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A Study on Work life and wellbeing aspects of global project managers and their impact on Performance

دراسة حول النواحي المتعلقة بالحياة العملية والصحة لمدراء المشاريع
العالميين وتأثيرها على الأداء

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Abstract

Purpose – This dissertation explores the impact of Global Project Manager wellbeing on his / her performance at work.

Design/methodology/approach – The research considers data gathered through survey questionnaire, interviews, and usage of real world examples. The data outcome will be compared amongst each other and against literature review.

Findings – Global Project Managers' responses of survey, interviews, and quotes showed an agreement that if the sampled Global Project Management do not have their wellbeing elements fulfilled; this will not impact their performance at work; although the majority of the respondents agreed that the employers need to involve in fulfilling the wellbeing of their employees.

Originality/value – The underlying value of the paper is showing the importance of having five essential elements of wellbeing; which were chosen from a published framework; and assumed as the most influential elements on Global Project Managers; to achieve and succeed more efficiently at work. The data collection used three approaches to make sure that the results would be triangulated. The research was conducted in the UAE and used some of the data input from surrounding countries in the region. The results were compared against each other and compared to the literature; and showed agreement. Having reached these findings; it is strongly recommended to conduct further research building on this paper, and using various factors for measuring wellbeing and performance at work; and accordingly see what the results show compared to this dissertation outcomes.

الهدف - هذا البحث يهدف إلى دراسة تأثير صحة مدير المشروع العالمي على الأداء بالعمل

التصميم/المنهجية/الطريقة - هذا البحث يعتمد على جمع البيانات من خلال الاستبيانات ، المقابلات الشخصية ، واستخدام نماذج من الواقع. نتائج هذه البيانات سوف تقارن ببعضها البعض وبالمراجعة الأدبية لأبحاث سابقة.

النتائج - إجابات مدراء المشاريع العالميين من خلال الاستبيانات ، المقابلات ، والاختبارات أظهرت اتفاقاً أن هؤلاء الأشخاص الذين تم سؤالهم ليس لديهم إشباع بعناصر الصحة. ومع ذلك لن يؤثر ذلك على أدائهم بالعمل ، بالرغم من أن معظمهم وافقوا أن الموظف يحتاج إلى إشباع حاجاته الصحية.

أصل البحث/ القيمة - تنبع قيمة البحث من خلال إظهار أهمية توفر خمسة من عناصر الصحة ، والذين تم اختيارهم من بحث منشور مع افتراض أنها أكثر العناصر تأثيراً" على مدير المشروع العالمي لتحقيق النجاح بشكل أكثر كفاءة بالعمل. جمع البيانات تم بثلاث وسائل لضمان دقة النتائج. البحث تم تحضيره بدولة الإمارات العربية المتحدة وبعض البيانات جاءت من دول مجاورة. النتائج فورنت ببعضها البعض وبأبحاث سابقة معتمدة وأظهرت توافقاً. وصولاً لهذه النتيجة، إنه من الموصى به بقوة أن يتم عمل أبحاث جديدة تبني على هذا البحث باستخدام عوامل مختلفة لقياس الصحة والأداء بالعمل وبناءً عليه لرؤية مدى توافقية النتائج بنتائج هذا البحث.

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List of Abbreviations

- ANOVA: Analysis of Variance
- CEO: Chief Executive Officer
- GPM: Global Project Management
- GPMF: Global Project Management Framework
- GPMr(s): Global Project Manager(s)
- KMO: Kaiser-Meyer-Olkin
- PM: Project Manager
- PMBOK: Project Management Book of Knowledge
- Prof: Professor
- RR: Rate of Return
- SPSS: Statistical Package for the Social Sciences
- UAE: United Arab Emirates

1 Introduction

1.1 Overview

With all the extremely rapid changes on the Global level, and with the so far unresolved economic crisis, plus the accelerating political turbulences around the world, the project-based organisations are facing extremely high challenges in choosing their leaders who are supposed to steer their companies to the safe ports. Once these organisations decide on going to the international level, more and more challenges are to be added to their missions. And since the project-based organisations see their projects as reflection to their strategies, applying these strategies becomes much harder in other parts of the world with different time zones, geographic locations, cultures, languages, weather, communication mediums, and different political concerns. All these challenges will face the PM of the project that will be executed in another part of the world, and thus this Global Project Manager will have to deal with all these factors; above his or her personal concerns.

The idea of this dissertation came from the interest of how much the same research area outcomes of what was conducted in the west could be similar to those in the Middle East. This research was conducted in the UAE, a Middle Eastern country with an increasing trend for western-style projects. And the assumption was made that the same types of pressures would face the GPMr anywhere because he (or she) is global and has the same exposure to the various factors that would face any other GPMr anywhere else supposedly. So, the purpose is to investigate and explore the impact of wellbeing factors on Global Project Manager (GPMr) and project team performance and the implications of this for GPMr career development and employers within the organisation structures that are project based.

When asked about how much of his time is spent on work, Mr. Christian Bertrand; the vice president of a highly prestigious German company, operating in the UAE, and responsible for operations in forty three countries around the globe answered, "I have eleven days in my week." He admitted how hard it is to have the wellbeing

fulfilled and the work well performed at the same time. But, he stated that it is still possible for a Global Project Manager to live a normal life, fulfill the wellbeing needs, and be successful at work.

What is the impact of health on performance for Global Project Managers? A new and interesting research was conducted in the US to answer this question (Perryman et al., 2010). The research took the case of Mr. Steve Jobs; the well-known late CEO (Chief Executive Officer) of Apple, and kept the conclusion more open than definite about if it is better or not to reveal the health issues of the CEO to the public; but on the other hand emphasized that the “stock stand” of the company reacts and fluctuates with the news and developments of the CEO health concerns.

In a study made on the basis on a previous research by Cooper et al. (1988); which was conducted on 255 European managers' responses; Prof. Cary Cooper – a leading researcher who brought the attention to the PM health impact on performance; studied about the impact of personality factors on subjectively perceived job stress satisfaction at work and physical and psychological health; by Cooper et al. (1999); the outcome was that no significant relationship was reported among personality, work satisfaction and general health.

Data collection will use three tools. They would be the traditional survey questionnaire, one-on-one interviews, and real world examples. The outcomes of the data gathering will be compared against each other, and also against the outcomes of the referenced paper by Prof. Cooper (and his co-researchers); in appreciation to his role in shedding the light on the health impact of GPMs on their efficiency at work. The health is open to many possibilities. Prof. Cooper was specifically concerned about the stress and anxiety sides of the health. This dissertation talks about health in a general way without focusing on one particular health issue.

Having done all these parts, the conclusions will identify any relationships between PM surroundings, wellbeing and performance for GPMs. And recommendations will give suggestions to GPMs and their employers towards long term enhanced job performance; through effective wellbeing management.

1.2 Research Aim, Questions & Objectives

Research aim is to explore work life and wellbeing aspects of global project managers and their impact on performance. This paper is meant to answer the following questions:

- Does wellbeing impact performance for GPMs and their team members?
- Do the job and role requirements of global projects and their internal and external factors have an impact on PM and team wellbeing? (Timing, geographic location, virtual meetings, cultural issues, language, weather, communications, political concerns). The research – though – will pick certain factors from the Literature, and use them as a measuring scale to decide on which of the sampled Project Managers are actually GPMs.
- How much GPMs are satisfied in their wellbeing elements fulfillment at work, and whether they do believe that their employers need to involve in this fulfillment?

The Research Objectives are to review the literature on global project managers' performance and wellbeing and to explore the GPMr perceptions on links between wellbeing and performance. Then, to see whether they are satisfied with their employers role in fulfilling these essential elements for wellbeing; leading up to the identification of the relationships between PM surroundings, wellbeing and performance for GPMs. And finally, recommendations will suggest to GPMs and their employers towards long term enhanced job performance through effective wellbeing management.

2 Literature Review

2.1 Global Project Management

Looking through the Literature, it was noticed that the Globalisation has been studied for long time. A research by Barham, K. (1987) studied the internationalisation of business and managers, and used the Globalisation as a term to denote that, and concluded that there had been an increasing need (at the time of the cited paper in the middle eighties) to deal with managers from other countries and cultures, and that the “international manager” – as called by researcher – ought to have “openness” to deal effectively with other people in other countries.

Another research by Stanek, M. (2000) talked about the “openness” as a need for GPMr to succeed in his or her job, and quoted an interview with a former CEO of Asea Brown Boveri, Mr. Percy Barnevik, and asked him if there was such a thing called Global Manager, from a paper by Taylor (1991). Mr. Barnevik responded with yes, adding that there were no many of them. He also stated that the global managers need to have exceptional open minds, and that what made them unique and distinguished from ordinary PMs is the respect for the differences of things and that they could imagine the reason(s) for these differences.

Looking at the health concern side, once health issues have become part of the GPMr or anybody in similar high positions, coping with this situation becomes a concern. In a study about coping with stress; Aitken and Crawford (2007) explored the relationship between project management practices, control appraisals and dispositional coping strategies used by project managers when dealing with stressful situations. Results supported that paper’s hypotheses that project managers would apply more adapting – coping in dealing with stressful situations, and an interesting factor – namely the level of maturity of the organisational practices that were proven to be related to the increased use of coping strategies.

The literature review was extensively looked through, and the choice of the articles that would be cited was made on the basis that these papers were exploring the link between health and performance of project managers. Limiting that to the global project managers only led to having fewer choices to pick from. That's the reason why Prof. Cooper's work was taken as foundation or starting point from where this dissertation will roll out.

The following parts (subsections) of the Literature Review will discuss the determinant factors that were chosen for the research, will also explore what was researched about the link between GPMr and Wellbeing. And finally, will look at the literature that studied the link between GPM health and performance, and find how had the performance been measured in the Literature review.

2.2 Research Determinant Factors

This section comes in two parts, and is meant to present the factors that have been selected from the literature review to measure how global is the GPM in the first part, and used the term “global-ness” as the measure name; and the second part would be meant to demonstrate the chosen elements for wellbeing, that were assumed to be the most common and representative elements for GPMrs wellbeing.

2.2.1 Measuring how Global is the GPM

In order to standardise the features of the people surveyed, interviewed and brought to attention (as real world examples for GPMrs); literature review was used to look for research papers that addressed this issue. The search focused on getting the most recent research papers that would consider the rapid economic and political changes occurring around the world into consideration. The selection was made on a paper by Binder et al (2009) to pick the most common factors – accordingly – to use as a measurement for the global-ness of Project Managers. To avoid repetition,

the Table 4.2 that lists these factors was placed once under Section 4.2: Sample Description. However, the factors were as the following:

- Global projects involve locations in more than one country.
- Global projects involve stakeholders speaking different native languages.
- Global projects involve stakeholders in different time zones.
- Global projects involve stakeholders from different cultures.
- Global projects involve stakeholders in different organisations.

These factors were used as input for the survey questionnaire and interviews. More details are in the Methodology section number 4.

2.2.2 Five Essential Elements for Wellbeing

According to a recent published framework by Rath, T. (2010), there are five essential elements for achieving wellbeing. The following factors' definitions were exactly quoted from the source, to avoid any confusion of their exact meanings in case of rephrasing them:

- Career Wellbeing: "It is about how you occupy your time or simply liking what you do everyday".
- Social Wellbeing: "It is about having strong relationships and love in your life".
- Financial Wellbeing: "It is about effectively managing your economic life".
- Physical Wellbeing: "It is about having good health and enough energy to get things done on a daily basis".
- Community Wellbeing: "It is about the sense of engagement you have with the area where you live".

”

And according to the same source, only seven percent of people are “thriving” in all of the five elements. Adding to that, an interesting article by Binder et al. (2009) was meant to find out the most commonly recognised success factors that would address the challenges evolved by working globally. The researchers went through previous research papers and the PMBOK - Project Management Book of Knowledge; and

presented the following Figure 1 on the most occurring success factors for Global Project Management:

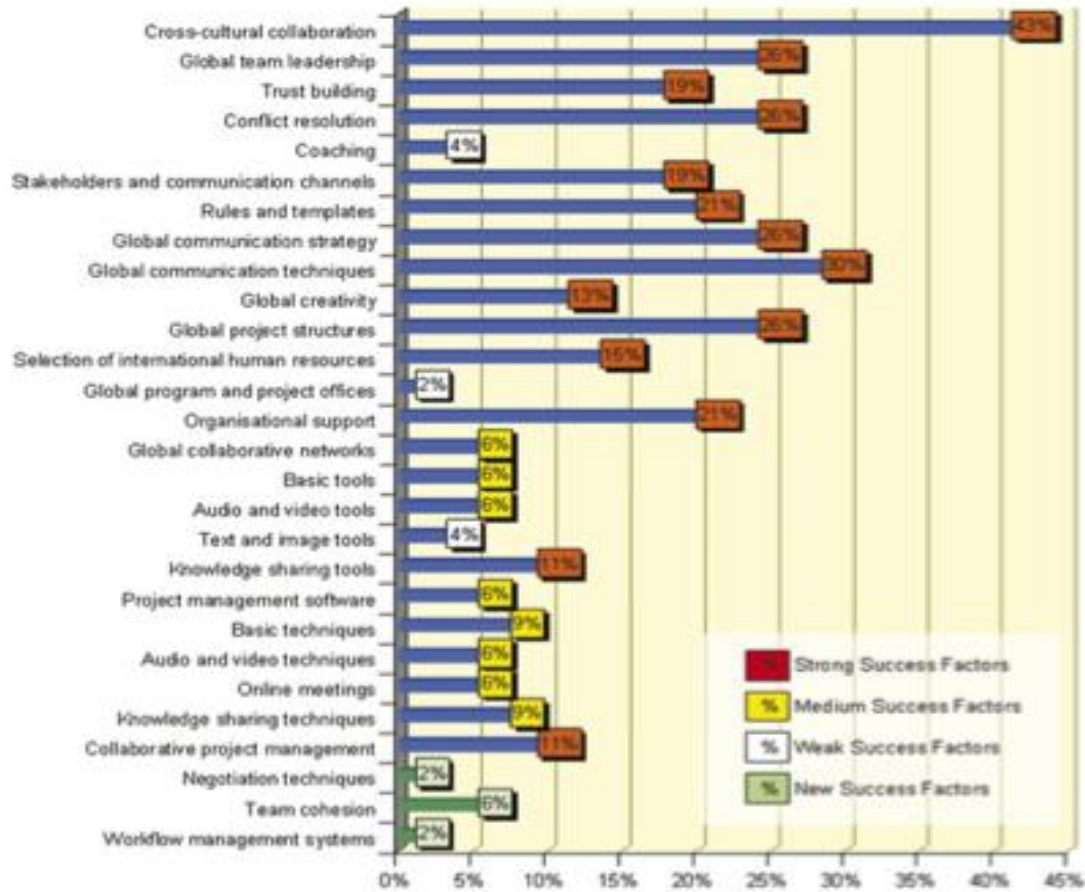


Figure -1: Occurrence of the GPM success factors (Binder et al. 2009).

The limitation of time, word count and resources, made it hard – although not impossible – to use all these factors in this research. Nonetheless, the Recommendations section will suggest future research on some or all of these factors and their impact on the GPM and GPMs. And from the same cited research, the following Figure 2 illustrates a representation of the GPMF – Global Project Management Framework - dimensions as found in the papers the research reviewed. Those dimensions were used in this dissertation’s survey and interview questions; as a way for measuring how global is the asked or interviewed participant Project Manager.

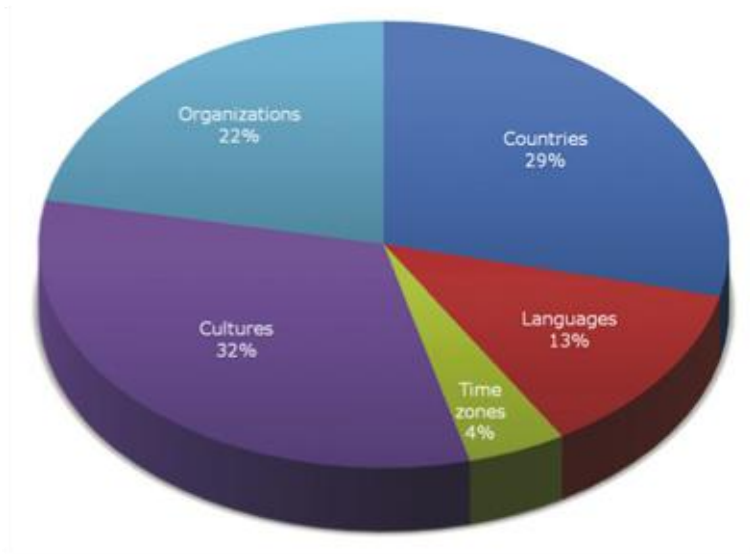


Figure -2: representation of the GPMF (Binder et al. (2009)).

2.3 Global Project Manager and Wellbeing

In a study about anxiety and coping; Kirkcaldy et al. (1994) research opened a new window of research with the term “Occupational Stress Indicator - OSI”; through examining the psychometric properties of two of the OSI scales; namely the coping strategies and the mental ill health. A large survey on senior British Police Officers was conducted. The outcome revealed that more than half of surveyed officers had positive result for the focused four factors for coping: Having stable relationships, dealing with the problem immediately, setting priorities and dealing with the problems accordingly, and planning ahead. These results came in agreement with previous research results by Kirkcaldy et al. (1999); who made similar research on private sector managers.

In order to study the reliability and validity of the control scale of the OSI, Ingledew et al. (1992) validated the OSI-LOC (Locus of Control) and their sub scales, and were found to be moderate; within the spheres of control (personal, interpersonal, and sociopolitical). The best fit was found when applying two-factor model on the

two “powerful others control” and “internal control” factors. Reminding that at the time of research there were no advanced tools for applying correlation test using computer models as much as it is handy nowadays.

To establish a French version of OSI, Steiler and Paty (2009) conducted a research on two hundred ninety volunteer managers, and used the main structure of factors used in the original Prof. Cooper’s research. Unexpectedly, little similarity existed between the subscale score keys of the original version, and the 12-sub-scale structure used in this research.

In an interesting approach to see how PM could be prepared to project complexity; Thomas and Mengel (2008) studied the training and education systems for project managers in North America and the UK. The outcome was basically that there was a need for developing the education and training system from the current systems – at the time of research – and to more complicated and advanced systems to help the new project managers be prepared for projects that are becoming more complex due to going global and cross-cultural. Usage of web-based models and establishment of learning communities were suggested as tools that would help in this process improvement.

Javidan and House (2001) studied the lessons from project globe, with focus on the social, cultural, and economic factors. The results were divided to the country-based factor and cross-cultural communications. The US had the highest ranking in both factors as the highest performance country; followed by Western European countries, and Sweden was on the bottom of the list.

Going to the East, a research about self-efficient managers’ occupational stress in China; by Lu et al. (2005); showed that the total stressors were positively related to physical and psychological strains on four hundred and fifty enterprise managers.

Another research was conducted about coping with multicultural projects; versus the leadership styles of Finnish project managers; by Makilouko (2004). Finnish project managers with non-Finnish origins were surveyed. The research was not aimed to

study impact of health or stress; but stated that stress could be created from working in multicultural environments of work. The leadership style of them reflected on their performance. Interestingly, the relationships oriented managers showed better performance in global projects than task oriented ones.

In a research to review methods to measure the health-related productivity loss, Mattke et al. (2007) chose to study the literature made on methods for estimating productivity loss and monetizing that loss from 1995 to 2005. The outcome was that the biggest obstacle to estimate the cost of productivity lost to illness was actually - according to research - the lack of established and validated methods for monetization. So the research called for future research to come up with more efficient methods than the current ones.

Ghorbani et al. (2000) looked for evidence of relationships in a sample of Iranian managers in terms of personality, stress and mental health. Ninety-four managers were surveyed, and the results showed similarity to the constructs developed in the West for understanding the role of personality in stress and health, which apparently had a cross-cultural validity in Iran as well.

In a research about balancing job anxiety and personal stress for managers; Porter-O'Grady (1987) studied one of the most stressful job environments; namely the operation rooms at hospitals; and found out that nurse managers' humour could be helpful for a great deal in coping with the role of manager on one hand, and with the people and services for which they were responsible for on the other hand.

How Chinese GPMs handle work-family conflicts? Liu and Low (2011) studied a sample of Chinese construction managers to see whether they had experienced all forms of work-to-family conflict greater than in the direction from family-to-work conflict. Surveys were made and the results showed that Chinese project managers experienced different time and strain-based conflicts between the work interference with family conflict; abbreviated as the "WIFC" direction, and that the family interference with work conflict; abbreviated as the "FIWC" direction, while the same

behaviour-based conflict existed between the WIFC direction and the FIWC direction.

2.4 GPM and Performance

To study the impact of international joint ventures on managers' performance, Mohr and Puck (2007) went through a research on managers in a German-Indian international joint venture. They analysed the effects of role conflicts experienced by these international - global - managers on their job satisfaction and job stress, and then related that to the performance; through gathering questionnaires among general managers. As expected by them, the findings showed that those managers experienced lower job satisfaction and higher job stress, although only the job stress correlated and reflected on lower performance; unlike the job satisfaction; which showed no statistical significance on the performance. The job stress – thus – controlled the relation between satisfaction of job, and performance level.

A little bit away from the dissertation track, but still a good source for the references, a research by Gallstedt (2003) was conducted to answer the questions: How do project managers and their teams take the incidents that the typical project encounters? And how do they deal with the uncertainties the incidents bring about? The outcome was that incidents – naturally – cause changes over the project lifecycle, for both of the managers and their teams. Also, outcomes showed that those people used different coping strategies, in order to reduce uncertainty and stress.

An interesting research by Pheng and Chuan (2006) investigated chosen working environment variables through a survey of thirty project managers from the Public and Private sectors. The research did not basically take into consideration the globalism as a determinant factor, but looked at the environmental factors, that were basically the targeted factors for this research. Having done the ANOVA statistical test; the results showed that the degree of importance of the viewed environmental factors were out of pattern – differently by the sample. Those factors were namely:

The working hours, physical condition of project site, complexity of project, material and supplies, project size, duration of project and time. This paper will be helpful for researcher who seeks to do the same study in another country and compare the results amongst each other.

Assuming that better competitiveness leads to better performance; a research by Kedia and Mukherji (1999) talked about developing a globalised mindset for the project managers to stand for the main global forces that would face them; namely, the global business, the regional pressures, and worldwide functions. The following Figure 3 - as quoted from the research - illustrates how global perspective is being developed.



Figure -3: Developing a global perspective (Kedia and Mukherji 1999, p 235)

The following Figure 4 is also quoted from the same research (above), and illustrates the “Integrating & Strategising Globally” concept:

Figure 3



Figure -4: Integrating & Strategizing Globally (Kedia and Mukherji 1999, p 248)

The research comes to conclusion that globalisation has increased the PM ability to adapt to more complexity, but still many managerial mindsets of PMs need to be tuned to deal better with this increasing complexity. To make sure this is properly done, it is important to enhance the environment that will move the PMs’ mindset to the next level; that functions appropriately with the globalised environment.

To explore the best practices in measuring performance for global organisations, Appelbaum et al. (2011) – in their research – reviewed relevant articles published in 1998-2009. Then a small six-question questionnaire was made and given to managers in companies meeting the so-called having-“distant”-employee criteria. The inconsistencies in the results made the researchers recommend more training for managers – appraisers and “appraisees”, in order to avoid any possible errors in performance appraisal. In their research closure, the researchers admitted that there was serious difficulty in finding adequate and enough literature review about performance appraisal for distant employees and managers.

Looking for more performance measures, Tangen (2003) - in a work study – reviewed the most used performance measures, in order to find which of them are to be most appropriately deployed, and then compare them and see which of them are more easily derived from the strategic objectives, and which of them can be helpful for a long term view of performance. The research quoted a figure from research by Slack et al. (2001). The figure is placed here as Figure 5 – as quoted –, and it illustrates the desired performance objectives:

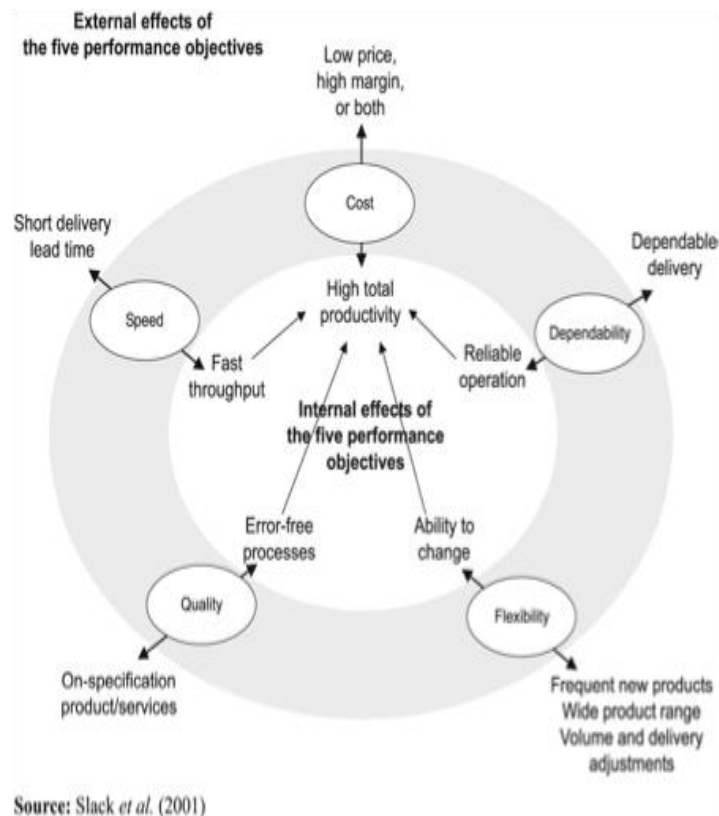


Figure -5: Desirable Performance Objectives (Slack et. al 2001, p 349)

The work paper went on classifying the performance measures into:

1. Financial Measures.
2. Traditional productivity measures.
3. Activity-based costing.
4. Time-based productivity measures.
5. Non-cost performance measures.

The conclusion in this research (Tangen, 2003) was that the choice of measurement technic could not be fixed for all cases. The purpose, level of details required, timeframe for the research, the existence of available predetermined data, and the cost of research are all of which factors that determine how the measurement technic will be used. And an advice was given to use variety of choices when choosing the set measurements for the required research; in order to get a more balanced view. In the end, no specific measures were suggested as the most appropriate.

What about the Rate of Return (RR) as a measure for Performance? Newell (1985) conducted a research about that, and used four measures for RR: Time weighted, money weighted, internal RR, and financial management RR. Mathematical formulas were built up for each measure; and the outcome showed that RR could be a useful and acceptable measure for performance; despite its weakness.

3 Research Conceptual Frame work

From the literature review it was learned that the trend to go globally with the projects started long time ago. The term globalisation was found in an article that was made in the nineteen eighties of the last century (Literature Review Section 1). And nowadays, it is obvious that projects are becoming more and more complex. And it is enough to watch the daily news and see how the political turbulences in the Middle East are reflecting on the projects ongoing there. Consequently, the turbulent markets in one place stress the need to look for other places to execute new projects.

Going global and cross-cultural add more difficulties and challenges to the projects. Usually, all these difficulties have to be handled by the project leader – GPMr. He or she has to handle this entire burden. What if this GPMr becomes ill? Or over stressed? How will this reflect on the performance of him or her and their teams?

What about the projects in the UAE, a relatively stable market in the middle of a storm of turbulences in surrounding countries?

This paper of work will study the direct relations between GPMr wellbeing, surrounding environment factors; and the impact on performance in the UAE and the surrounding region. The wellbeing elements were chosen from a published framework made by Rath, T. (2010), and these elements were assumed as the most influential elements on wellbeing for the Global Project Managers. These elements will be used in the data collection through the survey and interview tools; to be compared against the performance level of these surveyed or interviewed GPMrs. The performance measuring tools will be number of projects completed successfully for the last year (2011) and whether the GPMr has recently received any appreciation or recognition from his employer(s). Also it is meant to see the level of satisfaction of the GPMr surveyed / interviewed, and whether they believe or not that the employers have to play a significant role in the wellbeing fulfillment of their employees' wellbeing.

Thus, the research is building its logic on three parts, and the parts' connections to each other. The parts are:

The Wellbeing Essential Elements; as quoted from the above referenced book: Career, Social, Financial, Physical, and Community wellbeing elements. The other part is the GPM surrounding – environment factors: The locations, native languages, time zones, cultural differences, and dealing with different organisations. These factors of this part will be used all together as a measurement tool for the globalness of the surveyed or interviewed GPMr, as they have been recognized in a reviewed research – by Binder et al. (2009) - as the most occurring characteristics of the Global Projects. Table 3.2 illustrates these factors under the Methodology section. The last piece of the logic puzzle that is to be assembled is the GPM Performance and Project Success. The factors chosen for this research were the number of projects completed successfully for the last year, and the recognition and/or appreciation received by the GPMr from the employer.

The literature review and Discussion section talk about these members in further details. The following Figure 6 illustrates how the logic of this research is being established – built up.

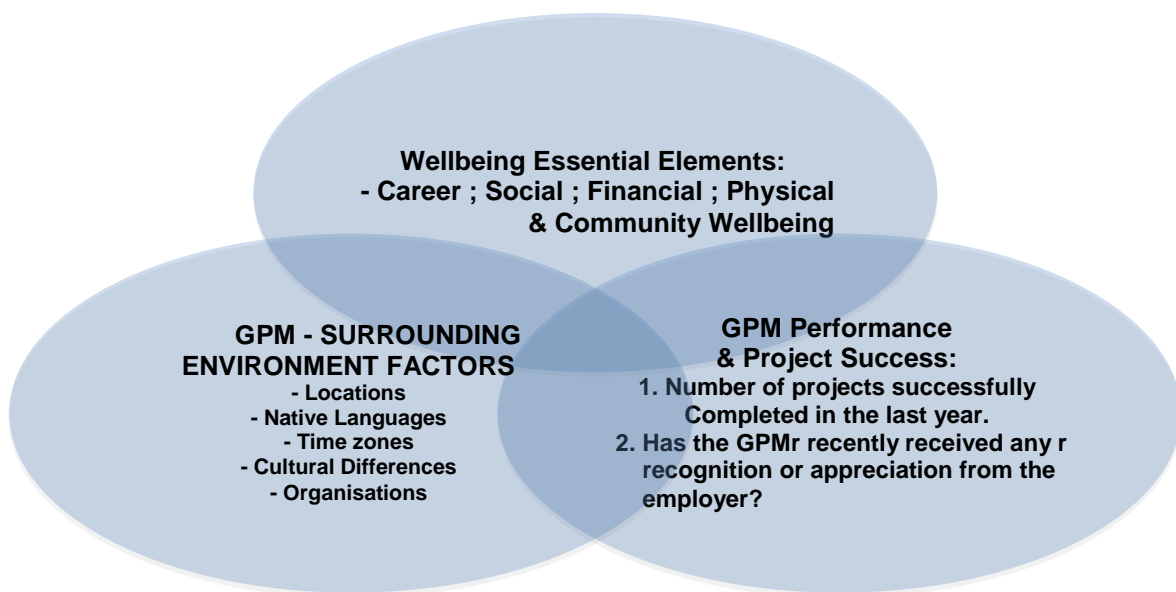


Figure -6: Conceptual Framework Illustrative Figure

4 Methodology

4.1 Data Collection

According to Hunter, L. and Leahey, E. (2008); around eight hundred fifty of one thousand two hundred and seventy four articles that were published in two of the top American journals on sociology between the year 1935 and the year 2005 used quantitative methods in these articles. However, this dissertation will contain a mixed usage of three methodologies for data collection; using the survey tool, one-on-one interview instruments, and real world examples. There will be a mixed usage of quantitative and qualitative approaches as well.

The data will be collected using surveys to various GPMrs working in the UAE and surrounding Middle Eastern countries. The one-on-one interviews will be made with highly ranked GPMrs. In addition, there will be presentation of real world examples, one of which is operating in the UAE.

This research will contain use the input from previous research as illustrated in the literature review about measuring how global is the GPMr and the utilization of the wellbeing essential elements; as well as the GPMr perceptions on links between wellbeing and performance; and the look at similar research papers conducted on the health impact on GPMr performance.

The Analysis and Discussion will look through matches and/or contradictions of the literature review to this research's outcomes. The data collected will be analysed to see where the outcomes are going, and to realise how the GPMr (and his or her teams) performance are being affected by the health issues.

4.2 Sample Description

The surveyed sample will consist of forty known GPMrs working in the UAE and surrounding Middle Eastern countries. All of them have answered true for at least three of the five factors, which were chosen as measurement factors for how Global is the GPMr. These factors are illustrated in Table 4.2 as follows:

Table 4.2: The Characteristics of Global Projects (Binder et al. (2009))

| Characteristics | Co-located Projects | Virtual Projects (except global) | Global Projects |
|----------------------|---------------------|----------------------------------|--------------------------------------|
| Locations | One | Many, in the same country | Many, in different countries |
| Native languages | Usually one | Usually one or few | Usually many |
| Time zones | One | Skewed working hours | Skewed or asynchronous working hours |
| Cultural differences | None or low | Medium | High |
| Organizations | One to many | One to many | Many |

Originally, forty-eight Project Managers replied to the survey. Then, the number went down to forty after using the abovementioned scale.

Also, the two interviewees were measured under the same criteria, and accordingly the decision of taking into account their output was made, as they answered true for the whole five factors (in Table 4.2 above).

Using literature review, a research by Martyn, S. (2008) talked about how to utilise the real world example tool in the research. The research was helpful in building up real world example for this research in a scientific way. One of the two real world examples chosen for this research had been interviewed by a magazine called Friday, that is being published every Friday within the leading English speaking newspaper in the country and region; namely the Gulf News. The title of the article was “I have 11 days in my week”, as quoted from Mr. Christian Bertrand, the interviewed GPMr who is responsible for the operations of a leading German

company specialized in electric works, in forty-three countries around the world; as the vice president. More illustration about this case study will be in Discussions section.

Another example was chosen for this research was about Mr. Steve Jobs, the late CEO of Apple, the gigantic company who went to the top of the gadgets and computers world with the inspirational ideas of Mr. Jobs, and even reached the stage of having more cash in its hands than the US Government itself; according to Moody (2011) [for the Yahoo! News]. Also more details about this example will come under the Discussion section.

4.3 Data Processing

The survey questionnaire outcome was collected using an internet website (Sruveymonkey). The website provides an easy way to send the questionnaire to the people through a web link to their email addresses. Once the respondents fill up their surveys; the website provides data classification tools that help to decide how many of the respondents answered each question in percentages.

Once the respondents completed their surveys, the data was entered in the SPSS software package for analyses. The following sections will show the results (in Analyses and Results section) and discuss them in the Findings and Discussion section.

The interviews and real world examples data results were processed using qualitative approaches, for the difficulty in doing that analyses quantitatively, and because the qualitative analyses is in one way or another a “prerequisite to fruitful quantification in the physical sciences”, as per research by Kuhn (1961).

5 Analysis and Results

5.1 Questionnaire Responses:

The questionnaire sample is placed in Appendix A1. The data provided by the respondents and given by the website (used for survey) will be demonstrated in the following Tables 5.1-1 to Table 5.1-12; summarizing the response information for the people surveyed; including demographic information and the five factors measuring the GPM “global-ness” as discussed earlier.

| Table 5.1-1: Sample Description – Demographic information. | | |
|---|---------------|----------------|
| Five factors for Measuring Globalness | % True | % False |
| The projects you are managing are in different countries | 67.5 | 32.5 |
| The native languages of projects' locations are usually many | 82.5 | 17.5 |
| The time zones of your projects are characterized by skewed or asynchronous working hours | 77.5 | 22.5 |
| Global projects involve participants from different cultures | 92.5 | 7.5 |
| Global projects involve participants in different organisations | 97.5 | 2.5 |

The following Table 5.1-2 summarizes the Response information for the people surveyed; including demographic information about the Organisation type and the country it is based in.

| Table 5.1-2: Sample Description – Demographic information. | | |
|---|------------------------------|----------------------------------|
| Five factors for Measuring Globalness | Organisation Type (%) | Organisation based in (%) |
| % Public | 15 | |
| % Governmental | 15 | |
| % Semi – Governmental | 12.5 | |
| % Private | 60 | |
| % UAE / Middle East | | 65 |
| % Other in Asia | | 7.5 |
| % Other in Africa | | 2.5 |
| % Western Country | | 40 |

The following Tables 5.1-3 through 5.1-7 summarize the Response information for the people surveyed; including the questions responses related to each of the five essential factors for wellbeing.

| Table 5.1-3: Responses related to the Career Wellbeing | | | | | |
|---|-------------------------|----------------|-------------------|----------------------------|-----------------------------|
| Career Wellbeing | % Strongly Agree | % Agree | % Disagree | % Strongly Disagree | % Neither / Not sure |
| Q1: Do you think that your weekdays at work are almost as enjoyable as your weekends? | 7.5 | 50 | 30 | 7.5 | 5 |
| Q2: Do you wait for the bell to ring at work? | 10 | 25 | 35 | 27.5 | 2.5 |
| Q3: Do you believe your career is negatively affecting your health? | 5 | 22.5 | 45 | 17.5 | 10 |
| Q4: Do you get things done as scheduled at work? | 20 | 57.5 | 17.5 | 5 | 0.0 |
| Q5: Do you agree that your Employer should fulfill the career wellbeing at work? | 42.5 | 40 | 15 | 0.0 | 2.5 |

| Table 5.1-4: Responses related to the Social Wellbeing | | | | | |
|--|------------------|---------|------------|---------------------|----------------------|
| Social Wellbeing | % Strongly Agree | % Agree | % Disagree | % Strongly Disagree | % Neither / Not sure |
| Q1 Are you comfortable with people around you at work? | 22.5 | 60 | 15 | 0.0 | 2.5 |
| Q2: Do you participate in activities with your colleagues after duty hours? | 5 | 52.5 | 35 | 7.5 | 0.0 |
| Q3 Do you think that formal relations at work lead to better productivity? | 10 | 37.5 | 40 | 7.5 | 5 |
| Q4: Do you prefer to spend weekends at work, supposing you are being paid overtime rate? | 2.5 | 20 | 50 | 27.5 | 0.0 |
| Q5: Do you agree that your Employer should fulfill the social wellbeing at work? | 32.5 | 42.5 | 17.5 | 5 | 2.5 |

| Table 5.1-5: Responses related to the Financial Wellbeing | | | | | |
|--|------------------|---------|------------|---------------------|----------------------|
| Financial Wellbeing | % Strongly Agree | % Agree | % Disagree | % Strongly Disagree | % Neither / Not sure |
| Q1 Do you think that there is no happiness without money? | 25 | 20 | 30 | 10 | 15 |
| Q2: Do you think that focusing on collecting money causes more stress and may be other health troubles? | 20 | 60 | 15 | 2.5 | 2.5 |
| Q3 If you had the choice to work on an extended schedule to get a project delivered earlier in return for an enhanced pay, will you go for this choice? [Let's assume the pay is fair for the extra work]. | 15 | 57.5 | 20 | 2.5 | 5 |
| Q4: Do you think that GPM deserves to be paid higher than a Local PM with the same duties? | 7.5 | 62.5 | 22.5 | 2.5 | 5 |
| Q5: Do you agree that your Employer should fulfill the financial wellbeing at work, through fair pay, or at least through giving more incentives and allowances? | 35 | 62.5 | 2.5 | 0.0 | 0.0 |

| Table 5.1-6: Responses related to the Physical Wellbeing | | | | | |
|---|------------------|---------|------------|---------------------|----------------------|
| Physical Wellbeing | % Strongly Agree | % Agree | % Disagree | % Strongly Disagree | % Neither / Not sure |
| Q1 Do you think that your health would have been better if you had another job that did not require travelling around? | 5 | 25 | 57.5 | 5 | 7.5 |
| Q2 Do you believe that a Global PM with less stress MUST deliver his / her project more successfully than a stressed out Global PM? | 10 | 32.5 | 42.5 | 5 | 10 |
| Q3 Since you started going to gym or going out for walk; your productivity went up at work in a significant way? | 17.5 | 42.5 | 22.5 | 2.5 | 15 |
| Q4: You believe that a GPM with a serious health problem can NEVER be successful at work? | 17.5 | 15 | 52.5 | 12.5 | 2.5 |
| Q5: Do you agree that your Employer should fulfill the physical wellbeing at work? | 22.5 | 52.5 | 12.5 | 2.5 | 10 |

| Table 5.1-7: Responses related to the Community Wellbeing | | | | | |
|---|------------------|---------|------------|---------------------|----------------------|
| Community Wellbeing | % Strongly Agree | % Agree | % Disagree | % Strongly Disagree | % Neither / Not sure |
| Q1 Do you believe that you are in the perfect place for your career? | 15 | 37.5 | 20 | 7.5 | 20 |
| Q2 Do you participate in your Organisation’s events / occasional fairs? YES NO SOMETIMES | 50 | 45 | 2.5 | 2.5 | 0.0 |
| Q3 Do you think that you may have had a better life style if you were not a GPM? | 7.5 | 25 | 40 | 7.5 | 20 |
| Q4: Do you feel that you as a GPM in this career positively contribute to your community? | 20 | 52.5 | 20 | 0.0 | 7.5 |
| Q5: Do you agree that your Employer should fulfill the community wellbeing at work? | 27.5 | 55 | 15 | 0.0 | 2.5 |

The following Tables 5.1-8 to 5.1-12 summarize the Response information for the people surveyed; with regards to linking the project level performance to the corporate level performance, and the corporate level involvement in the five

essentials for wellbeing, and the GPMs level of satisfaction in these five essential factors.

| Table 5.1-8 the Response information for the people surveyed; with regards to linking the project level performance to the corporate level performance. | | | | | |
|--|------------------|---------|------------|---------------------|----------------------|
| | % Strongly Agree | % Agree | % Disagree | % Strongly Disagree | % Neither / Not sure |
| Q1 Do you know what are your Organisation mission and vision? | 37.5 | 60 | 0.0 | 0.0 | 2.5 |
| Q2 Do you believe that the objectives of the project(s) you are managing at work are aligned (in parallel) with the Strategic objectives of your Organisation? | 30 | 55 | 12.5 | 0.0 | 2.5 |
| Q3 In your opinion, the Organisation higher management could have made the five essential elements fulfilled for yourself and other GPMs in your organisation, but they failed to do that? | 15 | 45 | 25 | 0.0 | 15 |

| Table 5.1-9: The Response information for the people surveyed; with regards to linking the project level performance to the corporate level performance - Continued | | | |
|---|-----|----|----------|
| | Yes | No | Not sure |
| Q1 If your Organisation CEO answered the last question (in Table 4-1); do you believe his/her answer will be the same as yours? | 40 | 30 | 30 |
| Q2 Do you think that your project deliverability would have been different if your Employer paid more attention to fulfill at least some of these five essential elements for wellbeing for you and your team(s)? | 60 | 30 | 10 |

| Table 5.1-10: The Response information for the people surveyed; with regards to measuring performance | | | | |
|---|------|----------------|----------------|------|
| | All | More than Half | Less than half | None |
| Q1 How many of the projects managed by yourself which were completed in the last year were considered successful and delivered on time, within cost and quality requirements: | 32.5 | 52.5 | 15 | 0.0 |

| Table 5.1-11: The Response information for the people surveyed; with regards to measuring the corporate level involvement In the five essentials for wellbeing. | | | | | |
|--|---------------------|--------------------|-------------------|--------------------------|------------------|
| | % Strongly Involved | % Somehow Involved | % Hardly Involved | % Involved once or twice | % Never Involved |
| Q1 Will you please indicate the role of your employer in each of the wellbeing factors explained earlier? Lets Start with the Career Wellbeing? | 37.5 | 50 | 10 | 0.0 | 2.5 |
| Q2 What about Employer role in the Social Wellbeing? | 22.5 | 40 | 22.5 | 5 | 10 |
| Q3 Is your Employer involved in the Financial wellbeing of you (and your teams)? | 30 | 40 | 30 | 0.0 | 0.0 |
| Q4 What about your Employer involvement in the Physical Wellbeing? | 10 | 27.5 | 30 | 12.5 | 20 |
| Q5 How is your Employer involvement in the Community Wellbeing? | 15 | 37.5 | 32.5 | 15 | 0.0 |

| Table 5.1-12: The Response information for the people surveyed; with regards to measuring the level of satisfaction in the five essentials for wellbeing. | | | | | |
|--|----------------------|-------------|------------------------|------------------------|----------------------|
| | % Strongly Satisfied | % Satisfied | % Not Satisfied Enough | % Not Satisfied at all | % Neither / Not sure |
| Q1 To what extent are you satisfied with the wellbeing factor explained earlier? Let's start with the Career wellbeing? | 10 | 70 | 15 | 5 | 0.0 |
| Q2 To what extent you are satisfied with the Social Wellbeing? | 17.5 | 50 | 30 | 2.5 | 0.0 |
| Q3 To what extent you are satisfied with the Financial Wellbeing? | 5 | 52.5 | 42.5 | 0.0 | 0.0 |
| Q4: To what extent are you satisfied with the Physical Wellbeing? | 5 | 47.5 | 42.5 | 5 | 0.0 |
| Q5: To what extent are you satisfied with the Community Wellbeing? | 2.5 | 50 | 32.5 | 15 | 0.0 |

5.2 Interviews Responses

Two GPMrs were interviewed. One of them works for the US Government and is based in Abu Dhabi, the UAE. The other one works for Sigma Consultants and Designers, a leading Jordanian Engineering company operating in Jordan and MENA – Middle East and North Africa. Their names will not be announced for confidentiality reasons.

The outcome of both of them came in agreement, except for financial satisfaction for the second one, although he commented that he does appreciate that the market conditions and the difficulty of getting new projects makes it harder for his employer to upgrade his (and his team members') salary packages.

In addition, both of them agreed that the employer needs to play a role in satisfying the employees' wellbeing elements, and both of them are satisfied with their own wellbeing elements. About the performance part, both of them are doing well at work, completing their projects successfully and getting recognition and appreciation from their employers for that. The interview questions were placed in the Appendix A2.

5.3 Real World Examples Outcome

Two case studies were chosen as examples of GPMrs who had been challenged by their own wellbeing elements, which reflected on their performance at the work, but in a different way.

The first case is about Mr. Christian Bertrand, the vice president of a prestigious German company, and he is responsible for all of the operations in the Middle East and Africa. The case was found as an article in a weekly issue magazine, published

within by the leading English newspaper in the UAE, namely the Gulf News paper. The magazine name is Friday and it is released every Friday. The article title was “I have eleven days in my week “, describing how hard and tough could be the responsibilities on the shoulders of a GPMr who is responsible for the company’s operations in forty-three countries around the world.

According to this dissertation scale of measuring globalness, Mr. Bertrand is a 100% GPMr. Plus, he spends 80% of his time at work, and still he is capable of enjoying the three most important things in his personal life: Fishing, family, and cars!

Mr. Bertrand is based in Dubai, UAE, and always tells people to consider that a day is 30 hours long and a week is eleven days long. He is responsible of hundreds of people distributed over tens of teams, and managed to adapt living in a different place, time zone, culture, and language than where he grew up in a French countryside village. He turned this adaption into joy, and the challenges he always had to face into fun. He is now living a success story, fulfilling his five essentials for wellbeing, regardless of the obstacles that come in the way once every while. When asked about his dreams, he answered that he basically needed to keep up his performance well at work on one hand, and on the family side as much; on the other hand.

The second case study - chosen for this research - was the late CEO of Apple; Mr. Steve Jobs. Obviously, this is a more global and widely known example to talk about. Mr. Jobs struggled a lot to turn his visions into realities and to make the world a better place, and it is fair to say that he did succeed in changing the world. Unfortunately, all the very major recognition to his achievements came after he has recently died. The uniqueness about this GPMr is that his health dimension made a lot of contribution to his performance. Unlike what people may think about it, it is a personal opinion, as a fan of Apple products, that his sickness had been a motivator and stimulator to the man throughout his career life, in order to bring the world’s most favourite gadgets into life, the iPhone and the iPad. And he died - as reported in the media – with his iPhone in his hands.

5.4 SPSS Analyses

Being a widely known and commonly used software, it is not likely for a social scientist not to come across the SPSS; according to Babie and Halley (1995), quoted by Plume (2003) in his research studying the SPSS capabilities, which concluded that SPSS is a powerful data management system supporting various disciplines of knowledge and research. Both articles were reviewed to gain as much as possible of the researchers’ experience on SPSS. Accordingly, the Statistical Package for Social Sciences (SPSS) software package version 20.0 was chosen to carry out the data analyses in this dissertation. And to make sure the analyses steps are correctly followed using this software package, the SPSS Survival manual (referenced) was used. The following subsections illustrate the analyses that had been done on the data collected from the survey responds.

5.4.1 Reliability Test

Cronbach’s alpha was used to examine the Reliability of the scale for each of the variables. This analysis indicated that the scale was highly reliable (> 0.7) for all of the variables, as clarified in Table 5.4.1-1. Besides, the impact of each variable on the Reliability; if this item was deleted; was placed in Table 5.4.1-2. Since none of the variables would have significant impact on the Reliability if deleted, all of them were deemed acceptable.

Reliability Statistics

| Table 5.4.1-1: Reliability Test Result for all of the Wellbeing Factors (together). | | |
|---|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |

| | | |
|------|------|----|
| .808 | .797 | 41 |
|------|------|----|

Item-Total Statistics

| Table 5.4.1-2: Reliability Test Result for each of the Wellbeing Factors: The impact on Reliability if an item was deleted | | | | | |
|---|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
| weekend = weekday | 93.475 | 175.589 | .153 | | .808 |
| waiting for bell to ring | 93.200 | 176.728 | .088 | | .811 |
| career negatively affecting health | 92.975 | 170.999 | .326 | | .803 |
| getting things done as scheduled | 93.925 | 179.558 | .006 | | .811 |
| Employer fulfill career wellbeing | 94.200 | 172.113 | .318 | | .803 |
| comfortable with people at work | 94.050 | 175.126 | .279 | | .805 |
| participate in activities outside work | 93.550 | 172.869 | .366 | | .802 |
| formal relations lead to better productivity | 93.400 | 178.554 | .031 | | .812 |
| spend weekends at work | 92.975 | 174.538 | .253 | | .805 |
| Employer fulfill social wellbeing | 93.975 | 170.179 | .359 | | .802 |
| there is no happiness without money | 93.325 | 164.635 | .407 | | .799 |
| focusing on collecting money causes more stress | 93.925 | 182.430 | -.128 | | .815 |
| working overtime for extra pay | 93.800 | 175.497 | .187 | | .807 |
| GPM deserves higher pay than local PM | 93.700 | 176.472 | .150 | | .808 |
| Employer fulfill financial | 94.300 | 178.421 | .101 | | .808 |
| would have had better health without travelling | 93.200 | 173.241 | .293 | | .804 |
| GPM with better health must perform better at work | 93.300 | 173.600 | .196 | | .807 |
| since started going to gym you have better performance | 93.525 | 169.333 | .297 | | .804 |

| | | | | |
|---|--------|---------|------|------|
| GPM with serious health problem will never succeed at work | 93.425 | 176.046 | .142 | .808 |
| Employer fulfill physical | 93.750 | 165.013 | .472 | .797 |
| perfect place for work | 93.275 | 158.666 | .542 | .792 |
| participation in organisations occasional activities or fairs | 94.300 | 176.831 | .113 | .809 |
| you may have had a better life if u were not a GPM | 92.925 | 166.840 | .384 | .800 |
| you as GPM contribute better to your community | 93.850 | 168.695 | .383 | .801 |
| Employer fulfill community | 94.075 | 174.533 | .230 | .806 |
| knowing organisation mission and vision | 94.375 | 174.599 | .376 | .803 |
| project level objectives aligned with corporate level ones | 94.175 | 174.866 | .276 | .805 |
| higher management failed or not to fulfill five essential elements | 93.625 | 171.625 | .264 | .805 |
| CEO would answer the last 4 questions the same | 94.100 | 174.554 | .225 | .806 |
| project outcome would have been better if 5 essential elements were satisfied | 94.175 | 178.199 | .089 | .809 |
| how many projects were successfully delivered in the last year | 94.475 | 177.538 | .116 | .808 |
| Corporate level involvement in Career Wellbeing | 94.175 | 172.661 | .325 | .803 |
| Corporate level involvement in Social Wellbeing | 93.600 | 165.323 | .422 | .799 |
| Corporate level involvement in Financial Wellbeing | 93.850 | 178.849 | .032 | .811 |
| Corporate level involvement in Physical Wellbeing | 93.100 | 168.554 | .317 | .803 |
| Corporate level involvement in Community Wellbeing | 93.575 | 168.763 | .473 | .799 |
| Satisfaction in Career Wellbeing | 93.725 | 171.128 | .338 | .802 |
| Satisfaction in Social Wellbeing | 93.525 | 160.615 | .626 | .791 |
| Satisfaction in Financial Wellbeing | 93.175 | 167.738 | .415 | .799 |
| Satisfaction in Physical Wellbeing | 93.025 | 174.076 | .152 | .809 |
| Satisfaction in Community Wellbeing | 92.925 | 162.533 | .540 | .794 |

5.4.2 Factor Analysis

In this analysis, the most influential factors will be chosen to examine the wellbeing factors against performance, and health factors against performance ones.

First, all the wellbeing elements related factors were tested, and the KMO (Kaiser-Meyer-Olkin) measure of sampling adequacy was found to be below 0.6 (0.425), despite that the significance was smaller than 0.05 as required. Then more tests were done separately for each of the wellbeing element. And the results came out as following:

- Career related wellbeing variables achieved KMO of 0.626. Only two of the variables exceeded the value of 1 (for initial Eigenvalues) and thus taken as acceptable items to go on with according to the analysis requirements. The selected factors were: “Feeling workdays as enjoyable as weekends”; stated in SPSS as “weekend = weekday”, and “Waiting for the bell to ring at work”.
- Social related wellbeing variables achieved KMO of 0.613. Only one variable exceeded 1 and was deemed as acceptable. The selected factor was: “Being comfortable with people at work”.
- Financial related wellbeing variables achieved KMO of 0.611. Only two variables exceeded 1 and deemed acceptable. The selected factors were: “There is no happiness without money”, and “Corporate involvement in financial is required”.
- Physical related wellbeing variables achieved KMO of 0.592 and considered too close to 0.6 and thus acceptable. Only one factor exceeded 1 and taken as acceptable. The selected factors were: “GPM with better health / less stress must perform better at work”.

- Community related wellbeing variables achieved KMO of 0.598 and considered too close to 0.6 and thus acceptable. Only two factors exceeded 1 and taken as acceptable. The selected factors were: “Perfect place for career”, and “Participation in the social events / fairs of the organisation”.
- Performance related variables achieved KMO of 0.590 and considered too close to 0.6 and thus acceptable. Only two factors exceeded 1 and taken as acceptable. The selected factors were: “How many projects were successfully delivered in the last year, and “Project outcome would have been better if 5 essential elements were satisfied”.

5.4.3 Correlation Analysis

Pearsons Coefficient was used to test the hypotheses. The relationship between Wellbeing and Performance was tested and the following Tables 5.4.3-1 through 5.4.3-5 illustrate the Correlation of each of the Wellbeing elements variables against the Performance variables.

Correlations

| | | weekend = weekday | waiting for bell to ring | how many projects were successfully delivered in the last year | project outcome would have been better if 5 essential elements were satisfied |
|--------------------------|---------------------|-------------------|--------------------------|--|---|
| weekend = weekday | Pearson Correlation | 1 | -.285 | -.116 | .109 |
| | Sig. (2-tailed) | | .075 | .476 | .504 |
| | N | 40 | 40 | 40 | 40 |
| waiting for bell to ring | Pearson Correlation | -.285 | 1 | .110 | -.306 |
| | Sig. (2-tailed) | .075 | | .499 | .055 |
| | N | 40 | 40 | 40 | 40 |
| how many | Pearson Correlation | -.116 | .110 | 1 | -.017 |

| | | | | | |
|---|---------------------|------|-------|-------|------|
| projects were successfully delivered in the last year | Sig. (2-tailed) | .476 | .499 | | .916 |
| | N | 40 | 40 | 40 | 40 |
| project outcome would have been better if 5 essential elements were satisfied | Pearson Correlation | .109 | -.306 | -.017 | 1 |
| | Sig. (2-tailed) | .504 | .055 | .916 | |
| | N | 40 | 40 | 40 | 40 |

Correlations

| Table 5.4.3-2: Correlation Test Result for Social Wellbeing Factors against Performance Factors | | | | |
|---|---------------------|---------------------------------|--|---|
| | | comfortable with people at work | how many projects were successfully delivered in the last year | project outcome would have been better if 5 essential elements were satisfied |
| comfortable with people at work | Pearson Correlation | 1 | -.053 | .098 |
| | Sig. (2-tailed) | | .744 | .547 |
| | N | 40 | 40 | 40 |
| how many projects were successfully delivered in the last year | Pearson Correlation | -.053 | 1 | -.017 |
| | Sig. (2-tailed) | .744 | | .916 |
| | N | 40 | 40 | 40 |
| project outcome would have been better if 5 essential elements were satisfied | Pearson Correlation | .098 | -.017 | 1 |
| | Sig. (2-tailed) | .547 | .916 | |
| | N | 40 | 40 | 40 |

Correlations

| Table 5.4.3-3: Correlation Test Result for Financial Wellbeing Factors against Performance Factor | | | | | |
|--|---------------------|-------------------------------------|--|---|--|
| | | there is no happiness without money | Corporate level involvement in Financial Wellbeing | project outcome would have been better if 5 essential elements were satisfied | how many projects were successfully delivered in the last year |
| there is no happiness without money | Pearson Correlation | 1 | .161 | -.094 | -.032 |
| | Sig. (2-tailed) | | .321 | .565 | .846 |
| | N | 40 | 40 | 40 | 40 |
| Corporate level involvement in Financial Wellbeing | Pearson Correlation | .161 | 1 | -.089 | .122 |
| | Sig. (2-tailed) | .321 | | .586 | .451 |
| | N | 40 | 40 | 40 | 40 |
| project outcome would have been better if 5 essential elements were satisfied | Pearson Correlation | -.094 | -.089 | 1 | -.017 |
| | Sig. (2-tailed) | .565 | .586 | | .916 |
| | N | 40 | 40 | 40 | 40 |
| how many projects were successfully delivered in the last year | Pearson Correlation | -.032 | .122 | -.017 | 1 |
| | Sig. (2-tailed) | .846 | .451 | .916 | |
| | N | 40 | 40 | 40 | 40 |

Correlations

| Table 5.4.3-4: Correlation Test Result for Physical Wellbeing Factors against Performance Factors | | | | |
|--|---------------------|--|--|---|
| | | GPM with better health must perform better at work | how many projects were successfully delivered in the last year | project outcome would have been better if 5 essential elements were satisfied |
| GPM with better health must perform better at work | Pearson Correlation | 1 | -.191 | .032 |
| | Sig. (2-tailed) | | .237 | .844 |
| | N | 40 | 40 | 40 |
| how many projects were successfully delivered in the last year | Pearson Correlation | -.191 | 1 | -.017 |
| | Sig. (2-tailed) | .237 | | .916 |
| | N | 40 | 40 | 40 |
| project outcome would have been better if 5 essential elements were satisfied | Pearson Correlation | .032 | -.017 | 1 |
| | Sig. (2-tailed) | .844 | .916 | |
| | N | 40 | 40 | 40 |

Correlations

| Table 5.4.3-5: Correlation Test Result for Community Wellbeing Factors against Performance Factors | | | | | |
|---|---------------------|------------------------|---|---|--|
| | | perfect place for work | participation in organisations occasional activities or fairs | project outcome would have been better if 5 essential elements were satisfied | how many projects were successfully delivered in the last year |
| perfect place for work | Pearson Correlation | 1 | .055 | .082 | -.106 |
| | Sig. (2-tailed) | | .737 | .617 | .516 |
| | N | 40 | 40 | 40 | 40 |
| participati | Pearson Correlation | .055 | 1 | .082 | .093 |

| | | | | | |
|---|---------------------|-------|------|-------|-------|
| on in organisations | Sig. (2-tailed) | .737 | | .616 | .567 |
| occasional activities or fairs | N | 40 | 40 | 40 | 40 |
| project outcome would have been better if 5 essential elements were satisfied | Pearson Correlation | .082 | .082 | 1 | -.017 |
| | Sig. (2-tailed) | .617 | .616 | | .916 |
| | N | 40 | 40 | 40 | 40 |
| how many projects were successfully delivered in the last year | Pearson Correlation | -.106 | .093 | -.017 | 1 |
| | Sig. (2-tailed) | .516 | .567 | .916 | |
| | N | 40 | 40 | 40 | 40 |

All the results showed from “no correlation” to “very weak correlation” between the wellbeing elements and performance at work.

5.4.4 Regression Analysis

For further analyses, multiple Regression analyses were made for the variables of every wellbeing element that achieved highest correlation against Performance factors, namely the career related and social related factors against each one of the two performance factors.

Expectedly, the results showed weak regression; because regression results normally come in agreement with correlation results according to Pallant (2007). The commonly used VIF (Variance Inflation Factor); which usually approaches the value 10 for high regression; achieved the value of 1.088 only for the career wellbeing factors against both of the performance factors; each of which was done separately; since the regression test allows only one dependent factor.

And for the social wellbeing factors, only the VIF value of 1.000 was reached. The results showed very little Regression for the wellbeing factors against performance factors.

6 Findings and Discussions

The objective of this dissertation was to determine from this research whether a correlation existed between the GPMr's wellbeing five essential elements and his or her performance at work. The results showed very weak correlation between the wellbeing and performance only for two of these wellbeing elements, and no correlation at all for the rest of these elements; statistically speaking.

This outcome may have come from the fact that the understanding of the surveyed GPMrs that their performance at work is not being directly linked to how well their wellbeing elements have been fulfilled. Reminding that there are limitations that may have highly influenced this result. Further discussions will shed the light on these limitations.

The survey was structured to explore every wellbeing element of the five elements chosen for this research; in terms of how much the GPMr is satisfied with it, how much does it impact his or her performance at work, and how much does the GPMr believe that the Employer involvement in each of these elements needs to be. For data analyses, the determinant factors clarified in the section 2.2. After verification for global-ness of the surveyed Project Managers, the questionnaire aimed to ask if these surveyed PMs – who became dealt with from that point as GPMrs - felt they are satisfied with each of the five essential elements; according to the findings of the survey. However, the respondents agreed in majority that this fulfillment or satisfaction is not directly connected to their performance at work. Still, they admitted that their employers need to involve in fulfilling these elements.

It was meant, as well, to use the desirable performance objectives in Figure 5 to explore the connection of fulfillment with essential elements of wellbeing and

performance at work. Then, at a later stage, when the draft of the survey was designed, there was concern about how long the survey itself will be, and that the respond ability would be compromised if all these factors were to be used in question form. Thus, it was decided to use the direct way to get the demanded respond; namely the number of projects performed well in the last year, and the recognition or rewarding received by the GPMr for his or her performance at work. Nonetheless, it is highly recommended, especially with the way the SPSS analyses resulted, to use some or all of the other not used factors in this Figure (5) on further research.

A total of sixty-five Project Managers were sent the survey questions to be answered. Fourty eight of them replied, and only fourty of the respondents passed the “global-ness” measuring tool; as explained earlier. About the Demographic outcome, and according to Table 5.1-2, sixty percent of the respondents work for the private sector in the UAE and surrounding countries (majorly KSA, Kuwait, and Jordan). Seventeen percent of the respondents work for governmental or semi-governmental sector in the UAE, while fifteen percent of them work in the public sector. According to the same Table, sixty five percent of their organisations are based in the UAE / Middle East, and forty percent of them are Western based, and the rest of them are either African or Asian based. However, the demographic factor was not considered in the data analyses of this dissertation.

The research’s outcome was in agreement with the research done by Cooper et al. (1988), which concluded that there is no significant relationship reported between work satisfaction and general health. The high majority in this research disagreed that a GPMr with a serious health problem can never be successful at work, and more than half of them disagreed that a GPMr with less stress must deliver his or her project more successfully than a stressed GPMr. Also, the high majority of them considered themselves as satisfied people at work, although a close percentage with majority of them agreed that their higher management should pay more attention to their wellbeing, and that the higher management failed to fulfill these wellbeing elements in one way or another. That result came in agreement of the fact

that the high majority of the surveyed GPMs answered with yes when asked whether the corporate level management should (or not) involve in fulfilling the employees – in this case GPMs and their teams – wellbeing essential elements (Table 5.1-11). Adding to that, the lowest degree of agreement on that came for the physical wellbeing element. On the other hand, the majority of them agreed that they are overall satisfied with all of the wellbeing essential elements; according to Table 5.1-12.

In other words, the GPMs are content with their wellbeing elements chosen for this research, and they agree on the corporate involvement importance to achieve better performance (Table 5.1-9); but they don't believe – according to the statistical analyses – that there is a direct link between their wellbeing essential elements being fulfilled, and the degree of performance being achieved; although they see that these elements might help improve it.

Despite that, the respondents did agree – in very high majority – that their employers failed to fulfill the wellbeing elements for them. This significant result has been reflected in the statistical analyses on the correlation tests. This may have happened due to many reasons. One of them might be that the sample size is not big enough to represent the population. It is fair to admit that this is one of this dissertation limitations that need to be considered in any further research that will review this article or use it as source of information. Another limitation is the SPSS logic, and the level of uncertainty in statistical reasoning, according to Coppi (2008).

Looking at the third question in Table 5.1-8 titled: “The Response information for the people surveyed; with regards to linking the project level performance to the corporate level performance”, sixty percent of the respondents did agree that the higher management failed in fulfilling the five essential elements of wellbeing of them and their teams. While, in the Table 5.1-12 titled: “The Response information for the people surveyed; with regards to measuring the level of satisfaction in the five essentials for wellbeing”, in the five questions, more than half of them agreed that they are strongly satisfied with what is fulfilled of their essential wellbeing

elements. The respondents might have not understood that the questions meant to ask about their own wellbeing factor although the answers of their questions in the same table would be seen as they have answered the questions like what they were meant to ask for. This may apply to more questions in the survey, although all these results are on the assumption that the respondents totally understood what the questions meant to ask.

However, the survey questions (Appendix A1) were structured in some occasions to get indirect answers from the GPMs; the same answers that might be hard to answer in differently but directly phrased questions. If some questions were misunderstood, the results may be dramatically moving to another direction. Anyhow, this is one of the lessons learned in this dissertation, and it is important to point it out for the reader to avoid any impact of the survey question phrasing on the data results in future research that may build on this one.

The above arguments that summed up the survey came from the outcomes of the SPSS correlation and regression tests results. SPSS version 20 was used to analyse the data. The analyses were expected to show higher correlation between the wellbeing elements and the Global Project Manager performance at work. This may have had to do with the statistical limitations discussed earlier, plus the phrasing of the questions that may have had an influence on the respondents understanding of the questions.

On the SPSS analyses, much iteration of variables had to be made to fulfill the statistical requirements of SPSS. The aspects that appeared to make sense with the research objectives for the GPMs' answers apparently did not go exactly the same direction as it went for the SPSS statistics results. Although the chosen variables were found to be highly reliable, according to the Reliability Test, whether they were meant to measure the wellbeing elements being fulfilled, or the performance at work. When moving from there to the Factor Analysis. Only certain factors achieved the SPSS requirements, and were accordingly considered as valid factors although

these factors were not expected to go high on this scale from a brain logic point of view.

Nonetheless, and with further thinking and reasoning, the final outcome of SPSS analyses made sense in a one way or another. The weak correlation between wellbeing elements fulfillment and performance at work on one hand, and the weak impact of health (physical) in particular on performance - on the other hand - might be viewed as a convincing outcome, given that the GPMrs - being employees - do have different expectations of their employers, according to Dulebohn et al. (2009). The only two wellbeing elements that really made it to the weak correlation with respect to performance are the career and social elements. The other three elements had no correlation with the performance, according to the research statistical data analyses.

Another factor may have affected this no correlation to weak correlation is the current market conditions in the UAE, the Middle East, and the whole world in general. The employees – including the GPMrs – are now more concerned about keeping their jobs than looking for further fulfilling of their wellbeing elements. This is a reminder of the famous Maslow's hierarchy of needs (Maslow, 1943; Maslow, 1954). If the employee has not fulfilled his basic needs of food, shelter, clothes, and the very basic needs that are on the bottom of Maslow's hierarchy, he or she will lose interest or at least decrease the attention to the higher needs that naturally include the wellbeing elements. Figure 7 shows Maslow's hierarchy, quoted from a research paper about this hierarchy by Poston (2009).

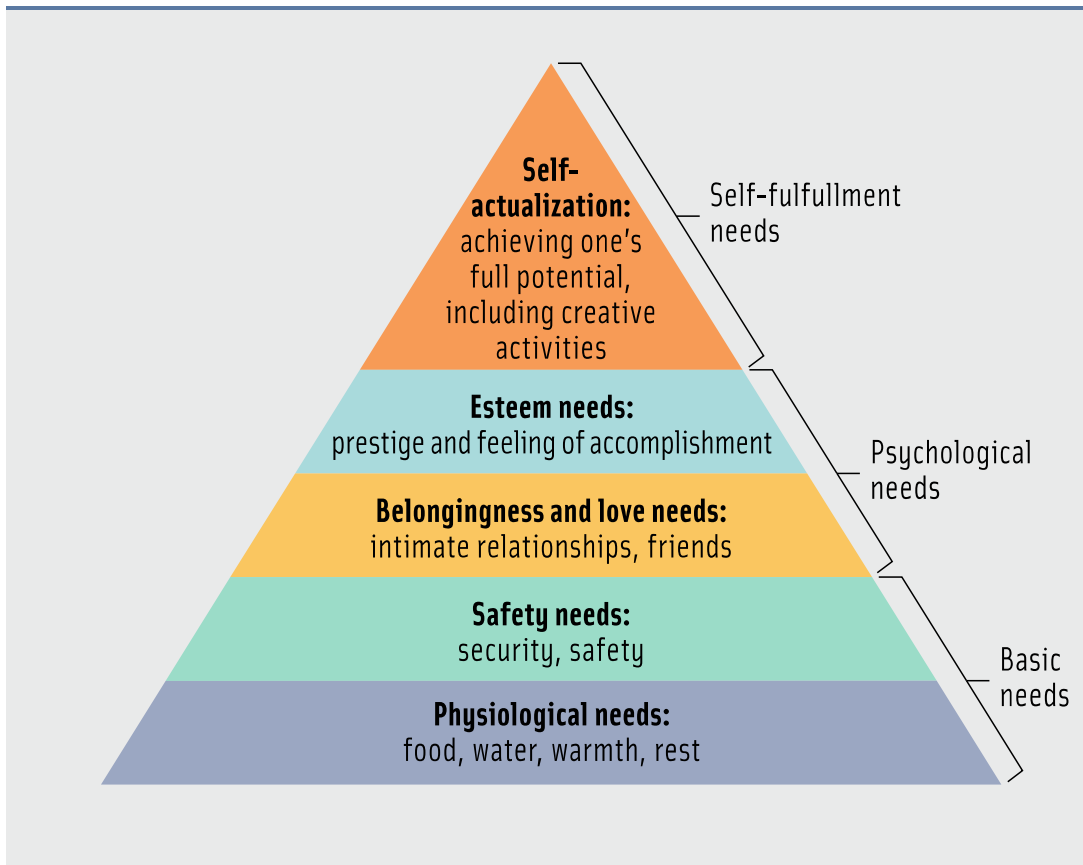


Figure -7: Maslow's Hierarchy of Needs (Poston 2009, p. 348)

Considering the interviewees responses, both of them are content with their wellbeing elements, and both of them agree that the employer has a responsibility to fulfill the wellbeing elements, although they had different prioritization for these elements. Both of them are also successful at work and they have been recognised and rewarded recently. Apparently, their wellbeing elements satisfaction may have reflected on their good performance. But, unlike the statistical analyses for the surveyed GPM, this correlation, which the research aimed to explore, may not be as strong as it seems to be and may not even exist. A further research may help out exploring that in different angles.

Looking at the real world examples, both of them were too ideal. The choice of these two people was made to highlight the point that a GPMr might be self-motivated and self-empowered to a very high degree that he (or she) could be very highly

successful at work, even if he (or she) never enjoyed the privilege of having the wellbeing elements highly fulfilled.

The first one of them had a high value for family and he is literally struggling to give a normal family atmosphere to his kids, and he is working in highly extended schedule at the same time. The second one had a long lasting disease to fight with, and managed at the same time to put his name on the top of the world successful GPMr in every project he intended to turn it into success and he managed to contribute to the people's lifestyle enhancement around the world although he had his physical wellbeing going down on the scale until he died recently; according to Isaacson (2011).

The same point – in another way – was brought in the research by Perryman et al. (2010), which focused on whether it is right or wrong to disclose the health status of the company's CEO to the world. This research studied Mr. Jobs' case and compared the stocks fluctuations to the media announcements. That's another angle of the story. When the GPMr is as important as a CEO, and famous and successful as Mr. Jobs was (and still is), it is a common sense that keeping the news of his illness concealed from public is very difficult, if not impossible. But once it is revealed, it makes sense that this will reflect in more than one way on the performance of this GPMr. For few people in the world – like Mr. Jobs – this burden is nothing more than positive energy leading to more success and contribution to the world.

More research will be needed to use different variables for statistical analyses and then different outcomes might come up. The Recommendation section will bring this point to attention.

7 Conclusions and Recommendations

The SPSS analyses led to the result that the correlation ranged from none to weak between the wellbeing essential elements and the performance of Global Project Managers. These analyses' outcomes were in the beginning considered a drawback. Later on, with the progress of writing the dissertation, and with more reasoning and reconsideration, the results started to make sense, since the research was aimed to see if there is a direct and strong connection between five essential elements for achieving wellbeing chosen from a book on wellbeing and performance at work. And having no correlation was basically the answer to the research main question, not an objection or contradiction to its aim.

The first potential shortcoming in this research is the number of respondents, and the need for them to pass the “global-ness“ measure discussed earlier; in a time-limited period to conduct this research within the required aims and objectives to be covered, although the respondents were cooperative and did their best to answer the survey questions as quickly as possible. The survey was built in a way to get the required input for analyses in as indirectly way as possible to make the respondents feel more comfortable speaking their minds.

Literature review readings were not sufficiently helpful in finding a standardised way for measuring performance. So the choice was to use the commonly known tools to measure performance in project-based organisations from personal practical experience in the projects field; since the research is aimed to study about GPMs. Nonetheless, the studies conducted by Cooper et al. (1988) strongly helped in looking at what has been done on linking the health issues of Project Managers to their performance and satisfaction. This research results were in agreement with these results, specially the one done by Cooper et al. results.

The conceptual framework was developed on whether the fulfillment of the wellbeing elements for the Global Project Managers in the UAE (and surrounding Middle Eastern countries) will lead to better performance at work. In addition, there was

more attention paid to the health dimension of these five elements. The research could have gone only for one dimension of these five elements. Still, the choice was made to input all of these elements in the research analyses and explore the opportunity to determine which of them had more impact than the other. Obviously through the results, only the career and social wellbeing elements had correlation – although a very weak one – to the performance at work.

The majority (around 70%) of the respondents agreed that the high level managers or employers ought to involve in fulfilling their GPMrs (and their teams) wellbeing elements, and in one single question they divided in two halves whether their management failed or not in doing that; although more than half answered with yes. At the same time, a close percentage of the respondents agreed that they are satisfied with all of their wellbeing elements. Here it is an important point to stress, which is the difficulty in measuring the degree of satisfaction in the career, social, physical, financial and community elements. Furthermore, these elements are directly linked to the employees' needs and expectations, as per Dulebohn et al. (2009) and linked to the employees' way of seeing their own Maslow's hierarchies, as per Wicker, F. et al. (1993). Adding to that, the book from where these elements were picked stated that only seven percent of people are thriving in all of them.

The interviewees' outcomes came similar to these of the survey respondents. In other words, the interviewees seemed to be in agreement with the majority of the surveyed respondents. That was expected as they have so much in common with them.

The real world examples were picked up to show another viewpoint, which is that both of them could not get their wellbeing essential elements fulfilled, in one way or another, but they both proved that high level performance and success at work is still possible to achieve regardless.

Future research is still needed to study different variables related to the wellbeing elements, or even other elements if found more valuable or influential. Also to study other dimensions that has been considered in this research. One example is the

impact of economic crisis on the ability of the organisations to fulfill their GPMs' and their teams' wellbeing elements, if they even had the intention to do that. Another way is to pick up from Mr. Cary Cooper's work and apply it on different zones like the Middle East. This research did not apply literally his work, but used it as a significant reference to build upon.

The similarity of results between this research and the research explored through the literature emphasise that the east meets the west in terms of the leadership development for project management in the construction field. This is supported by Pheng and Lee (1997) who sought the similarities of construction project management between the East and West.

According to Chun (2009), the corporate level management has a responsibility on the employees during crises. The researchers talked about the merger crisis but meant to use it as a crisis example for how the employer should deal with the employees in crises conditions. The findings were that the employees would appreciate the empathy and consideration of the corporate level management during crisis time, and it would reflect on their satisfaction and loyalty with a strong correlation.

The limitations of this research may have had a significant influence on the research outcome. As it is a time and word count limited research, there was only one chance to send and get back results from responders for the survey questionnaire. And all of them must have passed the requirement of measuring scale of the "global-ness", as explained in the Methodology section. Another relevant point to that is the phrasing of the survey questions, which may have had a different outcome if it was rephrased; despite that, the results came out with common sense and had agreement with literature. The possibility of the respondents to be affected by the current job market conditions – as discussed earlier – may have influenced their focus of fulfillment of their wellbeing elements.

But, there are only seven of every hundred people who totally achieve fulfillment in the whole five wellbeing elements, according to the book by Rath (2010), which was used in this research to consider which are the most essential elements that best

reflect how wellbeing is being fulfilled. This result indicates how difficult it is for an organisation to fulfill its employees' essential elements for wellbeing. And yet more than half of the people who were surveyed in this research agreed that they are totally satisfied or only satisfied with these elements. Further research will be needed to see how it is possible to measure the satisfaction in all these elements in the UAE and the Middle East, and compare the outcome to the book's outcome.

This research discussion chose not to analyse some of the papers explored in the literature review as they mainly paid attention to the direct link of employee satisfaction or in some specific cases, the Project Managers' satisfaction to the performance at work. While, this dissertation research built the logic of it on triangular logic that has three members: The Global Project Manager, The well being elements of him or her; and his or her performance at work. The research was only meant for a certain category of Project Managers namely those who are global or operate global projects. Accordingly, it is strongly advised to expand the research quantum on this category of Project Managers who are obviously becoming more viable and important in a world that is going global.

Have the employers in the UAE and the Middle East considered the wellbeing management for their employees, from the highest level of their GPMs, to the lowest level of the hierarchy of them? Literature review did not help in finding an article or paper to answer the question. So, it is to be added to the recommended future research to seek an answer to this question in one part, and see how if this wellbeing management – once professionally applied – will effectively increase the productivity of the employees, amongst which the GPMs as well.

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Appendices

A1: Survey Questions

This is a questionnaire meant for University research only, your name and information will never be used for any other reasons under any circumstances.

You are a GPM – Global Project Manager working in international projects; please answer ALL the following questions; any question left unanswered will affect the data analysis. Kindly make sure you save the form after completion.

Section 1: Demographics

- 1-1. Participant Name:.....
- 1-2. Organization Name:
- 1-3. Organization is: Public / Governmental; Semi-Governmental; Private
- 1-4. Organization is under: Construction; Services; Finance; IT Solutions; Other
- 1-5. Organization is based in: UAE; Asia; Africa; Western Country

Section 2: Global Projects Characteristics

According to a recent research on Global Project Management, the following factors were found to be the most effective factors on Global Project Manager uniqueness.

Which of these factors applies to you as a GPM?

- The projects you are managing are in different countries. (True / False)
- The native languages of projects’ locations are usually many. (True / False)
- The time zones of your projects are characterized by skewed or asynchronous working hours. (True / False)
- Global projects involve participants from different cultures. (True / False)

- Global projects involve participants in different organizations. (True / False)

A1: Survey Questions - Continued

Section 3: Global Project Manager & Five Essential Elements:

According to a recent research; there are Five Essential Elements for achieving wellness. The five elements are: Career, Social, Financial, Physical, and Community.

The Research aims to study impact of GPM health on performance at work:
Here a clarification on what is meant by each factor:

1. Career Wellbeing: *It is about how you occupy your time or simply liking what you do everyday.*
2. Social Wellbeing: *It is about having strong relationships and love in your life.*
3. Financial Wellbeing: *It is about effectively managing your economic life.*
4. Physical Wellbeing: *It is about having good health and enough energy to get things done on a daily basis.*
5. Community Wellbeing: *It is about the sense of engagement you have with the area where you live.*

And here are the Questions:

Q1. Do you think that your weekdays at work are almost as enjoyable as your weekends?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q2. Do you wait for the “ bell “ to ring at work?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q3. Do you believe your career is negatively affecting your health?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q4. Do you get things done as scheduled at work?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

A1: Survey Questions - Continued

Q5. Do you agree that your Employer should fulfill the career wellbeing at work?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q6. Are you comfortable with people around you at work?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q7. Do you participate in activities with your colleagues after duty hours?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q8. Do you think that formal relations at work lead to better productivity?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q9. Do you prefer to spend weekends at work, supposing you are being paid overtime rate?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q10. Do you agree that your Employer should fulfill the social wellbeing at work?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q11. Do you think that there is no happiness without money?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q12. Do you think that focusing on collecting money causes more stress and may be other health troubles?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q13. If you had the choice to work on an extended schedule to get a project

delivered earlier in return for an enhanced pay, will you go for this choice? [Let's assume the pay is fair for the extra work].

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

A1: Survey Questions - Continued

Q14. Do you think that GPM deserves to be paid higher than a Local PM with the same duties?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q15. Do you agree that your Employer should fulfill the financial wellbeing at work, through fair pay, or at least through giving more incentives and allowances?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q16. Do you think that your health would have been better if you had another job that did not require travelling around?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither.

Q17. Do you believe that a Global PM with less stress **MUST** deliver his / her project more successfully than a stressed out Global PM?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q18. Since you started going to gym or going out for walk; your productivity went up at work in a significant way?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q19. You believe that a GPM with a serious health problem can NEVER be successful at work?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q20. Do you agree that your Employer should fulfill the physical wellbeing at work?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q21. Do you believe that you are in the perfect place for your career?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

A1: Survey Questions - Continued

Q22. Do you participate in your Organization's events / occasional fairs?

YES; NO; Sometimes

Q23. Do you think that you may have had a better life style if you were not a GPM?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q24. Do you feel that you as a GPM in this career positively contribute to your community?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q25. Do you agree that your Employer should fulfill the community wellbeing at work?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q26. Do you know what are your Organization mission and vision?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q27. Do you believe that the objectives of the project(s) you are managing at work are aligned (in parallel) with the Strategic objectives of your Organization?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q28. In your opinion, the Organization higher management could have made the five essential elements fulfilled for yourself and other GPMs in your organization, but they failed to do that?

Strongly Agree; Agree; Disagree; Strongly Disagree; Neither

Q29. If your Organization CEO answered the last question; do you believe his/her

answer will be the same as yours?

_YES; _NO; _Not sure

A1: Survey Questions - Continued

Q30. How much of the projects managed by yourself which were completed in the last year were considered successful and delivered on time, within cost and quality requirements:

_All; _More than half; _Less than half; _None

Q31. Do you think the answer in Q30 would have been different if your Employer paid more attention to fulfill at least some of these five essential elements for wellbeing for you and your team(s)?

_YES; _NO; _Not sure

Q32. Will you please indicate the role of your employer in each of the wellbeing factors explained earlier?

1. Career Wellbeing: Employer is:

_Strongly Involved; _Somehow Involved; _Hardly Involved; _Involved once; _Never involved

2. Social Wellbeing: Employer is:

_Strongly Involved; _Somehow Involved; _Hardly Involved; _Involved once; _Never involved

3. Financial Wellbeing: Employer is:

_Strongly Involved; _Somehow Involved; _Hardly Involved; _Involved once; _Never involved

4. Physical Wellbeing: Employer is:

_Strongly Involved; _Somehow Involved; _Hardly Involved; _Involved once; _Never involved

5. Community Wellbeing: Employer is:

Strongly Involved; Somehow Involved; Hardly Involved; Involved once; Never involved

A1: Survey Questions - Continued

Q33. To what extent are you satisfied with the wellbeing factors explained earlier?

1. Career Wellbeing; you are:

Strongly Satisfied; Satisfied; Not Satisfied enough; Not Satisfied at all

2. Social Wellbeing; you are:

Strongly Satisfied; Satisfied; Not Satisfied enough; Not Satisfied at all

3. Financial Wellbeing; you are:

Strongly Satisfied; Satisfied; Not Satisfied enough; Not Satisfied at all

4. Physical Wellbeing; you are:

Strongly Satisfied; Satisfied; Not Satisfied enough; Not Satisfied at all

5. Community Wellbeing; you are:

Strongly Satisfied; Satisfied; Not Satisfied enough; Not Satisfied at all

Thank you for your time answering these questions; you have just helped a student getting closer to graduation 😊

A2: Interview Questions

The interview outcome will be used for study research at University only. No names will be declared or used under any circumstances. The interviewee will be referred to as a GPM – Global Project Manager working for a (Public / Private) Organization Based in (country name). The research study is about the impact of health / wellbeing on GPM's performance and deliverability at work.

Section 1: Interviewee Background

Interviewee is a GPM who has worked in the US and the Middle East for the last 25 years. He is currently based in the UAE and responsible for projects in the Middle East and Central Asia.

Section 2: Global Project Manager Characteristics

-
According to a recent research on Global Project Management, the following characteristics were found to be the most effective. Which of these factors applies to you as a GPM?

- The projects you are managing are in different countries. (True / False)
- The native languages of projects' locations are usually many. (True / False)
- The time zones of your projects are characterized by skewed or asynchronous working hours. (True / False)
- Global projects involve participants from different cultures. (True / False)
- Global projects involve participants in different organizations. (True / False)

Section 3: The Five Essential Elements for Wellbeing:

According to recent research on wellbeing there are five essential elements for

achieving wellbeing: namely the Career; Social; Financial; Physical; and Community wellbeing. These five dimensions will be explained first and then I would like to ask you some questions about each one.

A2: Interview Questions - Continued

✚ The Five Essential Elements for achieving Wellbeing: -

1. Career Wellbeing: It is about how you occupy your time or simply liking what you do every day.
2. Social Wellbeing: It is about having strong relationships and love in your life.
3. Financial Wellbeing: It is about effectively managing your economic life.
4. Physical Wellbeing: It is about having good health and enough energy to get things done on a daily basis.
5. Community Wellbeing: It is about the sense of engagement you have with the area where you live.

According to this research; “*Only 7% of people are thriving in all five*”.

And here are the questions:

Question 1: How do you see your career path through the year 2011? Do you like what you do every day at work to the same extent you used to in the past years?

Answer:

Question 2. What kind of manager Are you? For example, are you the manager type who always stays longer than duty times and goes the extra mile at work? Or do you look forward to finishing as soon as possible to get home?

Answer:

Question 3. How would you describe your relationship with your colleagues? Teams? Other parties involved in your projects? Do you share with them events / activities off the clock?

Answer:

Question 4. Do you agree that your job satisfies your financial needs? Or you think your pay should be reconsidered regarding the extra effort you need to give to

perform your duties as GPM? Do you do extra work to supplement your financial needs? If so, how do you feel about this?

Answer:

A2: Interview Questions - Continued

Question 5. Do you go for physical work out? Exercise? Do you think that doing exercise in the free hours will help out perform better at work? Or at least it will help you maintain the same rate of productivity? Explain your answer.

Answer:

Question 6. Do you think that your career help out your community as well? Or it is only designed and aimed to serve your employer's objectives? Do you contribute to your community in other ways?

Answer:

Question 7. Do you think that your employer should play a role in fulfilling these five wellbeing elements for the employees? If not for all of them, which ones – you think – should be more prioritized and why?

Answer:

Question 8. If you decided to come up with a chart to compare your achievements at work for 2011 to the last three years, do you believe that the year 2011's column will the highest (best accomplishing) year? What do think are reasons for this outcome?

Answer:

Question 9. Have you got any recognition letters, employee of the month/year title or anything like that in the last year 2011? If yes, was it due to delivering a project successfully, or for some other reason?

Answer:

Question 10. Supposing you decided to compare all your completed projects in 2011, under the three main success criteria (Time / Cost / Quality), in a scale of 1 – 10; while 1=very bad and 10=very good project deliverability; what is the percentage of projects that will fall in the range of 7-10 according to this scale?

__100%; __75%; __50%; __25%; __None

Answer:

Comments:

Question 11. How do you see your projects achievements in accordance to the Organization's mission and vision? Is there a mechanism you have to make sure they follow the corporate level requirements?

Answer:

A2: Interview Questions - Continued

Question 12. Going back to the characteristics discussed in Section 2 ; which three out of these five characteristics you believe mostly make the GPM more unique than any local PM?

Answer:

- Working in different countries?
- Having many native languages in projects' locations?
- Working in different time zones?
- Having participants from different cultures?
- Participants involving in your projects from different organizations?

Question 13. - To what extent are you satisfied with each of the well-being factors?

A. Career Wellbeing:

- Very Satisfied - Satisfied - Not Satisfied enough- Not sure about that.

Comments:

B. Social Wellbeing:

- Very Satisfied - Satisfied - Not Satisfied enough- Not sure about that.

Comments:

C. Financial Wellbeing:

- Very Satisfied - Satisfied - Not Satisfied enough- Not sure about that.

Comments:

D. Physical Wellbeing:

- Very Satisfied - Satisfied - Not Satisfied enough- Not sure about that.

Comments:

E. Community Wellbeing:

- Very Satisfied - Satisfied - Not Satisfied enough- Not sure about that.

Comments:

Thank you for answering these questions; you have just helped a student getting closer to graduation 😊