



# The Role of Project Managers' Competencies, and Transformational Leadership on Project's Success: An Empirical Analysis of NGOs sector of Pakistan

**Sarfraz Ahmed Bhutto**, PhD Scholar, Institute of Commerce, Faculty of Management Science Shah Abdul Latif University, Khairpur, Sindh, Pakistan, [Sarfraz\\_ahmed0333@yahoo.com](mailto:Sarfraz_ahmed0333@yahoo.com)

**Jai Kishan**, Lecturer, Department of Business Administration, Shaikh Ayaz University Shikarpur Sindh, Pakistan, [jai.kishan@salu.edu.pk](mailto:jai.kishan@salu.edu.pk)

**Dr. Ikhtiar Ali Ghumro**, Director, Institute of Commerce, Faculty of Management Sciences, Shah Abdul Latif University, Khairpur, Sindh, Pakistan, [ikhtiar.ghumro@salu.edu.pk](mailto:ikhtiar.ghumro@salu.edu.pk)

**Zulfiqar Ali Rajper**, Assistant Professor, Department of Commerce, Shaikh Ayaz University Shikarpur Sindh, Pakistan, [zulfiqar.rajper@salu.edu.pk](mailto:zulfiqar.rajper@salu.edu.pk)

**Abstract:** The aim of this study is to assess the role of Project Managers' Competencies (PMC) and Transformation Leadership (TL) on project success (PS) NGOs Sector of Pakistan. A sample of 168 were chosen and collected the responses through questionnaire from individuals working in the NGOs sector of Pakistan. The results of the analysis show that the main features of the Project Manager affect the success of the project positively. The study proposes project managers, project leaders, and project Coordinator that specialize in Project Management in NGOs Sector management skills as well as communication, teamwork, attention, and management arrangements. In addition, resources will be provided to train the existing workforce and to enhance the capabilities of leadership, passionate insight and administration through the expert educational programs, workshops, and courses. This examination underpins hypotheses that have a positive impact on the success of the leader-style change project with project management. Projects of non-government led to making changes as a key aspect for the success of the project. Transformational leaders impress and encourage, stay for their units, encourage jobs, show them the right path and increase employee confidence. Consequently, a responsive and charming condition will be made, which the entire group cooperates under a confided in undertaking administrator and accomplishes Project objectives. The study contribute to management for re-planning their exercises to improve the managerial skills in NGOs Sector of Pakistan.

**Keywords:** Project Manager's Competencies, Transformational Leadership, Project Success.

## I. INTRODUCTION

The stakeholders are very involved in the project's efficient implementation and the economic gains that would be driven by the project. Many variables play a role in ensuring the performance of the project, i.e. Competencies of the project manager and transformational leadership (PALMER, 2018; Henkel, 2018). There are many Project Management competencies, such as knowledge-related technical expertise, practice, problem-solving interpersonal competence, analytical reasoning, self-confidence, communication skills. (Aston, 2018). Of all these competencies, the interpersonal competencies of technological information expertise are important for project management. For both programs, the Unified Project Management strategy is not a permanent alternative. As relationships are exceptional and their undertakings are therefore special, as a key to success as a project manager and for the prospects of project, the personnel capabilities that are behavioral competency should be gathered and developed. (Naybour, 2014). Various factors contribute to the accomplishment of the company, including the characteristics of Project management and project team salaries, project scale, top administration assistance, secretarial arrangement and external ecological challenge. (Hassan, 2017). The fact that project failure is often caused by lacking in management skills (Dey, 2009, Srica, 2008). It has been recognized that transformative leadership is essential for project managers in order to achieve productive project management performance. That it will raise morale, revitalize the squad, because it is everything. The type of transformative leadership represents someone who can stabilize an uncertain situation and chalk out the team's milestones or goals. This leadership assumes a critical position in the mission as contrasted by the executives and another type of initiative such as "Value-based administration." Since transformational leadership style only deals with bureaucratic, hierarchical structure, on the contrary, transformation leadership makes and encourages creativity, community interest. Transformational leadership has many advantages; Unmatchable talents of individuals, reduced turnover of workers, beneficial in mergers and new projects, promotes learning because this style of leadership focuses on the needs and requirements of employees to inspire and fulfill them so that employees can offer their 100 percent with passion and

enthusiasm. This also impacts employee turnover, and minor resignations and the urge to leave the workplace are seen by the company. In addition, this leadership style deals with transitions, so mergers and endeavors are very helpful. (Zellman, 2018).

### **Problem Statement**

If the leader lacks behavioral skills because he is unable to grasp the needs of his followers, project manager skills take place in the minds of the team members. (Larman, 2015). Behavioral problems occur when the leader's supporters who have negative emotions will misbehave and misbehave with the leader because of their uncontrolled feelings. (Larman, 2015). Because of the absence of passionate insight individuals face various issues because of these issues their execution hamper and association endures (Larman, 2015). In the competence of the project, the social capabilities play an important role, endeavor supervisors in the associations required both delicate and difficult skills to conduct the errand and the complete skillfully and timely enterprises. So, it is shown that behavioral competencies are mostly weakened, and if these competencies are sidelined, the following concerns will be posed. These challenges of communication and consultation can be seen if the manager is unable to efficiently and comprehensively provide his thoughts and solutions to complex problems. This is important because contact and consultation are a constant process such that it cannot be stopped by anyone. It ought to be built instead. (Lynne Maciver, 2011).

### **Research Objective**

The aim of this study is to evaluate the role of project managers' competencies and transformative leadership in improving the efficiency of the project and its successful completion in Pakistan's NGO sector.

- To evaluate the Project Manager' competencies in the successful completion of the project.
- To explore the impact of transformational leadership on the project's successful completion.
- To assess which aspect has the most impact on the project's effectiveness and its achievement.

### **Study Significance**

Generally, every organization faces challenges. The aim of the review is to alleviate the difficulties facing NGOs in Pakistan. These problems are related to the execution of the expertise of the Project Manager and the transformative leadership impacting the success of the project. Furthermore, this study is noteworthy because it will be the key investigation in the Education and Health segment of NGOs in Pakistan in which the effects of the two combined challenges listed above will be observed. This study will concentrate on defining the role of the skills of project managers and Pakistan's Transformational Leadership Non-Profit organizations in the education and health sector in Pakistan.

### **Definition of the Key words**

#### ***Project Manager's competence***

The ability of good communication, problem-solving, team building, self-control, diagnostic and analytical thinking, etc. (Rashid Maqbool, 2017).

#### ***Transformational leader***

The transformational way to deal with task authority fills in as an excellent positive example for the project team. At the point when project leaders adjust their style to address the issues of individual colleagues, the task is bound to accomplish a positive result. (Yaniv, 2018)

#### ***Project Success:***

Accomplishing project objectives within time and within the cost, to fulfill the stakeholder and understand from familiarity" instant outline: victorious Projects should take place as close as likely to the baseline table (Rashid Maqbool, 2017).

## II. LITERATURE REVIEW

### **Previous Studies**

The relationship between the competencies of the project manager and the transformational leadership of project managers in project performance and its progress has been wonderfully explained by many writers. The real consequences of Transformational leadership for project management have been shown by Alison Coleman (Coleman, 2018). In project management, his study clarified the need for Transformative Leadership as the ability to screen one's own and different attitudes and emotions, to differentiate between them and use this data to guide one 's reasoning and activity. In addition, she cited a smart talent statistic in which she revealed that it is a good performance indicator, explaining a complete 58 percent of success in all types of jobs (Coleman, 2018). On a similar type of subject, Rashid Maqbool, Ye Sudong, Nasir Manzoor and Yahya Rashid have developed a link between the capabilities of the Project manager and transformative leadership on Project success. (2017, Rashid Maqbool). The advantages of the transformational leadership style have been brought to light by Zellman. She has described the consequences of this leadership style beautifully. Like, people exhibit extraordinary or unusual abilities because the workers are inspired to work

at their full capacity by this form of leadership. Secondly, the needs and demands of their workers are taken care of by a project manager who practices or adopts this style of leadership. He also learns about and cooperates with their non-verbal expressions. People want to work under these revolutionary leaders because of this care, and in response, they stay loyal with organization. Another study, Yaniv, wrote about the difference between leadership (transformational) and transactional and concluded that leadership of transformation is better for organizations. In constructing his case, he presented a lot of reasoning. Like, one-person display is not seen in this leadership style, but the whole team operates as a single entity in comparison to it. It qualifies the community and helps them to anticipate the change and to make team members adequately knowledgeable to cope with and handle the change. It continually motivates the members of the team and delegates the required burden on their shoulders and helps the members of the team to engage in the implementation of the strategy that is not seen in transactional leadership (Yaniv, 2018). (Linh Tran) His stance that the skills of project managers are important for project management has been actively built on his studies. He argued that challenging skills are prerequisites for an ordinary project manager. But in order to be a good project manager, along with challenging skills, one must have soft skills such as technical knowledge. He studied the Goleman model of project management skills in his research and clarified the model and its relevance to project managers and organizations. (2015: Tran). Paul's neighbor has written expressively to demonstrate that the success of the project involves personal skills (Naybour, 2014). But no research has yet been performed that illustrates the power of the abilities of Project managers and transformative leadership in Project presentation.

### ***Project Managers competencies and Project Success***

The competence of project managers is a demonstrated ability to conduct exercises, particularly within the dynamic condition of an organization, which leads to normal results depending on the characterized and accepted standard (Crawford, 2004). Competency in project management has a direct or backhanded impact on the execution of obligations. The individual qualities, features, and abilities of influential business administrators in Pakistan have been explored (Goleman, 2003). Characterized capacity as the ability to manage tasks transformed into capacities down to earth; these are the trained abilities focused on emotional intelligence at the end of the day that result in excellent execution (Goleman, 2003). Mount (2006) explored the similarities between the capabilities of Transformational Management and project managers (Mount, 2006). His test was to perceive the movement skill associated with the higher execution of the boss of the undertaking. In the extent of data aggregation techniques, he gathered data on job jobs carried out by 74 advancement Project managers. Druskat and Druskat (2006) put forward contradictions indicating that the characteristics of undertakings clearly complement correspondence-identified Project driving activities, concerted efforts, the creation of social partnerships (care), and the management of difficulties. (2006: Druskat). This work was taken on by Clarke (2010), who merged these skills with the course of things within the board, to support this dispute observationally. Clark (2010) selected stuff from the Second Edition of the Project Manager Competency Growth System (Project Management Institute, 2007) and amassed 24 Project organization rehearsals into four territories of capacity of the executive; to be explicit, communication, engagement, treatment, and combat management. Clarke concluded that the results of his evaluation indicated that enthusiastic limits of expertise and compassion explain the individual complexities among Project managers that affect their better execution. For this study, the competency components of Project managers as concentrated by Clarke (2010) will be assessed. (Clarke, 2010). Ekrot, Kock, and Gemünden (2016) find that the board knowledge maintenance (PMCR) undertaking is specifically correlated with the affiliation 's regular Project accomplishment (Ekrot, 2016). They further clarified that performing the board capacity maintenance is gained through formal headway perspectives in the role of managers, for example, a long-lasting way or capacity openings, similarly as the method learned by operating on formal tasks. Brière, Prouix, Flores, and Laporte (2015) found that the skills of business administrators are important in the midst of fundamental Project changes and are fundamental to the mission limits of officials. (2015 by Brière). Despite the fact that the study of Loufrani-Fedida and Missonier (2015) fills the competency figure of the Project directors as an enhancement to definitive capacities, in any case, it is not so useful as an option at any point rather than multiple level skills. (2015 Loufrani-Fedida). Subsequently, in order to enhance project execution, the work of project chiefs' abilities alongside authoritative skills is necessary. As most important to the achievement, a few knowledge, skills, and capabilities have increased, all things measured, paying little attention to pull out size or intricacy; these integrate significance, qualifications, completion, growth, support of worth declaration types, basic reasoning, Project audits, communication, initiative, and adaptability. (2015 by Gallagher). The results indicate that in three groups there are 18 essential skills that can be outlined: individual skill, measured and hierarchical abilities, and advanced aptitudes. Together with technical, managerial and enthusiastic abilities, Müller and Turner (2010) investigated the administrative potential profile of fruitful Project

directors. (2019: Tao Chen). Contended that trustworthiness, integrity, preparation, snappiness, vitality, resilience, capacity to make decisions and self-assurance are properties to be counted on by job supervisors. These abilities allude to characteristic qualities and are needed for all representatives, not just individuals involved in the executives' Project. For virtually any job, they are basic qualities. (Ga'llstedt, 2002). These skills are linked to fundamental personality and are important for all organisations, not just individuals involved in Project management. For any job efficiently, they are significant attributes (Awad S. Hanna, 2016).

**Hypothesis 1 (H1)** *Project managers' competencies have significant positive effects on project success.*

### **Transformational Leadership and Project Success**

Not receptive, but realistic, is the position of Project leader. Müller, Geraldi, and Turner (2012 ) expressed that the work of the project leader as leader rather than manager is the critical delicate fulfillment element in every project (Turner J.R & Muller, 2005). Project managers require that they have the expertise required to direct their subordinates, which allows experts to achieve the aims of the project (Samáková, 2013). The project leader must be a pioneer, try to foresee where things can deviate, find a way to avoid problems or, if inevitable, at the first opportunity, try to recover from these problems (Avolio, 2013). As a leader, a project manager must know and fulfill people's needs; it involves what drives people and supports their desires as they search for project destinations. In addition, to be able to determine the best options when overseeing the confrontations, the individual must know their shortcomings and their attributes. It has been said with precision that the most interesting aspect of the administration is human behavior, but it is also the most critical. In this sense, supervision of human behavior could be seen as the most troublesome administrative activity because of project leaders (Lebanon, 2004). Aga, Noorderhaven, and Vallejo (2016) clarified that the creation of teams presupposes an intermediate work in the relation between the transformational administration and the project's achievement as an important element in the realization of the project (Aga, 2016). Project associations should also encourage a style of transformation initiative among project managers, for example through choice-enhancing and administration programs. Goleman (2003, p.94) claimed that "good leaders in an important way are similar:" "We all have a high degree of Transformational Leadership." He concluded that influential leaders should use the right kind of authority for the association's common circumstances. The style of transformational administration was tested by most scientists with several optimistic findings. The transformation authority is defined by being the one that enhances the conscience and the interest in transformational administration. ). Twenty-four Project managers and their associated Projects were surveyed by Lebanon and Zulauf (2004) in six separate mobile company associations to research the link between operation authority and Transformational Leadership (Lebanon, 2004). They found that transformational leadership scores and the ability to recognize feelings were critical to mobile inspiration (a component of tr tr They felt that the actions of a project leader's transformative management had a positive effect on the project's execution; at the end of the day, the abilities of the project manager were added to the behavior of the transformation effort of the project manager and the subsequent real execution of the project (Lebanon, 2004). Likewise, "transformational project management" can be applied by making project leaders concentrate on outcomes (using helpful motivation, as such, emotional intelligence) rather than people actively engaging as project managers-based managers. (Lebanon, 2004) on meaning. Butler and Chinowsky (2006) considered 130 planning officials in another study to examine the connection between the competencies of project managers and the practices of transformative initiatives. They concluded that there was a relationship between the score of total behavioral competencies and the conduct of transformative administration and that 34 percent of the transformative initiative shift was explained by the all-out project management behavior competencies.

**Hypothesis 2 (H2)** There is a positive influence of transformational leadership on the success of the project.

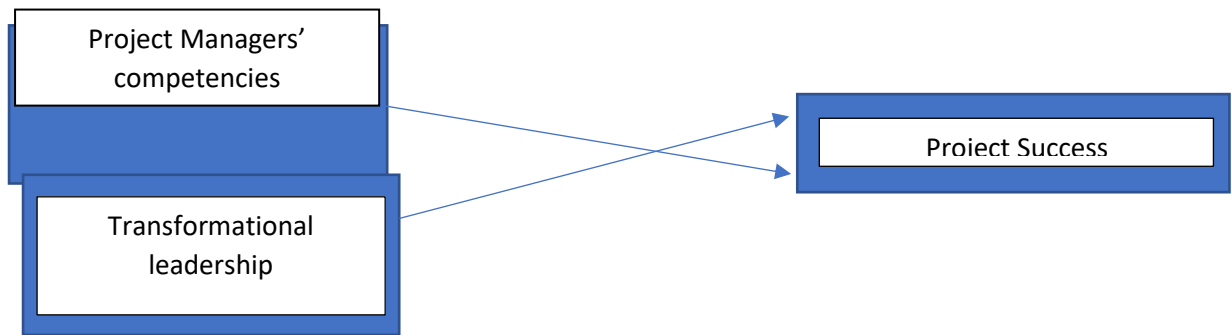
### **Industrial Analysis**

In Pakistan, the official number of individuals serving in the NGO section amounts to 264,000 and 212,000 volunteers. Of these estimates, 70 percent are used by the education sector by religious organizations that represent only 5 percent of the NGO portion link virtually 33 percent of the nation's voluntary power (Desk, 2014). In Pakistan, eighty-seven percent of NGOs are participating in the training section supported and retained by various remote governments, directly by the Scandinavian and British governments, with their offices targeting the ideology and social base of Pakistan, testing the nation's sovereignty and respectability and Islamic qualities for the sake of advancement and education (Talat, 2014). There are so many NGOs operating in Pakistan, more than NGOs operating in Punjab and Sindh is 48% Sindh 43% KPK 5% and Baluchistan 4% overall NGOs operating in 17 sectors in Pakistan, more NGOs operating in these sectors: education, health, poverty, infrastructure, washing, community, gender equality, agriculture, and economic

growth (Sophie Brière, 2). Hands, Oxfam, AKDN, SOS Children's Villages of Pakistan, Facilities for Community Development Foundation, Karim Khan Afridi Welfare Foundation, Behbud Association, Hope, Innovations in Literacy (DIL), Zindagi Trust, Edhi Foundation, etc. are different organizational names. They work for children and women in the education and literacy fields. Some of them, like Edhi, have been functioning since 1951 and some are newly registered.

**Conceptual Framework**

The following model is developed based on available literature. The model shows two independent variables, project managers' competencies and transformational leadership of the project manager, one dependent variable, Project Performance.



III. RESEARCH METHODOLOGY

This research is quantitative and is focused on the theory of the epistemological approach to positivism. Since it is a study methodology that relies solely on scientific evidence, such as statistics or data, to reveal how the abilities of the project manager and transformative leadership are essential for the success of the project. The NGO business in Pakistan. The analysis approach is explanatory since it is the first study based on Pakistan's NGOs. The definition of the analysis method is quantitative in nature, because the legitimacy and reliability of the example data chosen for this exploration are guaranteed. The research approach is a Deductive approach because this study based on quantitative research. This research strategy developed to testing of hypothesis that is developed. This investigation is deductive in which, by using a mono-strategy for the quantitative method (organized polls), critical information would be obtained through analysis. The subject theme study needs data from executive level employees that integrate the executives (top, middle and lower) to achieve noteworthy discoveries and resolution. Data has been collected in single short (cross-sectional) because it is not possible for the researcher to visit all the mentioned NGOs and respondents may also have not enough time. All the NGO workers have been brought in to perform the study. These can work in the education, health, IDEAs, washing, hunger and other departments of NGO sectors in Pakistan's NGO sector. The questionnaire will be completed from the level of management (top middle lower) that he and she have more than three years of project experience. According to the Morgan table, data was collected from project managers, project coordinators, program managers, senior GM general managers and CEOs in Pakistan's NGO market. In this examination, complete 384 executive level staff will be used as a research measure by random sampling that will fill the evaluation survey, the quantity of test has been calculated at 95 percent certainty axis, and accommodation inspection technique will be used to collect information from members (Parker, 2014). The sample size is taken from the population of project managers by random sampling. The NGOs sector of Pakistan has been taken into consideration for the unit of analysis. The NGO sectors are Health, IDEAs, Wash, Hungriness, educational, etc. Questionnaires also be filled by the project managers of NGOs sectors The method of non-probability sampling will be used. The population is unknown, which is why the method of non-probability sampling is used. The researcher would use a convenient random sampling approach under the non-probability sampling technique.

**Measurement of the variable**

*Project manager's Competencies (Independent variable)*

The instrument is adopted from the study paper Maqbool, Sudong, Manzoor and Rashid Competencies of the project manager and transformative leadership The competencies of the project manager were estimated using the scale of Clarke (2010), including three measures of items: (1) Abilities (2) Expertise (3) Experiences. These were calculated on a five-point Likert

*Transformational Leadership (Independent Variable)*

To quantify transformational Leadership, scales created by (Hassan, 2017) were embraced and they are (1) Team Building (2) Relationship building (3) individual consideration. These were estimated (through three things) on a five-point Likert Scale, These were estimated through 13 items on a five-point Likert Scale.

*Data Collection*

Primary data collection through questionnaires and surveys of NGOs sectors of Pakistan. The data collection tool is used SPSS software to check Cronbach's alpha. threshold value more than 0.7, The pilot testing 35 questionnaires result of the pilot testing the value of Cronbach's alpha is .925, this value is better for further collect the data through same questionnaire circulate for NGOs Top, Middle, and lower level managers, in Pakistan. More than 384 questionnaires are distributed still I received 165 questionnaires 20 questionnaires are not filled properly

IV. DATA ANALYSIS AND RESULTS

The aim of this research was to figure out the Role of Project manager competencies and transformational leadership on project success: An Empirical analysis of NGOs sectors of Pakistan. This section is concerned with data analysis. Obtained -data analyzed throughout SPSS will discuss here. As it is a Mono-method quantitative approach and techniques will use are following "Reliability consistency, Descriptive crosstabs, correlation and regression analysis as a whole to check the bond of Project manager competencies and transformational leadership which includes PM performance, their level of satisfaction in current working industry and management of Project manager in NGOs sector of Pakistan. This chapter presents the analysis and findings from the collected data of the study. The independent variables are Project manager competencies and transformational leadership where as dependent variable is project success.

**Table-1 Project Managers Competencies Reliability Statistics**

Independent Variable	Cronbach's Alpha	Number of Questionnaires	Total Questionnaires responses
PMC	0.720	19	168

The reliability and consistency of the data are analyzed by the Reliability test. The Cronbach's alpha value of Project Manager Competencies is 0.720 which shows that 72% of data is consistent over 19 items. Therefore, internal consistency is there, and scale can be considered as reliable. Reliability of individual constructs.

**Table-2 Transformational Leadership Reliability Statistics**

Independent Variable	Cronbach's Alpha	Items	Total Questionnaires responses
TL	0.810	13	168

The reliability and consistency of the data are analyzed by the Reliability test. The Cronbach's alpha value of Transformational Leadership is 0.810 which shows that 81% of data is consistent over 13 items. Therefore, internal consistency is there, and scale can be considered as reliable. Reliability of individual constructs.

**Table-3 Project Success Reliability Statistics**

Dependent Variable	Cronbach's Alpha	Number of Questionnaires	Total Questionnaires responses
Project Success	0.791	12	168

The reliability and consistency of the data are analyzed by the Reliability test. The Cronbach's alpha value of Project success is 0.791 which shows that 79.1% of data is consistent over 12 items. Therefore, internal consistency is there, and scale can be considered as reliable. Reliability of individual constructs.

**Descriptive Statistics**

**Table-4 Respondents' AGE**

AGE	Please specify your gender		Total
	Male	Female	
under – 25	2	1	3
25-34	28	36	64
35-44	46	12	58
45-54	1	27	28
55- Above	15	0	15

Total	92	76	168
-------	----	----	-----

Table 4 show the Total fill out the questionnaire is 168, the % of males and females, 54.76% fills the form of male and 45.24% fills the form of females. Under the age of 25 is three questionnaire fill out, two male and one female 25-34 age 64 questionnaires is filled out 28 is male and 36 were female 35-44 age are fill out the 58 questionnaires 46 male are filled the 12, 45-54 total fill out the questionnaire 28 one is male 27 were filled out the female and 55 above the age 15 questionnaire is fill out all questionnaire fill out by male.

**Table-5 Respondents' Sex.**

Please specify your Sex	Please specify your Designation:							Total
	CEO	SGM	GM	Program Manager	Project Manager	Project Coordinator	Program Associate	
Male	2	1	2	61	20	3	3	92
Female	2	16	1	5	1	20	31	76
Total	4	17	3	66	21	23	34	168

Table 5 Show the total of one hundred sixty eight respondents has categorized designation into seven portions 1) CEO, 2) Senior GM 3) GM, 4) Program Manager's 5) Project Manager's, 6) Project Coordinator, 7) Program associate. Four Chief executive officer was the response, fifteen SGM are responses, three GM fill out the questionnaires, sixty six program managers fill out the questionnaire, twenty one project managers fill the questionnaire twenty three questionnaires are filled out project managers and thirty four questionnaires were filled, program associate. They are working in project managers in NGOs sectors Pakistan.

### Pearson Correlation Analysis

**Table 6 Correlations**

		PMC	TL	PS
Project Manager's Competencies	Pearson Correlation	1	.537**	.653**
	Sig. (2-tailed)		.000	.000
	N		168	168
Transformational Leadership	Pearson Correlation		1	.911**
	Sig. (2-tailed)			.000
	N			168
Project Success	Pearson Correlation			1
	Sig. (2-tailed)			
	N			168

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 6 we can see that there is a positive relationship between Project manager competencies (PMC) and Project Success (PS) i.e.0.653, and other Transformational leadership (TL) and Project Success (PS) i.e. 0.537. The primary finding is that all correlations are positive. To determine the relationship between Project Managers Competencies and Transformational Leadership with Project success correlation technique were used. The independent variables correlations with dependent variable project success are significant as the values in this analysis are found to be below 0.05. So research shows finally that there is a significant and positive relation between PMC, TL, with PS.

### Regression Analysis

**Table 7 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.667 <sup>a</sup>	.445	.438	5.67077

a. Predictors: (Constant), Transformational leadership, Project Managers competencies.

Table 13 Shows the independent variables' effect on depended variables is analyzed by conducting Regression analysis. The R square value is 0.445. This indicates that 44.5% of the variation and 43.8% variation in the dependent variable. By regression analysis, it is found that a positive relationship between the independent variable and dependent variable sexist and confirms that project Management practices

like Project Managers Competencies and Transformational Leadership a positive relationship with Project success.

**Table 8 ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	4257.392	2	2128.696	66.196	.000 <sup>b</sup>
Residual	5306.013	165	32.158		
Total	9563.405	167			

a. Dependent Variable: Project success

b. Predictors: (Constant), Transformational leadership, Project Managers competencies.

The ANOVA table 8 explains the model summary of the regression model which determines the overall fitness it explains that the overall model is significant. On regression, at a 95% confidence interval, the model was constructed. The relationship between the independent and dependent variables are significant.

**Table 9 Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	23.145	2.729		8.480	.000	17.756	28.534
PMC	.805	.118	.958	6.819	.000	.572	1.038
TL	.209	.087	.335	2.385	.018	.381	.036

a. Dependent Variable: PS

Table 9 Show the relationship between dependent variables is explained by the above variables. (PMC) are significant and (TL) is significant The p values should be less than 0.05 besides the project managers' competencies are significant they have an impact of particular beta Transformational leadership (0.209) and project managers competencies Beta (0.805) a positive significant impact on Project Success. Project Success= 0.805PMC + 0.209 TL 23.145 PMC is project management competencies and Transformational leadership 23.145 represents the constant value

## V. CONCLUSION AND RECOMMENDATION

This study was undertaken in area of NGOs sector for directors to understand the impacts on project performance of Project Managers Competencies and Transformational Leadership. The results showed that all evaluation factors had a positive impact on the project success (PS). Instruction NGOs Project leaders with skills such as respect for other people, efficient correspondence, management of gratings, and teamwork will achieve better and sparkle in any setting. By consciously coordinating and communicating with important individuals, successful adventure supervisors stay away from interruptions, these activities supervisors have the potential to lead a unit and be good models for other individuals. Movement leaders who are fit to handle challenges and oversee disputes will take care of their staff, organizations, and groups against real misfortunes in an up-to - date and welcoming manner. This positively impacts the prosperity of the assignment. This inquiry confirms the hypothetical contention that the prosperity of the company is positively influenced by a project director with a transformative administration style. A Project manager for NGOs referred to the transformational authority as an integral part of the achievement of the undertaking. Pioneers of progress are motivated and driven, remain with the community, invigorate staff, show the correct path, and increase representative certainty. The effect is a sensitive, agreeable condition under which the entire community will work to achieve project goals under the confidence of a task administrator. project managers depend on all the most likely to understand their feelings and the feelings of other people, so transformational pioneers say that there are no barriers of correspondence between the workers of high society and the need for lower-class employees to do it. The investigation links and emphasizes the enthusiastic expertise, the skill of the project administrator, and the insignificance of Transformational Leadership, as well as the impact on the achievement of the mission. It also urges the upper administration to use a perfect task manager who can guarantee the association's notoriety and influence specialized and administrative skills to make all undertakings successful. The development business is portrayed by an assorted workforce and a lot of time, spending plan and asset issues, and Project directors need to associate more with all representatives and partners.



## VI. SUGGESTIONS AND RECOMMENDATION

This analysis is focused on much-speculated knowledge and time frames that can only be used in a particular period of time. In this report, according to the analysis of data, some variables are used; these variables display their function and significant level. The data analysis showed that both variables play an important role in the NGOs sector, whereas the competencies of other side project managers have an important role and direct connection in the NGO sector. This study is based on all the collective data from the NGO sector using a questionnaire. This study and its analysis show that transformational leadership is also essential, but when we look at the organizations' overall scenario of transformational leadership, we find that leadership is a key factor for project success in the sectors of NGOs. Effective leadership can easily lead to success for their organizations (NGOs), so future researchers should concentrate on leadership, especially transformative leadership, when performing this type of research centered on sectors of NGOs. The skills of project managers are a very important variable and play an important role with (.805) regression meaning, according to the data analysis method regression. This analysis is used particularly for sectors of NGOs, so through this study we cannot determine the general view. We are unable to plan and draft this study in a comprehensive and longitudinal way because of our limited time and low budget. In the future, to get a more authentic and reliable outcome, a thorough way of presenting the analysis should be carried out with adequate resources and time. Some criteria can be used in this analysis in different fields of research to achieve the predicted outcome, such as in the banking, telecommunications, and public sectors. This study's research model can be used in many fields because its variables are familiar, much like project management's relationship with project performance. In this model, future researchers will add more moderators to verify the relationship of their independent and dependent variables in different fields. The model is scalable. In this research, the source of data collection was a questionnaire, and the questionnaire was in the English language, so because of the English language, which was not its mother tongue, it is not necessary for any project manager to easily understand the real concept of the questionnaire. In Urdu and in the local language of that region, the researcher should also create a questionnaire where research will be performed so that each respondent can easily understand the questionnaire and we can get accurate and complete research data. This research is selective and unique to some areas in the future, so it should be carried out at a larger level in many other areas and cities.

## VII. IMPLICATIONS AND LIMITATIONS

Based on their variables, the outcome of this study predicts, much like project management skills, transformational leadership, and project success. Basically, all these variables are essential for each organization (NGOs) for the overall purpose. According to this report, which is focused on NGO sectors, these principles and research can be used more in each next organization; data analysis explains the different relationships of these above variables. In this analysis, the skills of the project manager are an important variable that plays a key role in project performance in the NGO sector. Other variables, such as transformational leadership, are essential, according to the review of this report. So, like this research, this study and its findings are limited, PMC can be used as a major factor in the sector of NGOs, so it can not be used in every organization, such as sectors of NGOs, according to the result of this study. For these organizations (NGOs), those NGOs that prefer the competencies of Project Manager rather than transformational leadership in their organization are appropriate for this study and its outcomes. Management of NGOs is a very vast field; today's world is full of levels of competition, so Transformational Leadership project managers are important for any project success organization, ensuring that the idea of Transformational Leadership can be widely used in any sector. Thus, this research indicates that in terms of project performance, project managers handle assets for every company.

## REFERENCES

1. Aga, D. A. (2016). Transformational leadership and project success: The mediating role of team-building. *International Journal of Project Management*, 806–818.
2. Aston, B. (2018). *7 Essential project management skills For 2019*. Retrieved from Digital Project Management: <https://thedigitalprojectmanager.com/project-management-skills/>
3. Avolio, B. J. (2013). *Transformational and charismatic leadership: The road ahead (Vol. 5)*. Bradford, England: Emerald Group Publishing.

4. Awad S. Hanna, e. a. (2016). Modeling project manager competency: An integrated mathematical approach. *Journal of construction engineering and management* , 142-150.
5. Bass, B. M. (2009). *The Bass handbook of leadership: Theory, research, and managerial applications (4th ed.)*. New York: Simon and Schuster Inc.
6. Bertacchini, A. (2017, 06 26). *How project managers can always improve emotional intelligence*. Retrieved from Axelos: <https://www.axelos.com/news/blogs/june-2017/how-project-manager-improve-emotional-intelligence>
7. Brière, S. P. (2015). Competencies of project managers in international NGOs: Perceptions of practitioners. *International Journal of Project Management* , 116–125.
8. Carmeli. (2003). The relationship between emotional intelligence and work attitudes, behavior and outcomes: An examination among senior managers. *Journal of Managerial Psychology* , 788–813.
9. Chandra, N. (2017). *Do Project management competencies influence the project performance? An insight at Philips Healthcare*. Wageningen University and Research Centre.
10. Clarke. (2010). Emotional Intelligence and Its Relationship to Transformational Leadership and Key Project Manager Competencies. *Project Management* , 5–20.
11. Coleman, A. (2018). *The Real Impact of Emotional Intelligence in Project Management*. Retrieved from Liquid Planner: <https://www.liquidplanner.com/blog/the-real-impact-of-emotional-intelligence-in-project-management/>
12. Crawford, L. (2004). Senior management perceptions of project management competence. *International Journal of Project Management* , 7-15,.
13. Deshwal, S. (2015). A Comparison of Emotional Intelligence between Government and Private Sector Employees. *International Journal of Applied Research* , 177-178.
14. Desk, W. (2014, 12 08). *The Overlooked NGO Sector of Pakistan at a Glance*. Retrieved 04 01, 2019, from Brand Synario: <https://www.brandsynario.com/the-overlooked-ngo-sector-of-pakistan-at-a-glance/>
15. Druskat, V. &. (2006). Applying emotional intelligence in project working. In S. Pryke, & H. Smyth, *The management of complex project: A relationship approach* (pp. pp. 78–96). Oxford, UK: Blackwell Publishing.
16. Ekrot, B. K. (2016). Retaining project management competence—Antecedents and consequences. *International Journal of Project Management* , 145–157.
17. El-Sabaa, S. (2001). The skills and career path of an effective project manager. *International Journal of Project Management* , 1-7.
18. Erkutlu, H. (2008). The impact of transformational leadership on organizational and leadership effectiveness: The Turkish case. *Journal of Management Development* , 708-726.
19. Ga'llstedt, M. (2002). Working conditions in projects: perceptions of stress and motivation among project team members and project managers. *International Journal of Project Management* 21 , 449-454.
20. Gallagher, E. C. (2015). Rallying the troops or beating the horses? How project-related demands can lead together high-performance or abusive supervision. *Project Management Journal* , 10–24.
21. Gardner, L. &. (2002). Examining the relationship between leadership and emotional intelligence in senior level managers. *Organization Development Journal* , 68–79.
22. Geoghegan, L. &. (2008). Do project managers' leadership competencies contribute to project success? *Project Management Journal* , 58–67.
23. Goleman, D. (2003). *What makes a leader ?* In L. W. Porter, H. L. Angle, & R. W. Allen, *Organizational influence processes (2nd ed.)*. New York.
24. Hassan, M. M. (2017). The impact of project managers' personality on project success: The mediating role of transformational leadership. *PMI* , 74-75.
25. Henkel, P. (2018). *Project Management*. Retrieved from Project Wizards: <https://www.projectwizards.net/en/blog/2018/01/successfactors>
26. Hughes, R. G. (2012). *Leadership: Enhancing the Lesson of Experience*. New York.
27. Lahon, D. (2016). Better Project Management through Better Emotional Intelligence. *PM World Journal* , 10.
28. Leban, W. &. (2004). Linking emotional intelligence abilities and leadership styles. *Leadership and Organization Development Journal* , 554–564.
29. Loufrani-Fedida, S. &. (2015). The project manager cannot be a hero anymore! Understanding critical competencies in project based organizations from a multilevel approach. *International Journal of Project Management* , 1220–1235.
30. Luft, K. A. (2012). *A RESEARCH STUDY OF TRANSFORMATIONAL LEADERSHIP COMPARING*.

31. Lynne Maciver. (2011, 02 18). *Soft skills and behavioral competencies overview*. Retrieved from Maciver Project Services: <http://www.maciverprojectservices.co.uk/2011/project-manager-competence-soft-skills-behavioural-competencies-overview/>
32. M Potter, T. E. (2017). Emotional intelligence and transformational leadership behaviours of construction project managers. *Journal of Financial Management of Property and Construction* .
33. Martin, J. P. (2016). *Investigation of the Relationship Between Transformational Leadership and Project Success*. Cardiff Metropolitan University.
34. Mount, G. (2006). The role of emotional intelligence in developing international business capability: EI provides traction. 97–124.
35. Mousavikhah, M. (2013). *Transformational Leadership in Software Projects*. Stockholm: KTH Industrial Engineering and Management .
36. Müller, R. &. (2010). Leadership competency profile of successful project managers. *International Journal of Project Management* , 437–448.
37. Müller, R. &. (2007). Matching the project manager's leadership style to project type. *International Journal of Project Management* , 21–32.
38. Müller, R. G. (2012). Relationships between leadership and success in different types of project complexities. *IEEE Transactions on Engineering Management* , 77–90.
39. Naybour, P. (2014, 10 16). *Project managers don't forget about behaviours and attitudes*. Retrieved from Association of Project Management: <https://www.apm.org.uk/blog/project-managers-dont-forget-about-behaviours-and-attitudes/>
40. *Pakistan ranks 150 in UN's Human Development Index*. (2018, 09 16). Retrieved 04 01, 2019, from The News: <https://www.thenews.com.pk/print/369247-pakistan-ranks-150-in-un-s-human-development-index>
41. PPALMER, E. (2018, 10 05). *Five Factors That Lead to Successful Projects*. Retrieved from Project Management: <https://project-management.com/five-factors-that-lead-to-successful-projects/>
42. Parker, R. a. (2014). *Designing and Conducting Survey Research: A Comprehensive Guide, 4th Edition*. Jossey-Bass.
43. Pryke, S. L. (2015). The effect of leader emotional intelligence on leader–follower chemistry: A study of construction project managers. *Construction Management and Economics* , 603–624.
44. Rashid Maqbool, Y. S. (2017). The Impact of Emotional Intelligence, Project manager's competencies and transformational leadership on project success: An Empirical perspective. 58 to 75.
45. Rezvani, A. C. (2016). Manager emotional intelligence and project success: The mediating role of job satisfaction and trust. *International Journal of Project Management* , 1112–1122.
46. Richard Bolden, B. H. (2011). *Exploring Leadership*. New York: Oxford University Press Inc.
47. Samáková, J. S. (2013). *Project communication management in industrial enterprises*. Gdan' sk, Poland: Academic Conferences International Limited.
48. Smollan, R. a. (2011). 'Follower Perceptions of the Emotional Intelligence of Change Leaders: A qualitative study' *Leadership*. 435-462.
49. Sophie Brière, D. P. (2014). Competencies of project managers in international NGOs: Perceptions of practitioners. *International Journal of Project Management* .
50. Srlica. (2008). 'Social Intelligence and Project Leadership. *The Business Review, Cambridge* , 189-199.
51. Sunindijo, R. Y. (2007). Emotional intelligence and leadership styles in construction project management. *Journal of Management in Engineering* , 166–170.
52. Surbhi. (2015). *Difference Between Transactional and Transformational Leadership*. Retrieved from Key Differences: <https://keydifferences.com/difference-between-transactional-and-transformational-leadership.html>
53. Talat, D. K. (2014, 05 13). *NGOs or NO GOOD ORGANIZATIONS - A critical analysis of NGO impact on Pakistan and other countries*. Retrieved 04 01, 2019, from Reader supported news: <https://readersupportednews.org/pm-section/86-86/23652-ngos-or-no-good-organizations-a-critical-analysis-of-ngo-impact-on-pakistan-and-other-countries>
54. Tao Chen, M. F. (2019). How do project management competencies change within the project management career model in large Chinese construction companies? *International Journal of Project Management* 37 , 485-496,.
55. Tran, L. (2015). *Emotional Intelligence is Key for a Project Manager*. Retrieved from Inloox Blog: <https://www.inloox.com/company/blog/articles/emotional-intelligence-is-key-for-a-project-manager/>
56. Turner J.R & Muller, R. (2005). *The project manager's leadership style as a success factor on project: A Literature review*. Project Management Journal.

57. Turner, M. (2010). 'Attitudes and Leadership Competencies for project success. *Baltic Journal of Management* , 307-329.
58. Turner, R. &.-W. (2008). Emotional intelligence (EI) capabilities training: Can it develop EI in project teams? *International Journal of Managing Projects in Business* , 512-534.
59. Vierimaa, j. c. (2013). *Emotional Intelligence and Project Leadership*. Göteborg: CHALMERS UNIVERSITY OF TECHNOLOGY.
60. Vladimir Obradovic, P. J. (2013). Project Managers' Emotional Intelligence - A Ticket to success. *Procedia - Social and Behavioral Sciences* , 274-284.
61. Y Richards, M.-L. B. (2010). THE RELEVANCE OF EMOTIONAL INTELLIGENCE IN PROJECT MANAGEMENT FOR THE AVIATION INDUSTRY. *Journal of Contemporary Management* , 56 - 70.
62. Yang, L. H. (2011). The association among managers' leadership style, teamwork and success. *International Journal of Project Management* , 258-267.
63. Yaniv. (2018). *Transformational Leadership and Project Management*. Retrieved from Proggio: <https://www.proggio.com/blog/transformational-leadership-project-management/>
64. Zellman, M. (2018, 06 29). *The Advantages of Transformational Leadership Style*. Retrieved from Chron: <https://smallbusiness.chron.com/advantages-transformational-leadership-style-18809.html>
65. Zhang, F. Z. (2013). Identification and evaluation of key social competencies for Chinese construction project managers. *International Journal of Project Management* , 748-759.
66. Zikmund, W. (2003). *Business Research Methods. 7th Edition, Thomson/ South-Western*. Scientific Research AA Academic .