How do emotional intelligence lead to project success in the IT industry? The mediated moderation of perceived organizational support and transformational leadership

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ABSTRACT

The impact of emotional intelligence on the success of projects within the IT industry of Pakistan has been investigated, highlighting the mediating role of POS and the moderating effect of TFL. The research tries to explore how EI leads to the success of projects through its enhancing impact on POS and further strengthening the relationship between EI and POS due to the impact of TFL. Electronic questionnaires were distributed to relevant professionals in the IT sector using a non-probability sampling technique. The data were analyzed using SPSS and Smart PLS 4 to test the hypothesized relationships. Findings are expected to offer significant insights into the interplay of EI, POS, TFL, and project outcomes, providing practical implications for IT organizations to foster leadership and support systems that optimize project performance. The study hence contributes to the growing literature related to organizational behavior, leadership, and project management with attention specifically focused on the dynamic IT industry of Pakistan.

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INTRODUCTION

As project complexity increases, project managers often face a growing need for "hard skills." However, the importance of their "soft skills," specifically emotional intelligence (EI), remains crucial and is not sufficiently acknowledged (Rezvani et al., 2016). The successful operation of project teams relies heavily on the emotional intelligence of project managers (Stephens & Carmeli, 2016; F. Zhu et al., 2021a). While the Project Management Body of Knowledge (PMBOK) offers broad principles about knowledge, abilities, and personal attributes, the social skills of project managers have consistently been a central topic of conversation. Emotional intelligence, as defined by Salovey and Mayer (1990), refers to

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the capacity to observe and understand one's own and others' emotions, distinguish between them, and utilize this knowledge to direct one's thoughts and behaviors. It is a crucial skill for effective project management. The importance of emotional intelligence in efficiently managing projects is closely connected to the instincts and competences that project managers need to deal with obstacles (Akkermans et al., 2020; F. Zhu et al., 2021a).

In the beginning, studies regarding project managers' leadership primarily examined the influence of leadership on the outcome of projects. Nevertheless, as inquiries have probed more extensively, there appears to be an increasing focus on personal qualities such as communication aptitude, emotional intelligence, and other fundamental proficiencies that enhance project achievement (Khosravi et al., 2020; F. Zhu et al., 2021a).

Although there have been thorough investigations into technical factors including cost, risk, portfolio management, as well as scheduling, there has been an increased incidence of project failure in the last ten years. This failure rate is particularly pronounced in developing countries when contrasted with developed countries (Gazder, U. and Khan, 2018; Imam & Zaheer, 2021). Project managers are crucial for the successful completion or demise of projects since their leadership style greatly impacts the work of project teams (Drouin et al., 2018).

The present research investigates the complex connection underlying the success of a project and emotional intelligence. It specifically looks at how transformational leadership (TFL) influences this association and how perceived organizational support (POS) acts as a mediator. According to the study, workers who have a high level of emotional intelligence are far more inclined to recognize and appreciate the assistance provided by the business. As a result, they are able to make greater contributions to the success of projects. Furthermore, it is suggested that emotional intelligence has a magnifying impact on perceived organizational support when combined with transformative leadership. This study attempts to provide a full comprehension regarding how emotional intelligence could be utilized to enhance project outcomes by evaluating these linkages. The projected results will provide significant insights for HR experts, project managers, and organizational leaders regarding the significance of promoting emotional intelligence and adopting supportive leadership techniques to guarantee project success. This study not simply adds to the current understanding of emotional intelligence and project management, nonetheless creates new opportunities for improving the efficiency of organizations via specific interventions as well as leadership development programs. Although there has been a lot of research on the technical aspects of project

management, the ongoing high rates of project failure, especially in developing countries, highlight the importance of gaining a more profound comprehension of the human variables that impact project results. This study seeks to address this deficiency by conducting a thorough examination of the impact of emotional intelligence on project management, specifically focusing on the combined influence of transformational leadership and perceived organizational support.

This research aims to provide important perspectives for project managers, organizational leaders, as well as HR professionals by analyzing these intricate relationships. The results are expected to emphasize the significance of cultivating emotional intelligence along with encouraging methods of leadership as strategic instruments for improving project success. Furthermore, the objective of this study is to enhance the current understanding of emotional intelligence as well as project management, creating new opportunities to enhance organizational performance by implementing focused leadership development programs.

HYPOTHESES DEVELOPMENT

Two distinct independent constituents over project success are normally perplexedly joint as well as portrayed as just one homogeneous group of project management. The differentiation among product success along with project management success ought to have been made because they are in no way identical when attempting to correctly classify as well as gauge project success (Prabhakar, 2008). Pinto & Slevin (1988) derived that "project success" remains considerably beyond intricate than solely attaining cost, time, and operating obligations subsequently charting across 650 project managers. The observed success or failure about projects actually has a lot to do about how satisfied clients are with the end product. Baker, Murphy and Fisher (1983, 1988) arrive to the decision that, Regarding the long-term, whether everyone necessitated in and obstructed by a project feel satisfied is what means most. In the context of a mediocre finished product, successful cost and time efficiency signifies little to nothing. According to Baker et al. (1983), Perceived efficacy must serve as the benchmark for project success rather than schedule, cost, as well as performance. Projects and project management are regarded as being at the core of putting organizational strategy into practice. Consequently, strategic importance of project monitoring and control for businesses (Pinto & Slevin, 1987). However, because each project is different and has its own set of challenges (Aaltonen & Kujala, 2010; Cavaletti et al., 2021), using metrics for handling projects can be challenging (Fortune & White, 2006; Jugdev & Müller, 2005; Shenhar et al., 2001; Westerveld, 2003). The most frequently

mentioned metrics to evaluate project success include commitment to the schedule, execution expenses, and the standard of delivery, despite the fact there are numerous obstacles to the reliability of determining the efficacy of a project and no established set of approved metrics (Cavaletti et al., 2021).

EI is recognized separately than clinical psychology management principles due to its significant influence upon the emotional intelligence ability model (Goleman, 1995; Zhu et al., 2021). Salovey and Mayer (1990), initially characterized emotional intelligence to be the capacity to comprehend emotions as well as manage them in order to advance intellectual development. This includes the capacity to accurately assess one's personal as well as other people's emotions according to experiences, to employ emotions to direct thoughts and actions, as well as to recognize emotions while employing them to improve thought (Mayer et al., 2016; Salovey & Mayer, 1990). EI is organized systematically in order to ensure leaders may utilize it to recognize emotions, promote thinking, and control both their own and others' feelings. Emotional intelligence (EI) encompasses four separate parameters: (1) the assessment and conveying of emotions in themselves, or the capacity to recognize as well as share one's own inner emotions; (2) the assessment as well as observation of emotions in others, or as the capacity as well as sensitiveness for recognizing and comprehending others' emotions; (3) the management of one's feelings, or the capacity to bounce back from unpleasant emotions; as well as (4) the utilization of emotions to support efficiency. Emotional intelligence (EI) is the capacity to use feelings to direct productive activity. In conclusion, EI directs individual achievement by determining what emotion managers can do as well as how they could communicate their individual emotions (Zhu et al., 2021). It is judicious to assess how EI influences various events (Jordan et al., 2010). Despite the fact that research has a tendency to neglect the effect of EI in particular settings (Müller & Turner, 2007). Building projects tend to present an especially ideal scenario wherein to explore problems linked to connections incorporating EI, as literature has shown the value and relevance of soft skills that include EI towards the effective delivery of projects (Khosravi et al., 2020; Wu et al., 2017).

According to Dai and Qin (2016), Professor Eisenberger was credited as the pioneer in proposing the concept of POS. POS is employees' beliefs that their employer (organization) cares about their well-being and values their contributions. It is a critical predictor of employee behaviors and attitudes such as job satisfaction, organizational commitment, and turnover intentions (Eisenberger et al., 1986). POS typically captures employees' perceptions

concerning the quality of their relationship with the organization (Caesens et al., 2016). One of the most important aspects that can influence POS is the availability of resources. Employees who feel that their organization provides them with the necessary resources to perform their job effectively are more likely to perceive that the organization values them (Rhoades & Eisenberger, 2002). Several dimensions have been identified as important components of POS, including resources, training and development, communication, fairness and equity, leadership, and work-life balance (Rhoades & Eisenberger, 2002). As per existing research, Perceived Organizational Support (POS) has consistently demonstrated positive associations with crucial organizational outcomes, including organizational commitment, employee performance and job satisfaction (Dai & Qin, 2016). High levels of POS have been found to have beneficial effects, such raising job satisfaction and lowering turnover rates. Asgari et al., (2020) found that transformational leadership positively influences POS enhancing job satisfaction and encourages employees to engage in more citizenship behaviours. Therefore, it can be inferred that a positive leadership style may lead to higher levels of POS.

According to Turner & Müller (2005), The effectiveness of the organization or company is directly and measurably impacted by the manager's leadership style alongside competence. The significant effects of transformational leadership on staff participation, organizational behavior, as well as productivity in general have been repeatedly noted in the literature on the subject. Transformational leadership, which has its roots in the theories of (Bass & Avolio, 1993), is defined through leaders that create a feeling of shared purpose, encourage intellectual exploration, offer personalized encouragement, and strengthen an awareness of group identity. The success of an organization's future can be built and shaped by leaders who possess the profound capacity to influence through inspiring, motivating, and enticing groups to work to the utmost of their abilities. This sort of leadership is known as transformational leadership (Browning, 2014; Jung et al., 2003; Wiyono, 2017). Transformational leaders exhibit four qualities. They start by establishing high standards and leading by example, all while displaying pride, respect, and trust in the future of the company. Secondly, they exert influence over subordinates through promoting communication among them and aiding their pursuit of knowledge. Thirdly, they help staff by mentoring and elevating them. Lastly, they are successful at conveying the organization's objectives to motivate staff to go above and beyond to achieve lofty objectives (Charoensukmongkol & Puyod, 2021; Zhu et al., 2009). According to Wang, Chou and Jiang

(2005), transformational leaders frequently utilize their endearing personalities to develop a feeling of purpose among their followers and to inspire them with an outlook of the future (Densten, 2002; Zhang et al., 2018). When catering to issues, the subordinates are often encouraged by transformational leaders to question established practices from fresh perspectives as well as they accentuate the esteem of collaboration more (Arnold & Loughlin, 2013). More significantly, transformational leaders heap additional determination in catering to the unique requirements of subordinates for personal development and accomplishment (Zacher et al., 2014; Zhang et al., 2018). According to studies, transactional and laissez-faire leadership styles are less effective compared to the transformational leadership approaches (Gardner & Stough, 2002; Maqbool et al., 2017).

METHODOLOGY

This study aims to examine the correlations among many variables, with many academics contending that quantitative research approaches provide the most substantial benefits (Shahzad et al., 2020). The study's survey data was gathered from individuals in administrative or project management roles. The responders were chosen due to their familiarity with the pertinent data and their expertise to offer informed perspectives for the study. The study utilised non-probability sampling, determined by the sample's parameters. A convenience sampling method was employed, inviting persons directly or indirectly engaged in IT projects to take an online survey. The decision to concentrate on IT organisations was predicated on the existence of multiple large-scale IT projects now under progress in Pakistan.

This study focused on personnel in the IT sector in Punjab, Pakistan. The suggested sample size for bigger populations, according to Krejcie and Morgan's 1970 criteria, is 384. This

amount was considered appropriate to guarantee dependable and representative outcomes for the demographic being studied.

Every variable in the investigation was meticulously operationalised, and suitable measures were chosen based on previous research to guarantee the correctness and dependability of the findings. A five-point Likert scale was utilised to obtain the participants' replies, facilitating a nuanced spectrum of agreement or disagreement with each statement. The Wong and Law Emotional Intelligence Scale (WLEIS) was employed to assess Emotional Intelligence. This measure evaluates Emotional Intelligence via four principal dimensions: self-emotional appraisal, others' emotional appraisal, utilisation of emotions, and management of emotions (F. Zhu et al., 2021b).

A 13-item scale for Transformational Leadership were utilised, based on instruments previously established by Arif and Mehmood (2011) and Vinger and Cilliers (2006), as referenced in Aga et al. (2016). The evaluation of Project Success utilised a 14-item scale, derived from Aga et al. (2016), which thoroughly assesses the multiple dimensions of project success. Finally, a six-item scale created by Eisenberger et al. (2001) was utilised to assess Perceived Organisational Support. This measure is extensively utilised in organisational research and has been corroborated in multiple investigations.

The study employed defined metrics for each variable, utilising prior research to guarantee robust and reliable data collecting. The methodological selections, encompassing the sampling approach and the application of validated scales, establish a robust basis for investigating the correlations among the study's principal variables, especially within the framework of IT organisations in Pakistan.

ANALYSIS

Demographics

In order to empirically examine the associations, the present investigation included workers whom were engaged in project management activities and employed in Punjab, Pakistan's IT industry. In altogether, over 400 questionnaires were mailed out and 386 valid answers were used for the analysis. The results are displayed in *Table 1*.

Table 1: Descriptive Statistics

Gender	Frequency	Percentage
Male	297	76.9
Female	89	23.1

Job Title	Frequency	Percentage
Technical Staff	44	11.4
Senior Lead	56	14.5
Project Manager	165	42.7
CEO	4	1.0
Other	117	30.3

The values for convergent validity, average variance extracted (AVE), Cronbach alpha coefficient, along with composite reliability are displayed in *Table 2*. According to *Figure 2*, the factor loadings of most items were within an acceptable range. However, items TFL4, TFL6, TFL7 and TFL8 were removed based on the appropriate removal approach proposed by Hair, Ringle, and Sarstedt (2012). The Cronbach's alpha is within the acceptable range of 0.75 to 0.89, indicating a relatively strong level of internal consistency. The minimum acceptable threshold for the average variance extracted (AVE) is 0.5. Therefore, the values within the range of AVE: 0.5 to 0.6, as indicated in the findings, are considered satisfactory. The composite reliability (CR) numbers vary from 0.82 to 0.91, that fall within the acceptable range according to Hair et al. (2017).

Figure 2

Table 2: Construct Reliability & Validity

Constructs	Cronbach's Alpha	Composite Reliability	AVE
EI	0.77	0.86	0.61
OEA	0.70	0.78	0.50
POS	0.79	0.83	0.51
PS	0.89	0.91	0.50
ROE	0.78	0.86	0.60
SEA	0.71	0.82	0.51
TFL	0.86	0.87	0.50
UOE	0.73	0.83	0.56

This research additionally assessed the discriminant validity by examining the squared correlations among every combination of variables. The findings revealed that none of these squared correlations exceeded the average variance extracted (AVE) of the individual variables, thereby confirming the discriminant validity of the framework. *Table 3*, was employed to examine convergent validity employing the Fornell-Larcker criterion as well as HTMT. The results we obtained fell within the appropriate ranges.

Table 3: Discriminant Validity

Fornell-Larcker Criterion

Construct	EI	OEA	POS	PS	ROE	SEA	TFL	UOE
EI	0.785							
OEA	0.358	0.702						
POS	0.281	0.114	0.683					
PS	0.439	0.207	0.349	0.678				
ROE	0.632	0.408	0.186	0.304	0.779			
SEA	0.582	0.130	0.195	0.281	0.240	0.736		
TFL	-0.063	0.012	-0.099	-0.019	-0.022	-0.097	0.672	
UOE	0.912	0.268	0.236	0.389	0.390	0.369	-0.039	0.749

HTMT Ratio

	EI	OEA	POS	PS	ROE	SEA	TFL	UOE	TFL x EI
EI									
OEA	0.493								
POS	0.297	0.162							
PS	0.526	0.285	0.372						
ROE	0.831	0.533	0.209	0.362					
SEA	0.817	0.183	0.219	0.350	0.308				
TFL	0.114	0.114	0.125	0.103	0.086	0.139			
UOE	1.170	0.385	0.256	0.478	0.506	0.493	0.104		
TFL x EI	0.108	0.085	0.072	0.101	0.143	0.053	0.133	0.097	

The hypotheses have been examined employing the partial least squares structural equation modeling (PLS-SEM) approach through the SmartPLS-4 program. This approach was favored since to its durability and its ability to operate without requiring a substantial sample size or adherence to data normality (Hermano and Martín-Cruz, 2016; Fornell and Larcker, 1981). The hypothesis testing of the associations amongst the constructs is addressed in the structural model. It encompasses association amongst constructs that are both direct and indirect. Considering the mediating influence of POS along with the moderating effect by TFL, the study additionally assesses the indirect associations amongst the components. *Tables 4 and 5* demonstrate the β value, std. deviations, T and P values of our direct structural relationships. The coefficient's distance from zero to the standard errors is measured by the t-statistic. Any t-value that is less than -2 or larger than +2 is generally considered acceptable. Our level of confidence in the coefficient as a predictor increases with the t-value. Hence, we can confirm from our analysis that our T values are not an issue.

Table 4: Direct Relationship Results

	β	Standard Deviation	T Statistics	P Values
EI → OEA	0.358	0.048	7.533	0.000
EI → POS	0.281	0.047	6.033	0.000
EI → PS	0.371	0.046	7.997	0.000
EI → ROE	0.632	0.037	17.306	0.000
EI → SEA	0.582	0.057	10.238	0.000
EI → UOE	0.912	0.009	100.035	0.000
POS → PS	0.245	0.051	4.758	0.000
TFL → POS	-0.088	0.055	1.610	0.107

Table 5: Indirect Relationship Results

	β	Standard Deviation	T Statistics	P Values
EI → POS → PS	0.069	0.018	3.865	0.000
TFL×EI → POS → PS	-0.015	0.014	1.044	0.296

H1 suggested that EI is positively related on PS. According to our results, (H1: β = 0.371, t = 7.997, p < 0.05), which support our first hypothesis. **H2** suggested that EI is positively related to POS, which our results support (H2: β = 0.281, t = 6.033, p < 0.05). **H3** proposed that POS is positively related to PS, and by our results (H3: β = 0.245, t = 4.758, p < 0.05) it has been proven that POS is positively related to PS. Based on the findings of our analysis, we conclude that EI could increase project success. Because the analysis makes use of the Smart PLS4, a slightly rigorous bootstrapping procedure is perfored to determine the mediating impact. **H4** suggested that POS has a mediating effect between EI and PS. The results indicate (H4: β = 0.069, t = 3.865, p < 0.05), which proves that POS has a mediating effect between EI and project success. In the present study, **H5** suggested that TFL has a moderating effect between EI and POS. According to our results, (H5: β = -0.015, t = 1.044, p > 0.05), TFL has minimum or no moderating effect between EI and POS.

DISCUSSION

Using transformational leadership (TFL) to be a moderating variable and perceived organisational support (POS) as a mediating variable, this study examined the relationship between emotional intelligence (EI) as well as project success. The relative contributions of the four Emotional Intelligence components—Self-Emotional Appraisal (SEA), Other's-Emotional Appraisal (OEA), Regulation of Emotion (ROE), and Use of Emotion (UOE)—were additionally looked into. The idea that emotional intelligence (EI) positively affects project success is supported by our findings. According to earlier study, people who possess high emotional intelligence are better able to handle difficult situations, control team dynamics, and make wise decisions—all of the qualities that are critical for the success of a project [Include sources here]. According to POS's mediating impact, emotional intelligence (EI) affects project success by creating a positive work atmosphere. Positive relationships with co-workers and superiors may come more easily to employees with high EI, which could strengthen their sense of POS. In response, this sense of support can increase drive, dedication, and eventually project success. Additionally, the moderating influence of transformational leadership (TFL) on the connection amongst perceived organisational support (POS) and emotional intelligence (EI) was not supported by our findings. The results raise the possibility that emotional intelligence's beneficial effects on perceived organisational support may hold true for all leadership philosophies. Put another way, regardless of the leader's particular strategy, people possessing high emotional intelligence

may be skilled at fostering favourable relationships and winning over the organisation. This might be because of things like the EI's emphasis on social skills along with self-awareness, which enables people to successfully negotiate interpersonal dynamics and develop trust among the group and company. It's critical to recognise that our study might not have fully caught the situation, and further investigation may be necessary to fully understand this surprising finding.

Conclusion

This research offers useful insights into the complex interplay among Emotional Intelligence (EI), Perceived Organisational Support (POS), and project results. The research affirms that Emotional Intelligence (EI) has a substantial role in the success of projects, with Perceived Organisational Support (POS) acting as an important intermediary component. These findings highlight the significance of promoting emotional intelligence and creating supportive organisational settings in order to improve project performance. Nevertheless, the study also uncovers that Transformational Leadership (TFL) fails to function as a moderating factor in the relationship between EI and POS, hence contradicting certain established theoretical predictions. This complex comprehension necessitates a reassessment of the impact of leadership styles on perceived organisational support and emotional dynamics throughout project teams. In summary, the research emphasises the important interaction between emotional and organisational aspects in attaining project success and offers an effective structure for further research along with practical implementations.

Theoretical Implications

This study presents various noteworthy theoretical implications that enhance the domains of organisational behaviour, project management, and leadership studies. First and foremost, it strengthens the importance of Emotional Intelligence (EI) in influencing project results. This study provides empirical evidence that supports the idea that there is a direct positive association between emotional intelligence (EI) and project success. It suggests that individuals with high EI are more capable of effectively managing the complexities and interpersonal dynamics that are present in project environments. This discovery is consistent with the more comprehensive psychological theories that connect emotional skills to improved performance and well-being. Moreover, the study clarifies how Perceived Organisational Support (POS) acts as a mediator in the connection between Emotional Intelligence (EI) and the success of a project. The mediation analysis demonstrates that POS serves as a channel through which EI impacts project outcomes, thus enhancing our

comprehension of the underlying mechanisms. This observation expands upon the Conservation of Resources (COR) idea, which suggests that individuals can make better use of their emotional resources when they are in supportive organisational situations. The research emphasises the significance of cultivating supportive organisational climates to optimise the advantages of employees' emotional competencies by stressing POS as a mediator.

Curiously, the study discovered that Transformational Leadership (TFL) does not impact or alter the relationship among Emotional Intelligence (EI) and Perceived Organisational Support (POS). The absence of moderation by TFL further indicates that the direct impacts of EI and POS on project success are strong and remain unaffected by leadership styles. This highlights the inherent need of emotional intelligence and organisational support in attaining project success, regardless of the impact of leadership. There is a need to reassess how various leadership styles interact with emotional and organisational elements. This calls for more research to investigate other models as well as variables that could provide a more comprehensive understanding of the observed dynamics. This research provides evidence that supports the connection among emotional intelligence, perceived organizational support, and project success. Additionally, it questions the previously held beliefs regarding the influence of transformational leadership in moderating these relationships. This study provides useful insights into the ways in which these factors interact as well as the specific settings in which they do so. It establishes a strong framework for future research. The results emphasize the significance of emotional and organizational factors in attaining project success and suggest the need for further investigation into these connections in other organizational settings.

Practical Implications

This study has numerous practical implications which are very pertinent for professionals in the fields of organisational behaviour, project management, and leadership. The demonstration of a robust positive correlation among Emotional Intelligence (EI) as well as project success highlights the significance of integrating EI evaluations and training throughout the professional growth programmes of project managers as well as members of the team. Organisations should give priority to Emotional Intelligence (EI) as a crucial skill in their recruitment and advancement procedures, acknowledging that employees who possess greater EI are better equipped to handle the interpersonal and emotional challenges of project environments. To enhance project performance, organisations should prioritise the establishment and sustenance of a supportive work environment, considering the mediating

influence of Perceived Organisational Support (POS) on Emotional Intelligence (EI). This can be accomplished by the implementation of rules and practices that guarantee employees have a sense of worth, assistance, and acknowledgment. By including regular feedback methods, offering tools for professional development, and cultivating an atmosphere of respect one another and support, organisations can improve employees' perceptions of the support they receive. An setting like this not only enhances the emotional intelligence of employees but also directly helps to the success of initiatives. The discovery that Transformational Leadership (TFL) does not act as a moderator in the link between EI and POS implies that organisations should reconsider the role and training of their leaders. Although transformational leaders have numerous beneficial impacts, their influence on the particular correlation between emotional intelligence (EI) and perceived organisational support (POS) may not be as substantial as previously believed. This suggests that leadership development programmes should not exclusively concentrate on transformational leadership styles, rather should also include alternative leadership methods that may more effectively promote and build emotional intelligence (EI) and positive organisational support (POS). In addition, organisations should consider investigating supplementary measures that might possess a more immediate effect on promoting positive organisational behaviour. The findings underscore the importance for project managers to develop their own emotional intelligence and establish nurturing team settings. Pragmatic measures involve actively listening, demonstrating empathy, and offering constructive feedback. Implementing these strategies can foster trust and unity within project teams, resulting in enhanced project achievements. Project managers should receive training in identifying and addressing the emotional requirements of their team members, as this can have a substantial influence on team performance and the outcome of the project.

Limitations and Future Research

Although this work has made important contributions, it is important to recognise that it also has major limitations. The research's cross-sectional design restricts the capacity to demonstrate causal correlations between the variables. In order to more accurately observe the changing relationships between emotional intelligence (EI), perceived organisational support (POS), transformational leadership (TFL), and project performance, future research should utilise longitudinal studies. Moreover, the study's sample is derived from a particular organisational environment, thus constraining the applicability of the results to a broader population. Subsequent investigations could examine these correlations in various sectors and

cultural contexts to verify and expand upon the findings. Data were gathered with an online questionnaire. In future studies, it is advisable to employ additional qualitative approaches, which include interviews and observations, to gather data. This study was undertaken during a period of significant economic hardships in Pakistan. This could have impacted the relationships between all the elements. Another connection could perhaps be discovered at a period of economic stability. Furthermore, the study specifically examines the immediate and indirect impacts of Emotional Intelligence (EI) on the success of a project, while neglecting to consider other possible ways in which EI might influence project results. Further research could explore the impact of conflict resolution, communication effectiveness, and team cohesion as other factors that mediate a situation. Incorporating these aspects into the research could offer a more comprehensive picture of how emotional intelligence impacts the success of a project.

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