

**WORKPLACE STRESS MANAGEMENT AND PROJECT
SUCCESS: ROLE OF TEAM PERFORMANCE,
INCLUSIVE LEADERSHIP AND ORGANIZATIONAL
CULTURE**



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requirements for the award of the degree
of

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Department of Management Studies

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DEDICATION

The dissertation is dedicated for the sake of Allah, my Creator and my Master. My great teacher and messenger, Muhammad (May Allah bless and grant him), who enlightened the purpose of our life. To my dear mother Nighat Shaheen, my beloved son Abdul Hadi, my husband Muhammad Arif and my teacher Dr. Muhammad Hammad Akhtar Khalid Khan who never stop giving of themselves in countless ways, their unprecedented prayers, support and the lessons they taught me to work hard with dedication and confidence. They made me believe that my imaginations will drive, I could achieve anything what I want, but to have firm belief behind all my ideas, to stick with my goals and have an undying faith.

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ABSTRACT

Currently, strong debates about the work-life balance of the employees are in process, that how and why Workplace Stress Management emerged as a serious concern for organizations to remain competitive in the industry. Keeping this in view one can say that Workplace Stress Management (WPSM) is a reality and by denying its importance ends in failures. The rationale of this research was to study the impact of Workplace-Stress Management on Project Success, with the mediating role of Team Performance and Moderating impact of Inclusive Leadership & Organizational Culture. The main reason of Workplace Stress is directly related to poor managerial competencies and organizational deficiencies among the peers which lead to the organization culture. Only good managerial practices with Inclusive Leadership and Organizational Culture that may align with employee's perspective can manage the work related stress effectively and ensure Project Success, which were the hypotheses of this study. Therefore, by verifying the perspective the study shall contribute on the available literature of project Management.

Construction professionals have the responsibilities for the project success so they experience high level of stress related to work. So, the study was composite upon the feedback responses received from respondents of project based organizations from construction/ Housing project industry in Pakistan, specifically in Rawalpindi Islamabad. The target population was project team, project managers and team leaders. Convenience sampling technique has been used with sample of 375. The study was cross-sectional and Quantitative in nexus upon well-structured close ended questionnaires on 5-point Likert scale. The collected data then analyzed with SPSS ver. 26.0 and Baron and Kenny mediation analysis model was used to study the mediation impact. It was found that, the Workplace Stress Management positively impacts the Project Success. The mediating role of Team Performance between Workplace Stress Management & Project Success was also found positive. The moderating role of Inclusive Leadership & Organizational Culture was also found positive in the relationship between Workplace Stress Management & Project Success.

Keywords: Workplace Stress Management (WPSM), Stress Interventions, Inclusive Leadership, Team performance, Project Success, Organizational Culture, Stressors

TABLE OF CONTENTS

ABSTRACT	x
Chapter 1	1
INTRODUCTION	1
1.1 Background of the Study.....	3
1.2 Gap Analysis	4
1.3 Problem Statement.....	6
1.4 Research Objectives.....	7
1.5 Research Questions.....	7
1.6 Research Significance	7
Chapter 2	9
LITERATURE REVIEW	9
2.1 Definitions of variables	10
2.1.1 Work place stress management (WPSM).....	10
2.1.2 Team Performance (TP)	12
2.1.3 Project Success (PS).....	12
2.1.4 Inclusive Leadership (IL)	13
2.1.5 Organizational Culture (OC):	14
2.2 Theoretical Analysis	14
2.2.1 Work Place Stress Management (WPSM) and Project Success	14
2.2.2 (WPSM) and mediating role of Team Performance.....	15
2.2.3 (WPSM) and moderating role of Inclusive Leadership.....	16
2.2.4 (WPSM) and moderating role of Organizational Culture.....	17
2.3 Supporting Theory/Model.....	18
2.3.1 Transactional Theory.....	18
2.3.2 Tripartite Model for Stress Management.....	18
2.4 Research Model	19
2.5 Hypotheses	20
Chapter 3	21
RESEARCH METHODOLOGY.....	21
3.1 Introduction	21
3.2 Type of Study	21

3.3	Research Design	21
3.4	Methodology	22
3.5	Study Setting	22
3.6	Unit of Analysis.....	22
3.7	Population	22
3.8	Data Collection Plan	23
3.9	Sampling Size and Sampling Technique.....	23
3.10	Questionnaire Design.....	23
3.11	Measuring Instrument	24
3.12	Statistical Techniques	24
3.13	Research Ethics	25
Chapter 4	26
	DATA ANALYSIS AND RESULTS	26
4.1	Data Screening.....	26
4.2	Missing Value Analysis	26
4.3	Aberrant Value Analysis	27
4.4	Outlier's Analysis	27
4.5	Normality Analysis	29
4.6	Multicollinearity Analysis.....	30
4.7	Participants	31
4.8	Demographics Analysis	31
4.8.1	Gender	31
4.8.2	Department	32
4.8.3	Experience	32
4.8.4	Designations	33
4.8.5	Educational qualification.....	34
4.9	Scale Description and Reliability	34
4.10	Descriptive statistics	35
4.11	Correlation.....	37
4.12	Hypothesis Testing	37
4.12.1	Regression Analysis	37
4.12.2	Mediation Analysis	40
4.12.3	Moderation Analysis	44
4.13	Hypotheses Results	48

4.14	Summary	48
Chapter 5	50
	CONCLUSION & RECOMMENDATIONS	50
5.1	Discussion	50
5.1.1	Discussion on Research Question 1	50
5.1.2	Discussion on Research Question 2	50
5.1.3	Discussion on Research Question 3	50
5.1.4	Discussion on Research Question 4	51
5.2	Practical Implications.....	51
5.3	Theoretical Implications.....	52
5.4	Limitations & Further Recommendations	52
5.5	Conclusion.....	53
REFERENCES:	54
ANNEXURE-I	61
	Questionnaire	61
ANNEXURE-II	65
	List of the included project-based Organizations.....	65

LIST OF FIGURES

Figure 1: Conceptual Study Model	20
Figure 2: Linear Regression Model	39
Figure 3: Linear Regression Direct Path	41
Figure 4: Linear Regression Path (a)	42
Figure 5: Linear Regression Path (a) & Path (b)	43

LIST OF TABLES

Table No 1: Measuring Instruments	24
Table No 2: Missing Data	26
Table No 3: Aberrant Values	27
Table No 4: Outlier Values	27
Table No 5: Normality Statistics	30
Table No 6: Multicollinearity Analysis	30
Table No 7: Statistics Summary	31
Table No 8: Demographic Analysis (Gender)	31
Table No 9: Demographic Analysis (Department)	32
Table No 10: Demographic Analysis (Experience)	33
Table No 11: Demographic Analysis (Designations)	33
Table No 12: Demographic Analysis (Educational Qualification)	34
Table No 13(a): Reliability Analysis	35
Table No 13(b): Scale Reliability Summary	35
Table No 14: Descriptive Statistics	36
Table No 15: Correlation	37
Table No 16(a): Linear Regression Model Summary	38
Table No 16(b): Linear Regression ANOVA	38
Table No 16(c): Linear Regression Coefficients	38
Table No 17(a): multiple Regression (direct) ANOVA	40
Table No 17(b): multiple Regression (direct) Coefficients	40
Table No 17(c): multiple Regressions (Path-a) ANOVA	41
Table No 17(d): multiple Regressions (Path-a) Coefficient	41
Table No 17(e): multiple Regression (Path-b) Coefficients	42
Table No 18(a): Moderated Multiple Regression Model Summary	44
Table No 18(b): Moderated Multiple Regressions ANOVA	45
Table No 18 (c): Moderated Multiple Regression Coefficients	45
Table No 19(a): Moderated Multiple Regression Model Summary	46
Table No 19 (b): Moderated Multiple Regressions ANOVA	47
Table No 19 (c): Moderated Multiple Regression Coefficients	47
Table No 20: Hypotheses Results	48

ABBREVIATIONS

WPSM	Work place stress management
TP	Team performance
OC	Organizational culture
IL	Inclusive leadership
WL	Work load
PS	Project Success
CBT	Cognitive Behavioral Therapy
LFS	Labor Force Survey
HSE	Health and Safety Executive
IBSF	Institution-Based Stress Factors
SMI	Stress Management Interventions
TD	Task Demand

Chapter 1

INTRODUCTION

Workplace Stress Management or Addressing work related stress within an organization is a long and time taking process that required dedication, enthusiasm and commitment from the management and proper planning that is not possible to happen suddenly at once (Rupali Arora, 2019). The origination of the stress is from a Latin word “stringere” which have the meaning “to be drawn tight”. The definition of the terminology “stress” is given by Selye as “a reaction to any situation or a response to stimulus that leads towards psychological, physical or behavioral divergence and it is a subjective feelings” (Rupali Arora, 2019). Workplace Stress Management now become a global phenomenon and a serious concerns for the organizations to retain the global competitiveness, according to reports by Health and Safety Executive-HSE (2020), recent years shows significant boost in anxiety, anger, fear and depression rates which are due to workplace stress, similarly the most recent Labor Force Survey’s findings of 2019-2020 show, that the depression and anxiety cases which are due to job stress or workplace stress was 828,000 in 2019-2020, it shows that the occurrence rate or the frequency rate is 2,440 per 100,000 workers, which is relatively higher number with respect to the previous period. The HSE report further depict that the loss faces by organizations in 2019-2020 due to work related stress is 17.9 million Working days (Labor Force Survey LFS-HSE, 2020).

It has been observed that the potential causes of the workplace stress are the events occurred at worksite and the environmental situations that lead towards the stress. Work related stress is the product of the unpleasant events occurred due to mismanagement, favoritism and biasness of the managers or organizations (Rizqi and Martano, 2019). This work stress negatively impact the employee performance and lead towards the project failures. Reoccurrence of such unpleasant events again and again create the sense of de-motivation and bring the employee morale down. A study proposed that any person’s judgment or assessment about the cause or reason about the events leads towards stress clearly shows their emotional reaction to that causes/ events, so it can is

stated that the capability to judge the events that cause stress clearly related with emotions ((Mani, Sritharan and Gayatri, 2014). Factors or causes of the workplace of job related stress include but not limited to heavy workload, long working hours, favoritism, internal politics, job insecurity, conflicts with boss and coworkers. Work load and stress now days becoming one of the major concern which cause decrease in productivity and efficiency of the project team. A behavioral change is the main and prime attribute of workplace-stress, and no of various factors contributes to the state of behavioral change which includes: increased work demand/ workload, conflicts, insufficient resources, or insufficient emotional support system or managerial support at workplace (Gayatri et al, 2014). Stressors for the stress and depression related to workplace can be poor work-design and work setting, lack of appreciation or recognition, favoritism and inequality, bureaucratic rigid culture and structure, office ergonomics/ functional design, inappropriate leadership style and poor management, conflicts and other adverse working conditions (Dr. Chandra Sekhar Patro , Dr. K. Sudesh Kumar, 2019). Sharma, E. (2015) also point out several reasons of workplace-stress that include but not limited to the leadership style or management structure, pathetic working conditions, job role ambiguity and vague job duties (Sharma, 2015). So far most of the current models lay emphasis on the implications for stress management interventions. Generally speaking the implication of the models to reduce the experience of work place stress has adopted 2 approaches. First, is the individual-level approach for the stress management, which emphasizes on treating the person by training, mentoring & counseling. Second is the organizational-level approach which emphasizes on the need and importance for the use of stress management interventions which mainly based on the restructuring & reshuffling of the work or job characteristics, e.g. It include job or task redesign (DeFrank & Cooper, 1987). Emma Donaldson, Joanna Yarker and Rachel Lewis (2011) in their book “managing stress in organizations: stated that “stress can be managed at different levels (organizational, managerial and individual) within the organization” (p 38-40). They further proposed that, the positive and supportive managerial behavior at workplace is the managerial-level stress-interventions in organization (Donaldson et al, 2011). This approach identified the managerial inclusive behaviors or the traits of the Inclusive Leadership that should exist within the workplace so that it allows the team leaders or managers to implement stress-management interventions at workplace effectively (Zarei Matin , Reza Razavi , Azimy & Emamgholizadeh, 2014).

1.1 Background of the Study

Workplace stress has got the main attention as an important occupational problem in 1980s and the level of attention was continuously increased in 1990s. In 1980s there were huge worker compensation claims due to workplace stress related illness. Work-related or organizational stress is the psychosocial demonstration that people have at the time when they confront with workloads and work-pressures which they are unable to manage or which is afar their knowledge and beyond their capabilities (Drem, Kubicek, Diestel, & Korunka, 2016). According to Moustaka Eleni, Malliarou and Constantinidis, (2015) workplace-stress leads toward the decrease in labor efficiency and capability to work effectively, and result in high level burnout in staff and increase turnover as well. Workplace-stress is natural and inexorable so its significant to mention here to some extent the stress to complete task is positive and it will motivate the person to perform, but here we are dealing and studying the level of stress which is not good and impact the productivity and the performance negatively. According to Rupali Arora, (2019) some positive stress leads toward motivated but it is only possible if the amount of that stress is reasonable and in positive direction to promote competition and motivation among employee, but if the situation is opposite and stress is high level then only a good and capable leader can understand the causes of stress in work-unit and know that how to reduce it (Rupali Arora, 2019).

Workplace-stress is now becoming a mounting dilemma because it badly affects the employee work life as well as their family life, so it is considered as a crucial factor that influencing the organizational wellbeing and employee health. It also affects the employee behavior and has a extensive affect on the employee's motivation, productivity and satisfaction and work-related stress causes a range of psychological problems which include but not limited to anxiety, irritability, anger, depression and tension which remarkably affect the employee satisfaction and motivation level to a significant extent (Dr. Chandra Sekhar Patro and Dr. Sudesh Kumar, 2019).

Specific work stressors and associated consequences have been identified in large numbers of studies, Cooper & Marshall (1976) and Hurrell & Murphy (1996) provide the basis for stress related studies and give the factors cause stress at workplace such as; workload or increased shift work, autonomous workplace, , adverse work environment, job insecurity, role conflicts & role ambiguity, responsibility-level or burden, promotion policies, , management or leadership style, organizational culture or structure,

communication pattern & participation in decision making. Job stress is one problem that often happens in organizations, work stress can happen due to several factors, namely a difficult and excessive workload, unfair and reasonable pressure and attitude of the leader, inadequate time and equipment, conflict between the person and the leader or workgroup and remuneration that is too low (Rizqi Nur Hafidhah, Dr.S.Martono,2019; Hasibuan,2013), Job stress have an effect on the physical, psychological, and individual behavior of employees and affect the performance of employees (Rizqi Nur Hafidhah, Dr.S.Martono,2019; Jankingthong & Rurkkhum, 2012). All these are the factors that cause workplace stress and must be addressed by managers or management so that employees or work teams feels valued and motivated and can give their 100% in their tasks which ultimately increase performance and project success.

1.2 *Gap Analysis*

Recent literature identifies the Workplace Stress as a serious and major concerns and this phenomenon take a more in-depth insight for its management by using a well-structured and systematic approaches or stress interventions (Harry Joy, 2020). Research has already been done in this regards in other countries to investigate the employees stress experiences in construction industry, such as a research conducted by Paul, Peter, Helen & Keith, (2014), to study the stress in construction industry and to examine the stress experiences of the professionals in construction Industry in South Africa, and they recommend to conduct the same research in other regions. So, Gap identified that there is a strong need to conduct the study in similar context in Pakistan as it is also proposed by Qi Liang, Mei-Yung and Shang Zhang (2021) in their Cross-Regional Study: in order to examine the critical factors for the management of the workplace stress in construction industry. In this research they stated that previous studies mainly based and focused on a single location and it is necessary to conduct the cross-regional study in this regards. It is recommended a quantitative future research with a widen sample in Construction Industry (Tope Femi Okuntade, 2015).

Rizqi Nur and Dr. Martono, (2019), study job stress with other variables such as organizational support and job performance, they proposed that related to work stress the company is advised to help employees to cope with their stress, for example by

coaching and training employees to help them reduce stress, and investigate the causes of work stress or stressors. The limitation in their study is that, they only examined the limited influence of workplace stress, perceived organizational support and organizational culture on employees of a specific organization (Tirta Moedal Semarang City). For further research they recommended to collect data from employees in banking, manufacturing, education, or other sectors so that results can be generalized. To address their recommendation this study was conducted for project-based organization in construction industry in Pakistan. Further they suggested that research can examine other variables that can affect employee performance, and can also examine more variables that can enable mediation or moderation (Rizqi Nur Hafidhah & S.Martono, 2019), for this study, more variables i.e. Inclusive Leadership and Organizational Culture as moderators and Team Performance as mediator. They further proposed that the future research should be sub-sector focused and even recommended an organization-focused research, by keeping this literature in mind this study is specifically for the projectize sector in construction industry, where the success of the project is strongly related with team performance & the wellbeing of that project team, and therefore it's very crucial for the project manager to manage the employee work related stress effectively. More specifically, a number of researchers have begun to discuss the potential benefits of inclusive leadership in managing increasingly diverse employees and recommend using inclusion or inclusive leadership style to cope work related stress (Randel, Dean, Ehrhart, Chung, & Shore, 2016). In this study I incorporate the Inclusive Leader and Organizational Culture as moderator which help in Workplace Stress Management and addressed the gap significantly.

The biggest problem we are facing in our every society is job-related stress and its affect upon the team performance and project success (Harry Joy, 2020). Current status and past practices in this regards helps us to make the comparison and root out the problem statement in current scenario that stress cannot avoided completely at workplace specifically in this modern work settings with goal to sustain competitiveness and cope with changing requirements and challenges, but at the same time such increased levels of chronic stress can lead to staff-burnout with momentous impact on employee health, satisfaction, wellbeing, productivity and overall performance level (Michelle Feldman, 2018). Psychological stress or mental burnout is mainly job-related and has great impact on employee productivity, so unhappy, dissatisfied and distressed

employees are unproductive and unable to perform well by using their full capabilities or potential to work (Drem, Kubicek, Diestel, & Korunka, 2016). One of the major challenges that is being confronting in almost all organizations is stress and its management (Harry Joy, 2020). It is summarized that huge studies available in context of workplace stress management but there is no study available that investigate the impact of workplace stress management on project success with mediating role of Team Performance and moderating role of Inclusive Leadership and Organizational Culture specifically in project-based organizations in Construction industry. The novelty in this study is to investigate the role of inclusive leadership to manage the employee work-related stress caused by elements related to poor managerial competencies and leadership style.

1.3 Problem Statement

In construction industry the project success is strongly depend on project team's performance & wellbeing of that team, and team performance is also affected by work related stress cause by many factors such as workload, favoritism, poor leadership of managerial in-competencies, role conflicts, role ambiguity, internal politics and bullying at workplace etc. so the problem which project managers in construction industry should take into account is to manage this work related stress which effect the team performance and ultimately contribute in project success in construction industry. The gap analysis suggests that, Workplace Stress Management influences the project success of project-based organizations in construction/ housing project industry at Rawalpindi Islamabad. The relationship of the Workplace Stress Management shall also needs empirical inquiry with the aspects of mediating role of Team Performance and moderating role of Inclusive Leadership and Organizational Culture upon the relationship of Workplace Stress Management and Project Success specifically in construction industry.

1.4 Research Objectives

Research objectives are the specific reasons to conduct the specific research. The main objectives of this piece of research derived from the problem statement are given below;

- 1.4.1** To investigate the relationship between Workplace Stress Management (WPSM) & Project Success.
- 1.4.2** To investigate the mediating role of Team performance (TP) upon the relationship of Workplace Stress Management and Project Success.
- 1.4.3** To investigate the moderating role of Inclusive Leadership, upon the relationship of Workplace Stress Management (WPSM) and Project Success.
- 1.4.4** To investigate the moderating role of Organizational Culture, upon the relationship of Workplace Stress Management (WPSM) and Project Success.

1.5 Research Questions

By reviewing the Research objectives, following a research questions are derived:

- 1.5.1** What is the relationship between Workplace Stress Management (WPSM) and Project Success (PS)?
- 1.5.2** What is the role of Team performance (TP) as a mediator among Workplace Stress Management (WPSM) and Project Success (PS)?
- 1.5.3** What is the role of inclusive leadership (IL) as moderator among Workplace Stress Management (WPSM) and Project Success (PS)?
- 1.5.4** What is the role of Organizational Culture (OC) as moderator between Workplace Stress Management (WPSM) and Project Success (PS)?

1.6 Research Significance

This research is remarkable addition to the project management's existing literature. The study also helps to understand the new dimensions of Stress Management at Workplace in the construction industry and highlight the importance of Inclusive leadership to eliminate the obstacles created by work related stress upon the Project

Success. The result of the study also assists in understanding the moderating role of organizational culture in the success of the project and to initiate such support system which leads toward training and coping session for employees to manage work-related stress.

This study is not only the addition in the existing literature on the Workplace Stress Management but also contributes in Team Performance, like it will create the sense of motivation and satisfaction in the project team.

Additionally, it helps to create awareness that the management either in public sector or in private sector have to align their system with employee's perspectives that leads towards the effective management of job related stress in order to bring creativity and increase productivity. In Pakistan there is a strong need to focus on mentoring, training, coaching & development of the employees and assist them to cope with stressful situations at workplace, it helps to increase the employee's morale, create sense of belongings in the organization that ultimately leads towards increase their performance and contribute a lot in Project Success. This helps the employees to manage workplace stress which ultimately increases Team Performance and contribute in Project Success. In addition, there is a lack of professionalism in most of the organization and managers not play the role of inclusive leaders and due to poor leadership, favoritism, internal politics, and unnecessary conflicts which contribute a lot in workplace stress. When the project managers play the role of inclusive leaders and treat the whole work unit with fairness, equality and respect it significantly help to increase the employees individual performance i.e. Employee turnover, employee loyalty and employee performance and that of work unit performance and loyalty as a whole.

Chapter 2

LITERATURE REVIEW

This section consists on the previous Literature review, brief discussion of the variables used in the study, theoretical analysis, supporting theories, approaches and models. Here in this study Workplace Stress Management (WPSM) is used as an independent variable and its impact is checked on a dependent variable which is project success. In this piece of research, Inclusive Leadership (IL) & Organizational Culture (OC) has been taken as moderators, and team performance (TP) plays mediating role between the dependent and independent variable's relationship. Furthermore, the impact of all these variables on each other is assessed, which help in development of hypotheses.

In recent years, workplace stress becomes the major occupational problem (Black, JK, Balanos, GM & Whittaker, A., 2017). Thus, workplace-stress management becomes important and gets the main attention because the entire major health problem related to work which has significant impact on workers and employees performance are the product of the work stress (Moustaka & Constantinidis, 2015). Workplace-Stress is a universal dilemma especially in public service industry for example management, social & health care, education, defense and administration. Furthermore, workload and work pressure which incorporate fixed deadlines, long working hours, extreme responsibilities and lack of administrative support & managerial guidelines, all these factors were recorded as the foundation for work related stress, anxiety, anger and depression (Buckley, P. 2015). Constant stressful job-demands, uncomfortable work environment and situations and the workloads which is beyond the employee's strength or abilities and knowledge are the basis of organizational or workplace stress (McTiernan & McDonald, 2015). Stress is basically an event or a stressful situation that occurs and pressurizes the person when there is a mismatch between resource demand and resource availability at work place. So, work-related stress is defined as an unevenness or imbalance between demand and availability of resources. Stress basically is an incident or an experience generated by work-pressure or demands on an individual that can have an impact their capability to respond that pressure as well as the aptitude to handle that pressure. Generally, stress is the product of work overload, a very

common incidence occurs in many office environments and worksites in addition of repetitive task and boring assignments which does not use any creative or innovative skills leads the workers to experience stress (McDonald, 2015). According to Rizqi Nur Hafidhah & S.Martono, (2019), performance can be improve in some way, first is by increasing the perception of perceived organizational support by employees such as company pays attention to working conditions and employee welfare. Second, by reducing the work stress level of the employee, both the organizational stressors and individual stressors should be managed by organization. Third, by improving the existing organizational culture in the company (Rizqi Nur Hafidhah, Dr.S.Martono, 2019). Furthermore, previous literature shed a light that there are basically two main stress management interventions. Which are; 1) individual level interventions (i.e. counseling, training etc) and 2) organizational level interventions (i.e. change the organizational culture, policies and strategies, job redesign etc), (Cary L Cooper, Brian Faragher, 2003).

2.1 Definitions of variables

Following variables are used in the research in order to investigate the Workplace-Stress Management impact on Project Success:

1. Workplace Stress Management (Independent Variable)
2. Team performance (Mediating Variable)
3. Project Success (Dependent variables)
4. Inclusive Leadership (Moderator)
5. Organizational Culture (Moderator)

2.1.1 Work place stress management (WPSM)

Stress Management are the actions and strategies that must be take into account to alleviate and decrease the stress-experiences for the affected employees in order to perform proficiently, according to Matin et al, (2014), one of the important factor that influence the workforce productivity and team performance is workplace stress and

large no of theories explained that how workplace stress affect the productivity and the performance of the work team, and it is also demonstrated by books and articles published in recent years that there is a significant of impact workplace-stress management on employee performance as this management of stress leads to increase in worker's performance-level (Matin et al, 2014).

With reference to the organizations the concept of stress not use alone, instead it is always combined by many notions i.e. performance, productivity, motivation, employee satisfaction & well being and career success etc. Work-related stress is defined as a reaction that is harmful and not nice and create undue force of pressure and demands on the people at workplace which they are unable to cope with (Kamaldeep Bhui, Sokratis , Magdalena Miecznik, Bertine & Stephen, 2016). Stress management techniques or interventions helps the person in psychological adaptation at the time when they are feeling stressful and also assist them by providing stabilizing factors and these stress management interventions/ techniques are includes the self management techniques, therapeutic and non-therapeutic techniques (Hoffmann, A, 2019). Prof Sandeep Kumar Gupta, Asst. Prof. Dr. Serdar Vural Uygun, Prof Chhabi Gupta, Dr. Abdulrahman Abdullah Najm, Dr. Amjed Bashir, Dr. Anirudh Bhowmick, Dr. Azmath Rukhsana, Dr. Chabi Gupta Dr. Chhabi Mohan, Dr. Chhaya Dubey, Dr. Devendra Kumar, Dr. Esra Sipahi, Dr. Erkin, Dr. Gourab Das, Dr. Harun Rashid, Dr. Preeti Singh, Dr. Rabi Kumar, Dr. Rama Rani, Dr. Rohit Koul, Dr. Sadhana Singh, Dr. Sadiq Mohammad and Dr. Wang Hui, (2020) stated in their book by name of "*Public Policy And Community Development In Stressful Situations*", that the prime cause of occupational problems and health issues is workplace-stress, and its consequences cause the lost of almost half of all working days and this lost is mainly linked with work-related ill health. That's why; the book mainly focuses on overwhelming impact of workplace-stress, they mentioned in this book that, the troubles or issues faced by the people after an exhausting event or situations, and such situations now become more rigorous and severe during the COVID-19 outbreak. So the effective stress-management and preventive measures to avoid such situations and exhausting experience lead towards the remarkable improvements at workplace and in organization as a whole, it will surely improve employee performance, decrease absence levels or absenteeism and turnover which ultimately helps to achieve strategic goals(Sandeep et al, 2020).

2.1.2 Team Performance (TP)

Project team is defined as a people's group working together in order to achieve the specific common goal. Team Performance is directly linked with Project Success and team performance is significantly affected by job or workplace stress, so by taking measures and adopting strategies to prevent, decrease and manage workplace-stress leads towards significant increase teams-performance in stressful situations (Femke Dijkstra, Renden, Martijn, Peter, Schoonmade, , van Schuppen and Anne de la Croix, 2021). The study of teams has traditionally focused on inter-team dynamics and what enables team members to work well together, study surprisingly found that factor such as skills, role and goal clarity, training and rewards were directly affecting the performance outcome of the team, Cross-functional team's performance is very crucial for the success of the project and no one can deny the role of high performance project team in project success (Ekin Topcu & Mert Duruk, 2019). Workplace-Stress has remarkable and considerable impact on organizations, especially on project team or employee health (Ratnawat & Dr Jha, 2014).

2.1.3 Project Success (PS)

Project Success is the basic and core concept of the study of project management but its definition is still elusive and there is no consistent interpretation of the term in the literature. According to Eskander M Howsawi, "project success means different thing to different people" but project success is the common goal for project manager and team regardless of the specific definition (Eskander M Howsawi, 2011). It is project manager's responsibility to define clear project success criteria to its team, and help them to get clear meaning of that criteria about the project objectives and success. Project success and performance is determined by multiple factors and depends purely upon its strategic goals or its objectives, according to Besteiro, Pinto, and Novaski (2015). Team performance and interpersonal skills of the managers are very crucial for the project success, as ultimately the project manager/ leader is accountable for project success and failure (Anderson & Sun, 2017). Similar to project leader, organization or organizational culture also play important role for the project success. According to Zilong , Zaman, Faiz, Qamar & Amin, (2020), project success has negative link with that of stressful and toxicated workplace-environment and organizational-support

moderate this link and give remarkable contribution in project success (Zilong Wang et al, 2020).

2.1.4 Inclusive Leadership (IL)

Despite discussions about the potential benefits of inclusive leadership, this is relatively less discussed topic and have less agreement/consensus about what is inclusive leadership is and how it can be measure in best way at any workplace (Randel, Dean, Ehrhart, Chung, & Shore, 2016). The research vicinity of inclusive leadership is comparatively young and there is a lack of consensus about what is inclusive leadership (Randel et al., 2016). Research found that inclusive leadership is a construct have various dimensions, that includes leadership behaviors of treating all work unit members with fairness, equality, and respect; encouraging integration of and synergy among all work unit members; and translating (i.e., compliance and implementation) organizational diversity and inclusion related policies and programs that support inclusion and prevent exclusion into explicit diversity and inclusion practices in the work unit (Hui Li, Yong Hang, 2017). There are growing evidences that inclusive leadership style have strong positive impact on individual employee-outcomes such as (intention to stay, loyalty, job performance, innovative & helping behavior) as well as work unit-outcomes (e.g., work unit turnover, work unit performance etc) (Choi, Tran, & Kang, 2017). As per JaeyongLee, MyungJin & MiYoungLee, (2017), Unlike other leadership styles, inclusive leaders directly address status and power differences among the members of their work place and in this way contribute a lot in managing the workplace stress which are the product such events happened due to favoritism and poor leadership. Tanachia Ashikali (2019), distinct inclusive-leadership and stated that, it is a set of traits or behaviors of the managers that seek to inspire, stimulate and motivate team members to adopt learning behaviors in regard to team diversity and to utilize team diversity in order to cognitively satisfy work unit members' need for uniqueness, and on the other hand facilitate the participation of all team members in order to affectively facilitate work unit members' feeling of belongingness (Tanachia Ashikali, T.2019). Leader inclusiveness is defined and stated that the leader who appreciate other for their contributions and also involves others in important discussion and decision

making in such matter where otherwise their perspectives may be absent and they are not allowed to give input (Hui Li, Yong Hang, 2017).

2.1.5 Organizational Culture (OC):

Culture of any organizational is basically the set of norms, values, believes, processes, practices, procedures and framework that direct the project team to perform and achieve strategic objectives & goals. Organizational belongingness is crucial for the employee to perform extra ordinary that leads the organization towards success and increase the productivity and profitability and it is the extent to which employees feels respectful and get valued by the organization or at workplace (Armstrong, Shakespeare & Shochet, 2016). Organizations must be able to build an organizational culture that can be accepted by all employees. To build a strong and acceptable organizational culture that support employee wellbeing at workplace definitely require a specific procedure, it is very important to align organizational culture with employee perspectives in order to improve employee performance (Rizqi Nur Hafidhah & S.Martono, 2019).

2.2 Theoretical Analysis

In this section the analysis is being done on the variables used in the study. The link and relationship has been discussed by considering the Workplace Stress Management (WPSM) as an independent variable, inclusive leadership & Organizational Culture as moderators, team performance as mediator and the project success as dependent variable.

2.2.1 Work Place Stress Management (WPSM) and Project Success

Definitive a project's success or failure and overall organizational success is directly linked with its employee performance (Ratnawat & Dr Jha, 2014). Productivity and profitability of the organization and project is determined with its success and it is observed that workplace stress have negative mental & physiological consequences that suffers the productivity and profitability in a significant way (Drem, R et al, 2016). So, by managing this stress level at workplace, profitability and productivity will be

increased. If employees feel relaxed and calm they are motivated to work hard and give their 100% in the task assigned to them which increases the chances of project success and decreases the project failure rate specifically caused by poor performance of employees due to work-related stress. Further effective stress management decreases the rate of absences which also contribute to project success. High levels of workplace stress lead toward failure, especially in project-oriented organizations it causes de-motivation among employees and eventually leads to absenteeism which affects the project success (Anđela Lipovac, 2020). As a result of increased levels of absenteeism and presenteeism important project tasks are delayed or stopped and cause economic costs to the organization and also badly impact the project success (Anđela Lipovac, 2020).

H1: WPSM has significant positive impact on Project Success.

2.2.2 (WPSM) and mediating role of Team Performance

Employee work performance or team performance is negatively affected by the stressors or stress factors which are related to work resources such as workload, role conflicts and organizational framework and other processes which affect the employee wellbeing and performance (McTiernan & McDonald, 2015). If workplace stress is effectively managed and there is a proper support system which helps the worker to manage their stress level and resolve their work-related issues, then it assures the outstanding project team performance which leads towards project success. Workplace stress increases employee turnover, affects loyalty, kills motivation, novelty and creativity, in most cases if such adverse work-stress is not handled by the managers in appropriate manners it compels the employees to quit or leave the organizations and increases (Chaiporn Vithessonthi and Amonrat Thoumrungroje, 2011). Team performance tends to depreciate in stressful situations; stress negatively affects team performance as under stress performance depreciates and if preventive measures and intervention strategies are adopted to manage workplace stress then it will have a positive impact on the team performance (Dijkstra et al, 2021). By managing stressful situations at the workplace team performance can be increased significantly. High performing project teams remarkably contribute to the project success. According to the results interpreted from a study conducted by I. Beileu et al in 2015, the weight-age of the impact of competent project team members on project success is 53.2% (Ioana Beileu, Emil

Crisan, Razvan Nistor, 2015). Organization's success does not only rely on its structure and strategies but also on the performance of the employee working for it (Rizqi Nur Hafidhah, Dr.S.Martono, 2019).

H2: Team Performance (TP) positively mediates the relationship between WPSM and Project Success.

2.2.3 (WPSM) and moderating role of Inclusive Leadership

There is strong evidence that inclusive leadership have direct and significant impact on organization's outcomes, as Inclusive leadership and team engagement and performance are positively correlated, further, Inclusive leadership is positively related to performance or work unit or team performance and negatively impact dysfunctional behavior of team (Lei Qi and Bing Liu, 2017). A quantitative study of 75 teams in an Australian hospital found that leader inclusiveness reduces the team differences increase collaboration among team and also team performance (Mitchell et al. (2015). If the relations between manager/leader and their subordinates are no good and healthy then it leads toward stressful situations and also impacts the outcomes and productivity (Akanji Babatunde, 2013). It is proposed that certain deviant behavior at workplace such as violence, threats, favoritisms, unsupportive work environment, lack of leaders support and isolation negatively impact the employee's performance (McTiernan & McDonald, 2015). Inclusive leaders have the capacity and ability to manage and lead the heterogeneous group of people or project team effectively. Such managerial role and leadership ensure that all members treated equitably, feel valued and sense of belongingness with organization and all the resources must have support so that can perform with their full potential. Prior studies identify the project leader to be a top predictor of project success (Anderson & Sun, 2017).

H3: Inclusive Leadership (IL) positively moderates the link between WPSM and Project Success

2.2.4 (WPSM) and moderating role of Organizational Culture

Most of the job or work-related stressors are the product of rapid change in organizational structure to attain sustainability in the changing world which also impacts the employee roles and responsibilities (McTiernan & McDonald, 2015). Organizational culture is very important for the management of workplace stress by molding its strategies and by make them individual- oriented. Organizations have to change its culture and make such strategies which focus on employee's well beings, as employees are the ultimate assets of any organization. Management have to launch such programs and training sessions time to time which help them to feel valued and ultimately have positive impact on their work performance and project success. Organizational culture is responsible to set the work processes and standard operating procedures which create the work environment which is easy or tough for the workers, such tough environment leads towards a condition called "Burnout-syndrome", which is simply the result of workload in modern changing work environment to remain sustainable globally (Canadas et al., 2015). The rapid change in global market and advancement in technologies put pressure on the organization to perform efficiently and meet higher standard to remain competitive, this organizational pressure ultimately shift on workforce in the form of increasing work hours, double shifts, workload, deadlines and targets, these stress elements create the sense of hopelessness among employees when over-targeted work and work load are beyond their knowledge and capabilities (McTiernan & McDonald, 2015). Organization has to adopt strategies that cope up such problems that will increase the project team performance and contribute significantly positive in the project success. In 2019 a study conducted by Rizqi Nur Hafidhah & S.Martono, showed that organizational culture or support have positive impact on employee performance and project success and the study conclude that to increase the performance there is need of organizational support (Rizqi Nur Hafidhah, Dr.S.Martono, 2019). Therefore, the organization must have a system that allows employees to give advice regarding the factors that cause stress to the organization (Rizqi N.et al, 2019). Work environment which is toxic have negative relation with team performance and project success, so organizational support play the moderating role and contribute a lot in the project success ((Zilong Wang et al, 2020).

H4: Organizational Culture (OC) positively moderates the relationship between WPSM and Project Success

2.3 Supporting Theory/Model

The supporting theory and model for this proposed research and for the conceptual study model of this research is given below;

2.3.1 Transactional Theory

The Transactional Theory was given first time by Cox & MacKay (1976); and it was suggested that the work strain or workplace stress is the product of the dynamic-interaction of diversified employees, the culture introduces and the leadership involved as a result. As this research aims to study the role of Inclusive leadership style in mitigating the Workplace Stress, so the philosophically of this theory related to the proposed model of the study. Since, research shows that it is environmentally best fit theory upon the various organization cultures and leadership styles especially the Transactional Leadership style at work and perceived knowledge & capabilities of the workers. According to this theory workplace stress is strongly linked with workplace scenarios and events at work. About this theory, Lazarus 1986, Lazarus and Folkman 1987 suggested that workplace stress is the product of individual/employee transaction with that of work environment which they perceive as threatening & challenging.

Besides the theory mention above there is approach or model of stress management which also support the conceptual study model of this research.

2.3.2 Tripartite Model for Stress Management

This model for stress management is given by Ashley, Cooper & Sutherland (2010), in their book by name of '*ORGANIZATIONAL STRESS MANAGEMENT*'- *A Strategic Approach*. The discuss the three (03) levels of the model, which are given below;

2.3.2.1 ***Primary interventions***: the model stated that the primary interventions basically work by changing the cause or the source of the stress. It focuses on altering and improving the organization, its culture and structure.

- 2.3.2.2 **Secondary interventions:** according to Tripartite model, secondary interventions attempt to eliminate or decrease the intensity and sternness of the degree of stress level, before it become worse and leads toward serious issue related to physical and mental health.
- 2.3.2.3 **Tertiary interventions:** basically tertiary interventions focuses to reduce the after effects and tends to assist those individuals or employees who already go through the stressful situations or already facing the occupational crisis, especially those employee who return to job or work after coping such stress at workplace.

Primary Stress Management interventions basically support the idea that organizations have to ask employees to identify and categorize the specific causes of stress related to organization, and then organizations consequently propose interventions to minimize the causes of work related stress. Secondary stress Management interventions intend to teach employees and make them more adaptive and develop such coping skills which assist them to interpret the stressors and try to cope with them, it's basically self-stress-management skills developed in work team so that they take such work conditions as challenge not threats, so that can get positive output. In this way organizations assist them by increasing job resources, their supposed locus/ span of control, and manage their appraisal of given stressors accordingly. While tertiary Stress Management interventions focus on the people who already going through stress, and help them to manage it by counseling and mentoring.

2.4 *Research Model*

In the following given research model, WPSM is causal variable (Independent), PS is predictor variable (Dependent), TP act as mediator and IL & OC both act a moderators.

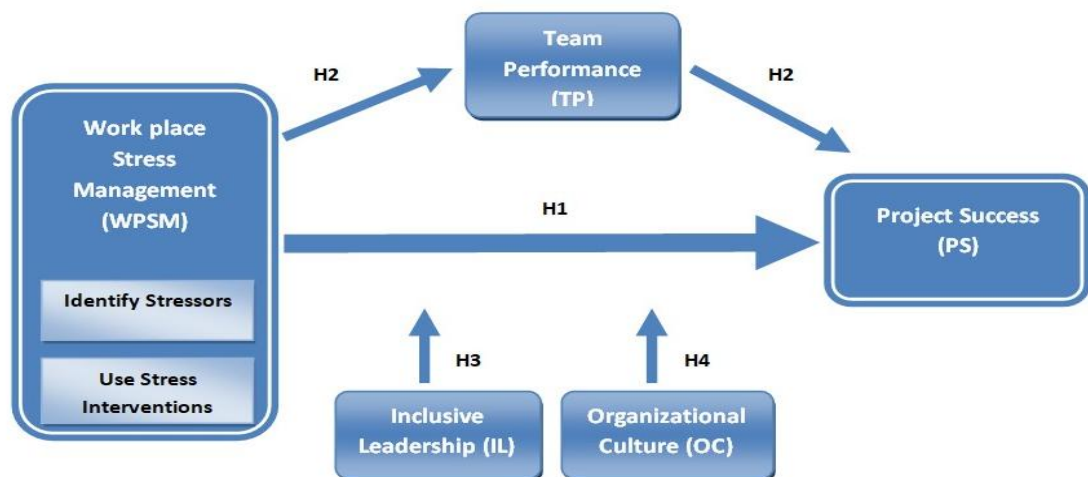


Figure 1: Conceptual Study Model

2.5 Hypotheses

H1: Workplace Stress Management (WPSM) has significant positive impact on Project Success.

H2: Team Performance (TP) positively mediates the relationship between Workplace Stress Management (WPSM) and Project Success

H3: Inclusive Leadership (IL) positively moderates the link between Workplace Stress Management (WPSM) and Project Success

H4: Organizational Culture (OC) positively moderates the relationship between Workplace Stress Management (WPSM) and Project Success

Chapter 3

RESEARCH METHODOLOGY

3.1 Introduction

This section consist on the research methods or methodology based on the model designed in previous section that have been used to explore the relationship among independent that is Workplace Stress Management (WPSM) and dependent that is Project Success with mediating role of Team Performance (TP) and moderating role of Inclusive Leadership (IL) and Organizational Culture (OC). This section explained the sampling techniques, type of study, size of sample, instrument used for data collection, analysis techniques & methods and ethics to conduct research etc.

3.2 Type of Study

The type of the study was relational or correlational, this study type basically based on non-experimental research method which just study the correlation or relationship between the variables by means of statistical analysis. In order to collect precise & accurate data and to dig up with appropriate findings, the project based organizations from construction industry in Rawalpindi & Islamabad was targeted.

3.3 Research Design

It is define as the framework or research techniques use by the researcher to conduct the research. Descriptive research answer the “what, where, how, who when” questions and describe social situations and events. In this study, specific problem and the relationship among variables have been investigated and described, thus it refers to as descriptive research in which “what” question was answered that what is the relationship among the variables and what was the effect of the Workplace Stress Management interventions on Project Success.

3.4 Methodology

Generally, the method for conducting the research categorized into two types; which are qualitative and quantitative. The methodology of this research was quantitative method as the data was collected in numerical form on 5-point Likert scale and then the findings have been presented in form of graphs, charts, tables etc.

3.5 Study Setting

In this study the participants have been selected from project based organizations of construction industry in Rawalpindi & Islamabad. Project team & project managers/leaders have been contacted for data collections. Questionnaire was the instrument to collect the data, due to the Covid restrictions and time limitations data was collected via Google forms.

3.6 Unit of Analysis

Generally, it is the entity, object or the individual that actually has been studied in the research. In this piece of research the analysis unit was based on project team, project managers, leaders and supervisors working in project-based organizations from construction industry involves in housing projects in Rawalpindi & Islamabad.

3.7 Population

In research, population is defined as a pool or a group of individuals from which researcher draw a statistical sample for the study. The target population in this study was consisting upon project team, project managers and team leaders. The estimated target population was 15,000.

3.8 Data Collection Plan

In research, data is of two types; primary data and secondary data. In this research, primary source of data has been used to collect information from respondent and Google form was the medium to collect data through questionnaires.

3.9 Sampling Size and Sampling Technique

In research, it is impossible to gather required data from each and every individual in the population because of time & resource constraints. That's why in order to make the research findings valuable and effective, a sample should be selected from the target population and this selected sample represents the whole population. It was planned to collect the data from multiple project based organizations located in Rawalpindi & Islamabad, and the sample size for my study was approximately of 375 individuals for population of 15,000. The sample size was calculated & verified using **Rao Soft Sampling Calculator**.

To gather data convenient sampling technique was used so that anyone available in the population can participate conveniently.

3.10 Questionnaire Design

The design of the questionnaires should be in such a way that it include reliable and valid questions so that address the research objective effectively. Demographic information consists on gender, age, education level, professional experience & job position etc. In this study the questions used for data collection was close ended. Questionnaires have been designed on 5-point Likert scale from 1 to 5 (**1 is strongly disagree & 5 is strongly agree**).

The body of the questionnaire was mainly consisted on demographics (gender & age etc.) and the variables that have been used in the study (WPSM, project Success, team performance, inclusive leadership & organizational culture). Google form was the

medium to circulate survey forms/ questionnaires to collect data. As according to Granello and Wheaton, there is no difference in the data either collected through online or by visits to the organizations (**Granello & Wheaton, 2004**).

3.11 Measuring Instrument

Table No 1: Measuring Instruments

Variables	Variable Type	Sources	Items
Workplace Stress - Management (WPSM)	Independent	(Crum, Salovey & Achor,2013; Minda J. Brown, 2019)	10
Project-Success	Dependent	(Um, 2018 and PBOs Questionnaires online)	7
Inclusive-Leadership	Moderator	(Inclusive leadership questionnaire (ILQ), Nembhard & Edmondson, 2006; Indvik, 1985)	15
Organizational-Culture	Moderator	(OCAI (Organizational Culture Assessment Instrument): Cameron and Quinn, 1999; Janna Patricia Olynick, 2014)	8
Team-Performance	Mediator	(Shaw, 2011)	8

3.12 Statistical Techniques

SPSS (version-26) have been used for regression and correlation analysis and to calculate variability (mean & standard deviation) and frequency. Further, Cronbach's alpha coefficient value was considered to measure the scale reliability. Further, 'Baron

& Kenny' mediation model was used via SPSS-26 in four steps to study the mediation analysis. For moderation Multiple-Regression Model was used, which is also called Moderated-Multiple-Regression MMR (Jose, 2013).

3.13 Research Ethics

Research ethics are the norms and values in order to regulate the scientific activities.

Following research ethics was considered while carrying out this study;

- 3.13.1 It was assured that researcher comply with recognized & documented norms of research ethics.
- 3.13.2 It was assured that research activities not harm the other.
- 3.13.3 It was assured that the secrecy & confidentiality have been retained for the information provided by the respondents in the research.
- 3.13.4 It was assured that the data obtained by the respondents only be used specifically for the current study only and not been passed to other to use in their studies.
- 3.13.5 Similarly, respondent's privacy and secrecy was the main concern.
- 3.13.6 Organization's confidential information have not been shared to anybody.

Chapter 4

DATA ANALYSIS AND RESULTS

This section basically includes reviewing the data and then screening, evaluating and cleaning the data set from all error before conducting analysis. Furthermore this chapter also includes the most important section of the research which is the data analysis to obtain the results/findings, so that the research Hypotheses can be rejected or accepted accordingly and to answer the research questions as well.

4.1 Data Screening

After data collection it must be screened for the purpose of identification and rectification for any error/issues such as missing values or aberrant/abnormal values because such errors can affect the results/findings of the analysis. So data should be accurate and error free for accurate analysis, for this purpose Missing Value Analysis (MVA), Outlier Analysis and Normality is conducted to screen out the data.

4.2 Missing Value Analysis

Missing values in the data can be a serious concern or a problem and can affect the outcome of the analysis especially when these missing values exceeds from 10% of total for any variable in collected data set. If such values present in data, SPSS provides different procedures/methods to deal with them such as pair wise deletion of response, list wise deletion and swapping with nearest mean etc. in our data set there is no missing value detected from 375 responses, all the responses were completed from all aspects.

Table No 2: Missing Data

Missing Data				
			Valid	Cumulative
	Frequency	Percent	Percent	Percent
Valid	375	100.0	100.0	100.0

Above tables shows that there were no missing values in our data set.

4.3 *Aberrant Value Analysis*

Those values in data set which are completely outside from the response categories or given range are called aberrant values or abnormal values. This issue arises due to human error or mistake during data entry process. It is basically the values above or below the specified scale or fall outside the specified range (e.g. value of 0, 6 or 7 in the 5-point Likert Scale from 1 to 5). In our data set all the values lies in specific defined category, within range and didn't find any aberrant value.

Table No 3: Aberrant Values

Statistics							
	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
(WPSM)	375	4.00	1.00	5.00	2.6352	.63624	.405
(PS)	375	4.00	1.00	5.00	2.6937	.65931	.435
(TP)	375	4.00	1.00	5.00	2.7587	.64978	.422
(IL)	375	3.87	1.13	5.00	2.4009	.62294	.388
(OC)	375	4.00	1.00	5.00	2.6603	.69055	.477

4.4 *Outlier's Analysis*

Statistically, outliers are the values or the data points in the data set which are extremely different from all other in data set. If outliers are in the range then it will not affect the outcome of the analysis & in SPSS it is denoted by small circle () and the extreme outlier points which can affect the data showed by star () and must require corrective actions (Deletion or Replacement) so that results cannot be affected by this issue. In our data set there are not extreme outliers, few outliers' presents but all are within the range and not required any correction.

Following table shows all the values along with their case numbers for all variables in data set, it shows that all the values within range from 1 to 5.

Table No 4: Outlier Values

Outlier Values

				Extreme	Outlier
		Case Number		Values	values
WORKPLACE STRESS MANAGEMENT (WPSM)	Highest	1	329	5.00	Not found
		2	339	5.00	
		3	55	4.20	
		4	3	4.00	
		5	37	4.00 ^a	
	Lowest	1	341	1.00	
		2	322	1.00	
		3	304	1.30	
		4	280	1.30	
		5	43	1.30	
PROJECT SUCCESS (PS)	Highest	1	329	5.00	Not found
		2	339	5.00	
		3	56	4.43	
		4	55	4.29	
		5	316	4.29	
	Lowest	1	322	1.00	
		2	304	1.00	
		3	254	1.14	
		4	341	1.29	
		5	69	1.29 ^b	
TEAM PERFORMANCE (TP)	Highest	1	329	5.00	Not found
		2	339	5.00	
		3	55	4.63	
		4	221	4.50	
		5	283	4.50	
	Lowest	1	322	1.00	
		2	304	1.00	
		3	50	1.13	
		4	43	1.25	
		5	69	1.50	

INCLUSIVE LEADERSHIP (IL)	Highest	1	329	5.00	Not found
		2	339	4.87	
		3	18	4.00	
		4	19	4.00	
		5	26	4.00 ^a	
	Lowest	1	322	1.13	
		2	304	1.13	
		3	297	1.13	
		4	280	1.13	
		5	253	1.27	
ORGANIZATIONAL CULTURE (OC)	Highest	1	329	5.00	Not found
		2	339	5.00	
		3	55	4.25	
		4	316	4.25	
		5	53	4.13	
	Lowest	1	322	1.00	
		2	304	1.00	
		3	341	1.13	
		4	320	1.13	
		5	280	1.13 ^c	

4.5 Normality Analysis

For correct analysis data should be normally distributed, for normal distribution analysis or to examine that data is in normal distribution Skewness & Kurtosis is used. According to Tabachnick & Fidell (2001) normal distribution of the data must have the specific range for Skewness and Kurtosis which is from +1 to -1 for Skewness and from +3 to -3 for Kurtosis respectively. Below table indicates that Skewness & Kurtosis values are within the range and on edge but not outside the range, so our data set is normally distributed.

Table No 5: Normality Statistics

Normality Statistics						
	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
(WPSM)	375	2.6352	.779	.126	.392	.251
(PS)	375	2.6937	.617	.126	.336	.251
(TP)	375	2.7587	.443	.126	.192	.251
(IL)	375	2.4009	1.445	.126	2.308	.251
(OC)	375	2.6603	.443	.126	.033	.251

4.6 Multicollinearity Analysis

For correct data analysis the data set should be free from multicollinearity, and this issue is caused by high correlation between variable. In order to check the multicollinearity in the data set, Variance Inflation Factor (VIF) is used and the value greater than 10 ($VIF > 10$) and Tolerance less than 0.10 (tolerance < 0.10) shows multicollinearity. Following table shows the values of Tolerance (1-R Square) and VIF ($1/\text{Tolerance}$). All the VIF values are less than 10 ($VIF < 10$) and Tolerance is above 0.10 so it means our data set didn't have multicollinearity issue.

Table No 6: Multicollinearity Analysis

Coefficients^a			
Model	Variables	Collinearity Statistics	
		Tolerance	VIF
1	PROJECT SUCCESS (PS)	.460	2.173
	TEAM PERFORMANCE (TP)	.567	1.764
	INCLUSIVE LEADERSHIP (IL)	.624	1.604
	ORGANIZATIONAL CULTURE (OC)	.403	2.480

a. Dependent Variable: WORKPLACE STRESS MANAGEMENT (WPSM) SCORE

4.7 Participants

The total number of respondents based on project managers, project teams, leaders & supervisors from project based organizations deals in housing projects in Rawalpindi and Islamabad was 375. The demographic data of participants is shown in following Tables (7 – 12). The demographic data were consisting on gender, professional experience, department, profession/ position, educational-qualification along their email addresses.

Table No 7: Statistics Summary

Statistics	
N	
Valid	375
Missing	0

Above table shows the total number of the participants 375 with no missing value.

4.8 Demographics Analysis

Demographics Analysis of the sample can be found in the tables below.

4.8.1 Gender

Total numbers of the participants were 375 in the study, 92% were men/ male and remaining 8% were women/female (Table 8)

Table No 8: Demographic Analysis (Gender)

Gender				Cumulative
	Frequency	Percent	Valid Percent	Percent
Female	30	8.0	8.0	8.0
Male	345	92.0	92.0	100.0
Total	375	100.0	100.0	

Findings shows that most of the participants were male, 92% and remaining 8% consist on female participants.

4.8.2 Department

Findings shows that most of the respondents from the Finance department (54.9%), and least number from HR (4.5%) and technical department (8.3%), because data collected from the offices not from the sites and mostly technical staff working on the sites. Other departments have admin (9.9%), Marketing (11.5%) and other (10.9%).

Table No 9: Demographic Analysis (Department)

	Department			Cumulative
	Frequency	Percent	Valid Percent	Percent
Admin	37	9.9	9.9	9.9
Finance	206	54.9	54.9	64.8
HR	17	4.5	4.5	69.3
Marketing	43	11.5	11.5	80.8
Technical	31	8.3	8.3	89.1
Any other	41	10.9	10.9	100.0
Total	375	100.0	100.0	

4.8.3 Experience

This demographic statistics represents that almost 60.3% participants have experience in the organizations from 5 to 10 years.

Table No 10: Demographic Analysis (Experience)

Experience				Cumulative
	Frequency	Percent	Valid Percent	Percent
< 5 years	44	11.7	11.7	11.7
5 -10 years	226	60.3	60.3	72.0
11-15 years	92	24.5	24.5	96.5
> 15 years	13	3.5	3.5	100.0
Total	375	100.0	100.0	

4.8.4 Designations

The following table represents the respondent's position or designation in the organization. Data shows that among the total respondents, 5.3% were Executives, 6.9% were managers, 8.8% were supervisors, 7.2 % were workers and 71.8 % were from others designations.

Table No 11: Demographic Analysis (Designations)

Designations				Cumulative
	Frequency	Percent	Valid Percent	Percent
Executive	20	5.3	5.3	5.3
Manager	26	6.9	6.9	12.2
Supervisor	33	8.8	8.8	21
Worker	27	7.2	7.2	28.2
Other	269	71.8	71.8	100.0

Total	375	100.0	100.0
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4.8.5 Educational qualification

Data in the following table represents that educational qualification of the participants, it shows that mostly respondents possess the Graduate Degree (72.3%), and others have Intermediate (7.2%), Matriculation (4.2%) and Post Graduate (16.3%).

Table No 12: Demographic Analysis (Educational Qualification)

Educational Qualification				Cumulative
	Frequency	Percent	Valid Percent	Percent
Post Graduate	61	16.3	16.3	16.3
Graduate	271	72.3	72.3	88.6
Intermediate	27	7.2	7.2	95.8
Matriculation	16	4.2	4.2	100.0
Total	375	100.0	100.0	

4.9 Scale Description and Reliability

We have total 48 items in our scale. Workplace Stress Management (WPSM) consists on ten (10) items coded as from WPSM1 to WPSM10. Similarly, Project Success (PS) has total seven (07) items coded as PS1, PS2 and up to PS7. Team Performance (TP) has eight (08) total no of items which are coded as TP1, TP2, and TP3 and so on up to TP8. Similarly, Inclusive Leadership (IL) consists on fifteen (15) items named as IL1, IL2 and up to IL15. Organizational Culture (OC) has eight (08) total no of items which are coded as OC1, OC2 and up to OC8. The Cronbach's alpha (α) value along other information is listed in front of all items. WPSM have Alpha value ($\alpha=0.896$), PS ($\alpha=0.870$), TP ($\alpha=0.873$), IL ($\alpha=0.942$) and OC ($\alpha=0.898$), All the value of Alpha (α) greater than acceptable values its means our scale is reliable.

Table No 13(a): Reliability Analysis

Scale Reliability						
	N	Mean	Std. Deviation	Variance	No of Items	Alpha (α)
(WPSM)	375	2.6352	.63624	.405	10	0.896
(PS)	375	2.6937	.65931	.435	7	0.870
(TP)	375	2.7587	.64978	.422	8	0.873
(IL)	375	2.4009	.62294	.388	15	0.942
(OC)	375	2.6603	.69055	.477	8	0.898

Table No 13(b): Scale Reliability Summary

Summary			
		N	%
Cases	Valid	375	100.0
	Excluded	0	.0
	Total	375	100.0

Cronbach's Alpha (α) have the value range from 0 to 1, more the value means more internal consistency. Value of alpha above 0.7 means more consistent and value less than 0.7 means less consistent, and the value from 0.6 to 0.7 is questionable, value from 0.5 to 0.6 is poor and below 0.5 is unacceptable (Nunnally & Bernstein 1994).

4.10 Descriptive statistics

Descriptive statistics are basically the brief descriptive coefficients that describe and summarize a given data set, which is a representation of the entire population.

Descriptive statistics consist on the measures of central tendency and variability or spread. Descriptive statics of the data such as Mean, Median, Mode, Range and Standard- Deviation is given in the Table below;

Table No 14: Descriptive Statistics

		Descriptive Statistics				
		(WPSM)	(PS)	(TP)	(IL)	(OC)
N	Valid	375	375	375	375	375
	Missing	0	0	0	0	0
Mean		2.6352	2.6937	2.7587	2.4009	2.6603
Median		2.5000	2.5714	2.6250	2.2000	2.5000
Mode		2.00	2.00	2.00	2.00	2.00
Std. Deviation		.63624	.65931	.64978	.62294	.69055
Variance		.405	.435	.422	.388	.477
Range		4.00	4.00	4.00	3.87	4.00
Minimum		1.00	1.00	1.00	1.13	1.00
Maximum		5.00	5.00	5.00	5.00	5.00

It is represented that all the variables have mean 2.6352, 2.6937, 2.7587, 2.4009 and 2.6603, values shows small differences in decimal points only. So as the mean represents the center of the data and the table show the central tendency of each variable. Similarly median shows the midpoint or the middle of the data set as 2.50, 2.57, 2.62, 2.20 and 2.50 respectively. Mode in the table is equal to 2 for all variables and it indicates the value occur most frequently in data set. Values of standard deviation (SD) are 0.63624, 0.65931, 0.64978, 0.62294 and 0.69055 respectively, and it indicates that data points have low dispersion and tends to be more close to the mean or center, as low standard deviation means less dispersion from the mean and higher standard deviation means more dispersion from the center value. Similarly variance gives the measure that how the data is spread from the mean or central point and greater variance means greater spread and low variance means low spread. Range gives the difference between the smallest and the largest data values. Smallest value is 1 and the largest value is 5 and thus the range is 4.

4.11 Correlation

Following table shows the values of Pearson Correlation (r) among the variables. Correlation coefficient (r) or Pearson Correlation coefficient shows the relationship its direction and strength among the variables. Any value of ($r > 0$) means positive, value of ($r < 0$) means negative and value ($r = 0.0$) means no relationship. Following tables show correlation among all variables of this study.

Table No 15: Correlation

Pearson Correlations Coefficients					
	WPSM	PS	TP	IL	OC
WPSM	1				
PS	.692**	1			
TP	.523**	.542**	1		
IL	.625**	.520**	.519**	1	
OC	.657**	.712**	.612**	.552**	1

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

Above table shows significant positive relationship among the variables as all the values equal or greater than 0.5 and all are positive.

4.12 Hypothesis Testing

The research has four (04) Hypotheses in total. First hypothesis was related to the direct effect of Workplace Stress Management on Project Success (H1). The second hypothesis was related to the mediation of Team Performance in this relationship between X and Y variable (H2). The next two hypotheses were related to the moderation of Inclusive Leadership (H3) and Organizational Culture (H4) in this relationship of Workplace Stress Management and Project Success.

4.12.1 Regression Analysis

Simple linear regression is done to check the direct effect between independent (WPSM) and dependent (PS) Variables.

Table No 16(a): Linear Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.692 ^a	.478	.477	.47686

a. Predictors: (Constant), WORKPLACE STRESS MANAGEMENT (WPSM) SCORE

In above table (R= 0.692) that represents the positive correlation between WPSM & PS (X & Y), as the range for value of R is (-1 to +1) , negative sign shows negative relations positive sign shows positive relation and zero represents no relation at all. R square is simply the square of the Coefficient R (0.692) which shows the percentage of the variation and will tends to increase in case we add more predictors (as in moderation). The value of Adjusted-R-square used to generalize the model, and ideally for generalization this value must be close to the value of R-square, and in above table the value of adjusted R square is equal to (0.477) which is very close to the value of R square (0.478). So the quality of the model is quantify by the values of R Square & Adjusted-R-Square.

Table No 16(b): Linear Regression ANOVA

ANOVA^a						
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	77.758	1	77.758	341.957	.000 ^b
	Residual	84.818	373	.227		
	Total	162.576	374			

a. Dependent Variable: PROJECT SUCCESS (PS) SCORE

b. Predictors: (Constant), WORKPLACE STRESS MANAGEMENT (WPSM) SCORE

ANOVA table represents that model is Significant (p=0.000).

Table No 16(c): Linear Regression Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	.805	.105		7.664	.000
	(WPSM) SCORE	.717	.039	.692	18.492	.000

a. Dependent Variable: PROJECT SUCCESS (PS) SCORE

Above table shows the value of constant is 0.805 (0.81) and for Independent variable (WPSM) is 0.717 (0.72). Standard error shows the average distance that the observed values fall from regression line and ideally it should be less than 0.5 (5%), in above table Std. Error is below 0.5 which is ideal. Similarly (t) value gives the measure that how many standard deviations our coefficient is far away from zero, it is calculated by dividing the coefficient value B by Std. Error, and ideally (t) value is greater than +2 and less than -2 is acceptable. Above table shows the value greater than +2 its means higher the t-value greater the confidence we have in coefficient.

Overall the model is significant with value (P= 0.000). Following graph also represent the regression line which shows positive linear relationship between X & Y (WPSM & PS).



Figure 2: Linear Regression Model

Hence the first hypothesis (H1) accepted.

H1: Workplace Stress Management (WPSM) has significant positive impact on Project Success.

4.12.2 Mediation Analysis

Barron & Kenny's mediation model is used by SPSS. According to this model the mediation analysis done in multiple steps using Regression. Step one shows that causal variable must correlate with outcome variable. Step 2 shows casual variable correlated with mediator, if it is not cannot go for further analysis. Step 3 shows mediator correlate with outcome variable. Step 4 shows the total effect with mediation and without mediation to find out that mediator completely mediates the x and y relationship or partially. In this model step 1 and step 2 use simple linear regression while step 3 and step 4 uses multiple regression

STEP1:

In direct effect ANOVA table shows model is significant with value $p=0.000$

Table No 17(a): multiple Regression (direct) ANOVA

ANOVA ^a						
		Sum of				
	Model	Squares	df	Mean Square	F	Sig.
1	Regression	77.758	1	77.758	341.957	.000 ^b
	Residual	84.818	373	.227		
	Total	162.576	374			

a. Dependent Variable: PROJECT SUCCESS (PS) SCORE

b. Predictors: (Constant), WORKPLACE STRESS MANAGEMENT (WPSM) SCORE

To check the value of beta in this direct link we have to analyze the coefficient, in below table the value is 0.717 and it is represented by C in figure No 3.

Table No 17(b): multiple Regression (direct) Coefficients

		Coefficients ^a				
		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.805	.105		7.664	.000
	(WPSM) SCORE	.717	.039	.692	18.492	.000

a. Dependent Variable: PROJECT SUCCESS (PS) SCORE



Figure 3: Linear Regression Direct Path

STEP 2:

In step 2 effect of WPSM on the mediator which is Team Performance (TP) to find out the path (a), following table shows the results.

Table No 17(c): multiple Regressions (Path-a) ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.241	1	43.241	140.658	.000 ^b
	Residual	114.668	373	.307		
	Total	157.909	374			

a. Dependent Variable: TEAM PERFORMANCE (TP) SCORE

b. Predictors: (Constant), WORKPLACE STRESS MANAGEMENT (WPSM) SCORE

ANOVA table shows that shows model is highly statistically significant (P=0.000).

Table No 17(d): multiple Regressions (Path-a) Coefficient

		Coefficients ^a			
--	--	---------------------------	--	--	--

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.350	.122		11.055	.000
	(WPSM) SCORE	.534	.045	.523	11.860	.000

a. Dependent Variable: TEAM PERFORMANCE (TP) SCORE

The beta value is 0.534 which represents that WPSM has significant impact on the mediator (TP) and this value shows the path (a) in the following figure No 4.

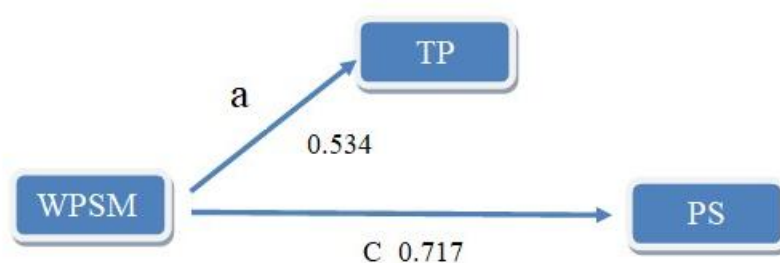


Figure 4: Linear Regression Path (a)

STEP 3:

In third step according to Barron & Kenny's model the path (b) will be analyzed, to find the path (b) we have to control the independent variable so take both the independent variable and the mediator as predictor, following table shows the result.

Table No 17(e): multiple Regression (Path-b) Coefficients

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.466	.116		4.017	.000
	(WPSM) SCORE	.582	.044	.562	13.370	.000
	(TP) SCORE	.251	.043	.248	5.896	.000

a. Dependent Variable: PROJECT SUCCESS (PS) SCORE

Value of beta for mediator is (0.251) and shows highly statistically significant with $P=0.000$, and this is the value of path (b), and the Beta value of direct effect between WPSM & PS now become (0.582) which is still significant but less as compared to previous results in step 1 which was (0.717), as shown in following figure;

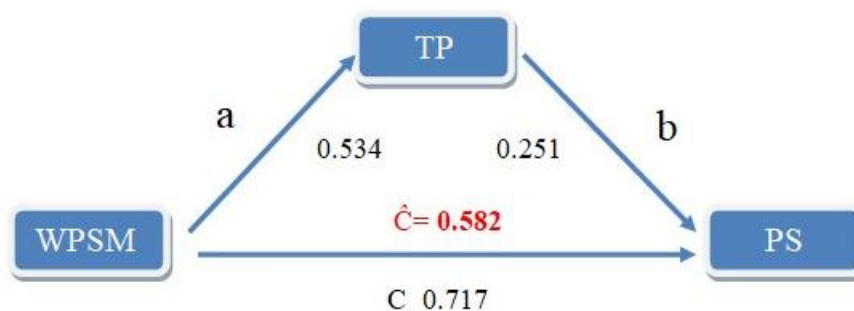


Figure 5: Linear Regression Path (a) & Path (b)

STEP 4:

In last step total effect will be checked by using the direct effect and direct effect, as shown by following equation;

Total effect without mediation = 0.717

Total effect with Mediation;

Total Effect = Direct Effect + Indirect effect

$$c = c' + ab$$

$$0.717 = 0.582 + (0.534)(0.251)$$

$$0.717 = 0.582 + 0.134034$$

$$0.717 = 0.717$$

Above tables, figures and calculations shows that Team Performance partially mediates the relationship between WPSM & PS as the value of beta after involving mediator didn't become zero as in the case of complete mediation, instead it will decrease in magnitude from 0.717 to 0.582, so the mediation is partial.

Hence the second hypothesis (H2) accepted.

H1: Team Performance (TP) positively mediates the relationship between Workplace Stress Management (WPSM) and Project Success

4.12.3 Moderation Analysis

The study also analyzed the moderating effect of Inclusive Leadership (IL) and Organizational Culture (OC) in the relationship between Workplace Stress Management (WPSM) and Project Success (PS). The moderation is basically a type of regression analysis called Linear Multiple Regression Analysis in which researcher actually explains the influence or impact of one variable (independent) on the other variable (dependent) under the influence of third variable (moderator). In current research two moderators involve as Inclusive Leadership and Organizational Culture.

4.12.3.1 Moderated Multiple Regressions for Inclusive Leadership (IL):

The analysis is done by using multiple regression analysis to study the third hypothesis (H3) and to answer the third research question. The below tables presents the findings;

Table No 18(a): Moderated Multiple Regression Model Summary

Model Summary									
Model	R	R Square			Std. Error of the Estimate	Change Statistics			
		R Square	Adjusted R Square	Change		F	Change	df1	df2
1	.692 ^a	.478	.477	.47686	.478	341.957	1	373	.000
2	.701 ^b	.491	.488	.47176	.012	9.109	1	372	.003

a. Predictors: (Constant), WORKPLACE STRESS MANAGEMENT (WPSM) SCORE

b. Predictors: (Constant), WORKPLACE STRESS MANAGEMENT (WPSM) SCORE, INCLUSIVE LEADERSHIP (IL) SCORE

In above table value of R increases from 0.692 to 0.701 both shows the positive relations. But in model (1) before involving moderator its value is 0.692 which increases to 0.701 after involving inclusive Leadership as a moderator, it shows

relationship enhanced or strengthens after introducing variable as a moderator. The value of R Square analyzed to understand the effect of the moderator or the significance of the moderator. In above table of Model Summary the change in R square shows increase in variation by the addition of moderator in the relationship from 0.478 to 0.491. The value of this change called R-square change which is 0.012 or 1.2% and this is the percentage increase after involving moderation and the relation is statistically significant as $p=0.003$

F-change values based on F-test and this is use to determine the significance of R-square change, so F-change values in above table also represents that the variable (moderator) added in the step improves the prediction significantly.

Table No 18(b): Moderated Multiple Regressions ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	77.758	1	77.758	341.957	.000 ^b
	Residual	84.818	373	.227		
	Total	162.576	374			
2	Regression	79.786	2	39.893	179.249	.000 ^c
	Residual	82.790	372	.223		
	Total	162.576	374			

a. Dependent Variable: PROJECT SUCCESS (PS) SCORE

b. Predictors: (Constant), WORKPLACE STRESS MANAGEMENT (WPSM) SCORE

c. Predictors: (Constant), WORKPLACE STRESS MANAGEMENT (WPSM) SCORE, INCLUSIVE LEADERSHIP (IL) SCORE

Table No 18 (c): Moderated Multiple Regression Coefficients

Coefficients ^a							
Model	B	Unstandardize	Standardized	t	Sig.	Collinearity	VIF
		d Coefficients	Coefficients			Statistics	
		Std.	Beta			Toleranc	
		Error				e	

1	(Constant)	.805	.105		7.664	.000		
	(WPSM) SCORE	.717	.039	.692	18.492	.000	1.000	1.000
2	(Constant)	.686	.111		6.169	.000		
	(WPSM) SCORE	.624	.049	.602	12.699	.000	.609	1.642
	(IL) SCORE	.151	.050	.143	3.018	.003	.609	1.642

a. Dependent Variable: PROJECT SUCCESS (PS) SCORE

Above ANOVA & Coefficient tables give the same results as discuss above, here the thing added in table is collinearity Statistics as tolerance and Variance Inflation Factors (VIF). Value for VIF greater than 5 ($VIF > 5$) is bad and alarming sign that there is poor estimated coefficients and also make the P value questionable. Value for VIF between 1 and 5 means moderate correlation between independent and other variables. But here the VIF is almost 1 which means no multicollinearity issue in our model. And Inclusive Leadership significantly moderates the relationship between WPSM & PS (X & Y). Hence the third hypothesis (H3) accepted.

H3: Inclusive Leadership (IL) positively moderates the link between Workplace Stress Management (WPSM) and Project Success.

According to findings above mention hypothesis (H3) accepted and it is proved that Inclusive Leadership moderates the relationship positively with $P=0.003$, result is highly significant.

4.12.3.2 Moderated Multiple Regressions for Organizational Culture (OC):

The analysis is done by using multiple regression technique to study the fourth and last hypothesis of the study (H4) and to answer the fourth research question. The below tables presents the findings;

Table No 19(a): Moderated Multiple Regression Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F	df1	df2	
1	.692 ^a	.478	.477	.47686	.478	341.957	1	373	.000
2	.772 ^b	.595	.593	.42052	.117	107.629	1	372	.000

a. Predictors: (Constant), WORKPLACE STRESS MANAGEMENT (WPSM) SCORE

b. Predictors: (Constant), WORKPLACE STRESS MANAGEMENT (WPSM) SCORE, ORGANIZATIONAL CULTURE (OC) SCORE

Above model summary shows first row value before the moderation of OC and second row after involving the moderation effect. Value of (R) shows clear increase from 0.692 to 0.772 which means moderator has the positive effect and the relationship strengthens after introducing OC as a moderator and $P=0.000$ which shows highly statistically significance.

R Square shows increase in variation from 0.478 to 0.595 and R Square Change also shows that 0.117 or 11.7% increase in variation after involving the moderation in the relationship.

Table also represents that the moderator added in the step improves the prediction significantly as the F-change value is 0.000.

Table No 19 (b): Moderated Multiple Regressions ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	77.758	1	77.758	341.957	.000 ^b
	Residual	84.818	373	.227		
	Total	162.576	374			
2	Regression	96.792	2	48.396	273.670	.000 ^c
	Residual	65.784	372	.177		
	Total	162.576	374			

a. Dependent Variable: PROJECT SUCCESS (PS)

b. Predictors: (Constant), WORKPLACE STRESS MANAGEMENT (WPSM)

c. Predictors: (Constant), WORKPLACE STRESS MANAGEMENT (WPSM), ORGANIZATIONAL CULTURE (OC)

Table No 19 (c): Moderated Multiple Regression Coefficients

Coefficients					
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics

		Std.		Beta	Tolerance	VIF
		B	Error			
1	(Constant)	.805	.105		7.664	.000
	(WPSM) SCORE	.717	.039	.692	18.492	.000
2	(Constant)	.467	.098		4.753	.000
	(WPSM) SCORE	.407	.045	.393	8.986	.000
	(OC) SCORE	.433	.042	.454	10.374	.000

a. Dependent Variable: PROJECT SUCCESS (PS) SCORE

H4: Organizational Culture (OC) positively moderates the relationship between Workplace Stress Management (WPSM) and Project Success.

According to above analysis and findings hypothesis (H4) accepted and it is proved that Organizational culture (OC) moderates the relationship positively with $P=0.000$, result is highly significant and positive.

It is concluded that the results from Table 18(a) to 19(c) have shown that IL and OC positively moderates the relationship between WPSM and PS. Both (IL) & (OC) have the positive values its means both of them strengthen the relationship between the Independent and Dependent variable and provides support to hypothesis H3& H4.

4.13 Hypotheses Results

Table No 20: Hypotheses Results

Hypotheses Results

Hypothesis	P	Result
H1	0.000	Hypothesis Accepted
H2	0.000	Hypothesis Accepted
H3	0.003	Hypothesis Accepted
H4	0.000	Hypothesis Accepted

4.14 Summary

It is summarized that the results of data analysis of the survey tool is presented in this chapter. First of all collected data is analyzed to make it error free in order to assure the

accuracy of the findings. There is no proof of missing values, aberrant values and outliers present in our data set. Our data is normally distributed and free from multicollinearity. Then demographics characteristics represented by frequency distribution. Demographic analyses show that most of the participants were males (92 %) and mostly from finance department (55%), have experience of 5-10 years (60%) and possesses Graduation degree (72%). Scale reliability shows the value of Alpha (α) is 0.9 shows excellent internal consistency. Pearson Correlations Coefficients (r) shows the values greater than 0.5 which means all the variables are strongly correlated with each other. Then analysis done to test the hypotheses, linear regression between X & Y shows the constant value of 0.81 and slope of 0.72 and overall value of R is 0.692 which shows X has positive and significant impact on Y and hence H1 accepted. Similarly, Barron and Kenny's mediation model is used to check the mediation in four (4) steps by multiple regression and the results shows that mediator (TP) partially mediated the relationship between X & Y. hence the findings of mediation analysis accept the H2. For moderation analysis Moderated-Multiple-Regression analysis is used and the findings support the H3 & H4 as well.

Chapter 5

CONCLUSION & RECOMMENDATIONS

This chapter mainly consists on the discussion on research questions, conclusions, implications, limitations and future recommendations.

5.1 Discussion

5.1.1 Discussion on Research Question 1

The findings and the results in chap 04 answered the first research question (Q1).

Q1: What is the relationship between (WPSM) and Project Success (PS)?

After data analysis in previous chapter, it is concluded that Workplace Stress Management (WPSM) has significant & positive impact on Project Success (PS). The correlation results also indicate that Workplace Stress management and Project Success are correlated positively. Regression-analysis also shows that X (WPSM) has a positive and significant relationship with Y (PS).

5.1.2 Discussion on Research Question 2

Data analysis & results also answered the second research question (Q2).

Q2: What is the role of Team performance (TP) as a mediator among Workplace Stress Management (WPSM) and Project Success (PS)?

Baron and Kenny's mediation model was used and after analysis it is concluded that Team Performance (TP) partially mediates the relationship between the WPSM & PS (X & Y).

5.1.3 Discussion on Research Question 3

Findings in chap 04 and the results of Moderated-Multiple Regression (MMR) answered the third research question (Q3).

Q3: What is the role of inclusive leadership (IL) as moderator among Workplace Stress Management (WPSM) and Project Success (PS)?

With the finding the above mentioned research question is answered that Inclusive Leadership plays the role of moderator and strengthen the relationship between Workplace Stress Management (WPSM) and Project Success (PS).

5.1.4 Discussion on Research Question 4

Q4: What is the role of Organizational Culture (OC) as moderator between Workplace Stress Management (WPSM) and Project Success (PS)?

In the light of analysis results and the findings in previous chapter the above mentioned research question is answered in a way that Organizational culture (OC) plays the role of moderator and strengthen the relationship between Workplace Stress Management (WPSM) and Project Success (PS).

5.2 Practical Implications

There is a limited time or a specific time line for the completion of projects in project-based organizations. So project manager and team have to follow and complete the project within schedule limit to perform efficiently and effectively. Furthermore, the project sites especially in construction industry are located far away from their houses, friends & family which increase in their stress level, and toxicated or stress full work environment make it worse. Results/ findings of this research have significant and remarkable practical implications related to the project manager's inclusive behavior to manage work related stress which is caused by poor managerial competencies or poor leadership. By playing the role of Inclusive Leaders or by treating the whole work unit equally, the project managers can manage work-related stress elements such as favoritism, workload, role conflicts and role ambiguity which are directly related with poor-managerial skills. Secondly, this study provide the basis that organizations should have to build such strong support system which is accepted by all employees and culture of the organization must be align with employee's perspective so that the moral of team can increases by this psychological support. Thirdly, organizations must have to create the sense of belongingness for the project team in this way they feel valued and respected at their workplace; this will increase their level of satisfaction and motivation and increase productivity. Fourthly, sports activities and training sessions should be conducted by management to ensue the employees well being. Lastly, these positive

steps taken by project manager and the organization as a whole at their top-level helps to create and sustain positive and friendly work-environment which increase the productivity of the team and profitability for the organization.

5.3 *Theoretical Implications*

The findings of the research conducted can contribute both in local and international context and in the literature of project management as a whole. The findings of the study can provide the new dimensions in literature of project management and help to modify the way of management to cope with stressful situations. The findings of the will study also assist in making & developing the stress management interventions and also provide the understanding of its connection with employee performance, turnover, loyalty and the performance of the organization as a whole.

5.4 *Limitations & Further Recommendations*

Even though this research provides valuable implications and contributes for both practice and theory, but there are still some areas that recommended for future work on the topic. First, data should be collected from wider sample and from other sectors such as banks, private schools and health sector which facing stress and depression due to nature of job (Health sector/ hospitals) or competition in the market (Banks, Private schools). Second, future research should collect real time data at workplace to record real responses, as due to time limitation and covid restriction in this study data is collected via Google-form and most of the employees fill form after office hours when they were at their homes and feel relaxed, so workplace stress related questions may be answered well when they are actually at their workplace or in their offices. Thirdly, the time available to conduct this research was limited or there were time restrictions, so the data was collected from a sample based in one geographical area as in Rawalpindi/Islamabad. Future research can address this by collecting the data from the respondents who are geographically dispersed to generalize the results. Fourthly, this research in conducted at a basic/general level to investigate the effect of Workplace Stress Management on Project success, future research can be more specific and can be based of different types of interventions which manager can use to manage workplace or work-related stress.

5.5 Conclusion

After above discussion it is concluded that the research questions were successfully answered by the study in order to investigate the affect/impact of Workplace Stress Management (WPSM) upon Project Success (PS) with mediating role of Team performance (TP) and moderating role of Inclusive Leadership (IL) & Organizational Culture (OC). After analysis it is concluded that the stated research objectives met successfully. Analysis findings support all the Hypotheses and answer all the research questions remarkably.

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ANNEXURE-I

Questionnaire

Dear Respondent,

I am Tabassum Shaheen, pursuing Masters in Project Management from Bahria University Islamabad Campus. I am conducting a research titled '*Workplace Stress Management & Project Success: Role of Team Performance, Inclusive Leadership and Organizational Culture*'. The conclusion of the research would be beneficial to the individuals, especially the construction oriented organization and society at large. Kindly help me by responding to the statements in the following questionnaire. Your responses will be of great importance in find out the relations of the titled research paper.

On the following pages you will find several kinds of questions and instruction to response them according to the instructions carefully. It would take around 20 focused minutes to complete the entire questionnaire. Please ensure to answer *all* the questions and you have to choose the one option that you seem appropriate.

Take your time, but please be completely honest with your answers. Your answers will be treated in strict secrecy and confidentiality; and will only be used for research purposes.

Thanks and Best Regards,

Tabbzzz1108@gmail.com

SECTION I

Respondents Information: Please tick the relevant box.

GENDER: Male Female

DEPARTMENT: HR Finance Marketing Technical Admin Any other

EXPERIENCE: Less than 5yr 5- 10 yrs 11-15 yrs above 15 yrs

POSITION: Worker Supervisor Manager Executive

EDUCATIONAL QUALIFICATION: Less than Matric Matri c
Intermediate

Graduate Post Graduate

SECTION II

Please tick the appropriate box.

Following relevant choices will be considered in the given questionnaire:

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

	<i>Inclusive Leadership</i>	1 SD	2 D	3 N	4 A	5 SA
1	My manager makes training opportunities equally accessible to all work unit members.	1	2	3	4	5
2	My manager makes challenging assignments equally accessible to all work unit members.	1	2	3	4	5
3	My manager makes him/her-self equally accessible to all work unit members.	1	2	3	4	5
4	My manager makes resources equally accessible to all work unit members.	1	2	3	4	5
5	My manager shares important information with all work unit members.	1	2	3	4	5
6	My manager conducts fair performance reviews of work unit members.	1	2	3	4	5
7	My manager makes recommendations for promotion fairly in the work unit.	1	2	3	4	5
8	My manager treats everyone in the work unit fairly.	1	2	3	4	5
9	My manager integrates perspectives from all work unit members.	1	2	3	4	5
10	My manager encourages everyone in the work unit to participate in decision making.	1	2	3	4	5
11	My manager encourages all team members to take initiative.	1	2	3	4	5
12	My manager asks for the input of all team members.	1	2	3	4	5
13	My manager does not value the opinion of all team members equally. (R)	1	2	3	4	5
14	My manager implements an inclusive problem-solving process at workplace.	1	2	3	4	5

15	My manager tries to create an atmosphere in which all work unit members feel a sense of belongingness.	1	2	3	4	5
	<i>Work Place Stress Management</i>	1 SD	2 D	3 N	4 A	5 SA
1	I felt confident managing my stress well at workplace.	1	2	3	4	5
2	I felt confident identifying the causes of stress at workplace.	1	2	3	4	5
3	I felt confident identifying physiological indicators of stress.	1	2	3	4	5
4	I felt confident predicting the consequences of stress at workplace.	1	2	3	4	5
5	I felt confident managing stress through managerial support at workplace.	1	2	3	4	5
6	I felt confident managing stress through physical activity at workplace.	1	2	3	4	5
7	I felt confident getting social support I need at workplace.	1	2	3	4	5
8	I felt confident combating loneliness at workplace.	1	2	3	4	5
9	I felt confident managing anxiety at workplace.	1	2	3	4	5
10	I felt confident managing depression at workplace.	1	2	3	4	5
	<i>Project Success</i>	1 SD	2 D	3 N	4 A	5 SA
1	Projects in my organization meet their operational performance goals and objectives.	1	2	3	4	5
2	Projects in my organization meet their technical performance goals and objectives.	1	2	3	4	5
3	Projects in my organization meet their schedule objectives.	1	2	3	4	5
4	Projects in my organization stay within budget limits.	1	2	3	4	5
5	Project results meet stakeholder's expectations.	1	2	3	4	5
6	Stakeholders are satisfied with project results and deliverables.	1	2	3	4	5
7	The product quality and the deliverables quality accord with the standard.	1	2	3	4	5

	<i>Organizational Culture</i>	1 SD	2 D	3 N	4 A	5 SA
1	My organization is like a personal place, where people share much about themselves like an extended family	1	2	3	4	5
2	In my organization the managers/leaders facilitate, mentor and nurture their people/ employees	1	2	3	4	5

3	In my organization employees work in teams, with consensus and participation	1	2	3	4	5
4	I am treated fairly at my place of work.	1	2	3	4	5
5	My workplace gives value to achievement.	1	2	3	4	5
6	My workplace gives value to cooperation among colleagues.	1	2	3	4	5
7	I am satisfied with my work environment.	1	2	3	4	5
8	There is a democratic work environment at my work place.	1	2	3	4	5
	<i>Team Performance</i>	1 SD	2 D	3 N	4 A	5 SA
1	Team members of our project have complete knowledge of tasks to understand the requirements	1	2	3	4	5
2	Our team members always do quality work as per the demand	1	2	3	4	5
3	In our organization, team members do good quantity of work to complete on time	1	2	3	4	5
4	Our team members take initiative for tasks	1	2	3	4	5
5	Our project has team members with interpersonal skills	1	2	3	4	5
6	Our team members spend time on planning and allocation to deliver what is demanded	1	2	3	4	5
7	Our team members are committed to their team and are loyal to their work	1	2	3	4	5
8	The overall evaluation of our team performance is good	1	2	3	4	5

ANNEXURE-II***List of the included project-based Organizations***

1. Abdullah City Housing Society
2. Airport Housing Society
3. Al-Haram City
4. Apna Smart City Housing Society
5. Bahria Town Housing Society
6. Bankers City
7. Blue World
8. Blue World City Housing Society
9. Capital Smart City
10. Danial Town
11. Faisal Hills Housing Society
12. Faizabad Housing Society
13. GHQ Civilian Housing Society
14. Golden Jubilee Residential Cooperative Housing Society
15. Green View Housing Society
16. Gulshan E Anwar Housing Society
17. Gulshan e Khudadad Islamabd
18. Gulberg Greens Housing Society
19. Haq Bahoo Shams Housing Society
20. Ideal City (Old name Gulshan-e-Farzand)
21. Idrees Valley Housing Society
22. Imperial Garden
23. Islamabad Farm House
24. Islamabad Green Garden Housing Society
25. Islamabad Margalla Valley
26. Khanyal Homes
27. Kohistan Enclave Housing Project
28. Lake Vista Housing Society
29. Lawyer Society Islamabad
30. Media Enclave

31. Meezan City Islamabad
32. Multi Gardens
33. National Cooprative Housing Society
34. New City Phase-II Housing Project
35. Nouman Jamil Housing Society
36. NOVA City Housing Project
37. Pakistan Govt. Employees Cooperative Housing Society
38. Park View City Housing Society
39. Punjab Govt Servants Housing Foundation Society
40. Qartaba City
41. Qartaba City Extension
42. Rabia Redidency
43. Rabia Residency
44. Rawal Farm House
45. Rawal Town Squire Housing Society
46. Royal Farm House
47. Safari Valley
48. Salwa Smart City Housing Society
49. Sasti Basti
50. Shiffa Housing Society (SCHS)
51. Silver City
52. Silver City Housing Scheme
53. Star Aveneue Housing Society