds. Project management involves the planning, organizing, and controlling of resources to achieve project goals. By examining relevant studies and scholarly articles, this study highlights the impact of social intelligence within co-working spaces on project management success.

Chapter III

Research Methodology

3.1 Introduction

Methodology is the overall approach chosen by researcher. However, different research method refers to the practical way in which the researcher intended to collect analyze the data (Suresh et al,2011).

This chapter provides background information on the methods that were used in this study and the procedure that were used to collect the data. Moreover, this chapter provides a detailed information about research aim and objectives, research hypothesis, research design, tools, reliability and validity, sampling procedures, ethical issues, pilot study and statistical analysis.

3.2 Aim of the Study:

To compare the social intelligence of small projects managers in the management of small projects in co-working spaces among male and female small projects manager.

3.3 Objectives:

3.3.1 Primary Objective:

To examine the impact of social intelligence on the management of social intelligence in co-working Spaces for male and female small projects managers

3.3.2 Secondary Objective:

To identify significant differences between male and female small project manager for different social intelligence dimensions in co-working spaces(ECAPS).

3.4.1 Research hypothesis:

The social intelligence dimensions in co-working spaces (ECAPS) will show significant differences among male and female small projects managers

3.4.2 Null hypothesis:

The social intelligence dimensions in co-working spaces (ECAPS) will not show significant differences among male and female small projects managers

3.5 Research Design:

A research design refers to overall plans or strategies that researchers use to conduct their studies and gather data to answer research questions or test hypotheses. However, in project management several research designs are commonly used. In the present study descriptive survey method has been conducted. The population of the present study included small project managers.

3.6 Study Setting:

Co-working spaces (ECAPS) in Makkah, it is an administrative building and contains a group of banks and real estate companies, in addition to law firms and technology companies. The structure is new (since 2021) and is in an exceptional location in the city, far from the crowds and close to all the city's residents. Collaborate with clients and bring ideas and people together in fully equipped meeting rooms. A friendly on-site team is here to help all day so that you can focus on your business. Find everything you need to get started straight away and stay productive with superfast Wi-Fi. The workspace allows clients to have 24-hour access 7 days out of every week with high-speed internet accessible all through the center.

3.7 Study sample, study tool and sampling technique:

Stratified random sampling has been used in the study to collect data. In the sample, total 50 were included out of which 25 were female small projects managers and 25 were male small projects managers. The tool for present study Social Intelligence Scale developed by N.K. Chadha and Usha Ganesan has been employed. The tool has eight dimensions of social intelligence namely; patience, cooperativeness, confidence, sensitivity, recognition of social environment, tactfulness, sense of humour and memory. Furthermore, the tool is specifically designed to measure social intelligence in the context of managing small projects in co-working spaces. However, the responses will be used to assess the level of social intelligence exhibited by small project managers in this setting. Participants can rate their agreement with each statement on scale of 1 to 5, with 1 being "strongly Disagree" and 5 being "strongly Agree". A brief description of the tool is given below: -

- **Patience:** The project manager demonstrates empathy and understanding towards team member's needs and concerns.
- **Cooperativeness:**

The project manager effectively communicates project goals and expectations to the team members. And encourages open and honest communication among team members.

- **Confidence Level:** The project manager effectively resolves conflicts and promotes positive team dynamics.
- **Sensitivity:** The project manager understands and respects the diverse background and perspectives of team members.
- **Recognition of Social Environment:** The project manager promotes a supportive and motivating atmosphere within the team.

- **Tactfulness:** The project manager provides timely and constructive feedback to team members.
- **Sense of Humour:** The project manager fosters a collaborative and inclusive work environment.
- **Memory:** The project manager effectively delegates tasks and responsibilities based on team member's strengths and expertise.

In the present study data has been collected from co-working space (ECAPS) using the tool of Social Intelligence Scale. For data collection proper instructions has been given to the participants and after data collection it has been statistically analyzed by using SPSS software. However, the responses will be used to assess the level of social intelligence exhibited by project managers in this setting. Participants can rate their agreement with each statement on scale of 1 to 5, with 1 being "strongly Disagree" and 5 being "strongly Agree"

Chapter III

Results

4.1 Introduction

This chapter presents the overall results of the given study showing the average percentages and significance for all items. However, this chapter providing the analysis of data collected in this study. The study results were presented as follows:

- 1.Describing the sociodemographic data for male and female groups.
- 2.Determine the comparison between male and female in accordance to the dimensions of social intelligence and its effect in small project management in co-working spaces.

Table (4-1): Distribution of sociodemographic characteristics of male and female groups (n=55)

Sociodemographic characteristics	Male(n=30)		Female(n=25)	
	N	%	N	%
Age(years)				
40<45	10	33.0	10	0.40
45<50	13	43.0	9	0.36
50<55	7	23.0	6	0.24
Educational Level				
Graduate	17	56.0	22	88.0
Postgraduate	13	43.0	3	12.0

Table (4-1) summarizes the distribution of sociodemographic characteristics for male and female groups. There were a total of 55 small projects managers included in this study, divide into 30 male small projects mangers and 25 female projects managers. It reveals that the

highest percentage of male project manager's age were ranged between (45-50) years was (43%). On the other hand, the highest percentage of female project manager's age were ranged between (40-45) years was (40%).

As regards to Educational level the highest percentage were among graduate female projects manager (88%) while (56%) among male projects managers.

Table (4-2): Comparison between male and female in accordance to the dimensions of social intelligence and its effect in small project management in co-working spaces.

Dimensions of social intelligence	Gender	N	Mean	SD	SEM	t-value	Remark
Patience	Male	30	21.6	3.32	0.24	6.73	significant
	Female	25	19.72	2.42	0.19		
Co-operativeness	Male	30	25.22	2.41	0.20	5.08	significant
	Female	25	27.14	2.32	0.37		
Confidence	Male	30	22.02	1.94	0.11	0.16	Not significant
	Female	25	21.94	2.16	0.18		
Sensitivity	Male	30	21.80	2.25	0.25	0.06	Not significant
	Female	25	22.01	2.26	0.70		
Recognition of social environment	Male	30	1.52	0.63	0.77	2.57	significant
	Female	25	1.29	0.58	0.07		
Tactfulness	Male	30	4.65	1.24	0.07	0.86	Not significant
	Female	25	4.76	1.30	0.11		
Humour	Male	30	4.43	1.82	0.15	3.82	significant
	Female	25	3.52	1.54	0.95		
Memory	Male	30	10.29	1.92	0.11	0.49	Not significant
	Female	25	10.23	3.09	0.27		
Total	Male	30	113.73	8.60	0.51	0.82	Not significant
	Female	25	112.95	9.47	0.82		

Mean, Sd., standard error of mean and t- ratio for comparing between two groups.

Table (4-2): illustrates MEAN, SD, SED and t-value of female and male small projects managers in different dimensions of Social Intelligence Scale. It reveals that there is significant difference in some dimensions of social intelligence like patience, cooperativeness, recognition of social environment and humour while the other dimensions show no significant difference between female and male project managers.

Social intelligence of male small project managers in Patience dimensions is 21.64; which is greater than the female small project managers, score of female project managers which is 19.72. SD values of female and male small projects managers are 3.32 & 2.24 and SEM values are 0.24 & 0.19 respectively. The mean values of small project managers of both genders differ significantly as it is more than the table value of t-test which is 1.96 at 0.05 level of confidence. The mean value of male small projects managers is higher than mean value of female small projects managers which means male small projects managers are more patient than female small project managers.

In cooperativeness dimension of social intelligence, it was found that the mean score of male small project managers is 25.22 and it is less than the mean score of female small projects managers which is 27.14. Similarly, the SD and SEM values are 2.42 & 0.20 and 3.32 & 0.37 for male and female small projects managers. The t-value for given dimension is 5.08 which is significant at 0.01 & 0.05 level of confidence. It means that the null hypothesis that there is no significant difference between female and male small projects managers in this dimension is rejected and the research hypothesis has been accepted.

According to the result of analysis of data for recognition of social dimension it is evident that the mean score of male small project managers is higher than the female small projects. It means the males project managers are able to recognize a social situation that the project manager promotes a supportive and motivating atmosphere within the team.

In the dimension of humour of social intelligence it was found that the mean score of male project managers is higher than the females. It means that the null hypothesis that there is no significant difference between female and male small project managers is rejected and research hypothesis for the same is accepted. The result of this dimension shows that male project manager fosters a collaborative and inclusive work environment.

4.3 Summary:

The results of the given study were presented as two tables that showed a description and analysis for the collected data. The overall results of social intelligence dimensions indicate significant differences between male and female groups. There, the null hypothesis has been rejected and the research hypothesis has been accepted.

Chapter V

Discussion

5-1 Introduction:

Leading successful projects requires social competencies that are beyond the current Project Management Institute methodology. However, Projects include complex and dynamic social interactions involving power, human emotions, organizational politics, and interpersonal relationships. Moreover, through managing these social processes, the project manager has been empowered to motivate teams, manage stakeholders, and resolve conflicts in project priorities and interpersonal conflicts within the project or extended teams. However, project manager understands the role that emotion plays in team and organizational performance. The project manager Considered to be the primary communicator for the project to the external environment including executive management, sponsors, stakeholders, end users and others impacted by the project (David R. Bixby,2009)

Researchers at Harvard University have been approve over two decades ago that people who were best at identifying others' emotions were more successful in their work as well as in their social lives. Social intelligence helps in managing difficult relationships (Shazia Nauman et al,2014).

However, from the analysis of the data it was found that the male small projects managers were more patient than the female small projects manager. The reason behind this can be that male project manager demonstrates empathy and understanding towards team member's needs and concerns (Chaiyaset Promsri ,2019).

According to Silvera, et al ,2001, a group of Norwegian researchers proposed a very useful and more applicable social intelligence in the early 2000s developed a reliable and valid scale measurement to assess social intelligence, namely Tromsø Social Intelligence Scale (TSIS). This instrument consisted of 21-item of 7-point rating scale that encompassed three sub-scales of social intelligence: social information process (SP), social skills (SS), and social awareness (SA). Social information process refers to the ability to identify and foresee others' feelings and behaviors as well as the ability to understand both verbal and nonverbal messages while being in the interpersonal communication. Social skills refer to the ability to alter own behaviors when living in a new situation and the ability to communicate to new colleagues. Social awareness refers to the ability to acknowledge and be aware of oneself and others' emotions and actions in the relationship or social interactions.

As this present study focused on examining social intelligence in small projects management context, the literature reviews were accordingly conducted with the recognition of this research's objectives. The researcher studied social intelligence of small project managers using a modified version of Tromsø Social Intelligence Scale (TSIS) by N.K. Chadha and Usha Ganesan has been employed to collect data from 55 small projects managers in co-working spaces (ECAPS). The tool has eight dimensions of social intelligence namely; patience, cooperativeness, confidence, sensitivity, recognition of social environment, tactfulness, sense of humour and memory. Furthermore, the tool is specifically designed to measure social intelligence in the context of managing small projects in co-working spaces. However, the responses will be used to assess the level of social intelligence exhibited by small project managers in this setting.

In the present study, it was found that the project manager's age ranged between (45-50). This could be because the attitudes toward initiating small projects by this age group in Saudi society were extremely positive and may be in business more often because of "push factors,"

where they may have options for work, and because they feel they have less to lose. In 2021, perceptions that business opportunities existed and that individuals possessed the knowledge and skills to start a business (91%) increased to their highest level in Saudi Arabia since 2016. The majority of entrepreneurs (82%) and established business owners (64%) in Saudi Arabia reported taking social implications into account when making decisions in 2021. However, a smaller percentage of entrepreneurs (33%) and established business owners (15%) had taken actual steps to maximize their business's social impact. Moreover, 68% of entrepreneurs and 51% of established business owners stated that they prioritized social and environmental impact over profitability or growth. Over the last 5 years, government policies and related actions to reduce bureaucratic hurdles and facilitate entrepreneurship have also helped transform societal perceptions of starting a business. The media have also helped to highlight the importance of “creating one's own luck” and the range of opportunities available to those who seek them (Muhammad Roomi et al,2022).

The present study indicates that; the majority of small projects managers were male. This might be because the number of male small projects managers gathered in this study was bigger than female samples. According to Muhammad Roomi et al,2022 The local culture of support from extended family also contributed significantly to women's participation in entrepreneurship, as did favorable government regulations and improved access to finance.

In relation to educational level, the current study showed that the majority of small project managers were female graduates with (88%). This might be, because there was a higher rate of female Saudi graduates, the percentage of female graduates in Saudi Arabia in 2019 was 55.8 percent. This was slightly higher than the share of male graduates (Amna Puri-Mirza,2021).

From further analysis of the data, it was found in the cooperative dimension that male small projects managers were more cooperative than female small projects manager. The reason behind this may be that the males are more willing to help others and they make a better compliance than the females. This is because females are more dedicated to their family and they are often reluctant to help others because of lack of sources and courage. Sometimes they might think that their family will not allow them to take such decision and they will be questioned for doing so. That's why this difference may be shown in the results. Similar results are also found in the studies of Randeep Kaur (2022) where male were found more cooperative and helpful to others whereas female were less cooperative.

In the dimension named confidence of social intelligence, it was revealed from analysis that both female and male project managers are equally confident. The reason behind this might be that small projects of both genders are nowadays exposed to different type of tasks in co-working spaces. Other reason can be that in today's society both genders are given equal responsibilities and opportunities. So, both female and male small project managers are equal in performing tasks. The study of Randeep Kaur (2022) also revealed the same results that both the genders were found equally confident.

The null hypothesis on confidence was accepted as there was found no significant difference between both the genders in this dimension of social intelligence. In the next dimension that is sensitivity it was exposed from the study that both female and male small project managers are equally sensitive to situations. This could be possible because nowadays both male and female are being given equal kind of upbringing. Both are taught to be sensitive about the people and situations. So that small projects managers understands and respects the diverse background and perspectives of team members. Same results of Randeep Kaur (2022) has revealed that male and female were equally sensitive to different people situations.

According to the result of analysis of data for the dimension of recognition of social environment; it is evident that the mean score of male small projects managers is higher than the female small projects manager. It means the males are able to recognize a social situation that is revealed their ability to promote a supportive and motivating atmosphere within the team. (Chadha & Ganesan, 2018). This may be due to the fact that males are able to perceive a situation deeply and more attentively, so male small projects managers more aware about the ongoing and can understand the hidden feelings in a social situation in co-working spaces (ECAPS).

The next dimension is tactfulness of social intelligence and it is evident from analysis that both female and male small projects managers are equally able to tackle situations. The reason behind this can be that in the modern times both female and male are equally taking responsibilities and now a day both are doing equal kind of work. Both male and female face new and same kind of challenges and difficulties in different situations. This leads them to get experiences of different works and different situations. So they become able to provides timely and constructive feedback to team members. Same results of Randeep Kaur (2022) has conclude that both female and male small projects managers are equally able to tackle situations.

In dimension named humour it was exposed that male small projects manager is more humorous than female small project managers. The reason behind this can be that male are more free to express their say on a thing humorously than female. Females do more thinking than boys on any topic. So they keep thinking whereas males are able to just express their thoughts in a funny way. Females generally are more concerned that what others will say if we comment humorously. On the other hand, males do not worry about such things. So this revealed their ability to foster a collaborative and inclusive work

environment. This result is congruent with a result of Randeep Kaur (2022), he showed that that male is more humorous than female.

In the dimension named memory it was revealed from the analysis that both female and male small projects managers are equally. Both are able to recall the famous personalities' names as given in the tool. The reason of it may be that in modern times all are aware about prominent people around them. Co-working spaces (ECAPS) also plays its role in it. As a result of this shared environment, the small project managers effectively delegate tasks and responsibilities based on team member's strengths and expertise. This result is similar to the result of Lucia and Zuzana (2022) who studied the impact of social intelligence in business management.

In the last section of analysis, it was found that in total social intelligence there found no significant difference between the scores of female and male pupil teachers. Both are equally social intelligent. It means both can handle a social situation effectively. The reason of it again that in modern times male and female are equal in every field. They are getting same opportunities in every field. Both are getting same upbringing and education. So the theory has developed from the results that both female and male small projects manager are socially intelligent and they can handle an overall social situation effectively. This result is similar result of Muhammad Roomi et al (2022) who had indicated that in the sixth annual Global Entrepreneurship Monitor Saudi report.

5-3 Summary

The findings of this study were discussed and concluded around the advantages and positive impact of social intelligences practices in co-working spaces. An obvious significant results has been revealed in this study about different social dimensions.

However, the theory developed from the results that both female and male small projects manager are socially intelligent and they can handle an overall social situation effectively.

Chapter VI

Conclusion and Recommendations

6-1 Introduction:

Managing small projects in co-working spaces requires effective planning, coordination and communication. Project managers play a vital role in ensuring effective collaboration and coordination among team members in small projects, by implementing these strategies can promote better outcomes and team dynamic. However, co-working represents a new organizational form and business model innovation, and provides unique solutions that are only possible due to the concentration of entrepreneurs in one physical space that provides social interactions.

The current study aimed to assess the impact of social intelligence in the management of small projects in co-working spaces (ECAPS) in Makkah. Based on the results of this study, it can be concluded that social intelligence dimensions can lead to significant differences between male and female small projects managers in Co-working spaces. Meanwhile, both male and female small projects managers are socially intelligent. Thus can lead to the success of small projects with better outcomes and team dynamics.

6-2 Recommendations for the improvement of co-working spaces by enhancing social practices that can be used in the management of small projects in such setting:

- 1-Organizing regular social workshops where projects managers can connect and share ideas.
- 2-Encourage Cross-functional Collaboration to promote a multidisciplinary approach to problem-solving.
- 3-Online platforms for sharing ideas and updates.

3-Encourage empathy by creating a safe space for individual to express their ideas and concerns.

4-Celebrate Milestones and Achievements.

5-Organizing knowledge –sharing sessions and lunch and learn events.

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Appendix: Study Proposal

In project management, social intelligence has been considered critical because projects typically have collaborative endeavors that will involve numerous stakeholders. Strong relationships should be built throughout the project with team members, clients, vendors, and other stakeholders by project managers. Communicating effectively with these groups will ensure that the project is completed on time, within budget, and to the required quality standards. Social intelligence is an important aspect of project management. Project managers must possess various social intelligence skills to build strong relationships with team members, clients, and other stakeholders.

Empathy has been considered one of the most critical aspects of social intelligence in project management. “Empathy is the ability to understand and share the feelings of others” High levels of empathy can help project managers to work effectively with their team members, clients, and stakeholders. The team members will be highly motivated and engaged in the project. Moreover, effective communication is another essential aspect of social intelligence in project management because it enables project managers to convey information clearly and effectively to team members, clients, and other stakeholders.

However, conflict resolution has been believed as an important aspect of social intelligence in project management. Project managers who have strong conflict resolution skills could identify the root cause of the conflict, communicate effectively with all team members who have been involved, and develop a mutually acceptable solution.

Furthermore, one of the crucial aspects of social intelligence in project management is leadership. Project managers must be able to set clear goals, provide direction, and support their team members throughout the project. This will help project managers recognize and

celebrate the achievements of their team members, which helps to build morale and motivation.

The co-working practice has become a new model of workplaces in today's collaborative and sharing economy. However, Co-working spaces have the benefits of providing work flexibility, chances to encounter like-minded people, idea generation and sharing, business networking, and relief from home working isolation (Zhao et al,2020). However, co-working spaces represent one possible buffer against isolation by providing, in addition to business infrastructure, the opportunity for social interaction., social interaction has been described as a process by which people act and react to those around them (Giddens, 2009). Moreover, social support describes an exchange of resources between at least two persons, whereas the sender who provides support aims to help the person who receives the support. Three aspects of social support are identified (Kahn and Antonucci, 1980; House et al., 1988): direct support (instrumental support, exchange of information), affective support (admiration, liking), and confirmation of actions and statements.

Co-working spaces have been increasing rapidly. In 2015, 7,800 spaces existed worldwide with a growth rate of 83% from 2012 to 2013 (Foertsch, 2013) and 36% from 2014 to 2015 (Foertsch,2015). There are a total of 295 Co-working spaces in Saudi Arabia as of September 24, 2023.

For the purpose of this study, we will report the effect of these places on initiating social interactions that will affect the management of small projects in such an environment that will represent a good model of social intelligence.

Statement of the problem:

Due to the increased use of co-working spaces in Makkah, the author suggests to investigate the impact of social intelligence on the management of small projects in ECAPS Space, to implement best social intelligence practices in the management of small projects such as a collaborative sharing economy setting.

Purpose of the study:

The purpose of this study is to examine the effectiveness of using social intelligence in the management of small projects in ECAPSE Space in Makkah.

Research Methodology:**Aim of the Study:**

To determine the impact of social intelligence practices in the management of small projects in co-working spaces.

Objectives:**Primary Objective:**

To examine the impact of social intelligence on the management of social intelligence in co-working Spaces for male and female small projects managers.

Secondary Objective:

To identify significant differences between male and female small project manager for different social intelligence dimensions in co-working spaces(ECAPS).

Research hypothesis:

The social intelligence dimensions in co-working spaces (ECAPS) will show significant differences among male and female small projects managers

Null hypothesis:

The social intelligence dimensions in co-working spaces (ECAPS) will not show significant differences among male and female small projects managers

Research Design:

A research design refers to overall plans or strategies that researchers use to conduct their studies and gather data to answer research questions or test hypotheses. However, in project management several research designs are commonly used. In the present study descriptive survey method has been conducted. The population of the present study included small project managers.

Setting:

ECAPS space in Makkah. It is an administrative building and contains a group of banks and real estate companies, in addition to law firms and technology companies. The structure is new (since 2021) and is in an exceptional location in the city, far from the crowds and close to all the city's residents. Collaborate with clients and bring ideas and people together in fully equipped meeting rooms. A friendly on-site team to help all day. Find everything to get started straight away and stay productive with superfast Wi-Fi. The workspace allows clients to have 24-hour access 7 days out of every week with high-speed internet accessible all through the center.

Study sample, study tool and sampling technique:

Stratified random sampling has been used in the study to collect data. In the sample, total 50 were included out of which 25 were female small projects managers and 25 were male small projects managers. The tool for present study Social Intelligence Scale developed by N.K. Chadha and Usha Ganesan has been employed. The tool has eight dimensions of social

intelligence namely; patience, cooperativeness, confidence, sensitivity, recognition of social environment, tactfulness, sense of humour and memory. Furthermore, the tool is specifically designed to measure social intelligence in the context of managing small projects in co-working spaces. However, the responses will be used to assess the level of social intelligence exhibited by small project managers in this setting. Participants can rate their agreement with each statement on scale of 1 to 5, with 1 being "strongly Disagree" and 5 being "strongly Agree". A brief description of the tool is given below: -

- Patience: The project manager demonstrates empathy and understanding towards team member's needs and concerns.

- Cooperativeness:

The project manager effectively communicates project goals and expectations to the team members. And encourages open and honest communication among team members.

- Confidence Level: The project manager effectively resolves conflicts and promotes positive team dynamics.

- Sensitivity: The project manager understands and respects the diverse background and perspectives of team members.

- Recognition of Social Environment: The project manager promotes a supportive and motivating atmosphere within the team.

- Tactfulness: The project manager provides timely and constructive feedback to team members.

- Sense of Humour: The project manager fosters a collaborative and inclusive work environment.

- Memory: The project manager effectively delegates tasks and responsibilities based on team member's strengths and expertise.

In the present study data has been collected from co-working space (ECAPS) using the tool of Social Intelligence Scale. For data collection proper instructions has been given to the participants and after data collection it has been statistically analyzed by using SPSS software. However, the responses will be used to assess the level of social intelligence exhibited by project managers in this setting. Participants can rate their agreement with each statement on scale of 1 to 5, with 1 being "strongly Disagree" and 5 being "strongly Agree"

Conclusion:

This research proposal aims to contribute to the management of small projects through the utilization of social intelligence best practices. Overall, by addressing the social intelligence best practices in small project management, this research will provide valuable insights and practical recommendations for small project teams in the ECAPS space in Makkah healthcare to enhance their management processes and improve project outcomes.

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