



The Relationship between Project Management Characteristics and Competitive Advantage of Companies

العلاقة بين خصائص إدارة المشاريع والمزايا التنافسية للشركات

by

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Abstract

Due to the absence of some project management characteristics that influence competitive advantage in companies, focusing on some of these characteristics has become a fundamental dialogue for enhancing achievement and competitiveness within companies. This research provides analysis of three project management characteristics in order to identify their relationship with the company's competitive advantage as well as to investigate their effect and importance to project managers.

The three characteristics of project management indicated in this research are leadership, emotional intelligence and inspiration. This paper will also examine some of the challenges and limitations faced by companies in their way to achieve better success. Moreover, this research will also identify the elements that would improve project management characteristics, in addition to developing a framework to connect variables together.

For the purposes of this study, the researcher has adopted the quantitative approach, where a survey was conducted for gathering information. This survey was distributed to the target group which consists of some specialists from the United Arab Emirates, Jordan and Saudi Arabia. The total number of responses retrieved were 100 responses.

Findings indicate that companies with effective project management characteristics are able to reach more success along with better competitiveness, and that the achievement of success in companies depends on enhanced practices in leadership, emotional intelligence and inspiration.

نُبذة عن المشروع

بسبب الغياب في بعض خصائص إدارة المشاريع التي تؤثر على الميزة التنافسية في الشركات، يصبح التركيز على بعض هذه الخصائص بمثابة حوارٍ أساسي لتطوير إنجازات الشركات وتنافسيتها. يُقدم هذا البحث تحليلاً لثلاثة سمات من إدارة المشاريع لمعرفة مدى ارتباطهم بكفاءة الشركة بجانب التحقق من مدى تأثيرها وعلاقتها بمدراء المشاريع.

خصائص إدارة المشاريع التي سيتم تناولها في هذه الدراسة تشتمل على القيادة، والذكاء العاطفي والتحفيز. أيضاً سيتم من خلال هذه الدراسة التعرف على بعض الصعوبات والمحددات التي تواجه الشركات في إطار تحقيق تنافسية أفضل ونجاح أكبر. بالإضافة الى أن هذا البحث يركّز على اكتشاف العناصر التي تعمل على تطوير خصائص إدارة المشاريع بالإضافة إلى رسم إطار عمل يربط المتغيرات معاً.

وفي سبيل تحقيق أهداف الدراسة، فقد استخدمَ الباحث المنهجية الكمية، حيث تم عمل استبيان لجمع المعلومات. وتم توزيع هذا الاستبيان على الشريحة المستهدفة التي تتألف من بعض الخبراء من دولة الإمارات العربية المتحدة المملكة الأردنية الهاشمية والمملكة العربية السعودية، حيث بلغت مجموع الردود الكلية منةً رة.

كما أشارت نتائج الدراسة الى أن الشركات التي تتمتع بخصائص فعالة في إدارة المشاريع هي قادرة على الوصول إلى نجاح أكبر وتنافسية أفضل، بالإضافة الى أن تحقيق النجاح في الشركات يعتمد على تعزيز ممارسات القيادة والذكاء العاطفي والتحفيز.

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Chapter One: Introduction

1.1 Outline

The subject of innovation around the world has been introduced in Europe and US for more than three decades, and become today a vital part in practicing and measuring the organizational development worldwide (Lundvall, 2007). During the last decades, important improvements have took place in field of innovation; not only in its nature, tools and procedures, but also in the policies, strategies and management, which are altogether have a critical effect on the concept of innovation (Smits & Kuhlmann, 2004). Furthermore, the intersection between innovation and management is growing day by day, with innovation becoming the foundation for its continuity and excellence (Baregheh, Rowley & Sambrook 2009).

Additionally, firms are developing practices and processes for sustaining competitiveness; while globalization is playing a key role in giving access for innovative companies to obtain extra profits (Gassmann, 2006). On the other hand, innovation is becoming more complex, as it has more risk and cost due many reasons such as increased competitiveness and customer requirements, in addition to the unstable environment (Tamer Cavusgil, Calantone & Zhao, 2003).

The lack of project management characteristics can be clearly viewed in many organizations based on the lack of staff unity, performance, and effective strategies, in addition to the crack in

vision and failure in competency (Bondarouk & Kees Looise, 2005). Thus, maintaining creative environment through working tasks is an essential tool for the achievement of success. Google Company, for example, has developed unique environment values for its employees, including innovative and unrestricted facilities, to reach accomplishments and excellence in leadership (Teece, 2010).

Nowadays, project management is facing many challenges for meeting the market goals, which are maintaining progress and increasing income. Hence, there are more responsibilities incurred, mainly due to unemployment (Shenhar, 2004). On the other hand, an active working atmosphere pushes the organization's management towards discovering brilliant tools such as creative individuals and technological resources, in order to overcome obstacles and seize successful opportunities (Shenhar & Dvir, 2008).

Interestingly, there is an extensive debate today on whether project management characteristics are effective in enhancing the competitive advantage of firms, as well as on how to improve the relationships between these characteristics through tools, individuals, methods and experience (Argote & Ingram, 2000) and (Tallman et al. 2004). Accordingly, this study has selected leadership, emotional intelligence and inspiration in order to investigate their effects and relationships in improving the competitive advantage of companies.

1.2 Background

Many researchers and professionals have considered information about companies as a vital tool that help reach diverse objectives (Whelton et al. 2003). Besides, the increasing in innovative implementations has also improved competitive advantage of companies, similar to that achieved by Airbnb, which operates globally by renting millions of homes without actually having any homes (Guttentag, 2013). Additionally, Twitter, for example, is considered today as one of the sources that companies use in commerce, exchange of information and getting feedback ("Twitter and corporate social responsibility", 2015).

A project usually includes responsibilities and regular objectives that have to be met over a specific time period (Cho & Gibson, 2001). Therefore, the focus on enhancing project management products should start from early stages in the project, more specifically, from the selection of an efficient project manager who would be able to face complex and risky situations (Styhre, 2006) and (Bredillet, Tywoniak & Dwivedula, 2015). In addition, administrative goals are not necessarily to be achieved directly with the completion of the project as they may take longer time or reach more successful results (Cooke et al. 2002).

Furthermore, project management skills are required based on based on market changes, technological advancement and market competitiveness (Cicmil et al. 2006) & (Keil, Tiwana & Bush, 2002). Ahsan, Ho & Khan (2013) also point out that many companies have classified project management sources into three groups: knowledge, skills and capabilities.

Competitive advantage is an open area that helps organizations work against challenges and it can be achieved through strategies, skills, customer loyalty and marketing campaigns (Takey & Carvalho, 2015). However, project management is facing today great challenges in companies; as a result, various projects are not progressing well mainly due to management issues (Carvalho, Patah & de Souza Bido, 2015). In this regard, Kossova & Sheluntcova (2016) show that project management in developing nations is disturbed by poor scheduling and resource allocation. It would be thereby important for companies to adopt fixed project management characteristics in their work and to achieve this, they should work on improving their business standards (Clarke, 2009) and (Patanakul, 2011).

1.3 Problem Statement

Müller & Turner (2007) indicate that wrong agreement between project management skills and some of the company's tasks can clearly influence outcomes. Basically, when adopting project management skills, some companies ignore some fundamental skills which influence competitive advantage (Yang, Huang & Wu, 2011). Accordingly, it seems that there is a reasonable gap between some of project management characteristics and competitive advantage in companies.

This research would be therefore helpful for companies that always seek to adopt efficient project management characteristics in order to achieve practical and attainable competitive advantage (Tippins & Sohi, 2003). In addition, the absence of some project management characteristics within companies would make them face many challenges such as failure of competency and insecure working environment (Henderson, 2006). Hence, organizations today should not hesitate to choose managers with impressive skills for achieving success (Damanpour and Schneider, 2006).

Interestingly, the failure of many projects can be due to the lack of key project management skills and poor dialogue channels, which all influence the execution process and reduce the competitive advantage of the company. Besides, during the last recent years, project management is confronting various obstacles including the conflict between stakeholders and crazy market loads (Turner & Müller, 2004).

Basically, project management in developing nations is still weak in managing skills and organizing assets professionally as planned (Banihashemi et al. 2017). In addition, the lack of proper resources allocated to the project manager can impede the achievement of success in the company (Bharadwaj and Menon, 2000). In view of that, an effective project manager should be certified and have an inspiration and flexibility as well (Meng and Boyd, 2017).

1.4 Study Objectives

This study aims at investigating and analyzing some of project management characteristics; namely (leadership, emotional intelligence and inspiration), along with their impact on the competitive advantage of companies. Furthermore, the study will attempt to come up with some suggestions based on previous literature and results for the analysis of information gathered for examining competitive advantage. Several worldwide practices will be also used as references for extra coordination and reflection.

1.5 Significance of study

A quick search on innovation via Google Scholar will result in a huge number of studies and references conducted during last years (Huizingh, 2011). This study would therefore provide evidence on the significance and effect of innovation, in addition to helping administration improve competitive advantage of their companies (Callison, 2013).

Furthermore, the impressions of achievement and disappointment around project management will be explained throughout the study, and results as well will be analyzed towards discovering

the impact of project management functioning style. Besides, this paper can be useful in showing how to maintain competitive advantage in the future and produce further project management proficiency by identifying points of weaknesses and working on them (Winter et al. 2006).

Additionally, this study will also recommend companies to conduct more training programs in order to establish qualified project management standards that can include leadership styles, emotional intelligence preparation, and inspiration rehearsing. Moreover, it can be useful as well in helping companies develop a more modern vision and allocate creative executives too. Ultimately, the study will add value to the project management knowledge and contribute to improving it.

1.6 Study Questions

1. To what extent can project management characteristics affect competitive advantage?
2. To what extent can leadership affect competitive advantage?
3. To what extent can emotional intelligence affect competitive advantage?
4. To what extent can motivation affect competitive advantage?
5. How can the PM promote the competitive advantage of the company?

1.7. Summary

This study provides a background and an outline explanation on the investigation subject. Similarly, diverse statements are used to show the relationship between project management characteristics and competitive advantage. Objectives and significance of the study are also clearly defined. Besides, the study questions are listed towards leading direction of the investigation.

Chapter Two: Literature Review

2.1 Introduction

Literature review is known as a fundamental component in research as it helps in building foundation to improve information, discover new zones, and examine theories for achieving unique results (Webster & Watson, 2002). Furthermore, Seuring & Müller (2008) state that literature is important in classifying the theoretical content of the study and it leads towards developing a framework for summarizing and facilitating research data.

This chapter provides a revision of project management characteristics, along with their impact on the competitive advantage of organizations in order to create and analyze information for the aim of examining the relationship between them. Additionally, it will reduce the gap in the subject and increase comprehension on these characteristics and their relationship to the improvement of the organization.

2.2 Concept of project management

Handling successful tools in project management is an absolute necessity since tasks can be a mix of arranging, execution and monitoring techniques. In addition to that, cost, period, value and risk are also daily care elements that should be considered by the project manager (Koppenjan et al. 2011). Interestingly, a successful PM vary according to many additional factors including:-

(a) Maintaining a positive agreement through the entire project tasks with partners, employees and customers, then putting them in up-to-date details.

(b) Delivering high quality products and services.

(c) Having a future vision related to the update, innovation and control (Jugdev & Moller, 2006).

Basically, successful project management means more than just delivering financial and time-related goals, but it contains further dimensions, like business effects or future values. Most of the time, when a project fails in reaching goals, one would directly think about technical or engineering reasons; however in the case of "NASA's Mars Climate Orbiter" - which was oriented towards Mars and lost in the space, the main reason for the failure of this project was due to administration issues (Sauser, Reilly & Shenhar, 2015).

In the public sector, there is somehow a lack of management strategies, security benchmarks and knowledge sharing within institutions; all of which are a result of poor administration as well (Yang & Maxwell, 2011). Moreover, knowledge will be developed when being transferred between two sides or more, and declined when not transferred and kept restricted. Therefore, the great level of knowledge sharing between individuals in organizations can lead towards improving the organizational behavior and creating an organizational value (Omar Shari fuddin Syed-Ikhsan & Rowland, 2004).

2.3 Concept of competitive advantage

Argote & Ingram (2000) argue that individuals within corporations have a main competitive advantage, since they:

(a) Represent a vital weapon for exchanging information with the market.

(b) Represent a main engine of performance in any organization.

(c) Have variable skills.

According to Barney (2001), competitive advantage is achieved through numerous sources such as:

(a) New technology, which is part of the system in any organization that is characterized by an accurate process, cost reduction and long-term working strategy.

(b) Unique products, since customers always look for modern, high quality and low cost products.

(c) Ability of the firm to develop over time as a result of changes in the market and an increase in customer demands.

Moreover, organizational learning, which is the ability to gain, develop or create new ideas, is one of the basics for achieving more competitiveness, durability and flexibility (Tippins & Sohi, 2003) & (Gnyawali & Madhavan, 2001).

In addition, the competency of the project manager can be a mix of experience, talents, performance and attitudes, which are all important for bringing the project towards success.

Besides, the great skills needed to improve performance qualify the project manager to be able to manage more effectively (Cech & Chadt, 2015). The clear gap happened in some organizations between knowledge experts and administration policies basically requires further examination and clarification in order to reach a successful cooperation within the organization (Hodgson, Paton & Cicmil, 2011).

Challenges of competitive advantage can vary from one region to region or from one industry to another; for instance, Khan (2012) examined the banking business in the UAE and found that it is characterized by economic development. On the other hand, Alkhazaleh (2017) investigated a similar industry in Jordan and expressed that one of the challenges faced by that industry is economic development.

2.4 Project management characteristics

This section will further examine project management characteristics addressed in this paper, which are; (leadership, emotional intelligence and inspiration), along with their impact on competitive advantage. Throughout this study, these characteristics will be broken down for investigation, so as to identify the relationships between them.

2.4.1 Leadership in project management

The achievement of successful leadership can differ from case to another. Sydney Opera in Australia, for instance, was intended to be finished within 4 years with a total cost of \$7 million, but it actually took 14 years to get completed with a total cost exceeding \$100 million.

Nonetheless, it was considered as an incredible creative project and it turned out to reflect the image and personality of entire Australia (Collins & Baccharini, 2004).

Successful leaders are characterized by their ability to inspire their teams and control the company's resources, in addition to their commitment to achieving objectives and customer satisfactions and meeting market needs. Moreover, leaders can affect innovation by building a modern positive climate, for example, by: creating transparency amongst tasks and organizational objectives and supporting technical cooperation between individuals (Elkins &

Keller, 2003). Additionally, when uncertainty and scope of the project are expanded, appointing project management experts with great abilities will be more vital at that point (Muller, Geraldi & Turner, 2012).

Moreover, few investigations have reviewed the relationship between leadership styles and complex nature of tasks. When project managers efficiently handle complexity, this will usually allow their teams to have extra performance in their project tasks as disclosed by Geraldi & Adlbrecht (2008). While Malach-Pines, Dvir & Sadeh (2009) have added that project managers who enjoy a personality theme close to the project with specific project goals will be more successful in influencing customers and implementing the organizational visions.

2.4.2 Emotional intelligence in project management

The ability to understand others' personalities and control ones feelings and emotions can be defined as emotional intelligence which is very dynamic within companies as it creates positivity, trust and collaboration amongst employees; and thus it is further supportive for the company's performance (George, 2000).

Boyatzis (2008) stated that there are three main sources of performance in companies, namely:

- (a) Employee- related sources, such as knowledge, ethics and talents.
- (b) Job- related sources, such as responsibilities, functions and tasks.
- (c) Environment- related sources, such as the company's culture, organizational structure and strategic vision.

Moreover, Boyatzis (2008) added that maintaining leadership within the company requires a supportive working environment for improving performance, together with with three vital

capabilities of intelligence, which are:

(a) Emotional intelligence capability, which is a capability to identify, realize, and employ one's own emotions to lead others for affecting performance.

(b) Social intelligence capability, which is the capability to identify, realize and employ one's own social skills to lead others for affecting performance.

(c) Cognitive intelligence capability, which is the capability to think of or explore ideas and knowledge that would in turn lead to effective performance.

According to Schutte et al. (2001), a person with a superior emotional intelligence level will have more social capabilities, and is supported and accepted by others. Moreover, individuals with upper emotional intelligence are able to solve more difficulties and manage conflicts more effectively.

2.4.3 Motivation in project management

Motivation is derived according to the Latin expression “move” which is linked to the act of moving. In addition, it is an internal source to create commitment, performance and loyalty that can develop individuals for meeting their goals. Raising project management inspiration is therefore a core concern for companies, especially over duties, functioning loads and self-development (Seiler et al. 2012).

Interestingly, Bartol & Srivastava (2002) indicate that organizations should motivate their staffs through many ways, such as rewarding, so as to generate a feeling of teamwork and loyalty. In this regard, James & Lahti (2011) state that organizations might not reach a complete vision without

inspiring their employees and that a level of inspiration is relating to the leadership style that would in turn enhance the organizational overall performance.

Additionally, secure working environments within companies generate inspiration; whereas unsecure working environments decrease motivation, since having a secure job enhances performance of the individual towards more success (Seibokaite & Endriulaitiene, 2012). In this context, Houston (2005) shows that individuals with high level of motivation are able to face extra risk than those with low motivation. Therefore, the importance of inspiration stems from the fact that it helps employees reach their objectives, in addition to enriching their knowledge and skills. This would be ultimately reflected on their overall business performance to achieve an effective and profitable success (Dhaliwal, 2016).

Furthermore, various theories have been developed to identify the relationship between the performance of individuals and inspiration in companies. Such theories include:

(a) “Maslow’s” philosophy: which states that people are motivated to fulfil five needs; (psychological, safety, love or belonging, esteem and self- actualization).

(b) “McGregor” philosophy: which states that the extent to which people use their own thinking and control to reach the company's objectives depend on their level of loyalty to such objectives (Kopelman, 2008).

(c) “Herzberg” philosophy: which states that there is a positive relationship between the working environment and happiness.

2.5. Leadership characteristics in project management

Fard & Karimi (2015) indicate that management greatly relies on trust that can be an efficient factor in reaching team cohesion and organizational outcomes. It also leads to achieve cooperation between individuals, teams and firms. Notably, establishing trust is a fundamental requirement for dealing with the community and generating a positive working environment within organizations.

In this regard, a study has been conducted on 180 workers that were randomly selected. It found that there is a positive correlation between the establishment of trust in firms and employees performance. Therefore, the study recommended towards spreading trust within the firm through different ways, such as rewarding creative individuals, supporting dialogue to solve problems and investing in skills (Luo, 2005).

Additionally, firms can have better performance in production and guarantee that objectives will be met if they have further trust between the management and employees. Basically, when individuals form a sort of trust with their leader, this will give efficient support in reaching targets unlike in stressed environments, and this will thereby lead to increased inspiration and productivity (Joseph & Winston, 2005) and (Zhu & Akhtar, 2013).

Furthermore, teamwork can also encourage individuals to improve themselves and share their motivation with others as well. Individuals who enjoy being part of a team and have a good relationship with their team members will surely have loyalty towards their organization too. In

contrast, the lack of communication and the low level of responsibility will be negatively reflected on teamwork success. In addition, efficient team work will be successful in firms if it is based on trust and open dialogue (Tseng & Yeh, 2013).

Creating positive connections in the workplace is a vital role of successful leaders since this will encourage and inspire individuals towards solving problems and working more effectively with their teams (Tjosvold & Wong, 2000). Currently, there is a focus on effective employees that can be part of business success. Further, success can be also generated through working with individuals who possess different skills (Tarricone & Luca, 2002).

Medical care can be a good example of the role of communication and teamwork skills, since professional communication and effective teamwork is important for delivering high quality standards and maintaining safety as well. On the other hand, poor communication is one of the biggest reasons that result in causing harm to patients. As well, the complex and turbulent environment of medical care, with stressful individuals, create a special need for employees to have an effective communication and teamwork for sharing speech, controlling personality and alerting each other during unsafe situations (Leonard, 2004).

In addition, recognizing points of weakness in performance in the past and future as well forms as a great difficulty for the management due to changes in the organizations' culture and objectives (Cooper, Lyneis & Bryant 2002). In this context, Gersten (2012) examined weaknesses in projects implemented in the past and reached many recommendations including:

- (a) Sharing responsibility between all departments.
- (b) Cooperation in problems solving.
- (c) Understanding the past deeply in order to identify the direction towards the future.

Moreover, risk management, as a historical example, has so many lessons that can be learnt from, such as:

- (a) The type of risk can affect any part of the project.
- (b) Expecting risk can be the hardest stage in risk management.
- (c) Managing risk experiences that need to be continuously updated, since risk is unstable, and thus updating related knowledge is obligatory. This may include building teams concerned with risk management in organizations and which aim towards sharing risk responsibility and trying to avoid these risks or mitigate them within all departments involved (Kwak & Stoddard, 2004).

Moreover, organizations have to face external changes to be able to protect their long term sustainability. Interestingly, one of the most notable external changes during the last era has been women's entry into the labor market in different fields. However, a lot of reports have indicated inequality as a daily work problem to be notable in many organizations. Equality in the working environment is basically defined as dealing with a team in a workplace that is free from discrimination (Styhre 2013). In this regard, various cases of equality include:

- (a) Gender equality that should be applied effectively to maintain team unity (Jonsson, 2011).
- (b) Equality in getting opportunities that should be accessible to all qualified employees (Conley, 2007).
- (c) Equality in company's policies and rules that should be the basis of work (Jefferson, 2008).

Moreover, to solve problems such as inequality, many organizations tend to use negotiation as it plays an important part in shaping different outcomes of many expected judgments related to

career progress including negotiation on issues related to inequality, work duties, resource distributions, performance development, and style of managing conflicts. Eventually, this will expand individuals' abilities towards increasing their competency and productivity (Sturm, 2009) & (O'Hagan, 2010).

The variable types of working styles and the rise of different modern types of organizations indicate specific challenges. Unstable environments actually require critical thinking from leaders like developing new process styles and innovative practices (Cartwright, 2003). While controlling employees' feelings in the work have always been at the main priorities of management plans, since variable emotions need a positive climate in the organization and effective team work as well (Ashkanasy & Daus, 2002).

Besides, supporting teamwork, setting rich standards, and implementing an effective fair-minded rewarding system can all drive people's responsibilities towards meeting their challenges in work (Fisher, 2005) & (Walumbwa & Schaubroeck, 2009).

Additionally, market expectations provide foundation for strategic planning, while failure to expect demand or cost is characterized as a major challenge for firms' planning capacity. Therefore, leaders should face these challenges by keeping focus on improving strategic planning related to allocation of resources, investment in sharing decisions, and support of communication (Grant, 2003).

Strategic planning is actually affected by limited resources, project complexity, policies, and economic conditions. On the other hand, it is can be improved by successful performance, team work and professional running control (Saleh et al. 2012).

Worldwide, there are many factors affecting organizational performance and strategic planning such as supporting organizational procedures and policies towards improving the core vision,

empowering people to be able to reach desired objectives, and inspiring employees as well (Kantabutra & Avery, 2010).

Furthermore, negotiation is a leading apparatus for dealing with difficulties by creating dialogue channels between the opposite sides as well as sharing experience and thoughts towards maintaining connections. Negotiation challenges result from restricted procedures and policies followed in some organizations, whereas there are other organizations where negotiations is developed by creating an electronic negotiation platform for example.

Indeed, the importance of negotiations comes from its ability to:

1. expand communication within organizations.
2. increase access to ideas and expertise.
3. enhance individuals' abilities and skills (Kersten & Lo, 2003).

Moreover, negotiation should be accessible through any organization, from the beginning of the conflict till achieving results; however, the method of its implementation within the organization is different according to strategies, problem-solving methods, and level of transparency (Bülow & Boje, 2015). Besides, conflicts between people or teams require effective negotiating skills that can lead to a chance to be a win-win dealing for both sides (Oetzel et al. 2003).

It is obvious that individuals take many decisions daily. Making a decision is basically a sensitive issue and requires special skills such as critical thinking, judging and analytical skills, especially that when this takes place in complex and diverse cultures where results may be risky.

In this regard, decision-making skills can vary according to the following factors:

- (a) Level of confidence and experience.
- (b) Demographic features, like economic level and age.

(c) Different decision-making styles.

(d) Responsibility in reaching outcomes, like the difference between the manager and a new employee (Bruine de Bruin, Parker & Fischhoff, 2007).

2.6 Emotional intelligence characteristics in project management

Empathy can be portrayed as the intensity of feeling or the act of seeing individuals' feelings emotionally (Rockstuhl, Kapil & Ang, 2016). Basically, empathy increases cooperating between people by taking appropriate actions in certain conditions and raising trust to expect others' behaviors. Therefore, empathy can improve social relations by producing and supporting attitudes and actions, which can help maintaining teamwork and increasing performance (Wieseke, Geigenmüller & Kraus, 2012).

In this context, Gill et al. (2018) stated that 21 emotional intelligence experts were asked on how they increased empathy in their companies. Some of them answered by displaying empathy to individuals through working actions; whereas others replied by telling individuals stories that can help and motivate them, and other responses were by teaching employees and listening to their problems.

Furthermore, most of firms recognize the importance of effective management, customer satisfaction, and service improvement. Hence, some companies have developed an innovative customer feedback structure for gathering, analyzing, and distributing the several kinds of

feedback received from customers and using it in enhancing customer satisfaction, developing services continuously, and redesigning processes (Wirtz & Tomlin, 2000).

The marketing philosophy believes in the growing need of customer cooperation when providing innovative services and processes. In addition to that, the importance of knowledge gathered from customers, along with its power to improve different tasks can help enhance competitive advantage of organizations (Blazevic & Lievens, 2007). While Campbell (2003) stated that there is a positive relationship between customer knowledge and market innovation, since the knowledge of customer is continuous and unlimited, which is a good way to improve the competitive advantage of the organization in the market.

Ethical leading as a group of actions or an isolated leading theme in itself is more effective than some other separate ethical factors in the workplace. The basic goal of leading ethics is basically to maintain good behaviors and control bad ones within the workplace. As well, working ethics play an important role in supporting behaviors such as honesty and devotion. From a social perspective, leaders should create an ethical working climate because when employees are deeply connected to their ethics, this will be reflected on improving their vision and performance (Kalshoven, Den Hartog & De Hoogh, 2011).

Furthermore, the work environment contains multi ethics that can identify system practices and actions, and it differs between firms according to variances between employees, work team strategies and type of organizations (Elçi & Alpkan, 2008). In fact, maintaining ethics within the workplace is a chance for management to realize weaknesses in the firm and try to overcome them. In addition, the work environment affects employees performance and satisfaction, and so controlling such an environment and supporting positive ethics is important for shaping the personality and behaviors of employees (Kuenzi & Schminke, 2009).

Management always requires talented employees who can come up with great success to the company (Velciu, 2018). Besides, an entrepreneurial person is more successful than a normal person as the former better manifests social skills, like “face to face” contact with other people, which help them to create effective connections when doing tasks. Entrepreneurs are also characterized by having a clear vision for market weaknesses and strengths, in addition to their ability to innovate new outcomes or services and reduce the use of financial resources (Baron & Markman, 2000).

Furthermore, social skills are the foundation of any team- building, since working in teams develops the relationships between members. In addition, social skills have been considered as an important key for team unity and efficiency, and so having great social skills allow members to approve their social characters that aim towards managing conflicts, organizing work, and being more supportive and cooperative with others. In fact, a new criteria is followed when allocating fresh employees and that is the ability to solve problems which is related to having good social skills (Morgeson, Reider & Campion, 2005).

Moreover, the expression “soft skills” has been used to reflect visual skills of individuals, such as the ability to print quickly on keyboard with maintaining accuracy. Essentially, when people use the term “hard skills”, they refer to the ability coming from deep knowledge, as well as the ability to do something properly such as the creativity in performance; or the ability to work and practice. Basically, hard skills are described by that achievements that appear on résumés, such as educational outline, job experience and level of proficiency, whereas soft skills refer to those abilities that are not necessarily required for involving in a specific experience like ability to deal with people. The highest benefit of soft skills is that they are not exclusive to any profession and

can be improved through practical tasks from everyday life or from the workplace. Figure below lists some soft skills with examples on each of them (Robles, 2012).

Soft Skill Name	Example
Communication	Speaking, writing, presentation, and listening skills
Work ethics	Loyalty, honesty, devotion
Flexibility	Accepting new things, willing to learn
Teamwork	Cooperation, caring, supporting others
Positive behavior	Being optimistic, smiling, being enthusiastic

Table (1): Some soft skills with examples.

Interestingly, individuals respond more effectively with active listening. Active listeners can be basically more positively knowledgeable with their teams as they show them that they are open minded and interested in their topic, and this will make others feel more relaxed in the conversation. Therefore, when it comes to the workplace, active listening can be positively reflected on employees as it will inspire them towards displaying creativity and building extra positive efforts. Furthermore, listening to employees' opinions is important within firms as it inspires them and produce a positive feeling of importance and work justice (Lloyd et al. 2014) & (Vandergrift, 2004).

When management meets a conflict, this will usually result in one of the following:-

(1) Integrative results which occur when the two sides produce a value or develop advantages to both sides, normally by concentrating on their primary interests or by linking interests or exchanging priorities.

(2) Distributive results, which occur when the value created is shared or distributed equally between the two sides.

(3) Compromise results, which happen when the sides approve to allocate resources in relatively equivalent shares. It should be noted that compromise results are a unique type of distributive results and they take place when the sides have two different opinions regarding a certain issue and unable to reach an agreement on any of them.

(4) Heading for a higher supervision is the result that happens when the two sides resort to a third party for a resolution on the subject.

(5) No resolution or result, which happens when the two sides do not reach any agreement on the subject at all.

Moreover, when a conflict has different aspects, management can solve one aspect with a separate result and another aspect with other results. Besides, emotional intelligence is related to accepting conflicts and since people come from different cultures, their inner stress will be generally reflected through the workloads (Tinsley & Brett, 2001).

In this context, Rahim (2003) points out that managing conflicts in the workplace is critical in order to:-

(a) reduce stress for the whole working levels.

(b) keep focus on working tasks.

(c) develop the firm experience in dealing with conflicts.

Generally, conflicts have adverse effects on team performance and productivity, and can decrease their satisfaction as they create tension and enmity amongst the team members and distract them from executing their missions. On the other hand, when a conflict happens, people will meet new challenges, learn how to accept different views, and may tend to be innovative as well (De Dreu & Weingart, 2003).

Additionally, Szymanski & Henard (2001) indicate that customer satisfaction is essential for the development of firms. This may include improving strategies towards meeting customer demands. Gronholdt, Martensen & Kristensen (2000) also argue that customer satisfaction is important in maintaining loyalty; thus identifying customer needs and developing questionnaires for evaluating their satisfaction should be a primary priority of companies. In addition, measuring customer value is essential to determine the quality of outcomes, and this is a nonstop development cycle in order to add value to new products or modify the existing ones (Setijono & Dahlgaard, 2007).

Main stakeholders face some risks during the project, since they invest certain resources like money or anything having a value in their project. The main stakeholders basically include capital providers (shareholders), individuals, other sources providers, clients and community citizens. Besides, the firm's ability to have better achievements than other firms is mainly due to

the unique relationship between individuals, organizational strategies, and varied resources allocated (Hillman & Keim, 2001).

Furthermore, Buysse & Verbeke (2003) have studied environment management and its relationship to stakeholder management and indicated that a successful environment management requires classifying stakeholders according to their level of importance. The engagement of stakeholders in the organization depends on organizational strategies, variable marketing, communication channels and deep visions. Besides, stakeholders' engagement in the organization relies on two conditions as follows:

- (1) Having some control to affect decisions.
- (2) Having a technical ability towards engaging successfully in decision-making.

It is worth mentioning that if a decision has been made and can no longer be affected by stakeholders, it is called a one-way door decision and can lead to possible conflicts (Reed, 2008).

2.7 Motivation characteristics in project management

Wang & Ko (2012) indicate that if project opportunities such as goals, schedule, etc. are not shared between team members, at that point it may lead to misconstruing; thus, reducing the organizational work behavior. In construction projects, for example, a little essential material planning can create a huge difference in budget; yet, all of this is greatly connected to the successful scheduling of the availability of materials. Besides, managing poor materials affects staff productivity, so sharing decisions with the project team regarding project arrangements must be vital to ensure confirmation and control, since the area of material management has been

recognized as one of the highest possible areas for development and the maximum positive improvement which influences engineering construction work procedures (Song, Haas & Caldas, 2006).

Furthermore, Ardichvili, Page & Wentling (2003) indicate that corporate success can stem from the motivation of employees to share their knowledge and actions, because when people feel that knowledge is exchanged effectively within the whole organization, they will be more inspired for achieving project objectives.

Interestingly, Yee (2006) shows that games can break boundaries between employees and create a meaningful dialog between them, in addition to making them enjoy a funny time; nonetheless, companies must have specific rules to control the use of such games in the workplace.

Moreover, humor is part of human personality and has an effect on the workplace; however, management sometimes fails to benefit from humor or take it seriously. Humor is basically more than about being merely funny thoughts; it actually serves as a management tool that can be implemented to reach various goals. Humor can ignite the mood in the workplace and make it more fun. When applied in work teams, humor can support effective management of employees by motivating them, encouraging them to communicate efficiently, and reducing discord. Hence, humor in organizations can lead to many positive results such as reducing stress, increasing cohesiveness between employees, and maintaining effective communication (Romero & Cruthirds, 2006).

Further, happiness in the workplace is fundamental and can be achieved through raising salaries, investing in training and distributing authority (Fisher, 2010). Crazy working environments, variable economic conditions and extreme competency increase uncertainty in job security for

individuals and this has a negative impact on employee performance and motivation (Sverke, Hellgren & Näswall, 2002).

With regards to experience and skills acquired from the market, individuals with a full-time job can be more advantageous to their organizations than those with temporary positions. Some studies also indicate that full-time employees might respond negatively to temporary workforces and may build lower levels of loyalty, performance, and interest to stay in the organization. This is mainly because when temporary employees are being part of the organization, full-time staff may get annoyed of why the organization is trusting temporaries and assigning them, and this may negatively affect full-time employees who will feel worried about losing their jobs and thereby consider temporaries as a threat to their future career (Kraimer et al. 2005). In this context, Probst & Brubaker (2001) express that being worried of losing a job can reduce employee inspiration and responsibility as well as increase work pressure for them.

Many firms support their employees and motivate their performance through having a rewarding system. However, this tactic can be counterproductive if the employee feels it is unfair.

Therefore, in order to avoid this, organizations should apply a reward system for employees in order to maintain their performance by making this system designed for delivering variable skills with huge rewards for creative individuals in order to enhance their inspiration and performance (Merriman, 2008). Additionally, rewarding can increase loyalty, adaptability, and commitment towards business objectives (Harris, 2001) & (Gruman & Saks, 2011).

Besides, identifying staff needs and what they hope to reach can be achieved through periodic open communication, so as to offer opportunities to all employees and increase their performance within the organization (Pransky et al. 2004).

Usually, employees look for unique opportunities such as getting professional training and working in a supportive environment (Batt & Valcour, 2003). Morrison (2011) in this context reveals that providing rewards and consistent learning is vital for motivating employees, while Reinholt, Pedersen & Foss (2011) indicate that sharing knowledge with employees could open doors for increasing commitment and inspiration as well.

In addition, Leenheer et al. (2007) describes that membership packages are a philosophy that is used to increase customer loyalty, such as winning offers or additional points. Generally, it is a rule that people tend to engage more with programs that are associated with financial advantages, particularly which have an incentive amount to the client (Rosenbaum, Ostrom & Kuntze, 2005). Moreover, Laroche, Habibi & Richard (2013) find that there are beneficial outcomes for social media in affecting customer opinions or trust.

Interestingly, Jahansoozi (2006) shows that transparency is fundamental to recharge trust and keep the workplace healthy for connections. In this regard, Rosenfeld & Denice (2015) indicate that transparency in the workplace has many benefits including:-

Firstly: increasing individual's capability, especially when it comes to believing in the organization's message.

Secondly: allowing for better organization of financial resources, especially when identifying the status of organization.

Thirdly: increasing individual's probability for success and loyalty.

Furthermore, meetings can be an integral part and a rich experience for organizations if controlled effectively. Since individuals can communicate and develop organizational aims, the meeting can be described as the vehicle of various actions, starting from solving problems till interdepartmental actions. Meetings can be actually a key indicator of the company's effectiveness as they focus on difficulties and challenges, and maintain critical thinking (Luong & Rogelberg, 2005).

Moreover, Allen et al. (2012) point out that meeting requests invest time for planning but it can influence the achievement of individuals and generate new thoughts and methodologies for what's up to come. The researchers also added that individuals enjoy their meetings when they include clear targets, and when vital related knowledge is shared between them; whereas most individuals do not like attending meetings when they feel they are wasting their time as the information shared in the meeting is not related to their specialization area.

Vogel (2006) also expresses that organizations have many opportunities for reducing the gap between employees and work policies by making exceptional meetings to realize employee needs and generating projects to support them; thereby, maintaining their efficiency, inspiration, and commitment to work.

2.8 Competitive Advantage Indicators

Profit can be a basic indicator of corporate competitive advantage as it reflects productivity and efficiency towards greater sustainability (Boone, 2008). When the firm faces less direct competition or at least cost competition, this may increase profitability and create a great

economic value; otherwise, facing hard economic competition can disturb profitability especially if the firm is not flexible (Makadok, 2010).

According to six banks investigated in Europe, profitability is a changeable indicator as it depends on many factors including company size, performance, restrictions, and policies such as tax laws. Moreover, technological changes, globalization of services, and market demand have all affected profitability and changed behaviors of organizations (Goddard, Molyneux & Wilson, 2004).

Xu (2000) expresses that the development of productivity is a fundamental objective for such a significant number of companies since it can indicate further competitive advantage. This researcher also adds that estimating productivity requires identifying the differences between company's inputs and outputs. In addition, Keller & Yeaple (2003) state that most of the differences in living values around countries can be related to variations in productivity standards. Differences in productivity can be also associated with innovative practices, technological power, individuals' efficiency, and national strategies.

Interestingly, China has achieved an impressive development through the industrial productivity by about 8 percent over the last three decades. China is basically one of the major nations in productivity as evident from the number of employees, working hours, corporate experience, and competitive advantage cost. The common method used for measuring productivity is individual productivity, which is performed in organization by dividing total output on total input. For example, according to China's national reports, the share of labor rates of total GDP is around one half of the total economy (Brandt, Van Biesebroeck & Zhang, 2012).

Furthermore, firm efficiency can be measured through many variables such as return on assets, return on equity, net profits, and sales growth. Besides, the effective way of working involves

allocating resources in a specific period and at an appropriate cost (Callen, Klen & Tinkelman, 2003). Škerlavaj, Song & Lee (2010) also state that in South Korea, efficiency is related to the development of an innovative culture containing technical (results and services), administrative (practices) innovations, and efficient management processes. Additionally, efficiency management is a productivity technique, and productivity is a profitability technique as well (Emrouznejad, Parker & Tavares, 2008).

The role of innovation is crucial to financial development and execution of the company's business, so the development of innovation is an absolute necessity and can be conducted through effective management, communication channels, and resource placement in proper areas of the work environment (Chen, Lin & Chang, 2009). Moreover, organizational entrepreneurship is a new expression used to describe organizational efforts in today's competitive advantage as well as to develop innovative practices for future competitive advantage. It is basically important since it allows organizations to:-

- (1) be able to create a balance between current opportunities and future ones.
- (2) respond to environmental changes as it has the strategies necessary for developing sustainable competitive advantage.

Entrepreneurship can be as well a novel tool for facing customer needs and creating balance between opportunities and benefits of competitive advantage (Duane Ireland & Webb, 2007).

Moreover, government policies can be the bridge between innovation and competitiveness either positively or negatively. For example, tax strategies, tradable allowances or performance values affect innovation in firms worldwide, since innovation can be enhanced or restricted through the development of policies (Lanoie et al. 2010).

Organizational performance can be described as the extent to which an organization is good in reaching its market and financial objectives. Many studies have measured the level of organizational performance through its financial and market levels such as investment strength, size of market share, profit earned from sales, increased marketing campaigns, and the rank of competitive position (Li et al. 2006).

Today, the quality of employees has become more important for the competitive advantage than ever before. Since the critical factor for any company that aims towards creating success in market sharing, financial accessibility, or customer attraction is the employee, who is the main force in any firm. However, employees are not enough by themselves without having organizational capability to produce, manage, and relocate knowledge. Some organizations, such as Microsoft, attract talented individuals to share their knowledge with the community, so as to improve their minds towards meeting people's expectations (Greening & Turban, 2000).

Furthermore, firms should be capable to reach and use knowledge in order to reduce uncertainty and make further steps towards increasing performance. Knowledge management components, which can lead to successful actions within the organization are: knowledge gathering, processing, and distribution. Through knowledge management, competitive advantage and performance of the company will be definitely increased (Collins & Clark, 2003).

Organizations should offer to their employees a passion for success, supportive work climate, career planning towards expanding their performance, and a vital engagement against turbulent market competition, since engagement requires long-term practices and can provide competitive advantage to the firm. Interestingly, employees may be emotionally, physically or cognitively engaged. To be emotionally engaged, an individual should have meaningful connections with

others and also have an empathy and concern about their emotions; whereas cognitive engagement is related to acute thinking of job tasks and responsibility in the workplace. However, the more engagement of the employee through any work dimension, the more the personality engagement (Bhatnagar, 2007). Definitely, employee and customer engagement are linked to each other, since by developing employees, this will be reflected on their work performance, and so creating an exceptional product for customers (Harter, Schmidt & Hayes, 2002) & (Kumar & Pansari, 2016).

In addition, competitive advantage is related to the market progress that makes the organization outperform its competitors. For instance, a firm can reach many advantages when it uses lower prices than other competitors offering similar products. Furthermore, a firm can reach different advantages too when clients always see that its outcomes are greater than other competitors.

There are two kinds of main advantages: market and innovation. In brief, a market advantage happens when an organization has a special existence in the market and reaches customers by meeting their requests, whereas innovational advantage occurs when an organization makes the greatest attractive outcome in the market. Moreover, the performance of an organization in the market will positively affect its economic performance as well. High levels of quality of service, along with customer satisfaction can create customer loyalty; and because the latter is affected by price changes, organizations must think to offer best prices to reach customer satisfactions. As well, in many industries like hotels, a successful business focuses on strengthening the relationship between employees and customers; thereby, providing a great service that will result in customer satisfaction as well as increased competitive advantage and economic performance (Zhou, Brown & Dev, 2009).

Baker & Sinkula (2005) also state that performance of organizations depends on the marketing tool, which is a vital method for producing success; however, it may be influenced by many factors including:

- (1) Rapid changes in outcomes, technology or services
- (2) Increased concentration of competition
- (3) Variations in industry

Interestingly, the growing competition in the US economy has caused a big change in market demands and increased risks as well. Yet, what actually happened was a reduction in costs with an increase in customer demand; thus, creating additional competitive environment, which has deeply contributed to the development of the US economy during the last 40 years. Basically, the success of competition in the US market can be referred to many factors such as supportive policies that allowed easier exchange of services inside the United States, deregulation of variable industries like transportation and energy, efficient employees, and increased technological use. Additionally, the market share is a reasonable sign of income that can indicate competitive advantage as well (Irvine & Pontiff, 2005).

Moreover, Hutton et al. (2001) suggests that the successful control of reputation in companies maintain a hierarchical image for customers and improve dimensions of promotion. Davies et al. (2004) also indicate that evaluating reputation in the company could be based on the nature of services and administrations, social obligation and competency. In addition, it is significant to use online sharing for creating good public views for the services offered by the organization. Besides, powerful administration practices such as maintaining loyalty programs can influence consumer loyalty and increase trust which will lead to a well-known reputation (Walsh et al. 2009).

2.9. Study Hypothesis

Hypothesis can be represented as one of the basics for investigation and research by connecting assumptions to literature outcomes for the purpose of analyzing and achieving results. The study hypotheses will be either approved or rejected after being tested and analyzed (Greicius et al. 2002) and (Mahon & Caramazza, 2008).

Regarding to this research, three hypotheses have been examined:

H1: Leadership has a positive impact on competitive advantage in companies

H2: Emotional intelligence has a positive impact on competitive advantage in companies

H3: Motivation has a positive impact on competitive advantages in companies

Chapter Three : Framework

3.1. Introduction

As indicated in the previous chapter, the literature review has been created towards explaining the impact of project management characteristics; namely leadership, emotional intelligence and motivation on competitive advantage in companies located in UAE, Jordan and Saudi Arabia. Ultimately, it is found that these characteristics can serve as a dynamic function in competitive advantage. Furthermore, literature has also revealed indicators of competitive advantage including: profitability, productivity, efficiency, performance, innovational development, market share, employee engagement and reputation.

3.2. Improvement of Hypotheses

According to literature results, it is found that there is a correlation between project management characteristics and competitive advantage. Besides, all of these characteristics can affect the direction of organizational success by maintaining competitiveness. In addition, when these characteristics are maintained collectively within an organization, their impact will be much greater than being separately available.

3.3. Null Hypothesis

A Null hypothesis is a theory that states there is no statistical significance between two variables in the hypothesis and this is what the researcher is trying to disprove. On the other hand, the alternative hypothesis is the inverse of null hypothesis as it indicates there is indeed a statistical significance between the variables and this is what usually the researcher wants to prove in the study (Efron 2004).

Therefore, according to the above statements and the results found from literature, the following main null hypotheses are expected in this study:-

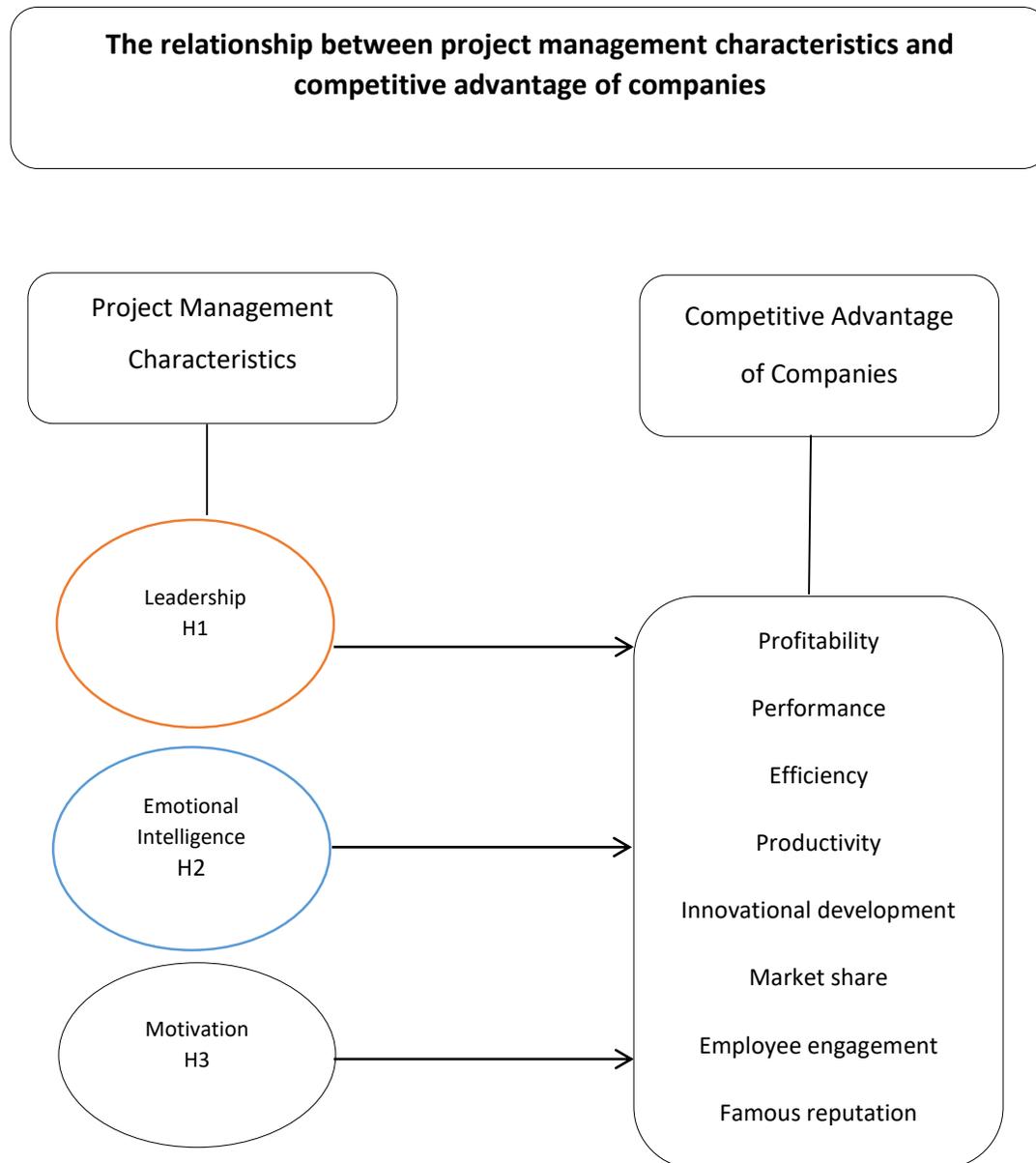
Null hypotheses H_0 : Project Management characteristics do not improve the competitive advantage of companies.

As per what has been resulted from literature review, the null hypothesis mentioned above is against what is actually found, because literature has recommended that project management characteristics do improve the competitive advantage of companies either collectively or individually, and that there are many organizational indicators for the success of competitive advantage.

In this regard, the following sections will try to reject the null hypothesis and will prove that innovational characteristics collectively have greater impact on competitive advantage rather than individually.

3.4. Conceptual Model

Acceptance of the alternative hypothesis is a result of rejecting the null hypothesis, since the alternative hypothesis is the opposite result of null hypothesis. The following graph represents the alternative hypothesis as a framework (Figure 1).



3.5. Summary

Throughout this chapter, the results found in the literature have been structured in order to support the alternative hypothesis and reject the null hypothesis. Literature has clearly revealed that there is a strong positive correlation between project management characteristics, namely leadership, motivation and emotional intelligence and competitive advantage of companies; thus, rejecting the null hypothesis which states there is no relationship between these two variables. Moreover, this study expects that project management characteristics have more impact on competitive advantage when being collectively than individually, and this is what the researcher will try to prove throughout the next chapters.

In addition, the graph aforementioned, which represents the alternative hypothesis as a theoretical model has been developed, based on literature results, and will be tested and analyzed through the following sections as well.

Chapter Four: Study Methodology

4.1 Introduction

Throughout the prior chapters, the hypotheses and the theoretical model have been created based on literature review results. In this chapter, the study methodology will investigate and verify the expected (alternative) hypothesis by explaining the correlation between the independent variable (project management characteristics) and the dependent one (competitive advantage).

In addition, this chapter will also examine the study methodology used for gathering the data required. It will also give further information on the approach adopted in the study as well as on how results can be managed through the upcoming chapters.

4.2 Study methodology

For gathering data, academic researches usually tend to use many techniques such as meetings, surveys and observations (Wang, 2015). However, choosing the most appropriate technique depends on the style of data, type of problem and availability of studies (Stankovic, Baucal & Zittoun 2009) & (Bryman 2006).

In general, there are three main approaches being used in academic research and investigation; these are the qualitative, quantitative and mixed approaches. The qualitative and quantitative approaches are different from each other. On the one hand, the quantitative approach deals with numerical values collected from a specific sample, then being analyzed and tested towards answering study questions and understanding population behaviors. On the other hand, the

qualitative approach is associated with meanings, views and explanations in order to deeply understand values and actions (Trafimow 2013).

Arora & Stoner (2009) state that the mixed approach is a combination between the qualitative and quantitative approaches and it could be therefore the most appropriate for research purposes. The researchers also indicate that the academic research today is looking for further information and details, so choosing the most appropriate method for that purpose is essential. Hence, this research will adopt the quantitative approach in order to investigate the correlations, analyze data gathered and represent results.

4.3. Study Approach

This study includes three main approaches as follows:-

- (1) Inductive approach, which is related to the qualitative style and begins with a conclusion (Overmars, Verburg & Veldkamp 2007).
- (2) Deductive approach, which is linked to the quantitative style and begins with a theory (Overmars, Verburg & Veldkamp 2007).
- (3) Abductive approach, which is related to the study weaknesses as well as the problems of the two above approaches (Dubois & Gadde 2002).

Definitely, choosing the most appropriate approach is important as this will create specific direction to the study, and since this research aims to examine the correlation between two variables (project management characteristics and competitive advantage of organisations), as

well as to gather data by using the quantitative style, the deductive approach is therefore the most appropriate approach for this paper.

4.4 Study Design

The study design consists of many approaches and based on the chosen approach, the writer will be able to estimate the procedures. Besides, the strategy that will be adopted in this study should be accurate, since it must define the investigated subject (Lewis 2015). According to Groenewald (2004), the study design begins with the choice of title, problem identification, creation of literature, and generation of hypotheses, which will be then tested and analyzed.

Accordingly, the title of this research is about the relationship between project management characteristics and competitive advantage, whilst the hypotheses developed based on literature indicate three innovational characteristics: leadership, emotional intelligence and motivation. Further, testing and analysis of the expected (alternative) hypothesis will be conducted throughout the next chapters.

4.5. Survey Method

A survey can be defined as a tool consisting of a number of questions for collecting information to measure a specific title. It is usually prepared through a logical and systematic methodology and framework based on literature review. Besides, the failure in creating a good survey will lead to difficulty and error in data, resulting in wrong analysis and practices (Rattray & Jones, 2007).

In this context, Yuen (2012) has suggested some tips that can be used to design a good survey, as shown in table below.

Tip	Benefits
Create an introduction	Helping to understanding the subject, research area and goal of study.
Avoid leading questions	Measuring the real view of respondents
Avoid asking complex question	Avoiding mistakes and simplification in answers
Avoid irrelevant questions	Getting accurate and relevant results to study

Table (2): Some tips for designing a survey

The study survey has been prepared in three parts as follows:-

The first part seeks to obtain information on the study variable such as the working domain of the respondents, organization type, gender, work experience, educational level, and number of project managers in the company. The purpose of this part is to get general information on the respondents to use it for future analysis.

The second part aims to gather data about project management characteristics that have an effect on competitive advantage of organizations. These characteristics include leadership, emotional intelligence and motivation with eight factors for each of them. It shall be mentioned that these factors have been measured using a five-point Likert scale from strongly disagree to strongly agree.

The last part aims at gathering data on competitive advantage indicators based on literature review. It also examines eight factors, which are: profitability, productivity, performance, innovational development, efficiency, market share, employee engagement and famous reputation. Besides, there are eight questions being prepared for this part as well.

Moreover, the survey has been shared manually or via email to the respondents working in UAE, Jordan and Saudi Arabia. In addition, further comments have been included in the survey for gathering recommendations or opinions in order to have more ideas from respondents.

4.6 Sampling Method

The survey, which was prepared based on literature findings, was distributed to 100 participants who were informed of its purpose, which is the completion of this thesis. Further, records were gathered from different companies experienced in mechanical, designing, innovational and promoting fields. The questionnaire was also sent to 119 individuals, either manually or by email and the number of copies retrieved were 100, which makes around 84% of the respondents.

4.7 Data Collection Method

After gathering data from respondents either manually or by email, the analysis of the data obtained has been done through the SPSS program. Moreover, Likert Scale was also employed in the study for classifying information as it is a kind of rating used in surveys to measure different perspectives (Carifio & Perla, 2008). This scale is basically a five-point scale classified from strongly disagree to strongly agree, as indicated in figure (2) below:

(1) Strongly disagree	(2) Disagree	(3) Neither agree nor disagree	(4) Agree	(5) strongly agree
--------------------------	-----------------	-----------------------------------	--------------	-----------------------

Figure (2): Likert scale designed for the survey

In addition, this research has also relied on more than 200 journals obtained from different sources including internet explorer, library access and university supervisor guidelines, so as to structure and create the concepts examined in the study.

4.8 Dependent and Independent Variables

The independent variable is the variable that changes or is controlled according to the dependent variable situation. In this research, the independent variable has been measured for the purposes of studying and analyzing the type of correlation between the variables (Martin & Festa-Bianchet 2011) & (Leatham 2012). Competitive advantage in companies, for example, is a dependent variable that is influenced by the independent variables, which are project management characteristics (leadership, emotional intelligence and motivation). Moreover, the survey serves as an assessment tool, while the respondent is the one who determines the correlation by responding to the survey questions and providing appropriate answers.

4.9. Summary

This chapter has examined the research philosophy and methodology which will be used in collecting information from the survey. Additionally, it has also discussed reliability and regression tests that will be implemented through the SPSS program for testing the relationships between the information gathered. Further, respondents will answer the survey either manually or by email, and references will be utilized for determining specific factors in order to test and break down results with more consistency.

Chapter Five : Results

5.1. Introduction

As mentioned in details in previous chapters, the quantitative technique has been adopted in this research to verify the expected hypothesis. Besides, the survey has been also used as an information-gathering tool. In this chapter, the information gathered through the survey are handled through the SPSS software, and the test outcomes are exhibited towards further analysis and discussion. Moreover, this chapter begins by providing an analysis of general information including working domain of candidates, their organization type, gender, work experience, educational level and number of project management experts in the company.

After that, a descriptive statistical analysis is done for the dependent and independent variables. A number of tests are also made, starting with the Reliability Test, which is expected to verify the validity and reliability of the gathered information, and whether they can give a good indication of candidates, then a Correlation Test is conducted between the independent (project management characteristics) and dependent variables (competitive advantage).

Furthermore, a Linear Regression test is also used to identify the effect of each of the project management characteristics (independent variables) on competitive advantage (dependent variable), and it expects that the dependent variable will change over several stages according to the independent variable's situation.

Accordingly, after doing the previously mentioned tests, all information gathered has been managed through an abnormal state of accuracy and logic, and it will be further analyzed and

discussed for basic examination in the following chapter in order to understand respondents' reactions, so as to be able to investigate the relationship between project management characteristics and competitive advantage. Finally, recommendations will be developed for future researches.

5.2. Coding of Data

Independent and dependent variables were the base of the survey questions. The survey outcomes gathered from respondents have been entered in the SPSS program for analyzing and representing statistics. This procedure has been done through the following two points:

Firstly: Outcomes gathered from respondents were transferred into a numerical system, and then entered in the SPSS program towards moving to the next step in the analysis.

Secondly: Analysis through the tests previously mentioned was also performed for structuring and summarizing data.

5.3. Responding Rate

The survey has been shared with the target audience via two methods, which were:

- (a) Manually, during daily work in Dubai or by visiting Jordan.
- (b) Electronically via email, for the areas that the researcher could not visit such as Saudi Arabia.

The respondents were from private and public companies, and they were from the both genders and three countries (UAE, Jordan and Saudi Arabia). The summary of responding rates are indicated in table (3) below:

Method of sharing	Total sent	Total received	Percent of returning
Manually	83	76	91.5 %
Electronically	36	24	66.7%
Total	119	100	84%

Table (3): Summary of responding rates

As indicated in the upper table, the total responding rate was 84% (coming from dividing 100 over 119), which is basically more than the expected rate. In this regard, Baruch & Holtom (2008) define the responding rate as the number of individuals who returned the task over the total number of individuals given the same task. Thereby, the number of returning is a vital tool in measuring the importance of research. Moreover, there are two reasons, in general, for not responding, which are:

- (a) failure in delivering the task from the target respondents.
- (b) Reluctance of respondents to answer.

5.4. Descriptive Statistics

The descriptive analysis is used in this study to describe and summarize the information gathered on the sample by providing a simple brief either through graphs, tables or calculations.

5.4.1. General Information

Throughout this chapter, there will be some calculations made on the results coming from the general information provided in the first section of the survey. The descriptive analysis applied in the present study consists of two main parts, which are:

- (a) Basic calculations, including frequency, arithmetic mean, median, mode and standard deviation, which will be calculated through the SPSS program based on to the survey results.
- (b) Outcomes gathered from the general information, such as work domain, gender and experience, which will be all obtained from the answers of section one in the survey and arranged through the SPSS program.

Von Hippel (2005) provides some definitions of basic calculations as follows:

- (a) Arithmetic mean, which is the average of numbers and the central value of a group of numbers.
- (b) Median, which is the middle number in a given sequence of numbers, taken as the average of the two middle numbers when the sequence has an even number of numbers.
- (c) Mode, which is the number that appears most often in a set of numbers.
- (d) Standard deviation, which is a measure used to quantify the amount of variation or dispersion of a set of data values.
- (e) Descriptive analysis, which aims to describe the general information of a given sample as well as to provide a simple brief on the measurement used, including variability measures and central tendency measures, which will be explained in the next section.

Table (4): General Statistical Information

The upper table (4) indicates some statistical information gathered from section one in the survey. It is seen that all of the 100 respondents were valid and not missing in answering the general information in the survey.

In addition, section one in the survey included some general information about respondents, such as: work domain, type of organization, gender, work experience, educational level and number of

General Statistical Information							
		Work Domain	Type of Organization	Gender	Work Experience	Educational Level	No. of PM Experts
N	Valid	100	100	100	100	100	100
	Missing	0	0	0	0	0	0

project management experts in the organization. These are further described in details as follows:

A- Work domain

According to the questionnaire, the majority of candidates comes from the engineering sector at (52%), whereas the others are distributed as shown in table (5) below:

Work domain	Number of respondents	Ratio %	Valid Ratio	Ratio counter
Human resources	14	14.0	14.0	14.0
Operations	6	6.0	6.0	20.0
Financial	5	5.0	5.0	25.0
Engineering	52	52.0	52.0	77.0
Innovation	8	8.0	8.0	85.0
Project management	15	15.0	15.0	100.0
Other	-	-	-	100.0

Table 5: A brief outlook on the work domain of respondents

(B) Type of organization

As indicated from the 100 responses, answers on this question show that respondents come from three types of organizations, as demonstrated in figure (3) below:

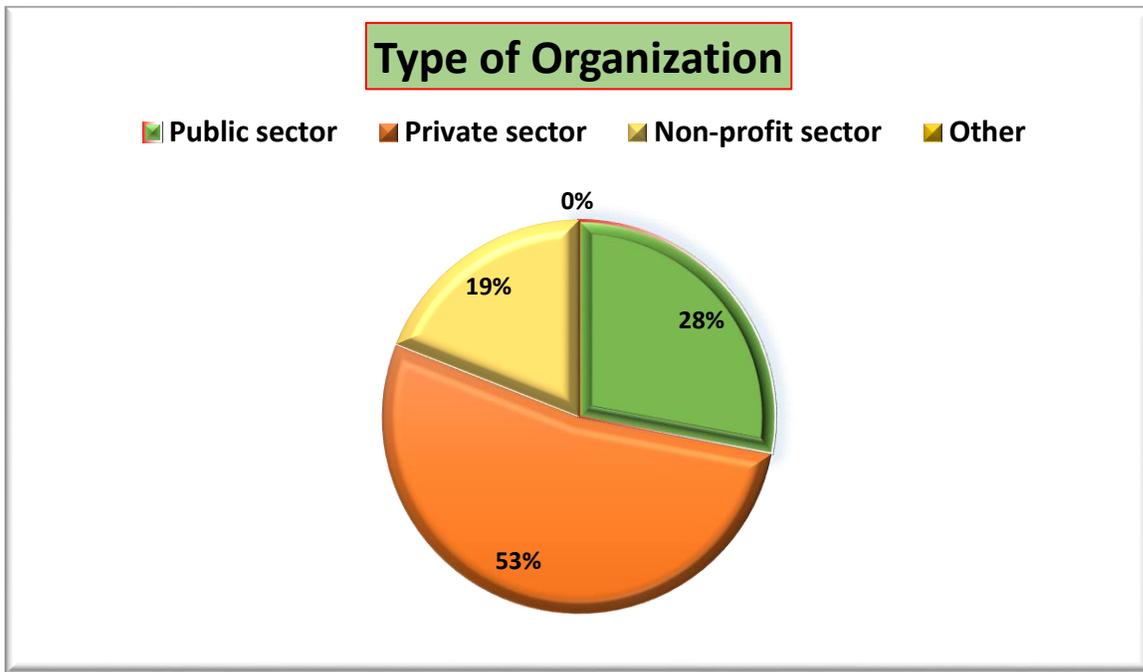


Figure 3: Type of organization

(C) Gender

The survey results reveal that the majority of responses are by females at (61%), while male respondents represent only (39%) of the total number.

(D) Work experience

44% of respondents have from 6 to 10 years experience, while the other ratios are displayed in table (5) as follows:

Work experience (Years)	No. of respondents	Ratio %	Valid ratio	Ratio counter
5 or less	20	20%	20.0	20.0
6 - 10	44	44%	44.0	64.0
11 - 15	25	25%	25.0	89.0
16 - 20	5	5%	5.0	94.0
21 or above	6	6%	6.0	100.0

Table 6: Work Experience

(E) Educational level

Results also show that the majority of respondents have a Bachelor degree at (78%), followed by Master and PhD degree holders. Table (7) gives full details on this part:

Educational level	No. of respondents	Ratio %	Valid ratio	Ratio counter
Diploma	0	0%	0.0	0.0
Bachelor	78	78%	78.0	78.0
Master	18	18%	18.0	96.0
PhD	4	4%	4.0	100.0
Other	0	0%	0.0	100.0

Table 7: Educational level

(F) Project management experts

The majority of answers indicate there are 5 project management experts in their companies, whereas other answers are illustrated in Table (8) below:

No. of experts	No. of respondents	Ratio %	Valid ratio	Ratio counter
Zero	0	0%	0.0	0.0
One	0	0%	0.0	0.0
Two	13	13%	13.0	13.0
Three	4	4%	4.0	17.0
Four	7	7%	7.0	24.0
Five	30	30%	30.0	54.0
Six	22	22%	22.0	76.0
Seven	16	16%	16.0	92.0
More	8	8%	8.0	100.0

Table 8: project management experts

5.4.2. Description of variables

This investigation aims to quantify the relationship and impact between two fundamental variables; the first of which is project management characteristics, which are used in this investigation as independent variables and the competitive advantage that is used as a dependent

variable. The following sections will give expressive data about these variables, along with the factors associated with each of them.

5.4.2.1. Independent variable:

The independent variables that will be used in this study are the project management characteristics; namely leadership, emotional intelligence and motivation. Moreover, the literature review has indicated twenty-four factors for each of these characteristics and there are 8 questions on each of them as well. Each question represents a factor. The descriptive statistics for the three main variables are indicated in table (9) below

Characteristics	N	Minimum	Maximum	Mean	Std. Deviation
Leadership	100	18.00	40.00	33.1700	3.59589
Emotional intelligence	100	18.00	40.00	33.4300	3.63000
Motivation	100	23.00	39.00	32.5000	3.58307

Table 9: Descriptive statistics for the independent variables

- **Leadership**

Leadership is one of the main scales used for measuring the competitive advantage in companies. This variable has eight factors, described in the survey in eight questions, where answers will show whether leadership has an impact on the competitive advantage of companies. Answers received from respondents have been estimated according to Likert scale, and then classified through the SPSS program with a weight running from one (1) as a strongly disagree till five (5) as a strongly agree.

Leadership frequency, as shown below in figure 4, shows variations in respondents' answers on whether there is a positive relationship between leadership and competitive advantage. According to the histogram shown below, the mean value is found to be 33.17 and the standard deviation is 3.596, while the peak value is 33.

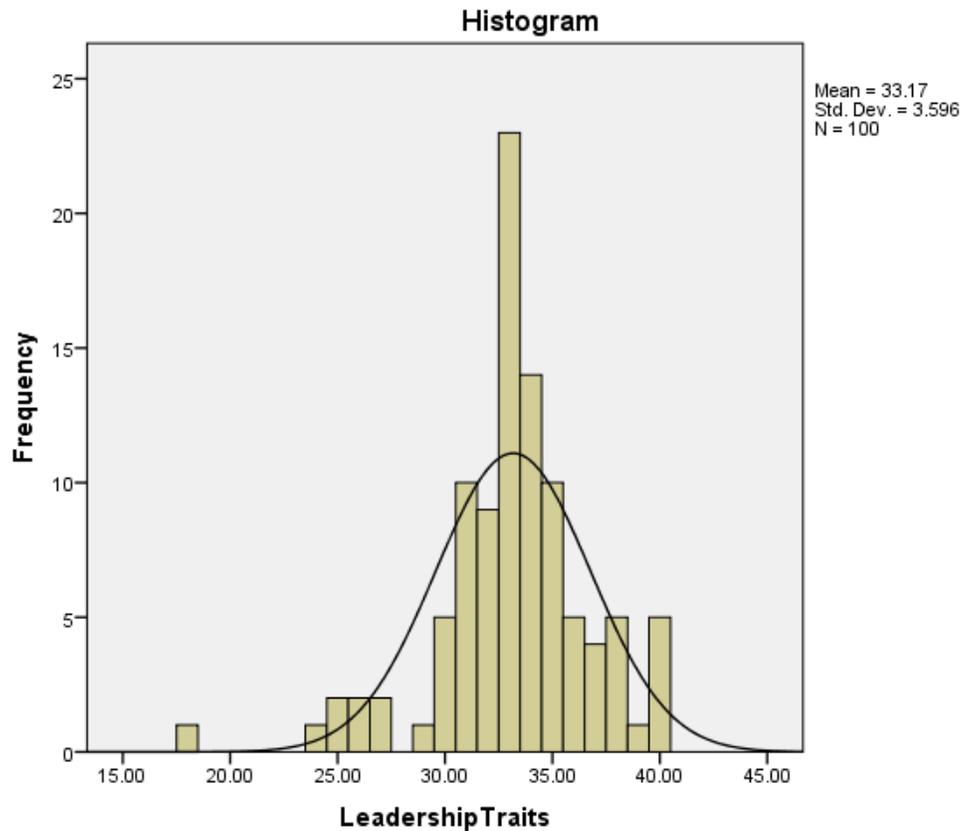


Figure 4: Leadership Frequency

- **Emotional Intelligence**

Emotional intelligence is also one of the main scales used to measure the competitive advantage in companies. This variable has eight factors, described in the survey in eight questions, where respondents' answers show whether emotional intelligence affects the competitive advantage in companies. Answers received from respondents have been

estimated according to Likert scale, and then classified through the SPSS program with a weight running from one (1) as a strongly disagree till five (5) as a strongly agree.

Emotional intelligence frequency, as indicated below in figure 5, shows variations in respondents' answers on whether there is a positive relationship between emotional intelligence and competitive advantage. According to the histogram demonstrated below, the mean value is found to be a 33.43 and the standard deviation is 3.63, while the peak value is 33.

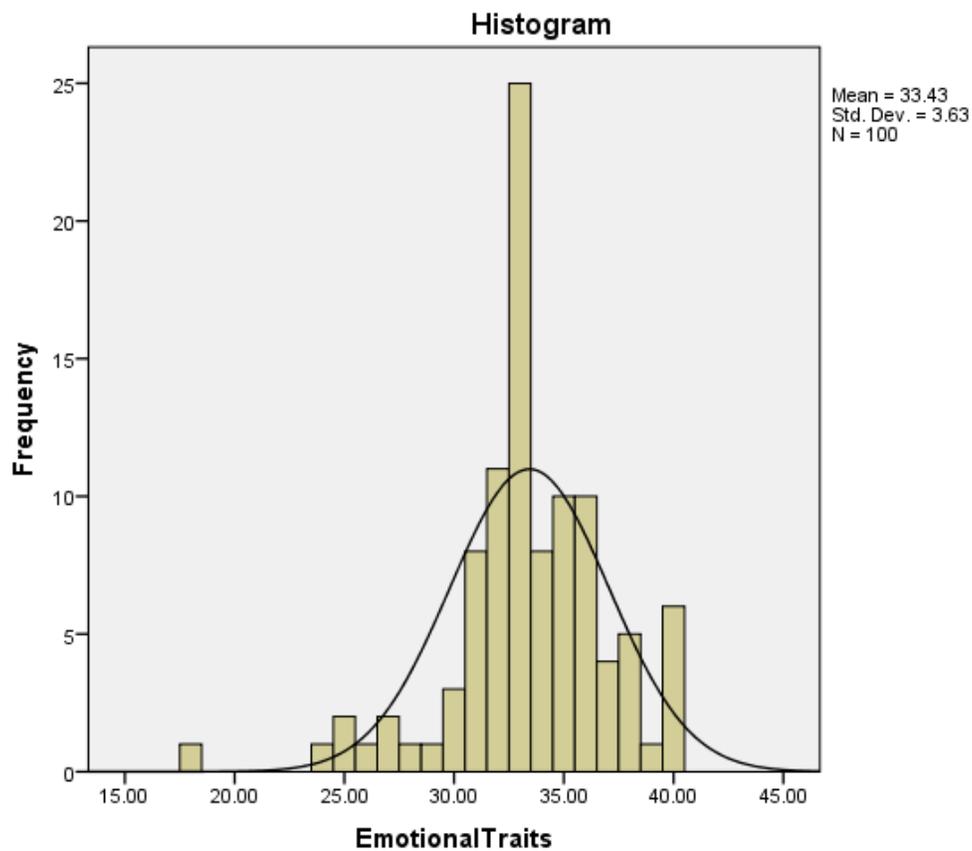


Figure 5: Emotional Intelligence Frequency

- **Motivation**

Motivation is also one of the main scales used for measuring the competitive advantage in companies. This variable has eight factors, described in the survey in eight questions, where respondents' answers show whether motivation affects the competitive advantage in companies. Answers received from respondents have been estimated according to Likert scale, and then classified using the SPSS program with a weight running from one (1) as a strongly disagree till five (5) as a strongly agree.

Motivation frequency, as indicated below in figure 6, shows variations in respondents' answers on whether there is a positive relationship between motivation and competitive advantage.

According to the histogram shown below, the mean value is found to be 32.50 and the standard deviation is 3.583, while the peak value is 31.

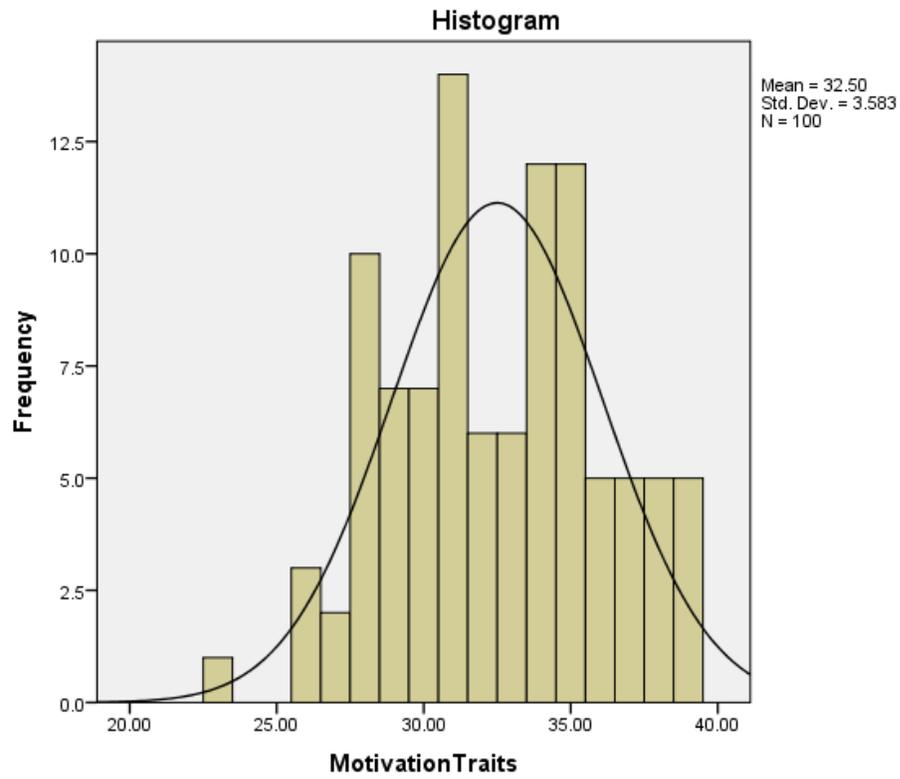


Figure 6: Frequency Motivation

5.4.2.2. The Dependent variable:

The competitive advantage in the company is known as a dependent variable, which is calculated by measuring the level of impact of the project management characteristics. Moreover, the competitive advantage, as described in details in literature review, is found to be calculated according to eight indicators, which are: profitability, productivity, efficiency, performance, innovational development, market share, employee engagement and famous reputation. Hence, this research aims at measuring the relationship between project management characteristics and competitive advantage in companies. These indicators are represented in the survey in eight questions, where respondents' answers show how the competitive advantage is affected by project management characteristics. The descriptive statistics for those eight indicators are shown in table (10) below:

	N	Minimum	Maximum	Mean	Std. Deviation
Profitability	100	2.00	5.00	3.9100	.93306
Productivity	100	3.00	5.00	4.0800	.74779
Efficiency	100	3.00	5.00	4.0100	.70345
Performance	100	3.00	5.00	3.8500	.70173
Innovational Development	100	3.00	5.00	4.0100	.63596
Market Share	100	2.00	5.00	3.9100	.93306
Employee engagement	100	3.00	5.00	4.0100	.70345
Famous Reputation	100	3.00	5.00	4.1400	.63596
Valid N	100				

Table 10: Descriptive statistics for the dependent variable

Furthermore, Five-point Likert scale is also used in this study to classify responses from strongly agree as one (1) till strongly disagree as five (5). Competitive advantage frequency, as illustrated below in figure 7, shows there is variations in respondents' answers on whether there is a positive relationship between competitive advantage and project management characteristics. According to the histogram indicated below, the mean value is found to be 34.32 and the standard deviation is 1.994, while the peak value reaching 34.

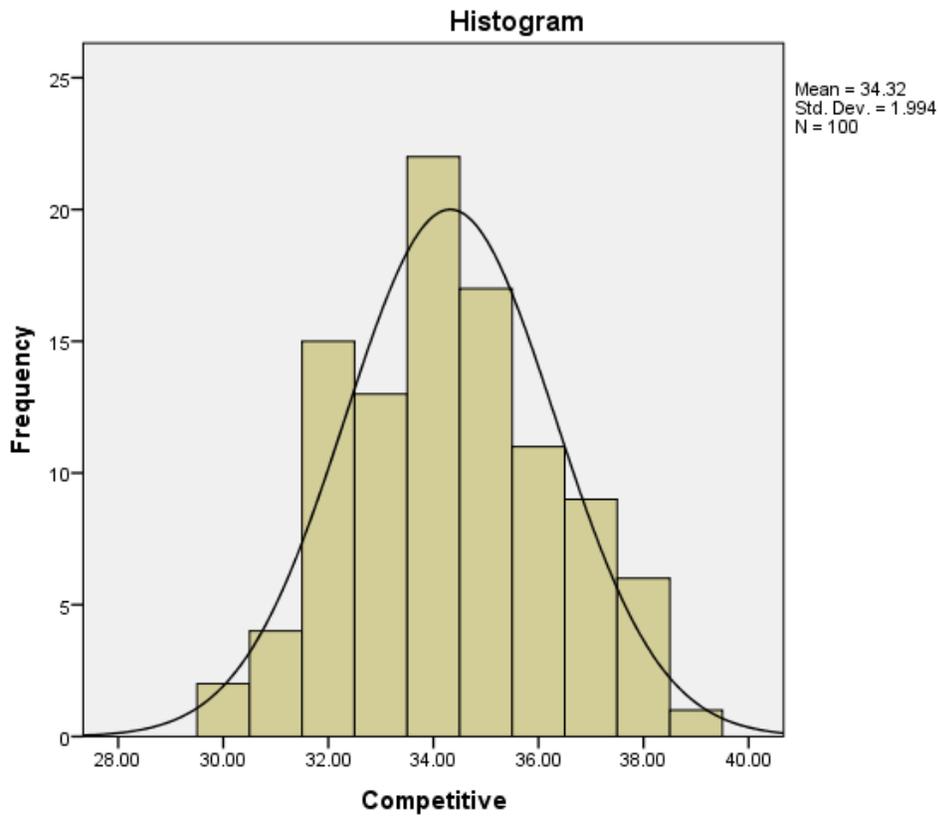


Figure 7: Competitive Advantage Frequency

5.5. Reliability Test

In a study conducted in three Ghanaian universities and which aimed to investigate how students adopt Cronbach’s alpha test in their assessment, it was found that 91% of these students were satisfied in dealing with alpha test in their analysis (Quansah, 2017). Reliability is therefore a type of tests aiming to measure “Cronbach’s alpha” in order to gain knowledge about the consistency of statistics gathered from the survey (Ercan et al. 2007). Alpha value is responsible for indicating internal consistency for a set of items listed in a survey towards ensuring validity and identifying reliability of the scale. It is described as a digit from 0 to 1; however, if it is less than 0.7 then it is called unreliable (Tavakol & Dennick, 2011) & (Bentler, 2008).

Alpha meaning according to the location is shown in table (11) as follows:

Alpha location (A)	Meaning
$A \geq 0.9$	Wonderful
$0.9 \geq A \geq 0.8$	Good
$0.8 \geq A \geq 0.7$	Accepted
$0.7 \geq A \geq 0.5$	Poor (should delete certain records)
$A \leq 0.5$	Little

Table (11): Alpha standard locations and meaning

Throughout this study, the researcher will figure out alpha value for both variables (dependent and independent) in four phases as follows:

The First phase: In this phase, alpha value will be measured for the three independent variables; therefore, making alpha value run three times; in each of which the measurement will be between the items of each variable, as indicated in **table (12) below:**

	Scale Mean Item Deleted	if Variance Item Deleted	if Corrected Item-Total Correlation	Cronbach's Alpha Item Deleted	if Cronbach's Alpha
Trust	28.7800	9.830	.466	.670	
Team work	28.9500	11.684	.101	.749	
Past Exp.	29.0200	9.979	.429	.679	
Equality	28.8200	10.775	.429	.682	
Challenges	29.2000	9.657	.420	.682	0.713
Strategic planning	29.1600	9.712	.589	.646	
Negotiation	29.1700	10.001	.524	.660	
Decision	29.0900	10.810	.349	.695	
Empathy	29.0300	10.252	.412	.698	
Feedback	29.1700	11.718	.127	.758	
Work ethics	29.1800	9.967	.500	.678	
Social Skills	29.0400	10.766	.500	.685	
Listening Skills	29.4300	10.046	.391	.704	
Conflict	29.4000	10.101	.562	.668	0.724
Customer Satisfaction	29.4100	10.204	.544	.672	
Stakeholder Expectation	29.3500	10.836	.396	.700	
Project Scope	28.7100	8.370	.676	.633	
Working Climate	28.7200	8.951	.556	.666	
Job Security	28.1800	10.917	.393	.705	
Rewarding Performance	28.1500	11.644	.147	.747	
Opportunity	28.5700	8.248	.717	.622	0.726
Loyalty Program	28.5000	11.182	.242	.731	
Transparency	28.4900	11.485	.206	.735	
Time Management	28.1800	10.917	.393	.705	

Table 12: Reliability test (First phase)

The Second phase: In this phase, alpha value will be measured for the dependent variable; therefore, making alpha running one time in order to verify the items of this variable, as indicated in **table (13)** below:

	Scale Mean Item Deleted	Scale if Variance Deleted	Scale if Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Profitability	28.1400	9.596	.431	.714	0.738
Productivity	27.9700	10.858	.313	.733	
Efficiency	28.0400	9.918	.574	.685	
Innovational development	27.9100	11.073	.350	.726	
Performance	28.2000	10.303	.480	.703	
Engagement	28.0400	9.918	.574	.685	
Market Share	28.1400	9.596	.431	.714	
Famous Reputation	27.9100	11.073	.350	.726	

Table 13: Reliability test (Second phase)

The Third phase: In this phase, alpha value will be measured for all independent and dependent variables, as indicated in **table (14)** below.

The Fourth phase: In this phase, alpha value will be measured for all variables combined, as indicated in **table (14)** below:

Test Phase	Check Title	Check	Cronbach's Alpha	N of Items
Phase 1	Project	Leadership	.713	8
	Management characteristics (IV)	Emotional Intelligence	.724	8
		Motivation	.726	8
Phase 2	Competitive Advantage (DV)	Competitive Indicators	.738	8
Phase 3	Global IV	Whole IV	.847	24
	Global DV	Whole DV	.738	8
Phase 4	All Factors	All Factors	.855	32

Table 14: Reliability test (Third & Fourth phase)

Results indicate success in the first phase of the reliability test according to Cronbach's Alpha measure, which was first implemented on all variables separately, then on all items of each variable and finally on all variables combined. Interestingly, results show that all variables have an alpha value exceeding 0.7, which reflects an internal consistency between all gathered amounts. Moreover, all variables combined have an alpha value of 0.855'; thus, indicating a great reliability based on the responses received.

5.6. Correlation Test

The correlation technique is a statistical measurement used for testing expected hypotheses in order to identify any relationships, together with their effects between variables (Twomey & Kroll, 2008). In this regard, this research has adopted "Pearson correlation coefficient" to examine the type of relationship between variables. The coefficient meaning is displayed in table (15) below:

Rate of r	Meaning
Nearby to +1	Strong positive relationship between variables
Nearby to -1	Strong inverse relationship between variables
0	Weak relationship between variables

Less than or equal 0.3	Weak relationship between variables
Between 0.3 and 0.7	Moderate relationship between variables
More than 0.7	Strong relationship between variables

Table (15): Value of Pearson vs. meaning

In this research, the correlation technique will be used for analyzing and discovering the following:

- (a) The relationship between the items in the same variables.
- (b) The relationship between the independent variables (leadership, emotional intelligence and motivation) and the dependent variable (competitive advantage).
- (c) The relationship between all variables combined (dependent & independent).
- (d) The strength of relationship between variables.

Table (16) below illustrates the above points as follows:

Correlations		Leadership	Emotional Intelligence	Motivation	Competitive Advantage
Leadership	Pearson Correlation	1	.960**	.486**	.549**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
Emotional Intelligence	Pearson Correlation	.960**	1	.494**	.531**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
Motivation	Pearson Correlation	.486**	.494**	1	.752**
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
Competitive Advantage	Pearson Correlation	.549**	.531**	.752**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

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

Table (16): Correlation outcomes

According to table (16) aforementioned, both leadership and emotional intelligence are found to have a moderate correlation with competitive advantage with values reached at ($r = .549^{**}$, $p < .001$)

and ($r=.531^{**}$, $p<.001$) respectively; whereas motivation is found to have a strong correlation with competitive advantage with a value reached at ($r=.752^{**}$, $p<.001$). Accordingly, it can be concluded that there is a strong positive correlation between project management characteristics and competitive advantage.

5.7. Regression Test

The Regression test is used to investigate the type of relationship between one dependent and one independent variable (Ural & Yenigün, 2012). As indicated in the survey, the dependent variable has been represented through 8 factors, while the independent variables have been described by three factors with 8 elements for each one. The analysis has been conducted between the dependent variable (competitive advantage) and independent variables (project management characteristics).

Furthermore, the multiple regression test is also employed in this study to examine the variations between the dependent and independent variables, so as to reach results that best define data, as explained below:-

Firstly: Results of the multiple regression test for leadership

As indicated in Table (17) below which represents a model summary, R^2 amounts justify the value of difference between the numbers resulted from created equations. Besides, the unadjusted multiple R^2 is greater than the adjusted multiple R^2 . This might be due to the fact that the low number is making some variations. It should be noted that only 8 factors are used to derive the equation parameters. Moreover, four out of eight factors, which are (strategic planning, challenges,

decision making and past experience), are found to significantly affect leadership characteristics, and this is explained in four steps as represented in the model summary. R square indicates how this factor affects leadership, and it shows that around 46% of leadership impact comes from the next four factors.

Table (17): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.545 ^a	.297	.290	1.68103	.297	41.341	1	98	.000	
2	.625 ^b	.391	.378	1.57295	.094	14.930	1	97	.000	
3	.657 ^c	.431	.414	1.52713	.041	6.908	1	96	.010	
4	.676^d	.457	.434	1.50010	.026	4.490	1	95	.037	1.874

a. Predictors: (Constant), Strategic planning

b. Predictors: (Constant), Strategic planning, challenges

c. Predictors: (Constant), Strategic planning, challenges, decision making

d. Predictors: (Constant), Strategic planning, challenges, decision making, past experience

Additionally, ANOVA is used to compare changes of means between groups by measuring variations between them. According to table (18) below, F value, which is used to measure whether the test is statistically significant, is equal to 19.99, while the degree of freedom (df) resulting from the summation of squares in the test is equal to 4. As well, p-value is less than $\leq 5\%$, and R2 value indicates 43% of variation in the sample data.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	116.825	1	116.825	41.341	.000 ^b
	Residual	276.935	98	2.826		
	Total	393.760	99			
2	Regression	153.765	2	76.882	31.074	.000 ^c
	Residual	239.995	97	2.474		

	Total	393.760	99			
3	Regression	169.876	3	56.625	24.281	.000 ^d
	Residual	223.884	96	2.332		
	Total	393.760	99			
4	Regression	179.980	4	44.995	19.995	.000^e
	Residual	213.780	95	2.250		
	Total	393.760	99			

- a. Predictors: (Constant), Strategic planning
- b. Predictors: (Constant), Strategic planning, challenges
- c. Predictors: (Constant), Strategic planning, challenges, decision making
- d. Predictors: (Constant), Strategic planning, challenges, decision making, past experience

Moreover, table (19) shows that the constant value for the four predictors is 26.063, which means that when the value of leadership for the four factors out of eight is zero, then competitive advantage will be 26.036, and Sig value for the four leadership factors is less than 0.5 indicating a reliable definition of the interception point through the regression equation. Accordingly, it can be summed up that competitive advantage in companies can be controlled if the four factors of leadership (strategic planning, challenges, decision making and past experience) are managed successfully. Therefore, management efforts should focus on leadership factors that have a great effect on competitive advantage.

Moreover, the variance between the experimental value of the dependent variable and the predicted value is called residual (e). Thus, the linear regression is suitable for data when it is residual around the horizontal axis, while the opposite is suitable for non-linear regression. In addition, results revealed from table (20), which represents statistics on residuals, confirm that the residual mean is zero. A scatter plot is also made to determine whether values have the same finite variance or not between the expected variable and the estimated error. Furthermore, figure (8) indicates that there is no clear gathering or methodical shape for numbers; rather, they are mostly randomly displaced.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	28.366	.941		30.139	.000					
	StrategicPlanning	1.485	.231	.545	6.430	.000	.545	.545	.545	1.000	1.000
2	(Constant)	26.626	.989		26.918	.000					
	StrategicPlanning	1.238	.225	.454	5.493	.000	.545	.487	.435	.920	1.088
	Challenges	.688	.178	.319	3.864	.000	.448	.365	.306	.920	1.088
3	(Constant)	25.107	1.121		22.400	.000					
	StrategicPlanning	1.088	.226	.399	4.815	.000	.545	.441	.371	.861	1.161
	Challenges	.589	.177	.274	3.331	.001	.448	.322	.256	.878	1.139
	Decision	.615	.234	.218	2.628	.010	.419	.259	.202	.862	1.160
4	(Constant)	26.036	1.185		21.968	.000					
	StrategicPlanning	1.281	.240	.470	5.339	.000	.545	.480	.404	.738	1.355
	Challenges	.616	.174	.286	3.536	.001	.448	.341	.267	.873	1.145
	Decision	.601	.230	.213	2.615	.010	.419	.259	.198	.862	1.160
	Past	-.422	.199	-.176	-2.119	.037	.092	-.212	-.160	.826	1.211

a. Dependent Variable: Competitive

Table (19): Results of the estimated coefficients extracted from regression models

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	30.1884	37.2607	34.3200	1.34833	100
Std. Predicted Value	-3.064	2.181	.000	1.000	100
Standard Error of Predicted Value	.154	.616	.325	.083	100
Adjusted Predicted Value	29.4142	37.1896	34.3148	1.36823	100
Residual	-4.41703	3.81158	.00000	1.46949	100
Std. Residual	-2.944	2.541	.000	.980	100
Stud. Residual	-3.010	2.787	.002	1.009	100
Deleted Residual	-4.61484	4.58578	.00525	1.56068	100
Stud. Deleted Residual	-3.148	2.893	.002	1.024	100
Mahal. Distance	.057	15.724	3.960	2.476	100
Cook's Distance	.000	.316	.013	.034	100
Centered Leverage Value	.001	.159	.040	.025	100

a. Dependent Variable: Competitive

Table (20): Statistics on Residuals

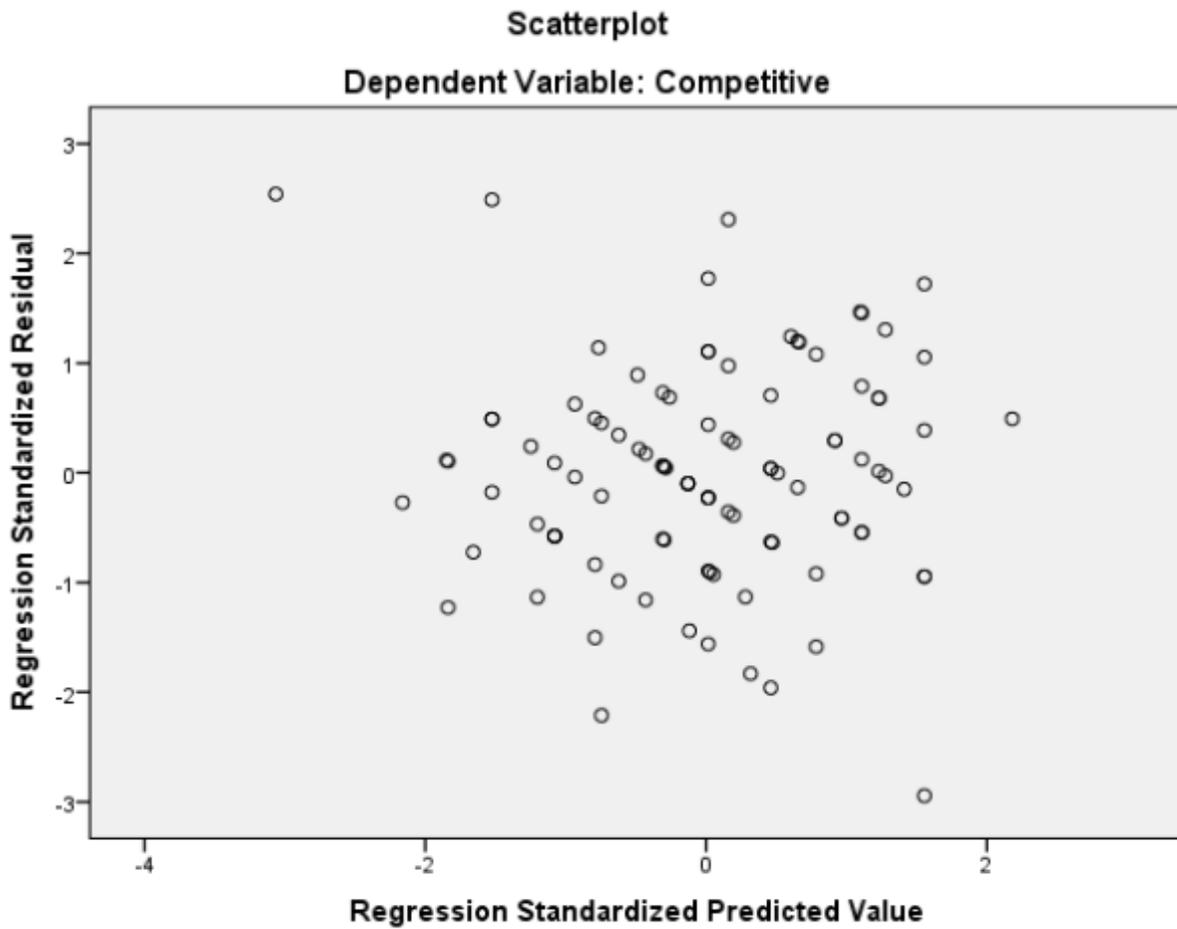


Figure (8): Scatter plot of leadership results

The residuals normality was also evaluated using the histogram of standardized residuals, as displayed in Figure (9), which was followed by a normal curve that that can be represented as standardized residuals, which are appropriate for the normal curve, while the normality assumption is not violated.

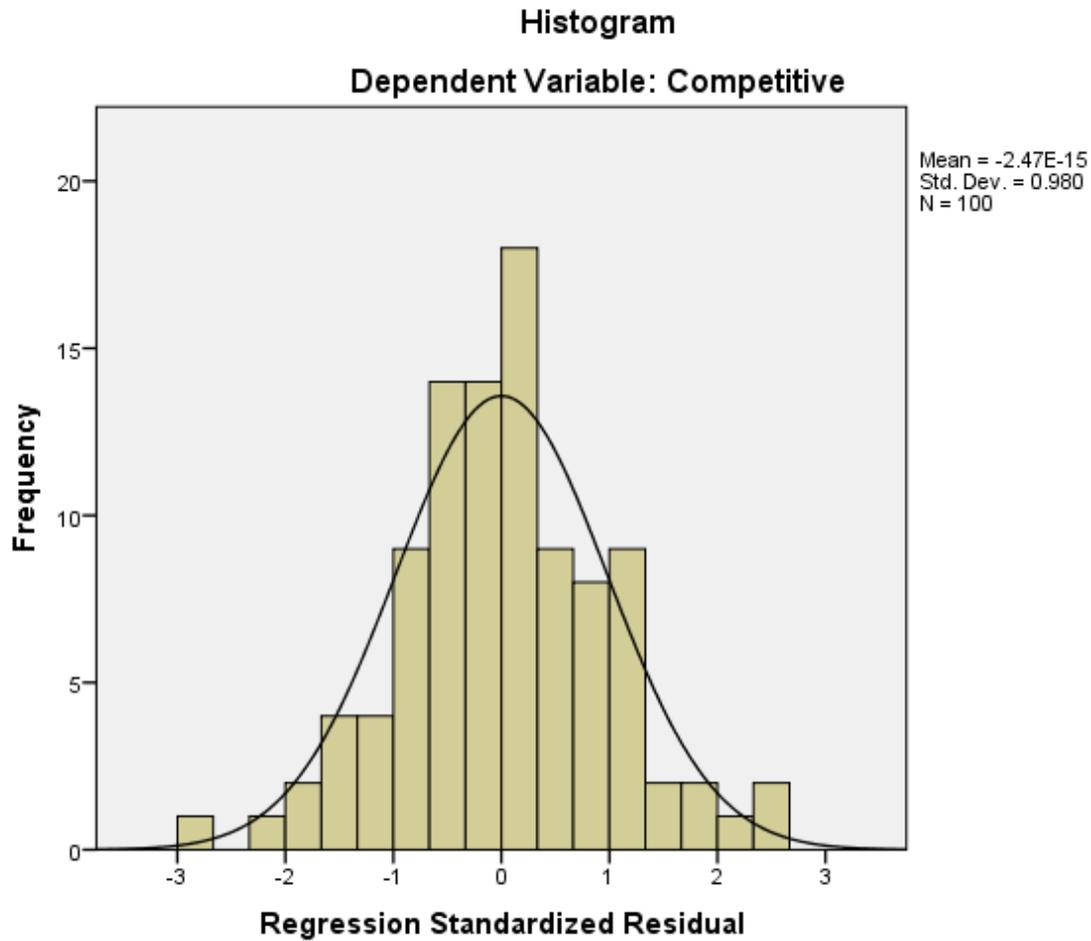


Figure (9): Histogram of the residuals

The PP plot, illustrated in Figure (10) below, shows that statistics points closely track the straight line in the chart.

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Competitive

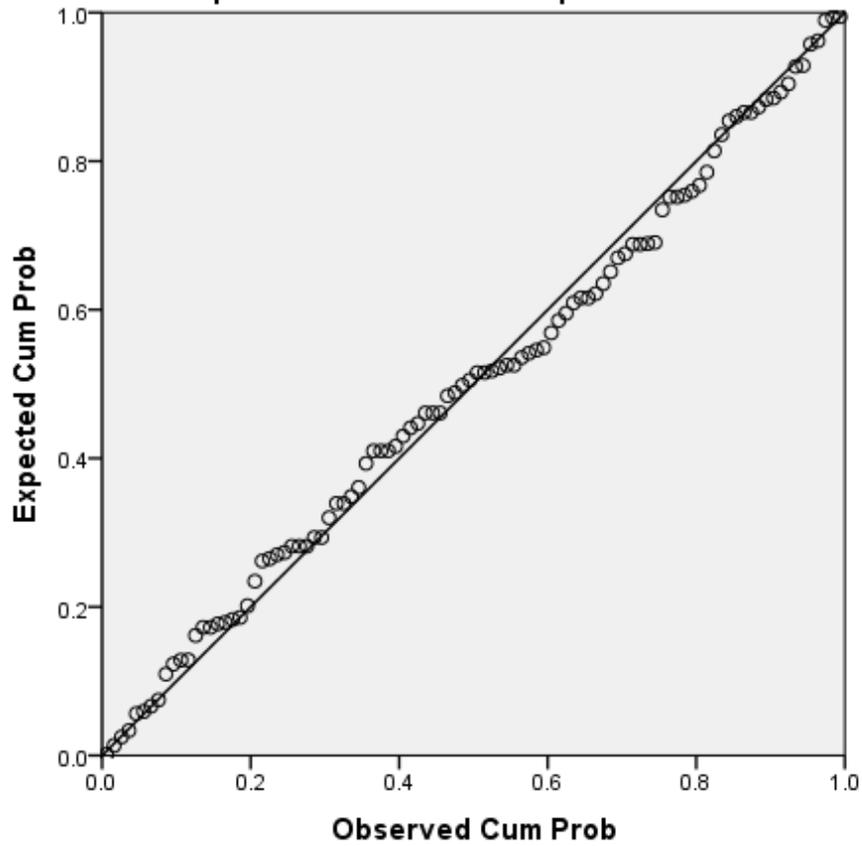


Figure (10): Normal P-P plot of regression standardized residual

Secondly: Results of the multiple regression test for emotional intelligence

As indicated in Table (21) below which represents a model summary, R2 values justify the value of difference between the numbers captured by the created equations. Moreover, the unadjusted multiple R2 is greater than the adjusted multiple R2. This might be due to the fact that low number is making some variations. It should be mentioned that only 8 factors are used to derive the equation parameters. Besides, three out of eight factors, which are (conflict, listening skills and stakeholder expectations), are found to significantly affect emotional intelligence, and this is explained in four steps as represented in the model summary. R square indicates how this factor affects emotional intelligence, and it shows that around 38% of emotional intelligence impact comes from the next three factors.

Table (21): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.502 ^a	.252	.244	1.73391	.252	32.972	1	98	.000	
2	.573 ^b	.329	.315	1.65054	.077	11.150	1	97	.001	
3	.616^c	.379	.359	1.59612	.050	7.727	1	96	.007	1.931

a. Predictors: (Constant), Conflict

b. Predictors: (Constant), conflict, listening skills

c. Predictors: (Constant), conflict, listening skills, stakeholder expectations

Furthermore, ANOVA is used to compare changes of means between groups by measuring

variation between them. According to table (22) below, F value, which is used to measure whether the test is statistically significant, is equal to 19.52, while the degree of freedom (df) resulting from the summation of squares in the test is equal to 3. Besides, p-value is less than $\leq 5\%$, and R2 value indicates 36% of variation in the sample data.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	99.129	1	99.129	32.972	.000 ^b
	Residual	294.631	98	3.006		
	Total	393.760	99			
2	Regression	129.504	2	64.752	23.769	.000 ^c
	Residual	264.256	97	2.724		
	Total	393.760	99			
3	Regression	149.191	3	49.730	19.520	.000^d
	Residual	244.569	96	2.548		
	Total	393.760	99			

a. Predictors: (Constant), Conflict

b. Predictors: (Constant), conflict, listening skills

c. Predictors: (Constant), conflict, listening skills, stakeholder expectations

In addition, table (23) shows that the constant value for the four predictors is 25.465, which means that when the value of emotional intelligence for the four factors out of eight is zero, then the competitive advantage will be 25.465, and the significant value for the three emotional intelligence factors is less than 0.5, indicating a reliable definition for the interception point through the regression equation. Accordingly, it can be summed up that competitive advantage in companies can be controlled if the three factors of emotional intelligence, namely (conflict, listening skills and stakeholder expectations) are managed successfully. Therefore, management efforts should focus on the emotional intelligence factors that have a great impact on competitive advantage.

Moreover, the linear regression is suitable for the data when it is residual around horizontal axis,

while the opposite is suitable for non- linear regression. As per table (24) representing residuals' statistics, results show that the residual mean is zero. A scatter plot is also made to determine whether the values have the same finite variance or not. Furthermore, figure (11) indicates that there is no clear gathering or methodical shape for numbers; rather, they are mostly randomly displaced.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	28.697	.995		28.853	.000					
	Conflict	1.395	.243	.502	5.742	.000	.502	.502	.502	1.000	1.000
2	(Constant)	27.170	1.051		25.843	.000					
	Conflict	1.147	.243	.413	4.722	.000	.502	.432	.393	.906	1.103
	ListeningSkills	.632	.189	.292	3.339	.001	.418	.321	.278	.906	1.103
3	(Constant)	25.465	1.187		21.445	.000					
	Conflict	.994	.241	.357	4.118	.000	.502	.387	.331	.859	1.164
	ListeningSkills	.523	.187	.242	2.798	.006	.418	.275	.225	.867	1.153
	StakeholderExpectation	.676	.243	.239	2.780	.007	.412	.273	.224	.874	1.145

a. Dependent Variable: Competitive

Table (23): Results of the estimated coefficients extracted from regression models

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	29.8503	36.4290	34.3200	1.22759	100
Std. Predicted Value	-3.641	1.718	.000	1.000	100
Standard Error of Predicted Value	.161	.616	.309	.081	100
Adjusted Predicted Value	29.1235	36.6148	34.3146	1.25030	100
Residual	-4.42903	4.14967	.00000	1.57175	100
Std. Residual	-2.775	2.600	.000	.985	100
Stud. Residual	-2.832	2.818	.002	1.008	100
Deleted Residual	-4.61485	4.87651	.00537	1.64954	100
Stud. Deleted Residual	-2.943	2.927	.002	1.021	100
Mahal. Distance	.014	13.766	2.970	2.144	100
Cook's Distance	.000	.348	.013	.037	100
Centered Leverage Value	.000	.139	.030	.022	100

a. Dependent Variable: Competitive

Table (24): Statistics on Residuals

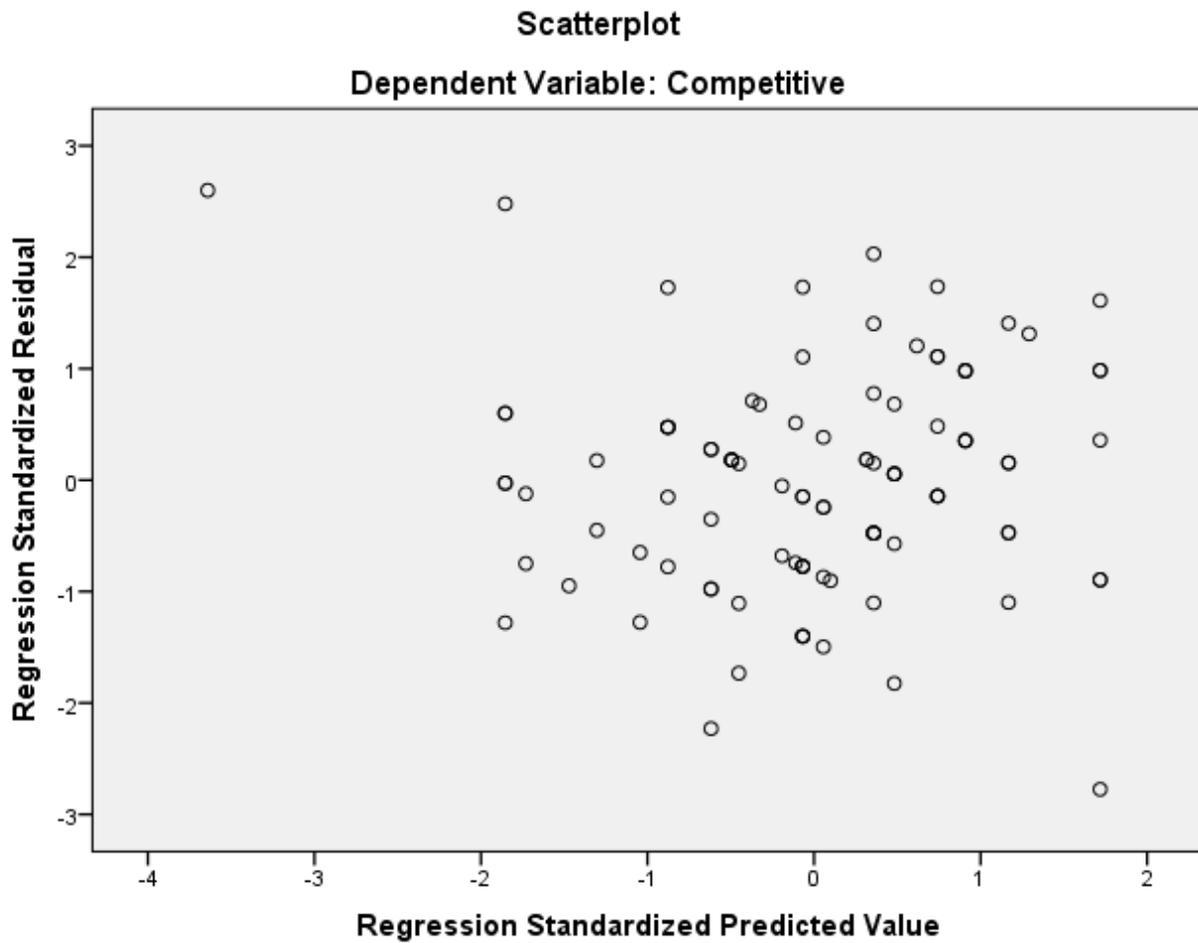


Figure (11): Scatter plot of leadership results

The residuals normality was also evaluated using a histogram of the standardized residuals, as shown in Figure (12), which was followed by a normal curve that can be represented as standardized residuals which are appropriate for the normal curve, while the normality assumption is not violated.

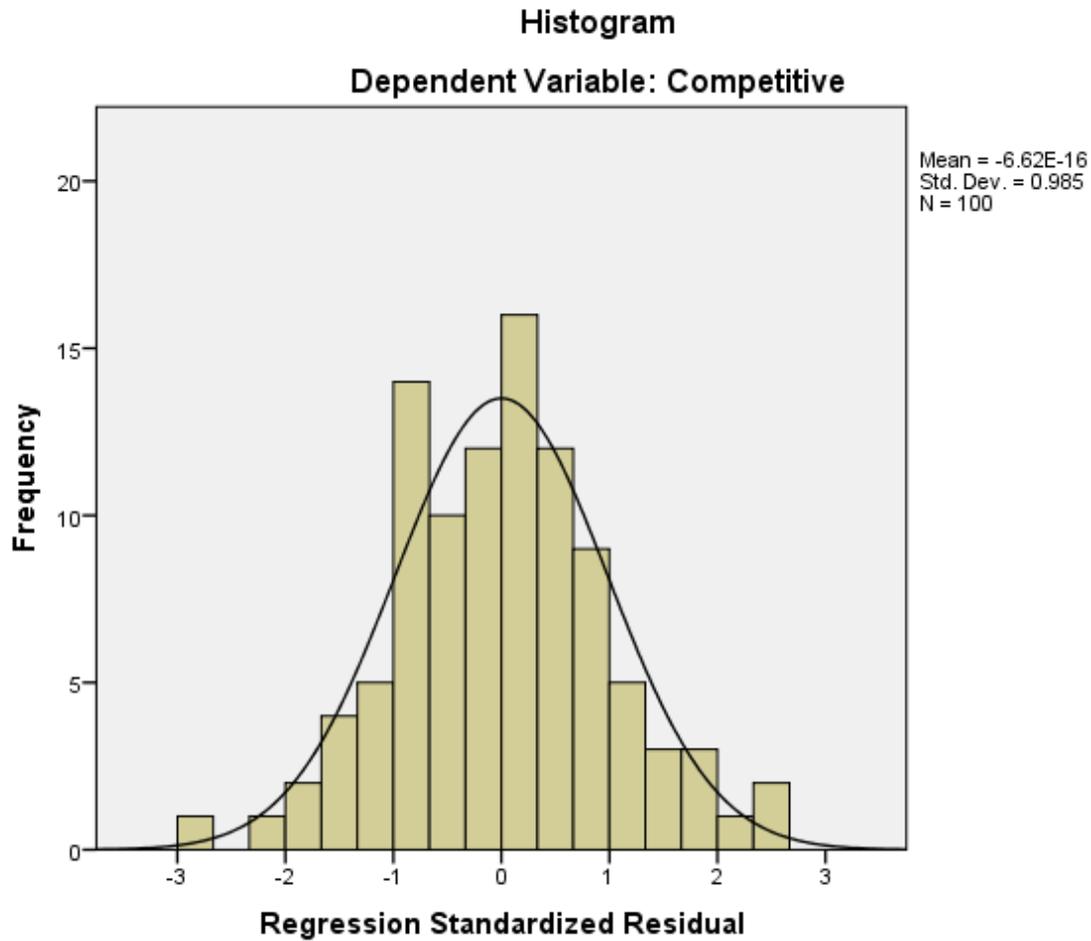


Figure (12): Histogram of the residuals

The PP plot, illustrated in Figure (13) below, shows that statistics points closely track the straight line in the chart.

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Competitive

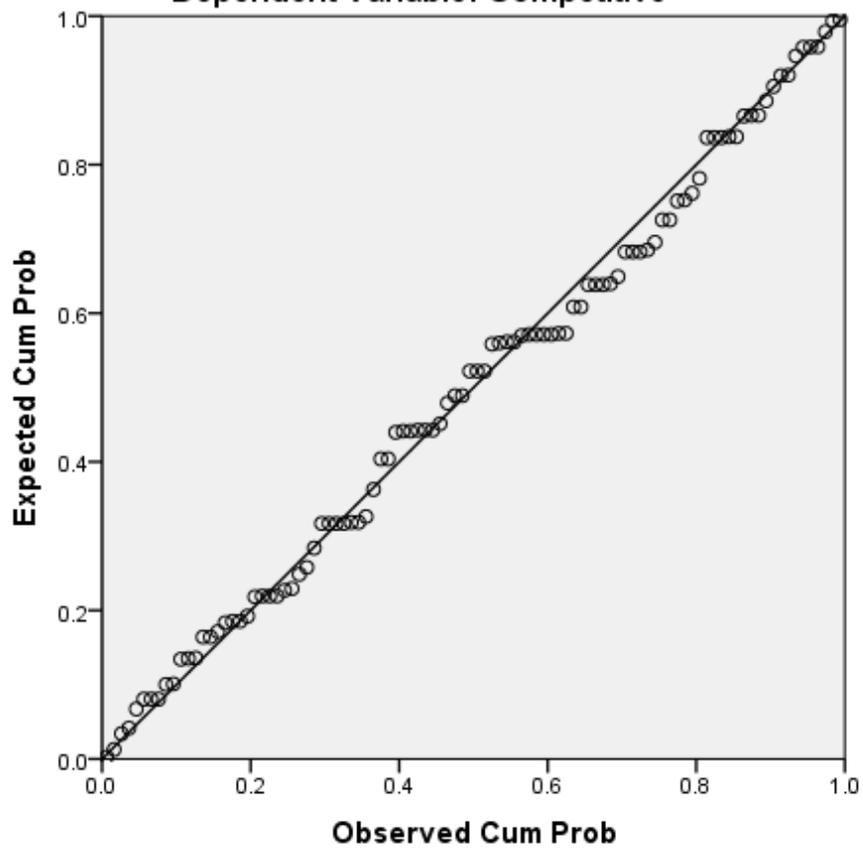


Figure (13): Normal P-P plot of regression standardized residual

Thirdly: Results of the multi regression test for motivation

As revealed from Table (25) below which represents a model summary, R2 values justify the value of difference between the numbers captured by the created equations. Besides, the unadjusted multiple R2 is greater than the adjusted multiple R2. This might be due to the fact that the low number is making some variations. It should be mentioned that only 8 factors are used to derive the equation parameters. Moreover, four out of eight factors, which are (loyalty programs, time management, working climate and transparency), are found to significantly affect motivation and this is explained in four steps as shown in the model summary. R square indicates how this factor affects motivation, and it shows that around 68% of motivation impact comes from the next four factors.

Table (25): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.570 ^a	.325	.318	1.64677	.325	47.200	1	98	.000	
2	.710 ^b	.503	.493	1.41981	.178	34.835	1	97	.000	
3	.794 ^c	.631	.619	1.23106	.127	33.024	1	96	.000	
4	.824^d	.678	.665	1.15466	.048	14.125	1	95	.000	1.920

a. Predictors: (Constant), Loyalty programs

b. Predictors: (Constant), loyalty programs, time management

c. Predictors: (Constant), loyalty programs, time management, working climate

d. Predictors: (Constant), loyalty programs, time management, working climate, Transparency

Furthermore, ANOVA is used to compare changes of means between groups by measuring

variations between them. According to table (26) below, F value, which is used to measure whether the test is statistically significant, is equal to 50.086, while the degree of freedom (df) resulting from the summation of squares in the test is equal to 4. Besides, p-value is less than $\leq 5\%$, and R2 value indicates 68% of variation in the sample data.

Table (26): ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	128.000	1	128.000	47.200	.000 ^b
	Residual	265.760	98	2.712		
	Total	393.223	99			
2	Regression	198.765	2	99.111	49.166	.000 ^c
	Residual	195.537	97	2.016		
	Total	393.760	99			
3	Regression	248.271	3	82.757	54.607	.000 ^d
	Residual	145.489	96	1.516		
	Total	393.760	99			
4	Regression	267.103	4	66.776	50.086	.000^e
	Residual	126.657	95	1.333		
	Total	393.760	99			

In addition, table (27) below shows that the constant value for the four predictors is 18.479, which means that when the value of motivation for the four factors out of eight is zero, then competitive advantage will be 18.479, and the Sig value for the four motivation factors is less than 0.5; thereby, indicating a reliable definition for the interception point through the regression equation. Accordingly, it can be concluded that competitive advantage in companies can be controlled if the four factors of motivation (loyalty programs, time management, working climate and transparency) are managed successfully. Hence, management efforts should focus on the motivation factors that have a great effect on competitive advantage. Moreover, linear regression is suitable for data when it is residual around the horizontal axis, while the opposite is suitable for non- linear regression. According to table (28) representing residuals statistics, results show that the residual mean is zero. A scatter plot is also made to determine whether values have the same finite variance or not. Furthermore, figure (14) reveals that there is no clear gathering or

methodical shape for numbers; rather, they are mostly randomly displaced.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	27.920	.946		29.514	.000					
	LoyaltyPrograms	1.600	.233	.570	6.870	.000	.570	.570	.570	1.000	1.000
2	(Constant)	22.388	1.242		18.019	.000					
	LoyaltyPrograms	1.459	.202	.520	7.215	.000	.570	.591	.516	.986	1.014
	TimeManagement	1.411	.239	.425	5.902	.000	.487	.514	.422	.986	1.014
3	(Constant)	19.768	1.170		16.899	.000					
	LoyaltyPrograms	1.364	.176	.486	7.746	.000	.570	.620	.481	.977	1.023
	TimeManagement	1.424	.207	.429	6.866	.000	.487	.574	.426	.986	1.014
	WorkingClimate	.779	.136	.358	5.747	.000	.404	.506	.357	.991	1.009
4	(Constant)	18.479	1.150		16.074	.000					
	LoyaltyPrograms	1.146	.175	.408	6.546	.000	.570	.558	.381	.870	1.149
	TimeManagement	1.214	.202	.366	6.000	.000	.487	.524	.349	.911	1.098
	WorkingClimate	.811	.127	.373	6.361	.000	.404	.547	.370	.987	1.013
	Transparency	.735	.196	.243	3.758	.000	.482	.360	.219	.810	1.234

a. Dependent Variable: Competitive

Table (27): Results of the estimated coefficients extracted from regression models

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	31.3350	38.0085	34.3200	1.64256	100
Std. Predicted Value	-1.817	2.246	.000	1.000	100
Standard Error of Predicted Value	.135	.394	.254	.046	100
Adjusted Predicted Value	31.2855	38.0091	34.3182	1.64293	100
Residual	-3.31648	2.35142	.00000	1.13109	100
Std. Residual	-2.872	2.036	.000	.980	100
Stud. Residual	-2.909	2.109	.001	1.004	100
Deleted Residual	-3.40098	2.52218	.00175	1.18810	100
Stud. Deleted Residual	-3.031	2.149	-.001	1.015	100
Mahal. Distance	.366	10.565	3.960	1.752	100
Cook's Distance	.000	.065	.010	.013	100
Centered Leverage Value	.004	.107	.040	.018	100

a. Dependent Variable: Competitive

Table (28): Residuals 'Statistics

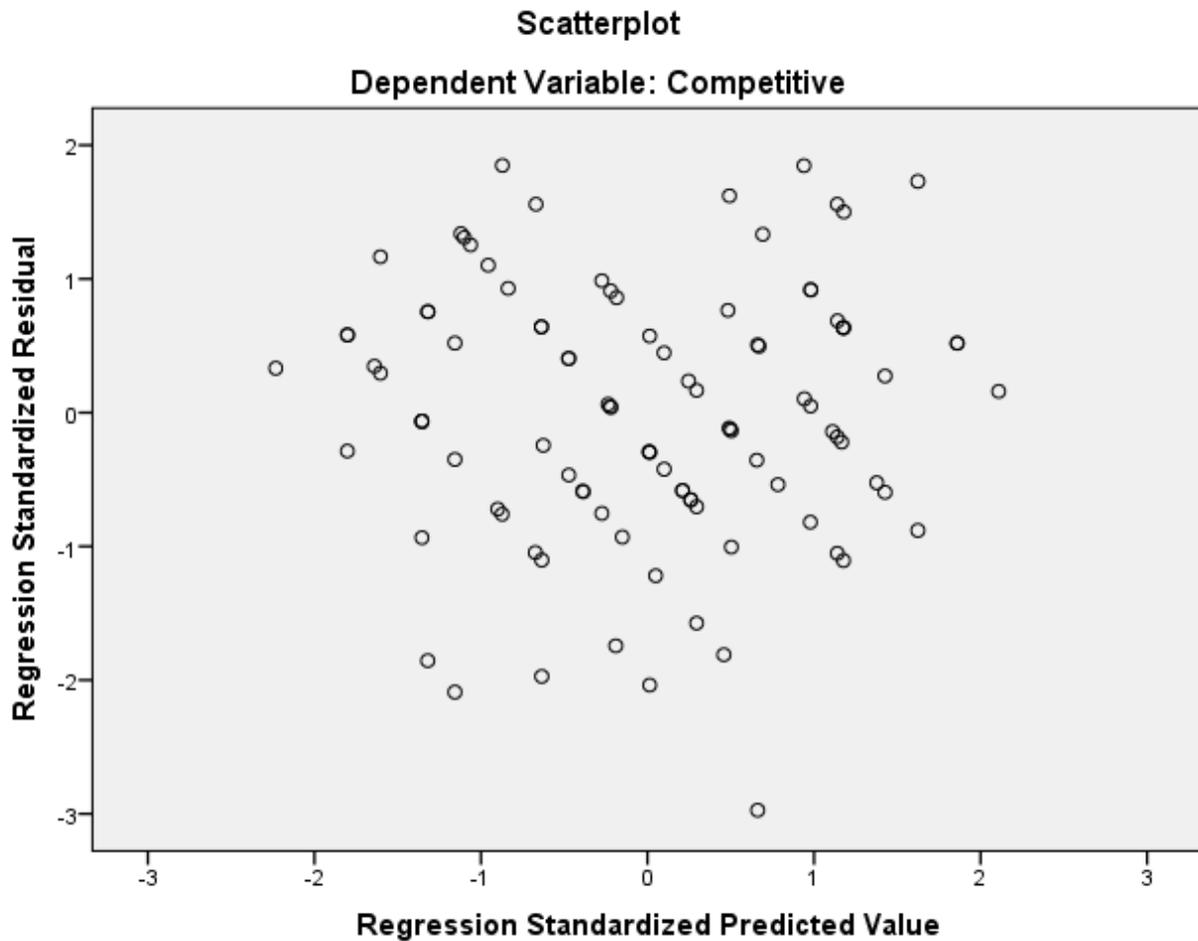


Figure (14): Scatter plot of motivation results

The residuals normality was also evaluated using a histogram of the standardized residuals, as shown in Figure (15), which was followed by a normal curve that can be represented as standardized residuals, which are appropriate for the normal curve, while the normality assumption is not violated.

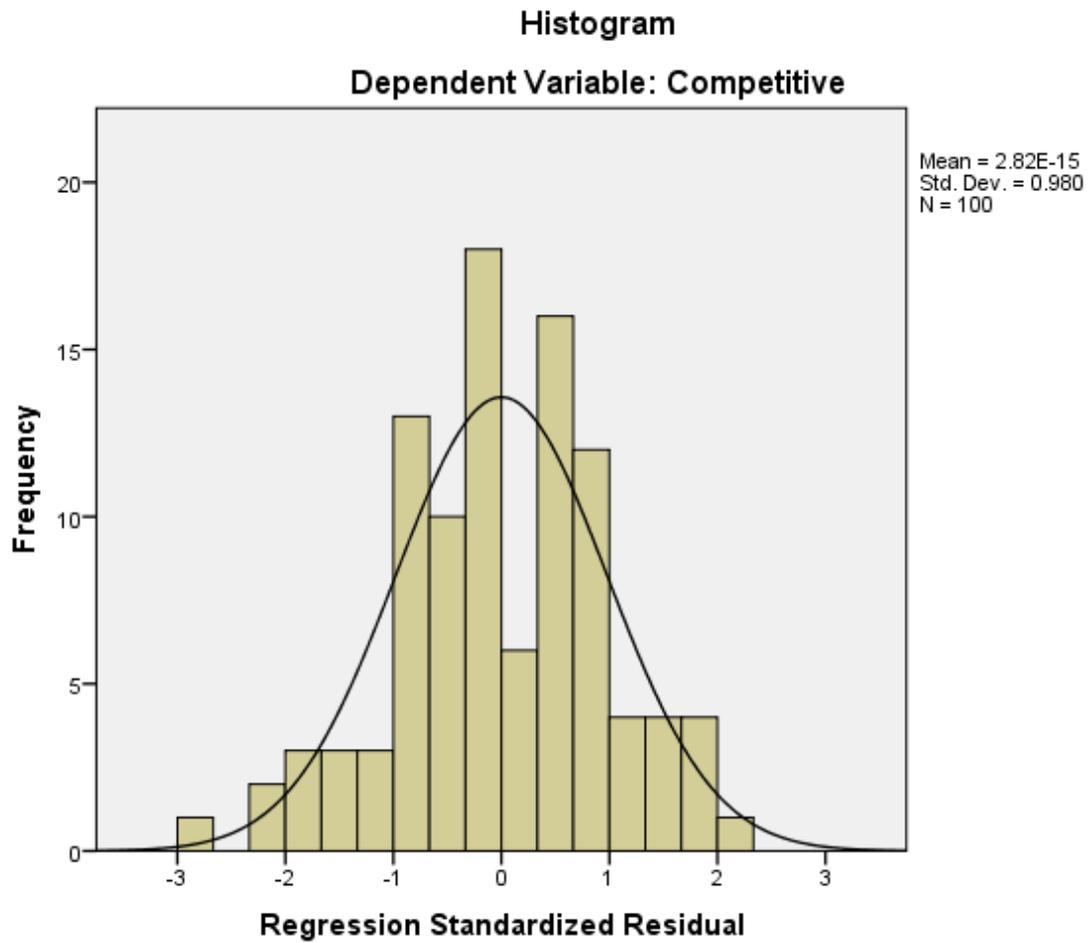


Figure (15): Histogram of the residuals

The PP plot, illustrated in Figure (16) below, shows that statistics points closely track the straight line in the chart.

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Competitive

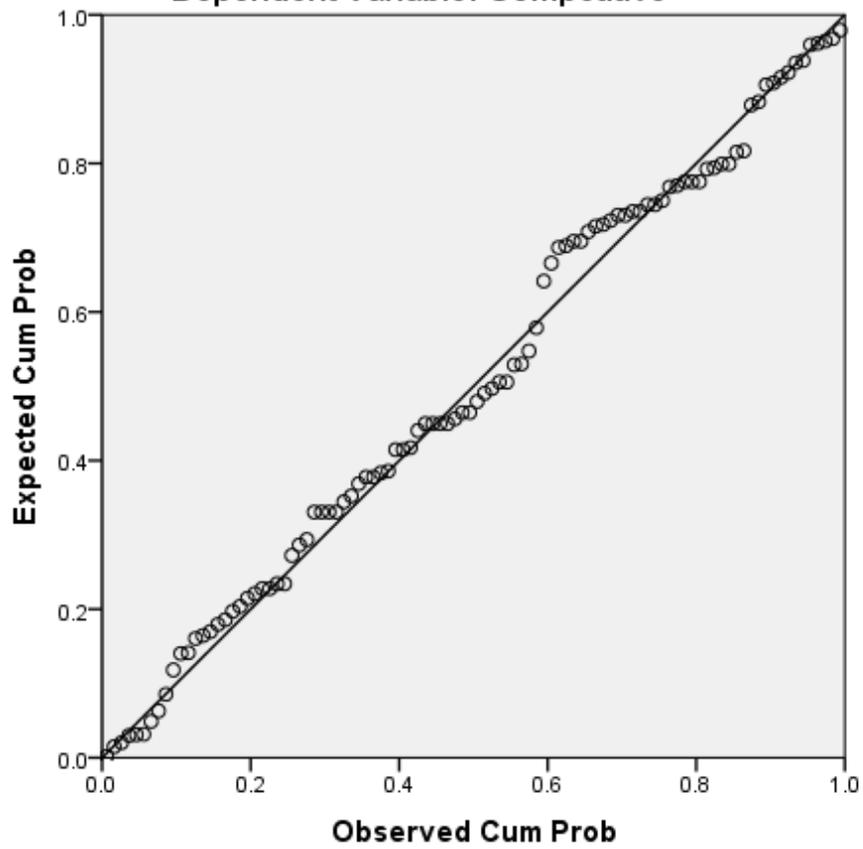


Figure (16): Normal P-P plot of regression standardized residual

Chapter Six: Discussion

6.1 Introduction

Results of the SPSS measurements have been revealed in the previous chapter. In this chapter, the outcomes of the tests conducted in this research will be further analyzed to examine their relationship with the literature and how they affect the expected hypothesis and conceptual model.

Moreover, this chapter will also make a comparison between the tests' results for the study expectations, so as to approve or reject the hypotheses proposed in this research.

6.2. Testing of Hypothesis

Through the correlation test, the relationship between the study variables have been examined; nonetheless, that was not sufficient enough to be able to determine the level of impact between these variables.

Therefore, a step wise regression test has been conducted on both the independent and dependent variables in order to measure the impact of each element of project management characteristics on competitive advantage of companies.

The first study hypothesis was as follows;

H1: Leadership has a positive impact on competitive advantage in companies

The upper hypothesis H1 argues that leadership (represented in this paper as an IV) has a positive impact on the competitive advantage in companies (represented in this paper as a DV). To verify this, a correlation test has been conducted and it proved that there is a positive correlation between these two variables, thereby; supporting H1.

Furthermore, a linear regression test has been also made to explore how the competitive advantage has changed in companies based on the change in the eight elements of leadership. The test found that four of these elements, which are (strategic planning, work challenges, decision making and past experience), have the most effective impact on competitive advantage as shown in table (29) below:

Model	Factor	R Square	Adj Square	R	Std. Error of the Estimate	F	Constant	Sig
1	a	.297	.290		1.68103	41.341	28.365	.000 ^a
2	b	.391	.378		1.57295	14.930	26.626	.000 ^b
3	c	.431	.414		1.52713	6.908	25.107	.000 ^c
4	d	.457	.434		1.50010	4.490	26.036	.000^d

Table 29: Results of the regression tests for the most effective leadership elements

-
- a. Predictors: (Constant), Strategic planning
 - b. Predictors: (Constant), Strategic planning, challenges
 - c. Predictors: (Constant), Strategic planning, challenges, decision making
 - d. Predictors: (Constant), Strategic planning, challenges, decision making, past experience

As noted from the above table, it is found that $F = 4.490$ $p < .000$ with an R^2 value of 0.457; therefore; indicating a static clear regression with a great level of significance between leadership and the competitive advantage. Accordingly, this leads to approve the correlation between the two variables and accept H1 as a result.

The second study hypothesis was as follows;

H2: Emotional intelligence has a positive impact on competitive advantage in companies

The upper hypothesis H2 argues that emotional intelligence (represented in this paper as an IV) has a positive impact on the competitive advantage in companies (represented in this paper as a DV). To verify this, a correlation test has been conducted and it proved that there is a positive correlation between these two variables; thereby, supporting H2.

Furthermore, a linear regression test has been also made to explore how competitive advantage has changed in companies based on the change in eight elements of emotional intelligence. The test has found that three of these elements, which are (conflict management, listening skills and stakeholder expectations) have the most effective impact on competitive advantage as shown in table (30) below:

Model	Factor	R Square	Adj R Square	Std. Error of the Estimate	F	Constant	Sig
1	a	.252	.244	1.73391	32.972	28.697	.000 ^a
2	b	.329	.315	1.65054	11.150	27.170	.000 ^b
3	c	.379	.359	1.59612	7.727	25.465	.000^c

Table 30: Results of the regression test for the most effective emotional intelligence elements

a. Predictors: (Constant), Conflict management

b. Predictors: (Constant), conflict management, listening skills

c. Predictors: (Constant), conflict management, listening skills, stakeholder expectations

As noted from the above table, it is found that $F = 7.727$ $p < .000$ with an R^2 value of 0.379; therefore; indicating a static clear regression with a great level of significance between emotional intelligence and competitive advantage. Accordingly, this leads to approve the correlation

between the two variables and accept H2 as a result.

The third study hypothesis was as follows:

H3: Motivation has a positive impact on competitive advantage in companies

The upper hypothesis H3 argues that motivation (represented in this paper as an IV) has a positive impact on the competitive advantage in companies (represented in this paper as a DV).

To verify this, a correlation test has been conducted and it proved that there is a positive correlation between these two variables; thereby, supporting H3.

Furthermore, a linear regression test has been also made to explore how competitive advantage has changed in companies based on the change in eight elements of motivation. The test has found that four of these elements, which are (loyalty programs, time management, working environment and transparency) have the most effective impact on competitive advantage as shown in table (31) below:

Model	Factor	R Square	Adj Square	R	Std. Error of the Estimate	F	Constant	Sig
1	a	.325	.318		1.64677	47.200	27.920	.000 ^a
2	b	.503	.493		1.41981	34.835	22.386	.000 ^b
3	c	.631	.619		1.23106	33.024	19.768	.000 ^c
4	d	.678	.665		1.15466	14.125	18.479	.000^d

Table 31: Results of the regression test for the most effective motivation elements

-
- a. Predictors: (Constant), Loyalty programs
 - b. Predictors: (Constant), loyalty programs, time management
 - c. Predictors: (Constant), loyalty programs, time management, working environment
 - d. Predictors: (Constant), loyalty programs, time management, working environment, transparency

As noted from the above table, it is found that $F = 14.125$ $p < .000$ with an R^2 value of 0.678; therefore; indicating a static clear regression with a great level of significance between motivation and the competitive advantage. Accordingly, this leads to approve the correlation between the two variables and accept H3 as a result.

6.3. Results Summary

Based on the tests' outcomes, analysis of data, and discussions in previous chapters, the following can be reviewed as a summary of the research results:-

First, it is concluded that there is a positive correlation between project management characteristics (leadership, emotional intelligence and motivation) and the competitive advantage in companies. Furthermore, the study also finds that each element of the independent variables has a different level of impact on the competitive advantage; In this context, the four most effective elements of leadership are found to be (strategic planning, working challenges, decision making and past experience); whereas the three most effective elements of emotional intelligence are (conflict management, listening skills and stakeholder expectations) and the four most effective elements of motivation are (loyalty programs, time management, working environment and transparency).

Moreover, acceptance of the study hypotheses is done after gathering data and analyzing it through the SPSS program in order to examine the survey deeply based on literature review and through delivering hypotheses and conceptual model. Accordingly, the purposes of this study have been successfully achieved.

Chapter Seven: Conclusion

7.1. Study Summary

The present study aimed at investigating and analyzing the relationship between project management characteristics (PMC) namely, leadership, emotional intelligence and motivation and competitive advantage in companies according to literature review and through the adoption of relevant research strategies. Moreover, this study has given a lot of factors to discover the how project management affects the workplace in organizations. This was embraced by an analysis of literature review and by implementing survey and SPSS tools to collect data and then analyze results.

With regards to literature review, the collected information have created the qualitative and quantitative parts of this study. Moreover, the study results show that PMC have a clear impact on improving the dimensions of competitive advantage in companies; thus, answering the questions presented at the beginning of this research.

Additionally, the study also indicates that there was a different level of impact between PMC and competitive advantage in companies. For example, it is found that motivation has a greater impact on competitive advantage in the workplace than emotional intelligence; while strategic planning has been considered as one of the most important leadership factors affecting competitive advantage. It is therefore essential to understand that PMC have variable effects in companies and can differ from one study to another probably due to the type, size and culture of companies examined. Moreover, though leadership uses rewards and incentives as a way to

inspire employees and affect their performance by sharing decisions with them, it is still considered as a technique for control more than motivation in companies. In addition, PMC are not fixed; rather, they may significantly change in the future depending on different factors including globalization, demographic and cultural changes, technological development and innovation. Companies should thereby concentrate on the development of a successful motivating environment in order to enhance the competitive advantage within their workplace. Moreover, project management in companies needs to be continuously updated, so as to keep abreast with the rapid changes in this field by adopting modern styles that can inspire individuals and maintain the competitive advantage, and that what has been revealed in this study which emphasized that there is a positive correlation between PMC and competitive advantage in companies.

7.2. Study Recommendations

The findings of both literature review and survey analysis can give various administrative implications for companies that are facing issues related to competitive advantage with their leadership style and motivation and emotional intelligence practices. Accordingly, this research has come up with many recommendations addressing the challenges perceived including:

1. Project managers should realize the need for modifying their future vision to meet with their company environment. As indicated in the literature review, the project manager has to recognize the importance of considering other management techniques to be applied within their organizations such as the shifting from controlling to learning, individual work to team work and control over to control with (Jugdev & Moller, 2006). Hence, it can be stated that organizational

effectiveness is highly related to leaders' flexibility, their ability to adapt to future challenges and their future perspectives (Yukl, 2008).

2. Results of the qualitative and quantitative research including the information accumulated from the survey show that motivation might be one of the most appropriate styles for developing performance of employees (Seiler et al. 2012), improving their job satisfaction (Bartol & Srivastava, 2002) and increasing their level of productivity (Dhaliwal, 2016). Therefore, managers need to examine modern motivation styles both internally and externally in order to enhance the current level of inspiration, work satisfaction and creativity amongst employees in companies.

3. The outcomes from the qualitative and quantitative research show that learning, training and knowledge improvement plays an imperative role in the relationship between PMC and competitive advantage in companies. Due to the rapid technological revolutions and increased demand of competitive market, management should develop learning strategies and training programs to enhance knowledge of employees in areas such as critical thinking and problem solving, so as to raise their levels of creativity and competency.

4. Results of the survey prepared for the purpose of this investigation have also revealed that maintaining transparency, conducting loyalty programs, sharing decisions, promoting strategic planning, implementing effective listening skills and managing stakeholder expectations are all important for the development of the competitive advantage in organizations. Managers should thereby take these factors into account and search for others that can assist them in implementing their projects effectively. Besides, identifying models and successful experiences of organizations that effectively applied project management characteristics within their

workplaces, such as Google, could be very useful in improving the competitive advantage in companies.

5. It is also essential to understand that project managers may resort to intervene to organize and control the work when the company is about to fail under emergency due to serious conflicts, or when values of equality are unaccomplished. A successful competitive advantage is always facing challenges, and thus, it should be a priority for companies to achieve more success in this field. It is therefore imperative for managers to realize that any intervention must be limited to specific conditions since such a large number of inappropriate interventions could negatively affect individuals' perception and competency as well (Tippins & Sohi, 2003) and (Cech & Chadt, 2015).

7.3. Limitations of the Study

Despite the fact that this research was fruitful through discussing aims and questions, it was surrounded by specific limitations. The primary constraint was the accurate information available on the subject of competitive advantage. As stated earlier, since many companies consider competitive advantage as a gathering profit, there was extremely limited information available on other related indicators. Therefore, finding applicable information about competitive advantage has been a great challenge in this study. Moreover, since there has been few similar investigations conducted on the subject of competitive advantage, it was difficult to find a standard study that could accurately examine the relationship between PMC and competitive advantage. For this purpose, the researcher has designed a survey based on the available

information. However, since this survey has not been widely shared, it might adversely affect the validity of the investigation.

Additionally, Kim (2005) stated that government sector in general is facing many challenges including limited technological development, high bureaucracy and globalization; this has been discussed in the present study by examining the relationship between competitive advantage in some companies and employee knowledge in the requested data. Accordingly, since many companies work under the government sector and therefore face more challenges related to competitive advantage than the private sector, there were some respondents who wouldn't be professional in answering the survey questions, and this will make the value of results less than expected.

Furthermore, another limitation faced by this study is the time constraint. Basically, it is important to mention that PMC can also include other factors such as smart planning, risk management, communication, innovation and others. Therefore, in light of the limited time available to complete this study, the PMC affecting competitive advantage in companies have been broken down into just three factors, which are (leadership, emotional intelligence and motivation). Besides, more flexible time in this study would have given further examination of the project management factors, the relationship between them and to what extent they affect the competitive advantage in companies.

7.4. Future View

Since the subject of PMC and its relationship with competitive advantage is continuously evolving and somehow new, further studies on this topic are fundamental. In this regard, this paper has come up with the following points to be considered by other future researches: -

Firstly: As for the limited information available on the subject of competitive advantage, further hypothetical and practical investigation on this concept would be essential. Researchers may need as well to investigate other relationships between PMC and competitive advantage, in addition to adopting modern strategies with greater number of participants in order to be able to recognize other factors for improving the competitive advantage in organizations.

Secondly: The utilization of qualitative and quantitative research techniques by companies which effectively implement project management styles such as (Google and IKEA) as well as by companies located in nations that strongly embrace such techniques including (UK, US, and Sweden) may greatly help companies in the fruitful adoption of PMC.

Thirdly: Further research needs to be conducted on other effective factors such as conflict management, companies environment, trust, stakeholder expectation, and other more. These factors are likely to be influenced by PMC and can affect competitive advantage in any company. In addition, it would be also important by future studies to investigate the relationship

between the adoption of PMC and type of structure in companies, for example, whether it is a complex or flat structure and so on.

Finally: Modern project management styles can create unique values in companies and so merging these values with powerful practices would be significant to uplift the level of inspiration, work satisfaction, innovation and other factors of project management. Moreover, it would be also important to compare between other related studies applied on companies in the Middle East and those international ones so as to gain further project management knowledge and benefit from successful experiences in this field.

Attachments

7.7.1. Survey

Dear Sir / Madam,

I would like to invite you to take a short time to answer this survey, which has been designed to support the submission of my thesis towards the completion of my Master Degree from the British University in Dubai.

Kindly read the following instructions that will help you respond to the survey items:

1. Your participation in this survey is completely voluntary and you may opt out of any question in the survey. All of your responses will be kept confidential. They will only be used for statistical purposes and will be reported only in aggregated form.
2. If requested, you may take a copy of this study after graduation.
3. Your responses will be used only one time for this thesis.
4. You should respond to all questions.

In line with the international data protection law, I declare that any data you include will be utilized for the objective of this research and gathered with full confidentiality.

Section 1: General information

1. Your work domain:

- Human resources
- Operations
- Financial
- Engineering
- Innovation

- Project management
 Other (Please specify): _____

2. Type of your organization:

- Public sector Private sector
 Non-profit sector Other (please specify): _____

3. Gender: Male Female

4. Working experience:

- Less than 5 6-10 years 11-15 years 16-20 years 21 years or above

5. Educational level:

- Diploma Bachelor degree Master degree PhD degree Other (Please specify): _____

6. Number of project management experts in your company?

- 0 1 2 3 4 5 6 7 More (kindly specify the number):

Section 2: Project Management Characteristics

Please rate the extent to which you agree/disagree with the following statements by

selecting from 1 - 5, where

(1) Strongly disagree	(2) Disagree	(3) Neither agree nor disagree	(4) Agree	(5) Strongly agree
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2.1. What is the likelihood that the following leadership characteristics of the project manager will have an impact on the competitive advantage of the organization?

1	Forming trust among employees	1	2	3	4	5
2	Maintaining teamwork	1	2	3	4	5
3	Learning from past projects	1	2	3	4	5
4	Dealing with employees equally	1	2	3	4	5
5	Facing work challenges	1	2	3	4	5
6	Developing strategic planning procedures	1	2	3	4	5
7	Improving negotiation skills	1	2	3	4	5
8	Improving decision making skills	1	2	3	4	5

2.2 What is the likelihood that the following emotional intelligence characteristics of the project manager will have an impact on the competitive advantage of the organization?

1	Displaying empathy towards employees requests	1	2	3	4	5
2	Collecting and studying feedback	1	2	3	4	5
3	Maintaining job ethics	1	2	3	4	5
4	Developing social skills	1	2	3	4	5
5	Developing efficient listening skills	1	2	3	4	5
6	Handling conflicts within the workplace	1	2	3	4	5
7	Achieving customer satisfaction	1	2	3	4	5

8	Meeting stakeholders' expectations	1	2	3	4	5
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2.3. What is the likelihood that the following Motivation characteristics of the project manager will have an impact on the competitive advantage of the organization?

1	Allocating project scope data	1	2	3	4	5
2	Creating a healthy working environment	1	2	3	4	5
3	Delivering work security	1	2	3	4	5
4	Improving performance	1	2	3	4	5
5	Offering new opportunities for employees	1	2	3	4	5
6	Improving employee loyalty	1	2	3	4	5
7	Increasing transparency in the workplace	1	2	3	4	5
8	Making periodic meetings with employees	1	2	3	4	5

Section 3: Competitive advantage

Please rate the extent to which you agree/disagree with the following statements by selecting from 1 - 5, where

(1) Strongly disagree	(2) Disagree	(3) Neither agree nor disagree	(4) Agree	(5) Strongly agree
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Competitive advantage can be measured in the company by:

1	Increased profitability	1	2	3	4	5
2	Growing growth	1	2	3	4	5
3	Increased efficiency	1	2	3	4	5
4	Innovational improvement	1	2	3	4	5

5	Improvement of performance	1	2	3	4	5
6	High employee engagement	1	2	3	4	5
7	Development of market share	1	2	3	4	5
8	Famous reputation	1	2	3	4	5

Extra notes?

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Thank you for kindly participating in this survey

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