

Effect of Selected Interpersonal Skills on the Delays of Mega Projects in Lahore: A view from IBAS Projects

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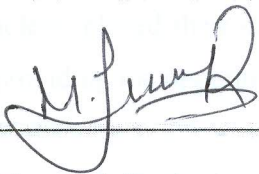
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Abstract

In this research, we investigated the discussion within the context to highlight the key causes in the delay of any project or product development and how the impact of Interpersonal skills can help in improving project performances. The idea of this research is to conduct within the perspective of interpersonal skills on delays of mega projects in Lahore based on view of IBAS Projects.

It is analysed that there are different sort of causes of project delay such as poor communication and collaboration, poor resources management, Budget allocation etc. and in order to identify and analyse the key cause of delay in context of IBAS Project we developed a theoretical framework model focusing on variable of stakeholder management and effective communication to identify the interrelationship between these variable with respect to delay.

In this research mixed methods are utilized and based on data analysis it is concluded that if proper communication and stakeholder management is conducted the key cause of delay in any project can be minimized and the project can be completed within deadline. The variable that are considered within the context of IVR model ensure the novelty of this approach that can help in minimize the delay and project practices can also be improved.

Keywords:

Interpersonal Skills; Employees; Communication; Stakeholder Management; Mixed Method.

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CHAPTER 1.

INTRODUCTION

In advance world of information and communication technology there are number of organisation throughout the globe that are involved in the integration of advance technology and communication technology to streamline their business and functional process (Cullen & Parker, 2015). It is analysed that information system has overall play an important role in increasing the efficient and performances of many organisation such as organisation has deployed the Enterprise Resources planning (ERP) to streamline their management of resources, Enterprise Project Server to automate their project management task and many other application that are utilized in different organisation to perform different sort of functions and activities supporting the argument from (Utaibi et al., 2014).

In organisation there are different sort of processes that are undergoing at different stages and activities (Le Bourgeois, et al., 2016). It is analysed that there are different sort of resources and stakeholder that are linked within these project and managing these project is considered as the complex and time consuming processes. It is analysed that most of the organisation working in Pakistan are not utilizing the information and communication technology system to streamline their business and function process that overall impact the delay in project supporting the argument from (Zouher et al., 2014). Based on the existing researches it is analysed that not only absence of information technology causes delay in large project there are also other several reason such as lack of communication, poor management processes, unsynchronized activities and many other supporting argument from, most of the researches have emphasis that much work needs to be done in category of program management to overall streamline the processes related to the project development life cycles (Alotaibi et al., 2015).

Every project is of different nature and it is analysed that there could be several reason that causes the delay in project (Binder, 2016). However, due to limited resource and time it is not possible to identify and analysed all the key activities or processes that causes that delay. If we analysed in the context of mega project it can be observed that most of the mega project are delay throughout the globe such as international Dubai airport terminal 3, Burj Khalifa, and many other project. It is analysed that there is a requirement of unified framework that has the capacity to address and monitor the parameters that overall cause the delay in project. Based on the survey (Segalas et al.,

2016) it is analysed that around about 80% of the construction project delay due to the poor management and slow decision making processes.

In this research the investigation this conducted within the context of interpersonal skills on the delays of mega projects in Lahore. In order to analysis and identify the causes of delay the IBAS Projects are considered and analysed using quantitative and qualitative research. In this research we are highlight the key skills and techniques that are required to overall minimize the delay or identify a mechanism that can help in minimizing the impact of delay that occurred in the project. In simple context we presented that the core theme of this research is to identify and analyse the impact of interpersonal skills on the delays of Mega Projects.

1.1 Integrated Building Automation System

Today, as the information technology has be utilized in the design and development of automated techniques that are utilized for automation of many systems (Chevrier, 2016). However, IBAS is installed to monitor, manage and operate different sort of building functions. It is also analysed that Integrated Building Automation System provide energy saving and helps in managing the context of system. According to (Grabher & Thiel, 2015) it is analysed that there are different sort of function that can easily be managed and operate function such as “Control of heating, ventilation and air-conditioning, Management of electricity, water pumping, Real-time monitoring of electrical, cooling and other demand, lighting control”, It is analysed that it is an expensive solution and has not been integrated at domestic level.

It can be assumed that in future demand of Integrated Building Automation Systems will be dynamically increasing specially in context of Pakistan. However, it is observed that in these system simulate their operations with the help of electricity and required continues flow. So, according to my analysis there is a high probability in order to full obtain the benefits of IBAS that electricity flow needs to be stable. However, in order to measure the effect of interpersonal skills on the delays of mega projects in Lahore we have considered the perspective of IBAS Projects.

1.1.1 Interpersonal skills

According to Weiser et al., (2016) was “Interpersonal skills are the skills used by a person to interact with others properly. In the business domain, the term generally refers to an employee's ability to get along with others while getting the job done”

1.2 Problem Statement

IBAS Projects of one year require at least 06 months for approval and 06 months for execution. Ali Hassan (2016) believes that many ongoing projects have been delayed for 2 to 3 years due to various reasons. However, based on the existing researches the key reason that will be addressed in this research includes Lack of Effective communication between Consultant and contractor and the deadlock that is caused between the key stakeholders when the project is conducted. In order to address this problem we will be focusing on the context of delay factor and strategies that can help to minimize the delay.

1.3 Research Question

In this section, we have identified and analysed that key questions within the context of Effect of Interpersonal Skills on the Delays of Mega Projects in Lahore:

1. What is the effect of Effective communication on the delays of IBAS projects and how interpersonal skills can play an important role in addressing the issues?
2. What is the effect of Stakeholder management on the delays of IBAS projects?

1.4 Objectives of the Study

The purpose of the study is to identify the effect of interpersonal skills on IBAS Projects of Lahore. To attain the said purpose, following is the objective for this study i.e.

1. To study the effect of Interpersonal skills on the delays of IBAS project,
2. Extracting the positive impact to overall address the issues that causes the delay in construction project.

1.5 Significance of Study

Identifying and analysing the different perspective of study are considered as a complex challenge. In this research we will be providing in-depth understanding to Organizations involved in providing IBAS Integrated Building Automation System services, about the importance of interpersonal Skills in project management. The results that will be obtained from this study can be provided too many different forums of Pakistan to complete the IBAS Projects effectively and efficiently.

1.6 Thesis Structure

The structure of thesis is as followed:

In chapter II, the detail discussion is conducted within the context of existing researches that are conducted within the context to Interpersonal Skills, project management and other related tools and techniques that are involved in the context of project management or delay. In this chapter the theoretical framework and for testing of these frameworks the hypotheses are also being developed. In chapter III, discussion is conducted within the context of research methodology that is design and developed to achieve that research objective and research question. In this chapter the questionnaire development and data collection process has also been conducted. In chapter IV, the verification and validation of data analysis is conducted that overall helps in measuring the input extracted through survey. In the last chapter the conclusion, recommendation and future work is presented.

CHAPTER 2.

LITERATURE REVIEW

Interpersonal skills of employees play a very important role in any organization (Chevrier, 2016). The main purposes of interpersonal skills are used by a person to effectively interact with other properly. It is analysed that interpersonal skills effectively utilized in business domain which generally evaluated in terms of employees ability, skills and their decisions making power to maximizes overall organizational performances in market (Grabher & Thiel, 2015).

Employee's interpersonal skills are revolved around effective communication and organizational information based on employees listening skills for accomplished organizational goals within define time frame. Good employee's interpersonal skills are always considered as the prerequisite for best position in an organization (Le Bourgeois, et al., 2016).

Today, in the presence of highly competitive business environment, interpersonal skills of employees have its own importance in current system of organization (Heizer, Render, & Munson, 2016). Well known organizations works under the strong consideration of interpersonal skills of employees especially covers the operational functional activities of mega projects. Interpersonal skills are also known as life skills of working employees. Life skills are used by every day to effective communication which is directly as well as indirectly interaction with other organizational people helps to achieved organizational goals (Cullen & Parker, 2015).

2.1 Existing Researches

According to Faizan et al., (2016) quality of work life of employees plays a very progressive role in any organization, quality work life is considered as main predicator associated with organizational commitment, the process of organization commitments works under the strong consideration of contrasting various leadership styles for accomplished goals within define time frame, it is analysed that information technologies always responses and covered the main area of private software's houses working in Pakistan. The main aim of researcher was to analyse various dimensions of organizational commitment works under transformational and transactional leadership styles, leadership styles have its own importance in current system of organization for considering as attributes of quality of work life prevailing in Pakistan software houses, the methodology of this study was designed and developed through positivist paradigm with having

same objectives relevant to epistemology; determine the effect of realism ontology and hypothetical deductive to explore relationship between quality work life and organizational commitment (Alotaibi et al., 2015).

In recent years, information technology sector of Pakistan has gained dramatic boom in market. According to past official statistical data it was concluded that SMEDA Pakistan in year 2014 after recession of 2008 GDP of information technology contribution has increased up to 13% evaluated in term of GNP, information technology sector contributes 9% at rate of inclining which shows constant rates creating improvement in current condition of information technology sector of Pakistan supporting argument from (Faizan, Nasreen , & Zehra, 2016).

It is observed that information technology improved its current condition with the help of telephonic lines, updated their technologies evaluated in terms of 3Gs and 4Gs practically implemented into current system of organization, development of advancement information technological software's brining change in ways of living standards of people, information technological development actual shows delays in projects which are not considered as good sign for more organizational growth of information technology in market, key main predicators used in this study are quality of work life based on leadership styles which highly influences on organizational commitment and increasing job satisfaction leads towards IT organizational achieved their goals without delay in projects as mentioned in (Faizan, Nasreen , & Zehra, 2016).

Most of information technological projects are complex in natures, so this is the main reasons for delays especially in IT software's practically implementation in completion of projects, quality of life is always focused for accomplished organization in modern era, the concept of quality work life is not new for organization, today, most of the well-known organizational management emphasizes on developing organization IT support especially covering the area supported by management system (Frimpong, 2003), this management system enables to deal with workforces, managing and controlling human resources to facilitate them relevant to demonstrating for improving organizational performances.

The department information technology plays a very dynamic role for accomplished organizational goals within define time frame, it is true system of information technological used under the strong consideration through organizational commitment, the process of organizational commitment is

revolving around to include effective approaches, normative approaches and continuance commitment leads towards success of organization in market (Grabher & Thiel, 2015), these organizational commitment approaches are effectively utilized which directly as well as indirectly connected with employee's attachments, employee's participation, employees recognition and having actual involvement considered as an important components of organization commitments.

Quality work life model also covering the important components such as job security, work environment, improve organizational culture, provide better training and development to employees and in return compensation and rewards for increasing employees motivation (Kaplan, 1988). Employee's motivation is especially required in the domain of information technological department which facilities human resources and interpersonal relations lead towards autonomy of organization work as indicated in (Grabher & Thiel, 2015).

Segalas et al. (2016) suggests the communities of information technologies were associated with Trans disciplinarily action of research workshop shows overall sustainability in organizations. It is analysed that mega project practically implementing information technological system into their current networks which directly as well as indirectly connected with various sustainability issues. These sustainability issues are widely considered as wicked problems, these problems were not solved by current governmental conditions relevant to information technological domains, there was a general agreement between reforms informational technological scientific expertise required sustainability challenges for accomplished organizational goals, these sustainable challenges required new ways of information and knowledge used for better production and take effective decision making powers works for more organizational growth in market collecting data from (Saleh, 2009).

The main purpose of information technological goals and learning outcomes were correlated with civil society bringing change the ways of living standards of people. These civilized societies of people emphasize on effective use of information technology practically implementation into their current system of organization for more easy of work as mentioned in (Grabher & Thiel, 2015). Today, civilized societies preferred information technological organizations work under strong consideration of local administration. Local administration and ways of collaboratively undertake various responsibilities for research by using methods of Trans disciplinary actions related to accomplished organizational objectives and goals. The outcome of this study was based on

learning internal and external stakeholder's activities and well performs various relevant trans disciplinarily actions which shows real life information technological projects leads towards more success of organization in societies (Alotaibi et al., 2015).

The research work suggested that (Duffy & Daniel, 2004) interpersonal skills of employees and effective communication play a very important role in any organization, employee's interpersonal skills cover important aspects evaluated in term of assessing competences of employees, assessing competencies of employees are further linked with employees behaviour, skills, decision making powers, attitude and many other relevant activities performed in favour of organization.

Employees are considered as important valuable resource for organization to accomplished goals within define time frame, there are various kinds of projects, some projects are small, medium, and large and mega projects in nature (Duffy & Daniel, 2004), In this study, the researcher mainly emphasize was on effective communication and interpersonal skills, ways of effective communication and interpersonal skills of employees are associated with their core competencies, abilities and decision making powers which lead towards accomplished organizations aim, objectives and mission as well, the integration of effective communication and interpersonal skills were determined through integrated employee's competencies. These employees' competencies were composed of two main distinct parts, this effective communication part is accompanying with employee's performance, well perform organizational specific tasks and behaviour for gaining high competition in market (Alotaibi et al., 2015).

In accordance to the past literature, it is analysed that interpersonal skills were inherently relation and process oriented in nature. The processes of effective communication is revolving around open meetings, face to face communication, data transferred through electronic mails, use simple conversation, display confidence and seriousness towards to work and achieved organizational goals, there are various fundamental megaproject management issues relevant to predict the suitability of market current conditions (Duffy & Daniel, 2004).

These mega projects as presented by (Duffy & Daniel, 2004) were defined as in general term and also clarifying main subject of study. The setup of research explained outline relevant to scope and detailed of mega projects related to effective use of communication and stakeholder's management. These mega projects are normally run through cost overruns factors which caused

major project delays in current system of organization. Most of these projects are complex in nature and need more time, funds and resources to complete projects. The researcher also focused about art prediction associated with current market insights based on mega project management issues. The main fundamental promises of top management of organization were likely to cure and specified megaproject management, work for more development and improve scale of economies. Important factors of this study are megaprojects, determine due to evaluate actual position of prediction market, more working on project management, effective use of internal control system of organization for increasing its overall value, worth in market and various process of project controlling which leads towards megaproject paradox in nature (Alotaibi et al., 2015).

2.2 Role of Project Manager and Cause of Delay

The role of potential project managers is very important in any telecommunication organization working all around the global (Munns, Bassam , & Bjeirmi, 2011), Potential project managers are always use their ability, skills and decision making skills practically apply on to attract employees, To enhance their job performance, to enhance to their commitment with the organization and to retain the employees long time in the organization, human capital is the most researched topic in economics sciences, according to this theory, the basic objective of every human is to generate the wealth, the compensation and rewards system is the best source to meet the needs of human mentioned by the human capital theory, in their article titled as “Performance enhancing compensation practices and employee productivity”.

Through reviewing the above literatures, it is found that the potential project managers system of an organization is very important to hire and retain the employees. More effective compensation system means high performance of employee on workplace and high job satisfaction as well. Major two types of compensation are discussed by the author, the first one is monetary compensation while the second one is nonmonetary compensation. The focus of employees is more on monetary compensation especially the salary, the extensive rewards especially in case of CEOs may cause the negative impact on the performance of employees, and the world is going towards the globalization, the organization that is willing to survive must adapt the new solutions, humans are the most important capital of any organization, job satisfaction and job commitment are two major things that determine the employee loyalty with organization (Frimpong, 2003).

The same study was conducted by (Bilgin & Demirer, 2012) in the educational sector of USA in an experimental way. The experiment was conducted on the teachers of the university. It was found that the compensation on individual level exerts the individual to perform effectively, while the compensation on group level enhanced the cooperation and performance of the employees as well. So the results are supporting to the study.

Selecting the right rewards is also compulsory to enhance the job satisfaction of employees. Many organizations are failed to recognize the suitable rewards for their employees. To achieve the excellence, it is compulsory for the organization to formulate the employee fit reward system. The study conducted by (Faria, Araújo, & Tereso, 2016) in the educational sectors of Iran found the good relationship between the compensation and the job performance of the employees. A sample size of 301 was used that is enough to make the study effective and reality and rigorous.

Organizational support is an important component of nonfinancial rewards. In his article titled as “The examination of the relationship among organizational support, affective commitment and job satisfaction of hotel employees” discussed that there is the good relationship between the organizational support and the job satisfaction of employees in hotel sector (Bilgin & Demirer, 2012), ultimately a good relationship is found between the job satisfaction and employee performance associated with effective efficiency of potential project managers.

Perceived employability plays a very important role in any telecommunication industries working all around the global. It is analysed that employability always concerned about to determine the people possess through effectively utilized their skills, attributes and improving their decision making power which works for success of the organization (Berntson, Sverke, & Marklund, 2006). Today, in the presence of highly competitive business environment smart telecommunication companies are though for accomplished their key goals based on individual's performance in the organization, their main aim is for effectively managing employee career development; effectively organize for fostering the workforces and many other related activities performed for promoting the concept of perceived employability in the organization, the main functionality of perceived employability is linked with effective internal and external communication, the process of communication and organizational identification also leads the employees towards high job satisfaction. The same study is conducted by (Platis, Reklitis, & Zimeras, 2015) in health care

sector of National centre of Public Administration of Greece, a good relationship is found between the job satisfactions and job performance leads towards the success of the organization.

The parameters used for the measurement are working condition and the nature of task. Both of the studies proved the fact that high job satisfaction moves the employees towards high job performance, the empirical study conducted by focused on self-employee job satisfaction working in telecommunication organizations, the principal components of self-satisfaction are self-satisfaction of initiatives, self-satisfaction and quality improvements, the first two components bring the quality in satisfaction, this quality in satisfaction always works under the strong consideration of self-perceived employability normally used in technical department of the organization, the self-job satisfaction is very compulsory for the employees to perform well in the organization, to bring the quality and improvement in self-job satisfaction, the satisfaction from initiatives and work targets is necessary (Berntson, Sverke, & Marklund, 2006).

The learning outcome of this study was based on determining new component for job satisfaction especially linked in area of potential project managers, it is true organization technical tasks are highly dependent upon the ability of potential project managers, so, it is determined that the actual processes of perceived employability increasing linked with learning outcome from the organization, the experimental study is conducted in services sector Greek and it is found that the employees of knowledge intensive firms (KIFs) are more satisfied from their jobs as compared to the firms having low learning, this hypothesis also demonstrated the significant relationship between job performance and the knowledge sharing in organization (Alotaibi et al., 2015).

Commitments to change and change leadership or supervision are two major factors that played an important role in job satisfaction especially covering the important aspects related to professional success and perceived employability. The experiment study conduct in Indonesia explored that the employee job satisfaction is most important to commitment to change and the commitment to change is very compulsory for employee and organizational performance (Pizarro Lucas, Cruz-Benito, & Gonzalo, 2013), The significance of this research is for those organizations that are moving towards the change.

The Review of the diverse literatures on perceived employability, its importance for the organization, the meaning of job satisfaction for the employees, the consequences of job

satisfaction, and relationship of job satisfaction with employee performance and reward system of organizations demonstrates that maximum studies are supporting the results of each other (Bilgin & Demirer, 2012).

The fact is proved that it is the job satisfaction that moves the self-employability of the employees work towards the job commitment and high job performance that is ultimately in the favor of organizational productivity (Chiok & Jennifer, 2010), the effectiveness of employee reward system of an organization is very vital for high job satisfaction. Out of the reward system, salary, nature of work and supervision are found most important factors that enhance the employee job satisfaction and commitment with the organization, self-employability satisfaction comes with the nature of the desired nature of the job and the leadership or supervision, learning from the work is very important factor that plays its role for the satisfaction of employees.

Professional success is highly dependent upon leadership styles, abilities and decision making skills contribute for project organization success, and this profession success is considered as one of the most important aspect for determining the study of perceived employability and professional success among potential Project Managers through e-learning (Alotaibi et al., 2015).

In accordance to the past literature, the technical and operation discipline, the professional success is the result of all activities that are carried out by the management of organization (Geoghegan, Linda , & Victor, 2008), Conclusively, professional success is very major to increase the organizational productivity as well as the employee commitment with the organization and the reward system of an organization has direct relationship with the Job satisfaction of potential project managers.

Existence of globalized business environment, significance of rewarding highly committed and motivated employees cannot be neglected at any instance, which can be easily reflected from the performances evaluations, task completion and project success (Munns, Bassam , & Bjeirmi, 2011), Indeed, now a day's most of the smart organizations are focused on the enhancement of their current reward strategies, both considering financial as well as non-financial rewards which can be eye catching, attractive, inspired and maintaining competent as well as capable employees in making the organization highly prosperous leads towards the project success. On the other hand, in context of the managerial perspective, it is highly necessary to have good understanding of what

really inspires and commits the employees to work hard and it is not important that the similar factor might inspire the all the other employees as well (Thompson, 2011).

One of the consistent organization success practices might be carried by simplification of association amongst the provided rewards with additional efforts (Belias, Koustelios, Sdrolias, & Aspridis, 2015). There have lot of the precautions and appropriate strategies about project success ways management within reward system. In this context, (Nawab, Samina, & Komal , 2011) clearly presented achieving highly motivated employees in context of the motivational properties, organization needs to clearly suggest a justified distribution of the incentive rewards which needs to be more performance oriented that the preferred oriented. Unfair distribution of the rewards tends to have lot of negative impact on the competent employees, in such a way, that they stop working hard, become less committed to their work and their confidence and focus on the accomplishment of the organizational goals dynamically decreases (Munns, Bassam , & Bjeirmi, 2011).

Controllability concept is the concept that completely revolves around the capability of the employees in influencing on their performance or the outcome. The impact of the certain quantity of the employee's performance basically varies from low amount to the management in term of locus of control. Thus, it is considered highly important to have understanding of the integration and the adoption of the appropriate reward process system of the employees in an affirmative aspect as being expected by the management (Driscoll & Margaret, 2010). In such a context, performance measurement and project success can be effectively utilized in a hypothetical manner to know the training needs, candidate promotions, dealing with the various managerial problems and issues, job rotations and dismissals (Platis, Reklitis, & Zimeras, 2015), So, it is analysed that project success in the organization is always considered as the job performance is realization of task that is assigned to a person according to its capacity and qualification.

2.3 Theoretical framework model

Theoretical framework model of this study is designed and developed through past and similar literature, theory and model for determining the effect of interpersonal skills on the delays on mega projects of Lahore. In accordance to theoretical framework model, this model is developed by two main variables. These variables are independent and other one is dependent variable. Independent

variables are effective communication and stakeholder management, whereas dependent variable is delay in mega projects. Theoretical framework model is given below:

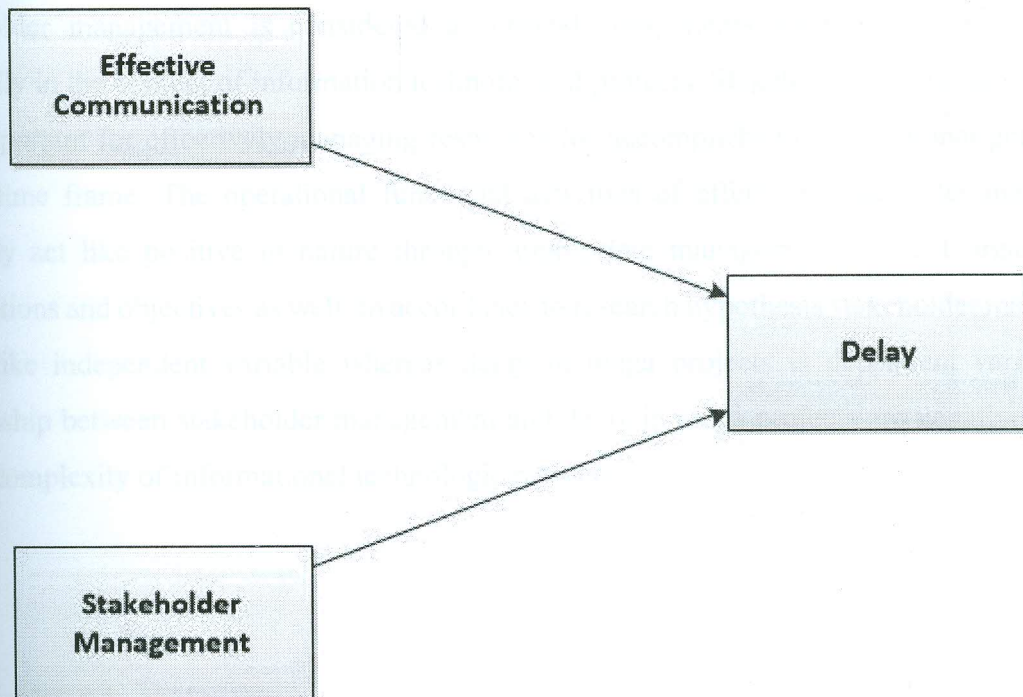


Figure 2.1 Theoretical framework

2.4 Hypotheses

Some of suggested hypotheses are derived through theoretical framework model is given below:

2.4.1 Hypothesis 1:

Effective communication is negative correlated with delay in mega projects

Effective communication plays a very important role in any organization. Effective communication is considered as fundamental key to success associated with aspect of life. It is analysed that most of the well-known organizations used ways of effective communications for accomplished goals within define time frame. Most of information technologic projects are delay due to complexities. This is the main reasons information technologies projects are delays in organization. In accordance to research hypothesis is composed of two main variables. These variable effective communication act like independent and delay in mega projects are dependent variable in nature. The relationship between effective communication and delay in mega projects are negative in nature due to complexity of informational technologic projects.

2.4.2 Hypothesis 2:

Stakeholder management is negative correlated with delay in mega projects

Stakeholder management is considered as critical components used to successful delivery especially in the context of information technological projects. Stakeholder's management has its own important for effectively managing resources for accomplished organizational goals within define time frame. The operational functional activities of effective stakeholder management normally act like positive in nature through appropriate management to meet organizational expectations and objectives as well. In accordance to research hypothesis stakeholder management is act like independent variable whereas delay in mega projects is dependent variable. The relationship between stakeholder management and delay in mega projects are negative in nature due to complexity of informational technologic projects.

CHAPTER 3.

RESEARCH METHODOLOGY

Research methodology is always considered as the center of attention and it is analyzed that selection of right methodology will be leading to the success of research objective or goals (Faria et al., 2016). Design and development of research methodology is considered as the complex and time consuming process. So, this can be considered as the core reason or main justification that why researcher prefer to adopt the existing research methodology such as quantitative and qualitative supporting the argument from (Weaver, 2014). However, there is a high probability that selection of right research methodology will be leading us to achieve the required objective or answer the key research questions as defined in introduction section of effect of interpersonal skills on the delays of mega projects in Lahore: A view from IBAS Projects.

In this chapter the discussion is conducted within the context of research methodology that will be followed in context to achieve our research objective or goals.

It is analysed that there are number of research methodologies that existing within the context of research paradigm. However, it is observed that selection of right methodology or paradigm will directly high up in achieving research goal. Research methodology are divided into different sort of phases that are most systemically linked with each other supporting argument from (Haddon, 2016). The selection of research methodology is directly proportional to the core theme behind that research or area in which that research is carried out as mentioned in (Kerzner, 2013), in social research method there are two core categories that define research methods as deduction research method and induction research method.

In context of effect of interpersonal skills on the delays of mega projects in Lahore it can be analysed that we already have a theory that project delays but we need to perform the confirmation. So it can be analysed the approach that is linked within the context of Deductive reasoning such as from theory to the confirmations. However, in order to meet and achieve the research objective we will be using (Rauf, 2015) research methodology. One of the key reason behind the selection of this research methodology is that the similar methodology is different sort of researches in which the delay are measured or identified supporting the argument from (Le Bourgeois, et al., 2016; Luo & Bu, 2016).

Figure 3.1 Research Methodology presents the research methodology and it is analysed that research methodology is design and developed according to Deduction research framework. In this research methodology we will be moving from the research problem to the interpretation and results. It can be analysed that there are eight core phases that are systemically connected with each other and moving on to these phases will directly help us to achieve the research objective or goal. However, the key foundation of this research methodology is driven from the combination of mixed method of quantitative and qualitative.

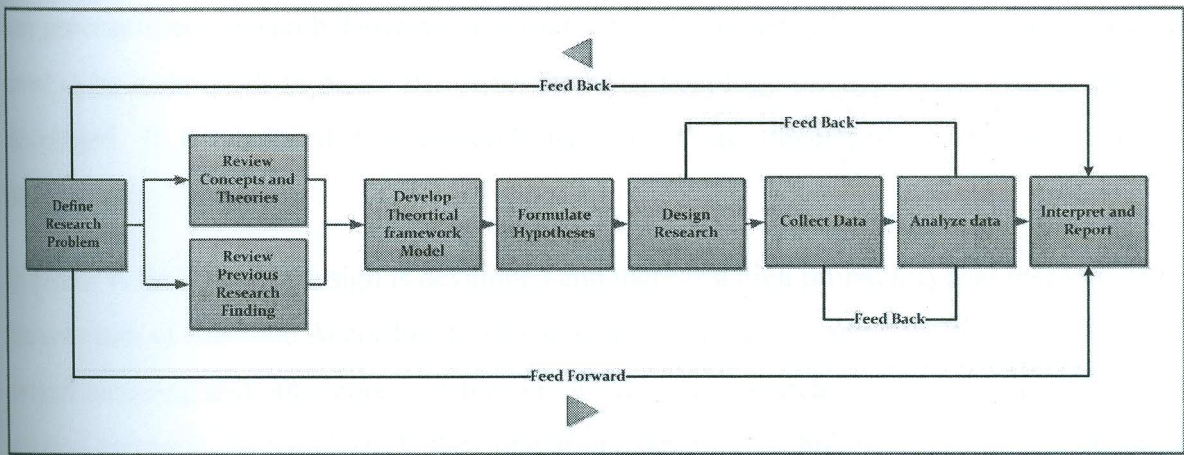


Figure 3.1 Research Methodology (Rauf, 2015)

As indicated in figure there are core eight phases that are directly linked with each other. However, it can be observed that feedback and feed forward techniques are deployed inside the model so that incase if the research need to switch from one phase to another that functionality is provided. In the next paragraph, the explanation of research methodology and their phases are provided.

In the initial phase the research problem will be defined. However, in the context of this research the problem statement within the context of effect of interpersonal skills on the delays of mega projects in Lahore is already defined. We have provided the research problem statement in the proposal but in this report the problem statement is more refined. The problem statement is design and developed using the secondary data. In phase two of research methodology the existing literature that is conducted within the context of Effect of Interpersonal Skills on the Delays of Mega Projects in Lahore is analysed and identified. This phase overall helped in developing understand the existing research and help us to highlights the gaps that exist within the context of

proposed topic. Once the literature review phase is completed the theoretical framework model is developed.

In phase III based on the analysis conducted in phase II the theoretical framework model will be formulated. However, in this research scenario the dependent and independent based variable framework is developed. It is analysed that IV and DV variable framework is utilized in different sort of research that are conducted in the domain to identify and analyse the project delay supporting the argument from (Patanakul, 2014). Verification and validation is considered as the key process of any research. However, in order to test the framework the verification and validation need to be conducted. In phase IIII of research methodology the hypothesis will be design and developed. It is analysed that research hypothesis are developed as indicated in section [references].

In phase V, the research design is developed and there is a high probability that research design is the core part of research. According to Heizer et al., (2016) if the research design is developed the overall sampling and other core variables involved in the research design can help us in obtaining positive research. In the phase V the population, sampling technique, research instrument setup will be performed and analysed. In order to ensure that we develop the correct research design we will be utilizing the existing research. In phase VI we will be identifying the data collection methodology however, based on the existing research it is analysed that there are two common collection methodologies such as primary data collection method and secondary data collection method as presented in (Jergeas et al., 2014). In this phase we will be focusing on the core parameters that will be focusing on best fit data collection methods utilized for Effect of Interpersonal Skills on the Delays of Mega Projects in Lahore: A view from IBAS Projects.

Analysis need to be performed on the required data and information. However, it is analysed that there are number of tool, techniques and approach that can be utilized for data analysis. In phase VII the data analysis method will be selected. However, according to my analysis selection of right data tool is considered as the complex and time consuming process but using the existing literature we will be focusing on the analysis including demography, correlation and regression. It is analysed that where IV and DV model are utilized supporting argument from [references]. Once the data analysis phase is complete the next phase is to interpret the report based on the findings there are extracted from the existing research.

3.1 Population

In this research the population is driven from employees of IBAS Projects of Pakistan. However, during the analysis it is investigated that I & MS, Shan Controls, Schneider, MEPS (Siemens), FND, CNSE, NHPL, JES controls etc. are the core organisation and their relevant department that are considered under the umbrella of population.

3.2 Sampling Technique and Sample Size

It is analysed that there are different sort of sampling techniques such as Nonprobability sampling and probability sampling. However, according to my analysis based on the exiting researches in context of identify and analyse the effect of interpersonal skills on the delays of mega projects in Lahore we will be using the Simple random sampling (SRS) as this technique is utilized in similar research as defined in (Patanakul, 2014). According to Weiser et al., (2016) “simple random sample (SRS) of a given size, all such subsets of the frame is given an equal probability”. One of the key reasons behind the selection of simple random sample (SRS) is that in the similar researches (Ahmed, 2003; Faria, Araújo, & Tereso, 2016; Frimpong, 2003) that are performed in the domain of interpersonal skills.

It was quite difficult to identify correct population however, based on the assumption developed from different organisation calculation I & MS, Shan Controls, Schneider, MEPS (Siemens), FND, CNSE, NHPL, JES controls etc. the population of 3000 is considered that has helped us to identify the sample size of 85. The calculation of the sample size is presented as below:

MARGIN OF ERROR = 5%
CONFIDENCE LEVEL = 95%
POPULATION SIZE = 3000
RESPONSE DISTRIBUTION = 6%

$$\text{Sample Size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N}\right)}$$

Equation 3-1 Sample Size Calculation (Thompson, 2011, p. 360)

3.3 Data Collection

Data collection is considered as one of the significant part in domain of data collection. However, in this research we will be using the mixed method data collection. It is analysed the both primary and secondary data will be utilized in the research for the formulation and answer the research question.

The secondary data that are considered in context of effect of interpersonal skills on the delays of mega projects in Lahore are research paper, books and articles. However, on the other side the questionnaire technique is utilized to overall get the input of data and information about the key stakeholder involved in the researches.

3.4 Place of Study

As all the targeted population is in Lahore hence study will be conducted in Lahore, Private Engineering Sector Companies based at Lahore will be contacted for this study.

3.5 Reliability Statistics

In this section, we have calculated the reliability statistics using the Cronbach's Alpha test. It is analysed that we have obtained the value of .851 as there are 10 key items considered from the research questionnaire.

Reliability Statistics	
Cronbach's Alpha	N of Items
.851	10

Table 3.1 Cronbach's Alpha

Item Statistics			
	Mean	Std. Deviation	N
My organization focuses on communicating continuously with the stakeholder to determine their needs and expectation	4.06	1.071	80
My organization focuses on dealing with issues when they arise to avoid delay.	3.84	1.247	80
My organization focuses on conflict management and fostering stakeholder management appropriately	3.85	1.020	80

Effective stakeholder management creates positive relationship with stakeholders which help to avoid delays.	3.20	1.205	80
By managing the internal and external stakeholders in every phase of a project, project objectives can be achieved and delay can be avoided	3.04	.538	80
With Effective communication we can unite the employees around a common goal and generate greater productivity	4.22	.900	80
Conflicts are often uninvited members on project team and require effective communication to make decision to prevent the project from delay	3.66	1.222	80
At every turn in every project phase, project team needs to communicate and make timely decisions to avoid delay	2.86	1.111	80
Professional communication strategy assists in managing relations with the stakeholder which ultimately results in smooth execution of the project.	4.25	.935	80
Openness in communication helps to team members to improve mutual trust between them.	3.53	.927	80

Table 3.2 Item Statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
36.51	45.924	6.777	10

Table 3.3 Scale Statistics

CHAPTER 4.

DATA ANALYSIS AND PRESENTATION

Data analysis results and presentation chapter plays a very important role for completion of study. Today, in the presence of highly competitive business environment, interpersonal skills of employees have its own importance in current system of organization. Smart organizations are works under the strong consideration of interpersonal skills through effective communication and utilization of stakeholder management skills practically implemented into current system of organization. The setup of organization is based on employees especially covers the operational functional activities of mega projects. Interpersonal skills are also known as life skills of working employees.

In this study, the researcher mainly focused is on importance of effective communication which used in current system of organization for accomplished goals. Management of organizations also used abilities and skills of stakeholder management are considered as critical components for execution for successful delivery of project.

Data analysis, results and presentation is composed of three main statistical tests. These statistical tests are based on demographic information, correlation analysis and multiple regression analysis models. The main variables used in this study are effective communication, stakeholder management and delay in mega projects. Demographic information covering the important aspects of genders, employee age, employees working experiences, qualifications and many other relevant activities performed which directly as well as indirectly connected with delays of mega projects. The main functionality of correlation analysis is used for testing of suggested hypotheses derived through theoretical framework model and multiple regression analysis models is used for determining overall impact of independent variables on dependent variables. The result of data analysis and presentation is assumed below:

4.1 Demography Analysis

Some of the important demographic analysis is very helpful for determining the effect of interpersonal skills on delays of mega projects in Lahore are given below:

Gender

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Male	65	81.3	81.3	81.3
	Female	15	18.8	18.8	100.0
	Total	80	100.0	100.0	

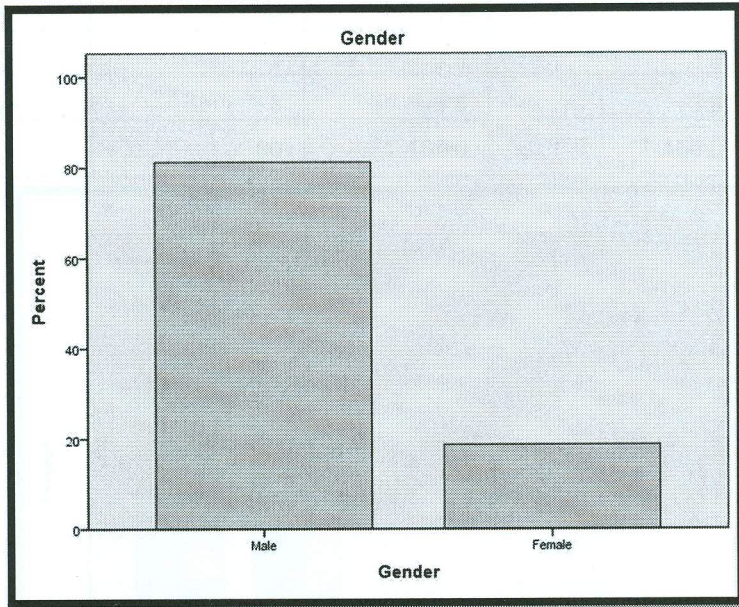


Figure 4.1 Gender

Table 4.1 Gender

Gender plays very important demographic information for analysing the effect of interpersonal skills on delays of mega projects in Lahore. In accordance to the results, it is analysed that gender demographic information is composed of two main components. These components are male and other one is female. The results shows that male participation are 81.3%, out of 100% and female participation are 18.8% for completion of mega information technological projects. These mega information technological projects are very helpful for developing country scales of economies.

		Age			
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	20 to 25	40	50.0	50.0	50.0
	26 to 30	25	31.3	31.3	81.3
	31 to 35	9	11.3	11.3	92.5
Valid	36 to 40	3	3.8	3.8	96.3
	40 above	3	3.8	3.8	100.0
Total		80	100.0	100.0	

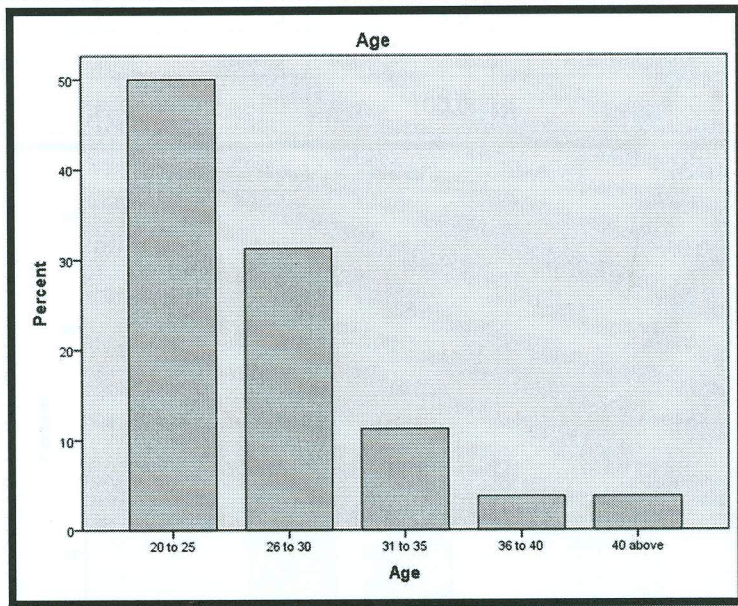


Figure 4.2 Age

Table 4.2 Age

Employee age demographic information is associated with working experiences for accomplished organizational goals. Employees working experience is very helpful for completion of mega information technological project. Employee ages are considered as demographic information for analysing the effect of interpersonal skills on delays of mega projects in Lahore.

In accordance to the results, it is analysed that employee age demographic information is composed of various components. These components are employee's age in between 20 to 25 years, 26 to 30 years, 31 to 35 years, 36 to 40 years and 40 above years. The results shows that employee age are in between 20 to 25 years having percentages of 50%, out of 100%, 26 to 30 years having percentage of 31.3%, 31 to 35 years having percentage i-e 11.3%, 36 to 40 years having

percentages i-e 3.8% and 40 above having percentage i-e 3.8%. all of these entire employees ages helpful for conduction of the study.

What is your educational qualification?					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Diploma	1	1.3	1.3	1.3
	Bachelors	57	71.3	71.3	72.5
	Masters	17	21.3	21.3	93.8
	MS/Mphil	3	3.8	3.8	97.5
	Doctorate	2	2.5	2.5	100.0
	Total	80	100.0	100.0	

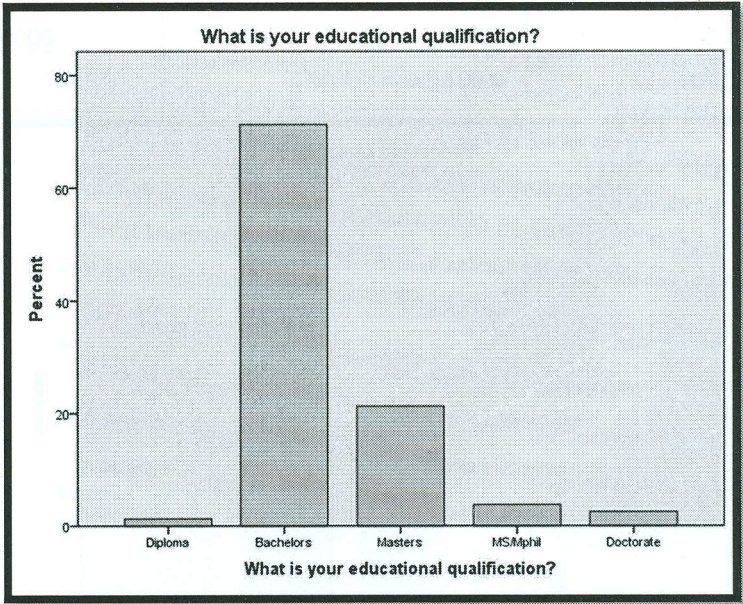


Figure 4.3 What is your educational qualification?

Table 4.3 What is your educational qualification?

Important demographic information is about employee education qualification. Employees qualification is associated with organization well define tasks, duties and responsibilities for accomplished organizational goals. Employee’s educational qualification is very helpful for completion of mega information technological project.

Employee educational qualification is considered as demographic information for analysing the effect of interpersonal skills on delays of mega projects in Lahore. In accordance to the results, it is analysed that employee education qualification demographic information is composed of various components. These components are employee’s holding diploma degree having percentages of

1.3%, employees having bachelor degree having percentages of 71.3%, employees having master degree having percentages of 21.3%, employees having MS or M Phil having percentages of 3.8% and employees having doctorate having percentages of 2.5% helpful for completion of mega projects. These entire employees' education qualification is helpful for conduction of the study.

Your income per month?					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	less Than 25000	1	1.3	1.3	1.3
	25000 to 50000	47	58.8	58.8	60.0
	50000 to 75000	19	23.8	23.8	83.8
	75000 to 100000	8	10.0	10.0	93.8
	Above 100000	5	6.3	6.3	100.0
	Total	80	100.0	100.0	

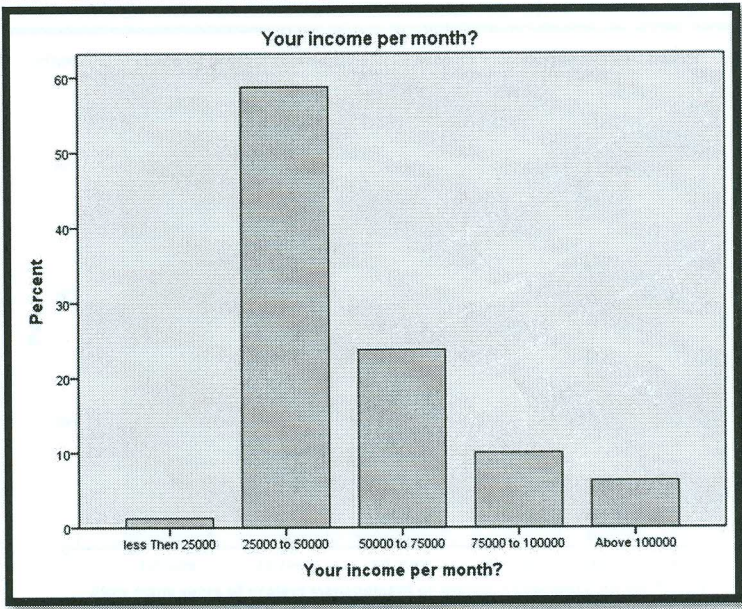


Figure 4.4 Your income per month?

Table 4.4 Your income per month?

Demographic information is about employee income per month. Income of employees per month is associated with employees working experiences for accomplished organizational goals. Employees working experience and income of employees are very helpful for completion of mega information technological project. In accordance to the results, it is analysed that employee personal income is composed of various components. These components are employee's income less than 25000 having percentages of 1.3%, 25000 to 50000 having percentages of 58.8%, 50000

to 75000 having percentages of 23.8%, 750000 to 100000 employees having percentages of 10% and above 100000 having percentages of 6.3%. These income level shows employees overall contribution and productivity in organization.

How many years of project management or project experience do you have?					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	1-2 Years	56	70.0	70.0	70.0
	3-5 Years	13	16.3	16.3	86.3
	6-8 Years	3	3.8	3.8	90.0
	9-10 Years	4	5.0	5.0	95.0
	More than 10 Years	4	5.0	5.0	100.0
	Total	80	100.0	100.0	

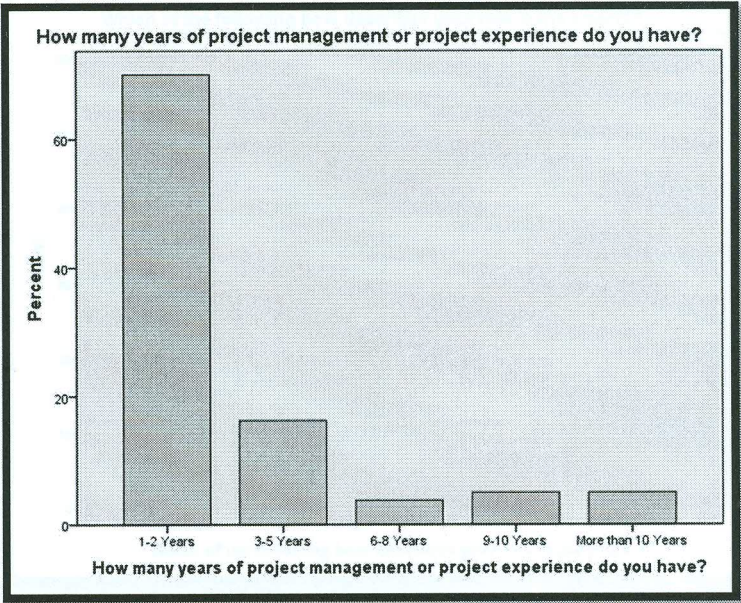


Figure 4.5 How many years of project management or project experience do you have?

Table 4.5 How many years of project management or project experience do you have?

How many years of project management or project experience do you have considered as demographic information is associated with employees working experiences for accomplished organizational goals. Employees working experience is very helpful for completion of mega information technological project. In accordance to the results, it is analysed that how many years of project management or project experience do you have is composed of various components. These components are in between 1 to 2 years, 3 to 5 years, 6 to 8 years, 9 to 10 years and more

than 10years. The results shows that employee having completion of project experience are in between 1 to 2 years having percentages of 70%, out of 100%, 3 to 5 years having percentage of 16.3%, 6 to 8 years having percentage i-e 3.8%, 9 to 10 years having percentages i-e 5.0% and more than 10 years having percentage i-e 5.0%. These entire employees project management experience is very helpful for conduction of the study.

Which of the following best describes your role in the project?					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Project Engineer	23	28.8	28.8	28.8
	Project Manager	44	55.0	55.0	83.8
	Management	6	7.5	7.5	91.3
	Senior Management	7	8.8	8.8	100.0
	Total	80	100.0	100.0	

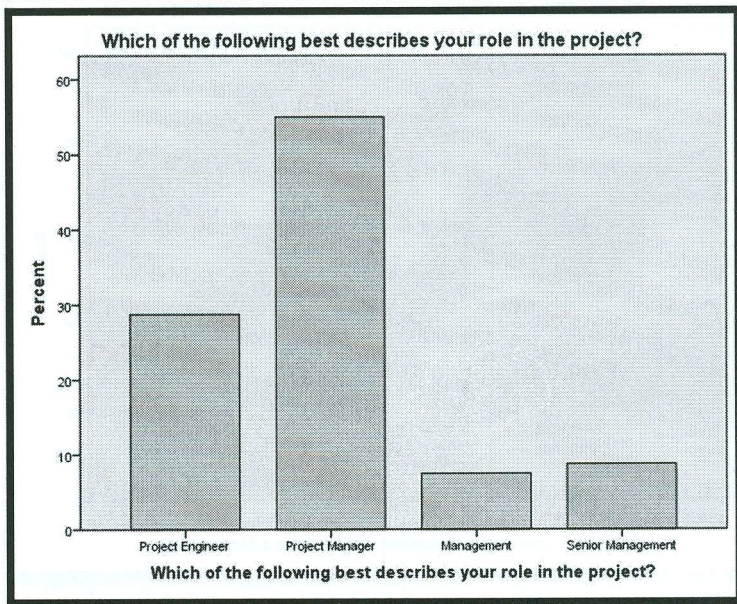


Figure 4.6 Which of the following best describes your role in the project?

Table 4.6 Which of the following best describes your role in the project?

Which of the following best describe your role in the project have considered as demographic information is associated with employees positions and decision making powers for accomplished organizational goals. Employee’s designation is very helpful for completion of mega information technological project. In accordance to the results, it is analysed that which of the following best describe your role in project is composed of various components. These components are project engineer, project manager, management and senior management. The results shows that role of

projects are linked with project engineers having percentages of 28.8%, out of 100%, project manager having percentage of 55%, management having percentage i-e 7.5% and senior management having percentages i-e 8.8%. These entire describe the role of employee's positions helpful for completion of the project.

Do you hold a professional project management certification?					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	6	7.5	7.8	7.8
	No	71	88.8	92.2	100.0
	Total	77	96.3	100.0	
Missing	System	3	3.8		
Total		80	100.0		

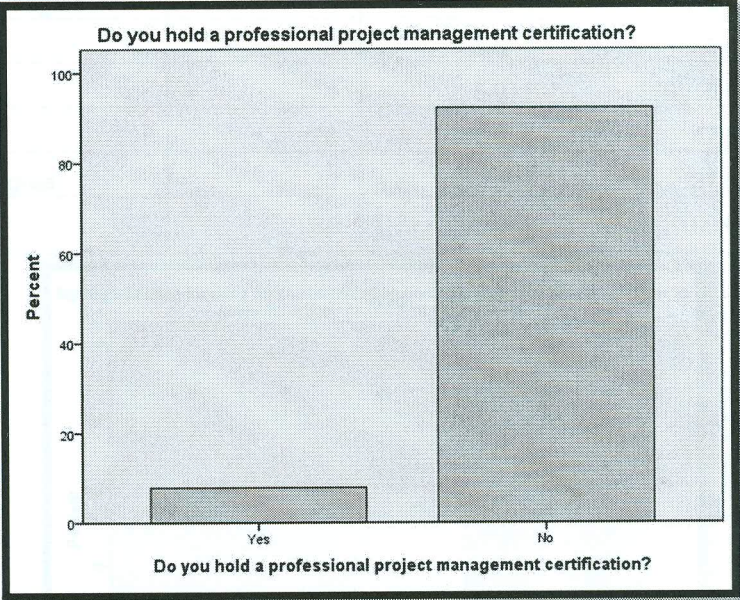


Figure 4.7 Do you hold a professional project management certification?

Table 4.7 Do you hold a professional project management certification?

Do you hold a professional project management certification considered as demographic information is associated with employees for accomplished organizational goal. Employees working certification experience is very helpful for completion of mega information technological project. In accordance to the results, it is analysed that do you hold a professional project management certification is composed of two components. These components are yes and other one is no. The results shows that employee having profession project management certification having percentages of 7.5%, out of 100%, whereas no employees having professional certification

having percentage of 88.8%. It is concluded that most of the people in market do not having professional degrees related to well perform project management tasks and helpful for conduction of the study.

4.2 Stakeholder Management and Effective Communication

Some of the important information about stakeholder management and effective communication is evaluated and helpful for determining causes of delay especially in the context of mega projects. Stakeholder management and effective communication results are assumed below:

My organization focuses on communicating continuously with the stakeholder to determine their needs and expectation					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	5	6.3	6.3	6.3
	Disagree	3	3.8	3.8	10.0
	Neutral	4	5.0	5.0	15.0
	Agree	38	47.5	47.5	62.5
	Strongly agree	30	37.5	37.5	100.0
	Total	80	100.0	100.0	

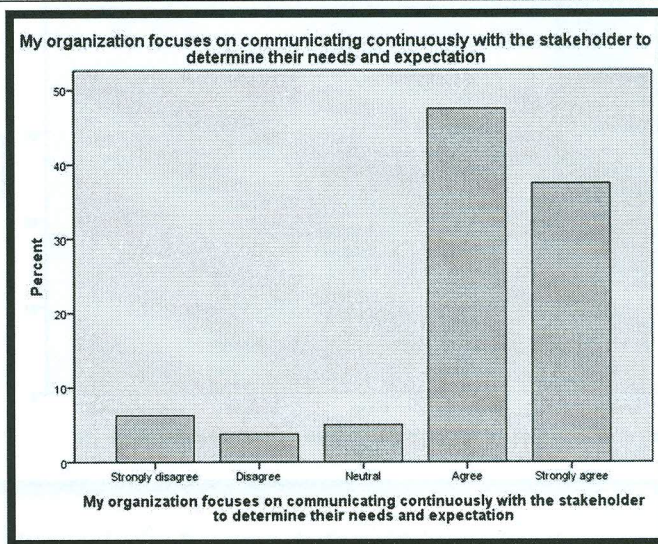


Figure 4.8 My organization focuses on communicating continuously with the stakeholder to determine their needs and expectation

Table 4.8 My organization focuses on communicating continuously with the stakeholder to determine their needs and expectation

My organization focuses on communication continuously with the stakeholder to determine their needs and expectation are composed of five main components. These components are strong

disagree, disagree, neutral, agree and strong agree. In accordance to the results, it is analyzed that the ratio of strong disagree are having 6.3%, disagree are 3.8%, neutral are having percentages of 5%, agree are having percentages of 47.5% and strong agree are 37.5%, out of 100 % helpful for conduction of study. The result shows that most of the well-known organizations are still needs continuous improvement with the help of stakeholder management for meet needs and expectations.

My organization focuses on dealing with issues when they arise to avoid delay.					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	3	3.8	3.8	3.8
	Disagree	10	12.5	12.5	16.3
	Neutral	21	26.3	26.3	42.5
	Agree	9	11.3	11.3	53.8
	Strongly agree	37	46.3	46.3	100.0
	Total	80	100.0	100.0	

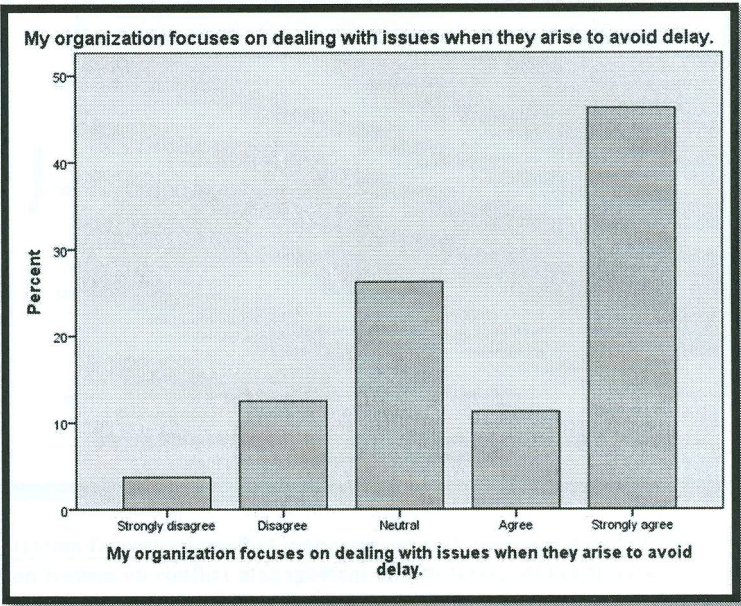


Figure 4.9 My organization focuses on dealing with issues when they arise to avoid delay.

Table 4.9 My organization focuses on dealing with issues when they arise to avoid delay

My organization focuses on dealing with issues when they arise to avoid delay to determine their needs and expectation are composed of five main components. These components are strong disagree, disagree, neutral, agree and strong agree. In accordance to the results, it is analyzed that the ratio of strong disagree are having 3.8%, disagree are 12.5%, neutral are having percentages

of 26.3%, agree are having percentages of 11.3% and strong agree are 46.3%, out of 100 % helpful for conduction of study. The result shows that most of the well-known organizations are still needs continuous improvement with the help of stakeholder management which directly dealing with issues when they arise to avoid in current system of organization.

My organization focuses on conflict management and fostering stakeholder management appropriately					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	3	3.8	3.8	3.8
	Disagree	2	2.5	2.5	6.3
	Neutral	24	30.0	30.0	36.3
	Agree	26	32.5	32.5	68.8
	Strongly agree	25	31.3	31.3	100.0
	Total	80	100.0	100.0	



Figure 4.10 My organization focuses on conflict management and fostering stakeholder management appropriately
 Table 4.10 My organization focuses on conflict management and fostering stakeholder management appropriately

My organization focuses on conflict management and fostering stakeholder management appropriately to determine and analyzed customers' needs and expectation are composed of five main components. These components are strong disagree, disagree, neutral, agree and strong agree. In accordance to the results, it is analyzed that the ratio of strong disagree are having 3.8%, disagree are 2.5%, neutral are having percentages of 30.0%, agree are having percentages of 32.5% and strong agree are 31.3%, out of 100 % helpful for conduction of study. The result shows that most

of the well-known organizations are still needs to improve their products and services customer's orientation for continuous improvement through stakeholder management appropriately and dealing with issues for betterment of current system of organization.

Effective stakeholder management creates positive relationship with stakeholders which help to avoid delays.					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	10	12.5	12.5	12.5
	Disagree	4	5.0	5.0	17.5
	Neutral	43	53.8	53.8	71.3
	Agree	6	7.5	7.5	78.8
	Strongly agree	17	21.3	21.3	100.0
	Total	80	100.0	100.0	

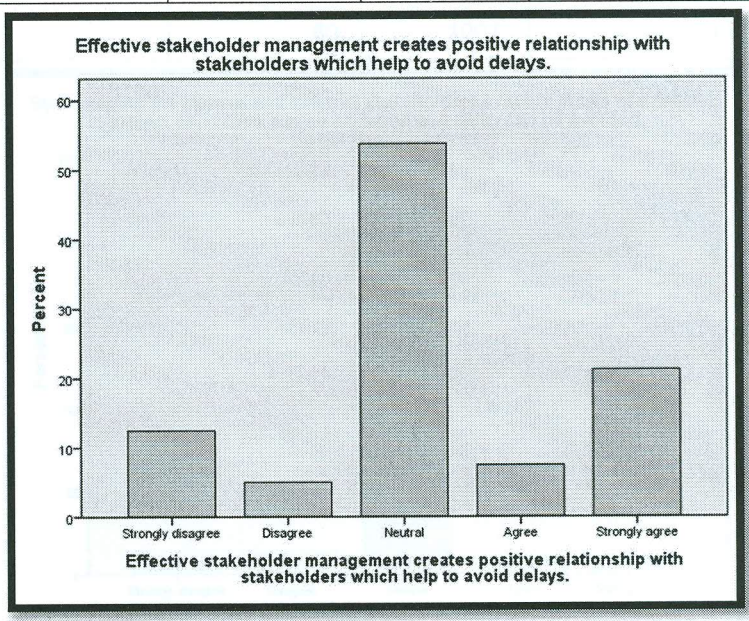


Figure 4.11 Effective stakeholder management creates positive relationship with stakeholders which help to avoid delays

Table 4.11 Effective stakeholder management creates positive relationship with stakeholders which help to avoid delays

Effective stakeholder management creates positive relationship with stakeholders which help to avoid day for fulfilled customer's needs and expectation are composed of five main components. These components are strong disagree, disagree, neutral, agree and strong agree. In accordance to the results, it is analyzed that the ratio of strong disagree are having 12.5%, disagree are 5.0%, neutral are having percentages of 53.8%, agree are having percentages of 7.5% and strong agree are 21.3%, out of 100 % helpful for conduction of study. The result shows that most of the well-

known organizations are using various short term and long term strategies relevant to analyzed effective stakeholder management create positive relationship with stakeholder to avoid delays. The operational functional activities of organization still needs to improve their products and services customer's orientation for continuous improvement through stakeholder management.

By managing the internal and external stakeholders in every phase of a project, project objectives can be achieved and delay can be avoided					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	1	1.3	1.3	1.3
	Disagree	4	5.0	5.0	6.3
	Neutral	69	86.3	86.3	92.5
	Agree	3	3.8	3.8	96.3
	Strongly agree	3	3.8	3.8	100.0
	Total	80	100.0	100.0	

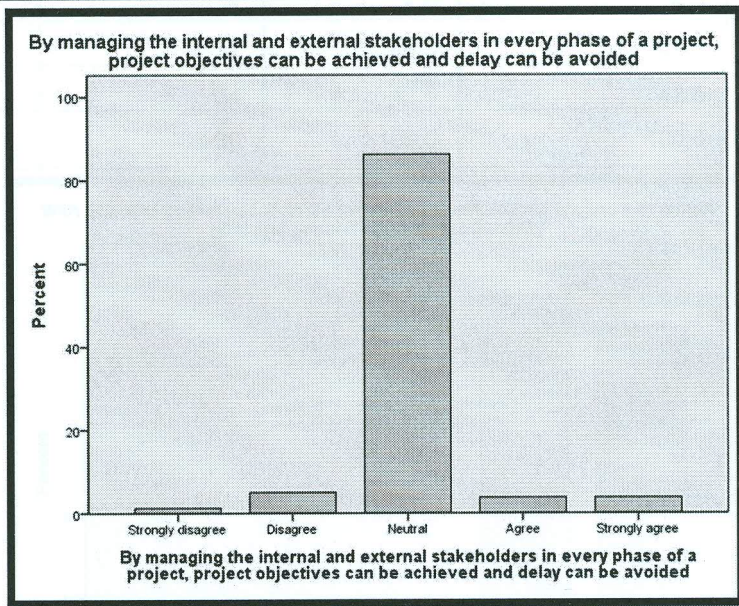


Figure 4.12 By managing the internal and external stakeholders in every phase of a project, project objectives can be achieved and delay can be avoided

Table 4.12 By managing the internal and external stakeholders in every phase of a project, project objectives can be achieved and delay can be avoided

By managing the internal and external stakeholder in every phase of a project, the main project objective that can be achieved and delay can be avoided. The managing internal and external stakeholder activities are composed of five main components. These components are strong disagree, disagree, neutral, agree and strong agree. In accordance to the results, it is analyzed that

the ratio of strong disagree are having 1.3%, disagree are 5.0%, neutral are having percentages of 86.3%, agree are having percentages of 3.8% and strong agree are 3.8%, out of 100 % helpful for conduction of study. The result shows that most of the well-known organizations are using various developed strategies relevant to analyzed effective stakeholder management create positive relationship with stakeholder to avoid delays. The operational functional activities of organization still needs to improve their products and services customer's orientation for continuous improvement through stakeholder management.

With Effective communication we can unite the employees around a common goal and generate greater productivity					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	1	2	2.5	2.5	2.5
	2	3	3.8	3.8	6.3
	3	4	5.0	5.0	11.3
	4	37	46.3	46.3	57.5
	5	34	42.5	42.5	100.0
	Total	80	100.0	100.0	

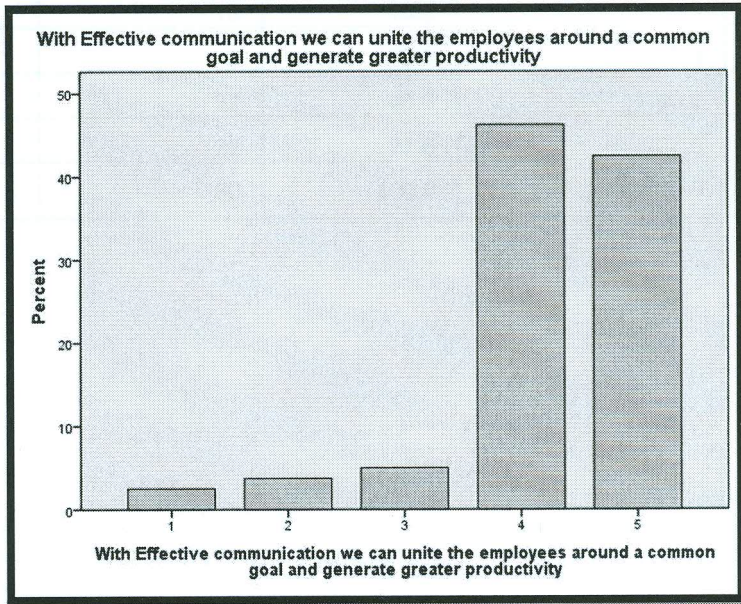


Figure 4.13 With Effective communication we can unite the employees around a common goal and generate greater productivity

Table 4.13 With Effective communication we can unite the employees around a common goal and generate greater productivity

With effective communication we can unite the employees around a common goal and generate greater productivity needs and expectation are composed of five main components. These components are strong disagree, disagree, neutral, agree and strong agree. In accordance to the results, it is analyzed that the ratio of strong disagree are having 2.5%, disagree are 3.8%, neutral are having percentages of 5.0%, agree are having percentages of 46.3% and strong agree are 42.5%, out of 100 % helpful for conduction of study. The result shows that organizations are using various strategies relevant to analyzed effective communication that unite the employees around common goal greater productivity evaluated in term of positive relationship with stakeholder to avoid delays. The operational functional activities of organization still needs to improve their products and services customer’s orientation for continuous improvement through employees around common goal to generate more productivity.

Conflicts are often uninvited members on project team and require effective communication to make decision to prevent the project from delay					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	1	5	6.3	6.3	6.3
	2	13	16.3	16.3	22.5
	3	8	10.0	10.0	32.5
	4	32	40.0	40.0	72.5
	5	22	27.5	27.5	100.0
	Total	80	100.0	100.0	

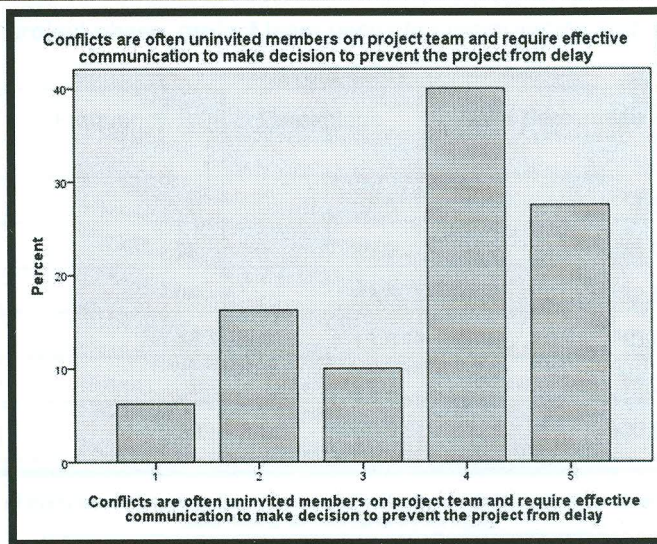


Figure 4.14 Conflicts are often uninvited members on project team and require effective communication to make decision to prevent the project from delay

Table 4.14 Conflicts are often uninvited members on project team and require effective communication to make decision to prevent the project from delay

Conflict is often uninvited members on project team and require effective communication to make decision to prevent the project from delay are composed of five main components. These components are strong disagree, disagree, neutral, agree and strong agree. In accordance to the results, it is analyzed that the ratio of strong disagree are having 6.3%, disagree are 16.3%, neutral are having percentages of 10%, agree are having percentages of 40% and strong agree are 27.5%, out of 100 % helpful for conduction of study. The result shows that organizations are using strategies relevant to analyzed effective communication to make decision to prevent project from delay. The operational functional activities of organization still needs to improve their products and services customer's orientation for continuous improvement through stakeholder management.

At every turn in every project phase, project team needs to communicate and make timely decisions to avoid delay					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	1	6	7.5	7.5	7.5
	2	28	35.0	35.0	42.5
	3	26	32.5	32.5	75.0
	4	11	13.8	13.8	88.8
	5	9	11.3	11.3	100.0
	Total	80	100.0	100.0	

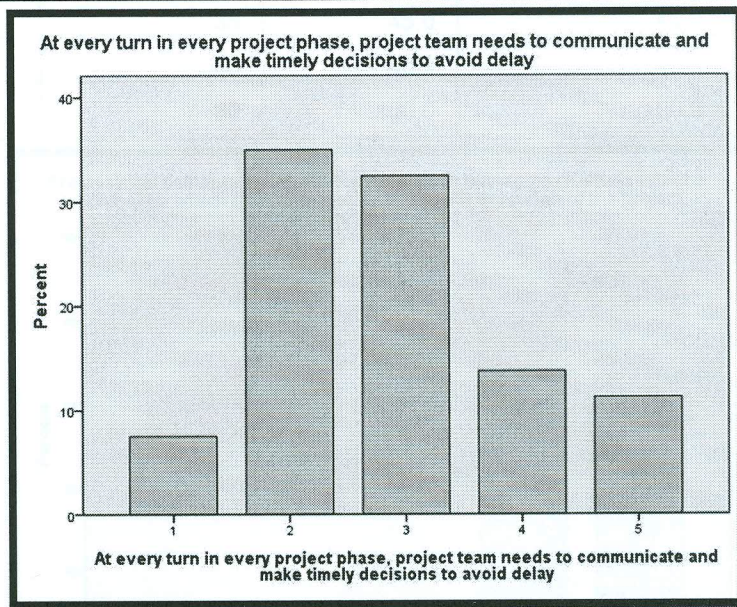


Figure 4.15 At every turn in every project phase, project team needs to communicate and make timely decisions to avoid delay

Table 4.15 At every turn in every project phase, project team needs to communicate and make timely decisions to avoid delay

At every turn in every project phase, project team to communication and make timely decision to avoid delay are composed of five main components. These components are strong disagree, disagree, neutral, agree and strong agree. In accordance to the results, it is analyzed that the ratio of strong disagree are having 7.5%, disagree are 35.0%, neutral are having percentages of 32.0%, agree are having percentages of 13.8% and strong agree are 11.3%, out of 100 % helpful for conduction of study. The result shows that most of the well-known organizations are using strategies relevant to analyzed project activities due to effective communication and make timely decision is avoid delay. The strategies of organization still needs to improve their products and

services customer's orientation for continuous improvement through timely decisions to avoid delays in projects.

Professional communication strategy assists in managing relations with the stakeholder which ultimately results in smooth execution of the project.					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	1	3	3.8	3.8	3.8
	2	2	2.5	2.5	6.3
	3	3	3.8	3.8	10.0
	4	36	45.0	45.0	55.0
	5	36	45.0	45.0	100.0
	Total	80	100.0	100.0	

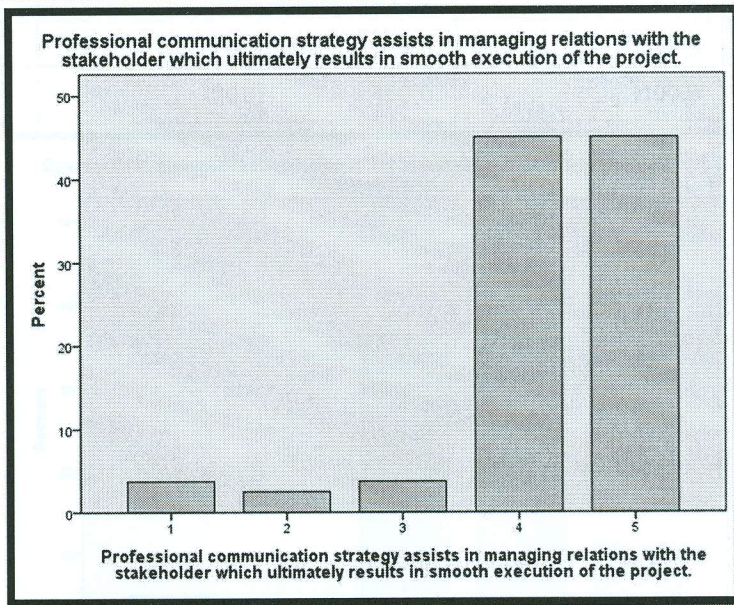


Figure 4.16 Professional communication strategy assists in managing relations with the stakeholder which ultimately results in smooth execution of the project.

Table 4.16 Professional communication strategy assists in managing relations with the stakeholder which ultimately results in smooth execution of the project.

Professional communication strategy is evaluated in term of effective managing relations with internal and external stakeholder which ultimately results in smooth execution of the project are composed of five main components. These components are strong disagree, disagree, neutral, agree and strong agree. In accordance to the results, it is analyzed that the ratio of strong disagree are having 3.8%, disagree are 2.5%, neutral are having percentages of 3.8%, agree are having percentages of 45% and strong agree are 45%, out of 100 % helpful for conduction of study. The

result shows that organizations are using various strategies relevant to analyzed effective stakeholder management create positive relationship with stakeholder to avoid delays. The operational functional activities of organization still needs to improve overall products and services related to customer's orientation for continuous improvement through stakeholder management.

Openness in communication helps to team members to improve mutual trust between them.					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	1	4	5.0	5.0	5.0
	2	3	3.8	3.8	8.8
	3	29	36.3	36.3	45.0
	4	35	43.8	43.8	88.8
	5	9	11.3	11.3	100.0
	Total	80	100.0	100.0	

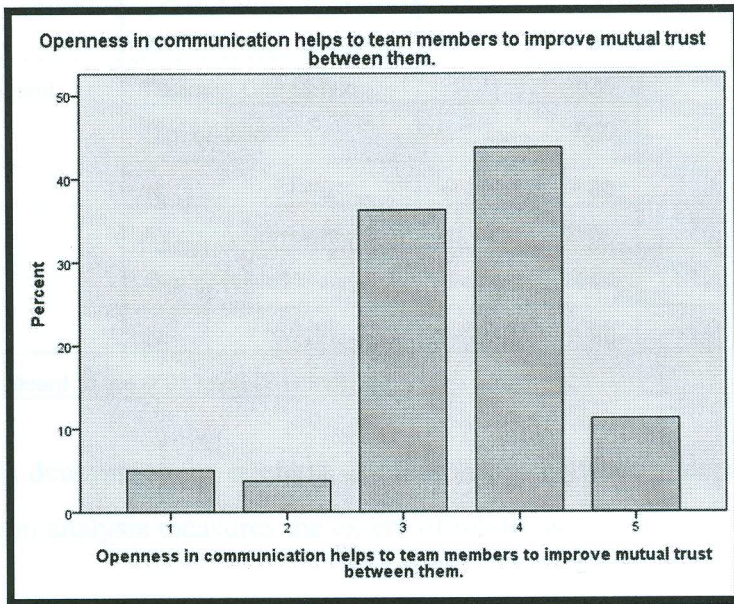


Figure 4.17 Openness in communication helps to team members to improve mutual trust between them

Table 4.17 Openness in communication helps to team members to improve mutual trust between them.

Openness in communication helps to team members to improve mutual trust between them are composed of five main components. These components are strong disagree, disagree, neutral, agree and strong agree. In accordance to the results, it is analyzed that the ratio of strong disagree are having 5%, disagree are 3.8%, neutral are having percentages of 36.3%, agree are having percentages of 43.8% and strong agree are 11.3%, out of 100 % helpful for conduction of study.

The result shows that organizations are using strategies relevant to analyzed openness in communication helps to team members to improve mutual trust between them to avoid delays in mega projects.

4.3 Correlation Analysis

Correlation analysis is considered as statistical term which is used for testing of suggested hypotheses derived through theoretical framework model of the study. In this study, the main variables are independent i-e effective communication and stakeholder management and other one is dependent variable i-e delay in mega projects. The result of correlation analysis is given below:

Correlations				
		Effective Communication	Stakeholder Management	Delay
Effective Communication	Pearson Correlation	1	-.035	-.770**
	Sig. (2-tailed)		.000	.000
	N	80	80	80
Stakeholder Management	Pearson Correlation	-.035	1	-.017
	Sig. (2-tailed)	.000		.000
	N	80	80	80
Delay	Pearson Correlation	-.770**	-.017	1
	Sig. (2-tailed)	.000	.000	
	N	80	80	80

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

Table 4.18 Correlations

Correlation analysis determines the strength of relationship between independent and dependent variables. Correlation analysis measures the extent of relations.

First research hypothesis is about effective communication is negatively correlated with delay in mega projects. The results shows that correlation value of effective communication and delay in mega projects i-e $-.770^{**}$, level of signification i-e 0.000 and sample size n i-e 80.

Second research hypothesis is about stakeholder management is negatively correlated with delay in mega projects. The results shows that correlation value of stakeholder management and delay in mega projects i-e $-.017$, level of signification i-e 0.000 and sample size n i-e 80. Hence, hypotheses are approved and support framework model of the study.

4.4 Hypotheses Assessment Summary

The result of hypotheses assessment summary is given below:

Hypotheses	Correlation Value	Significant Level	Remarks (Accept or Reject)
Effective communication is negatively correlated with delay in mega projects.	(.770**)	0.000	Accept
Stakeholder management is negatively correlated with delay in mega projects.	(.017)	0.000	Accept

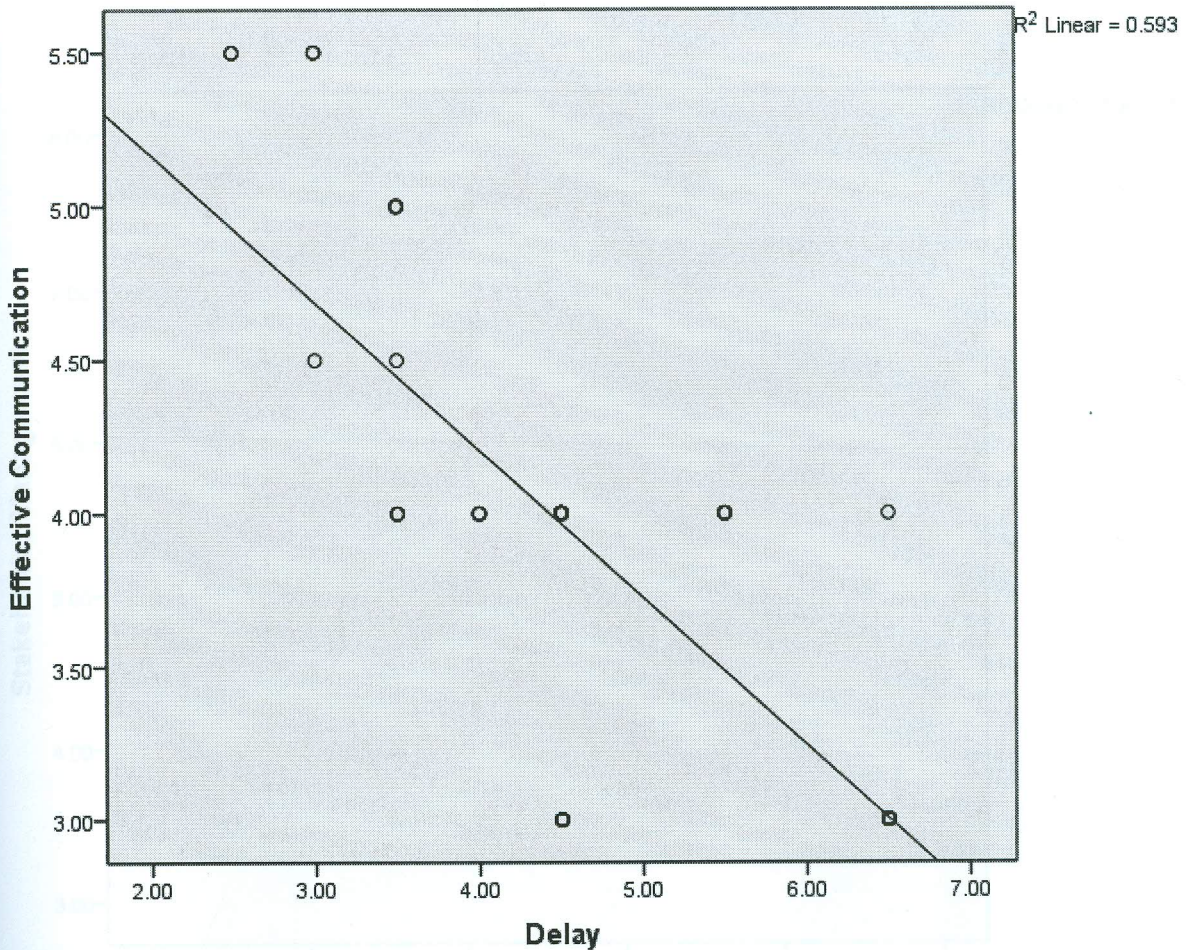
Table 4.19 Hypotheses Assessment Summary

Hypotheses assessment summary is composed of four main components. These components are research hypotheses, correlation value, level of significant and remarks evaluated in terms of accept or reject. In accordance to the results, it is analyzed that first research hypothesis effective communication is negative correlated with delay in mega projects having correlation value i-e (.770**), level of signification i-e 0.000. Second research hypothesis is about stakeholder management is negatively correlated with delay in mega project having correlation value i-e (.017), level of significant i-e 0.000. So, these hypotheses are accepted and support researcher frame work model.

4.4.1 Relationship between Effective Communication and Delay

The result of graph shows that relationship between effective communication and delay in mega projects. In accordance to the results, it is analyzed that the value of effective communication and delay in mega projects shows R^2 linear value i-e 0.593, which is considered as good value for

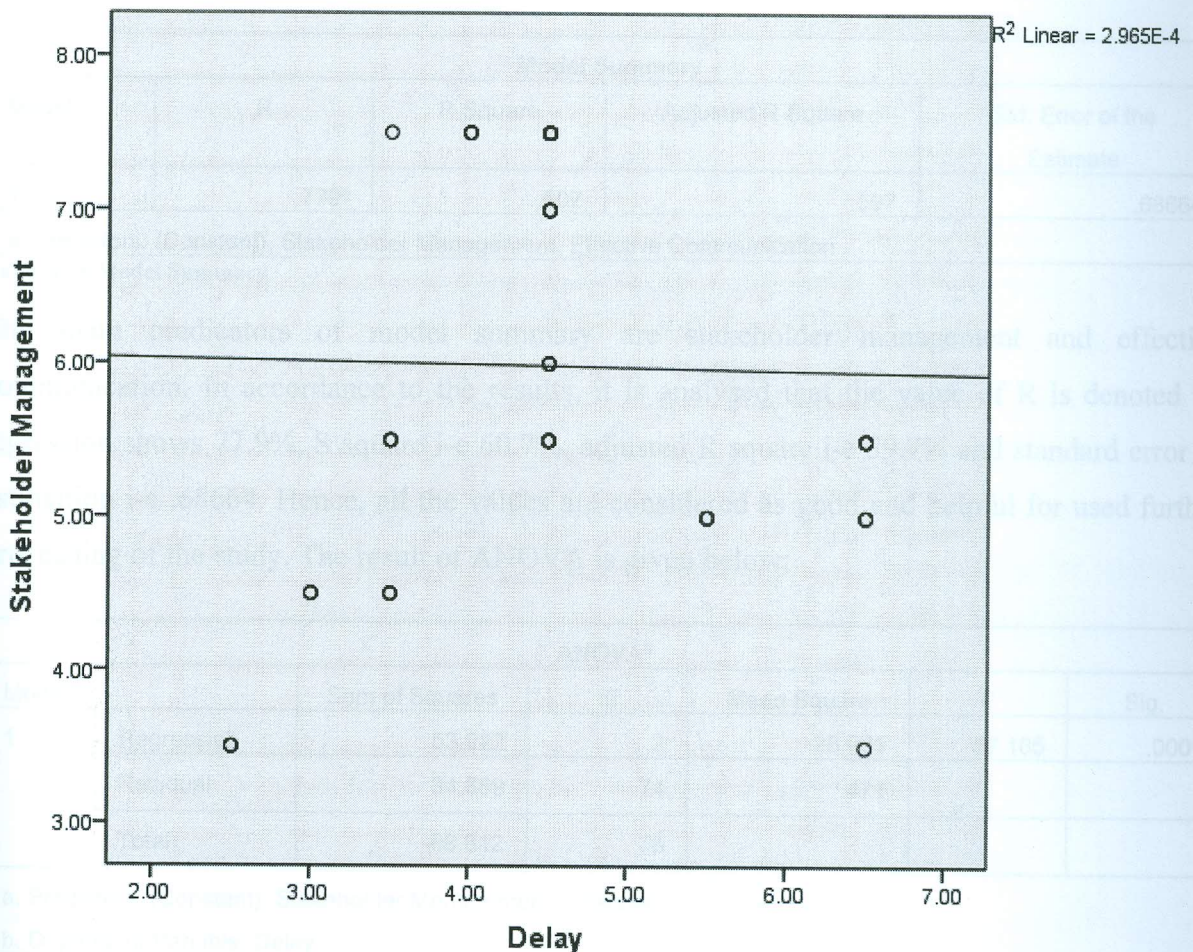
determine relationship between variables. The graph relationship between effective communication and delay in mega projects are given below:



4.4.2 Relationship between Stakeholder Management and Delay

The result of graph shows relationship between stakeholder management and delay in mega projects. In accordance to the results, it is analyzed that relationship value between stakeholder management and delay in mega projects shows R^2 linear value i-e 2.965, which is considered as

good value for determine relationship between variables. The graph relationship between stakeholder management and delay in mega projects are given below:



4.5 Regression Analysis

Regression analysis is considered as statistical term which is used for determine the overall impact of all independent variables on dependent variable. the result of regression analysis is given below:

Variables Entered/Removed ^b				
Model	Variables Entered		Variables Removed	Method
1	Stakeholder Management, Effective Communication			Enter

a. All requested variables entered.
 b. Dependent Variable: Delay

Table 4.20 Variables Entered

The result of variables entered or removed is composed of four main components. These components are model i-e 1, variables entered are stakeholder management and effective communication, variable removed i-e null and method used having entered. The result of model summary is given below:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 ^a	.607	.597	.68664
a. Predictors: (Constant), Stakeholder Management, Effective Communication				

Table 4.21 Model Summary

The main predictors of model summary are stakeholder management and effective communication. In accordance to the results, it is analysed that the value of R is denoted by regression shows 77.9%, S square i-e 60.7%, adjusted R square i-e 59.7% and standard error of estimation i-e .68664. Hence, all the values are considered as good and helpful for used further proceeding of the study. The result of ANOVA is given below:

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.922	2	26.961	57.185	.000 ^a
	Residual	34.889	74	.471		
	Total	88.812	76			
a. Predictors: (Constant), Stakeholder Management, Effective Communication						
b. Dependent Variable: Delay						

Table 4.22 ANOVA

In this ANOVA results, main predictors are stakeholder management, effective communication and delay in mega projects. In accordance to the results, it is analysed that the values of regression and residual evaluated in term of sum of squares i-e (53.922 and 34.889) the value of df i-e (2 and 74), mean square i-e (26.961 and .471). the main functionality of ANOVA is to calculate variance in research model which is 57.185% at level of signification i-e 0.000. the result of coefficient analysis is given below:

Coefficients				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Beta	Beta		
1	(Constant)	10.188	.624		16.323	.000
	Effective Communication	1.240	.117	.774	10.620	.000
	Stakeholder Management	.110	.068	.118	1.625	.000
a. Dependent Variable: Delay						

Table 4.23 Coefficients

The result of coefficient analysis is composed of two main components. These components are unstandardized coefficients and other one is standardized coefficients. In accordance to the results, the researcher evaluates effect of Interpersonal Skills on the delays of Mega projects in Lahore through effective use of standardized coefficient. The results shows that effective communication plays a very important role in any organization and helpful for delay of mega projects in companies. The value of effective communication of beta i-e .774 at level of signification i-e 0.000, whereas stakeholder management is having beta value i-e .118, at level of significant i-e 0.000. Hence both of these variables are very important for brining change in current system of organization and helpful for reduce the facts of delay especially in the context of delay in mega projects.

CHAPTER 5. CONCLUSION

In this research, detailed investigation and discussions have been conducted within the context of interpersonal skills focusing on delays of Mega Projects in Lahore. The core focus of research was to identify and analyse interpersonal skills in delays of mega projects in Lahore. Based on the existing researches and analysis, it has been analysed that there are number of different sort of works that are conducted within the context of mega construction and other mega projects. However, due to the limitations of resources and time period, we only considered the IBAS Projects that are simulated in region of Lahore. Most of the researches analysing that delays in project overall set negative impacts on project and there is a high probability that many projects delay. According to the analysis, it is observed that there are number of parameters that need to be considered in order to minimize the delay so that the key objective of research can be achieved.

Delay is considered as one of the main parameters on which several investigations have been conducted and it is analysed that most of industries throughout the globe have been facing the issues of project delays. Based on the existing researches, we have presented several issues of the delays such as communication barriers, lack of technical skills, environmental issues and many others. However, to bring novelty in our research area, we have focused on design and development of the theoretical framework by extracting different sorts of key parameters from the past researches where not much work was carried. According to my analysis I was able to develop the framework based on the mechanism in context of dependent and independent variable.

Effective communication and Stakeholder management is considered as independent variable and it is observed that very less research work is carry out in this context. There are different hypothesis that has been developed to carried out and verify the proposed solution and to answer research questions. It is analysed that it is really complex to measure relationship between the dependent and independent variables. However, it proposed methodology integrated needs should be able to measure the performance and identify their impact.

Methodology is considered as one of the complex processes and it is observed that selection of right methodology overall leads to the success of the project if followed properly. In this research, quantitative and qualitative mixed method approach has been applied as this research required the in-depth data collection and analysis mechanism from both, primary and secondary resources. In this research, we have considered questionnaire under the primary category and literature review

and research article in the secondary category focusing within context of interpersonal skills on the delays of mega Projects in Lahore. Most of the researchers have also emphasized that the utilization of interview technical in the researches that are conducted in the similar domain. However, according to my analysis, I have not focused on the utilization of semi structure interview due to the limitations of time constrains and languages interpretation problems. So, in this research, we have utilized research methodology presented by Rauf that is based on the eight phases that are directly connected with each other in a systemic manner.

Key objective of this research was to identify and analyse the study to measure the effect of Interpersonal skills on the delays of IBAS project. Based on the simulation results, that are carried out through SPSS tools it has been analysed that Interpersonal skills has positive impact in the context of delays of mega projects in Lahore. So, it can be concluded that positive impact has been achieved. It is observed that if effective communication is properly established, then required research goal can be achieved. But, still it has also been suggested that training and workshops needs to be conducted in the context of Mega Projects in Lahore so that communication processes can be improved.

It is analysed that effective communication has its own importance in accomplishing project activities within specified timeframe. Delay of projects are due to project complexity, shortages of resources, funds, parts or components are not available on spots and many other relevant activities performed which causes delays in projects especially in the context of IBAS project. In Pakistan, it has been analysed that most of mega projects are delayed due to economic instability and currency exchanges rates are not up to marked. It is identified and analysed that stakeholder management plays dynamic role in the completion of projects. In this study, emphasis has been laid on mega projects, internal and external stakeholder activities are in interest of project but major delays have occurred due to decisions, powers, human resources are not effectively managed.

In next section, the detailed discussion is presented within the context of recommendations and future work that is carried out for effect of interpersonal skills on the delays of mega projects in Lahore: a view from IBAS projects.

5.1 Recommendation

The following are the key recommendations that are provided in the context of this research:

1. Communication and Collaboration Channel
 - a. Integration of information and communication technology so that communication and collaboration between all key stakeholders can be improved,
2. Training and Workshop
 - a. It is suggested that training needs to be provided to stakeholder so that better understanding can be developed between the team working on the project. These trainings will also help the stakeholder and teams to have understanding of how the project will be conducted and what are the key benefits if the communication strategy is properly integrated.
3. Reporting System
 - a. It is recommended that in order to minimize the delay the proper reporting system needs to be integrated. So that each and every activity of project can be measured that will directly me helping in minimizing the delay.

5.2 Future Work

In future work, we will be extending the mechanism for measuring the Interpersonal Skills impact in the telecommunication industry and their importance to identify and analyse that how the process of Interpersonal Skills can play an important role in the medium scale project that are carried in context of telecommunication industry.

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APPENDIX

Questionnaire

This survey is being carried out to collect data for my MS research study as a requirement of MS degree in Project Management at Bahria University Islamabad (Lahore Campus). Based on your experience in projects, you are requested to answer these questions on the basis of your last completed project. Thank you for your attention and cooperation.

Contact Detail: Muhammad Tauqeer | **Cell:** 0333 6401202 | **Email:** tauqeer63@yahoo.com

PART A: Demographic

1. Gender

- a. Male
- b. Female

2. Age

- a. 20 to 25
- b. 26 to 30
- c. 31 to 35
- d. 36 to 40
- e. 40 above

3. What is your educational qualification?

- a. Diploma
- b. Bachelors
- c. Masters
- d. MS/Mphil
- e. Doctorate

4. Your income per month?

- a. < 25000
- b. 25000 to 50000
- c. 50000 to 75000
- d. 75000 to 100000
- e. Above 100000

5. How many years of project management or project experience do you have?

- f. 1-2 Years
- g. 3-5 Years
- h. 6-8 Years

- i. 9-10 Years
- j. More than 10 Years

6. Which of the following best describes your role in the project?

- a. Supervisor
- b. Project engineer
- c. Project Manager
- d. Management
- e. Senior Management
- f. Other Please specify _____

7. Do you hold a professional project management certification?

- a. Yes, Please Specify organization _____
- b. No

Please respond to each of the following Statement relate to your feelings about your organization. Please show the extent to which you believe this organization has the feature described in the statement.				
1=Strongly Disagree	2= Disagree	3= Neutral	4=Agree	5= Strongly Agree

PART B: Stakeholder Management

No.	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	My organization focuses on communicating continuously with the stakeholder to determine their needs and expectation	1	2	3	4	5
2	My organization focuses on dealing with issues when they arise to avoid delay.	1	2	3	4	5
3	My organization focuses on conflict management and fostering stakeholder management appropriately	1	2	3	4	5
4	Effective stakeholder management creates positive relationship with stakeholders which help to avoid delays.	1	2	3	4	5
5	By managing the internal and external stakeholders in every phase of a project, project objectives can be achieved and delay can be avoided	1	2	3	4	5

PART C: Effective Communication

No	Statement	Strongly disagree	Disagree	Neutral	Agree	strongly agree
1	With Effective communication we can unite the employees around a common goal and generate greater productivity	1	2	3	4	5
2	Conflicts are often uninformed members on project team and require effective communication to make decision to prevent the project from delay	1	2	3	4	5
3	At every turn in every project phase, project team needs to communicate and make timely decisions to avoid delay	1	2	3	4	5
4	Professional communication strategy assists in managing relations with the stakeholder which ultimately results in smooth execution of the project.	1	2	3	4	5
5	Openness in communication helps to team members to improve mutual trust between them.	1	2	3	4	5

Many, many sincere thanks for your assistance and cooperation in completing this questionnaire

Effect of Selected Interpersonal Skills on the Delays of Mega Projects in Lahore: A view from IBAS Projects

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