REVIEW ARTICLE

THE INFLUENCE OF PROJECT MANAGER'S MOTIVATION ON PROJECT SUCCESS THROUGH DEVELOPING TRUST AND KNOWLEDGE SHARING

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ARTICLE DETAILS

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ABSTRACT

The quantity for the project is expanding crosswise over numerous divisions and the related difficulties are substantial. Utilizing a field study, we aim to see how project success can be achieved through project manager motivation by having trust and knowledge sharing among employees inside an organization. Furthermore, we propose a research model that shows the relationship between project manager motivation on project success. In view of gathering data, 400 questionnaires were distributed among workers of the telecommunication sector of Pakistan. Where 16 questionnaires were not filled properly and excluded from the studies. 384 questionnaires were analyzed. Furthermore, the outcome of the gathered data is Analyzed from Smart PLS and shows the positive impact of project managers motivation over project success by sharing knowledge and trust with each other.

KEYWORDS

CTrust, Knowledge Sharing, Project success, project motivation.

1. INTRODUCTION

The globalization and quick development of industry has expanded the quantity of complicated activity crosswise over divisions, including defense and infrastructure works. Furthermore, there are many challenges which are the part of this project. Therefore, each project has been initiated first time ever in any time (Adelman-McCarthy et al., 2015). These undertakings have a tendency to be described by large investment plans which is linked with complicated system, for example nonlinearity and instability. In addition, such a complicated undertaking normally causes a positive approach of public and political interest (Anand and Gomez-Melia, 2014). In Australia and all around the world, normally large projects fail to provide quality, time and its investment to achieve the milestone which results in its disappointments and massive times and cost crushes. Furthermore, identical purpose is achieved to support its organization project's sole purpose is making an incentive for financing its organization, as it disregards other creative parts of undertakings such as value created for its clients and partners (Aryee et al., 2014). Further projects demonstrate that "unique process intended to accomplish target outcomes" and difference of projects achievement and project ownership success (Ashurst et al., 2015).

The fact that the project manager of a project, who can take the project towards success or take it down to a non-success and it is done by either assisting the project or by interfering in a project respectively. Project manager motivations to the employees for creating trust and knowledge sharing is important to share their computer software-based knowledge and their technical skills for managing library data to achieve goals and success. Then there is some research questionnaire about the impact of motivation toward their trust, success, meditation of trust, and its impact. Then there comes relevant research objective which are to be achieved through study and impact of research conducted. Present research shows knowledge sharing act as mediating variable among trust and project success (Atkinson, 1999).

2. RESEARCH FRAMEWORK

Research framework is provided here in Figure 1. In our existing study, project manager motivation is an independent variable, Trust and knowledge sharing is a mediator among project success. Whereas, project success in our dependent variable.

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Figure 1: Research Model

3. HYPOTHESIS PROPOSED

They are narrated as below:

- H1 (a): Trust mediates the relationship between project motivation and project success
- H1 (b): Project manager motivation, trust and knowledge sharing
- H2: Trust, Knowledge sharing and project success
- H2 (a): Trust has positive impact on project success
- H2 (b): Trust has positive impact on knowledge sharing
- H3: Mediation of knowledge sharing

4. RESEARCH DESIGN AND EXECUTION

This study is engaged in a positive epistemological perception whereby a methodical technique is adopted to measure proposed hypotheses narrated above. The method is correlational as the study was investigated the linkage among quantitative variables earlier. Data was gathered through the process in which each respondent fulfilled manually collected data including quantitative feedback for all variables in a study.

The questionnaire consists of a range scale for project manager's motivation, project success, trust and knowledge sharing. SEM-PLS is adopted to analyze the relationship among variables. Further, population frame and sample selection are explained below. Research was done in different organizations of Pakistan which included work forces performing task in different organizations in various departments Sample selection is a procedure in which sample is selected from population (Bagozzi et al., 1991). So sampling is a basic strategy of research. In Research questionnaire, each questionnaire sample belongs to two sections such as Section- 1 Included the basic information i.e. Age, Education level, Sector, Professional status with an organization for the respondents. Sector-2 included all the variables which have been discussed under this research.

5. RELIABILITY AND VALIDITY

According to a study reliability can be estimated by the cronbach's alpha that is measured to be a traditional measure for the internal consistency (Barclay et al., 1995). All hypotheses expose to be the acceptable levels for the cronbach's alpha, value of cronbach's alpha range from (0.753 to 0.937) see table 4.1. The catalogs for composite reliability exhibited the satisfactory level which ranging (0.830 to 0.944) which exceeded its level of threshold that is 0.8 (Boer et al., 2011; Bradachia et al., 1990).

Table 2: Cronbach's Alpha

Variables	Cronbach's Alpha
Knowledge Sharing	0.753
Motivation	0.909
Trust	0.729
Project Success	0.937

Table 3: Composite Reliability

Variables	Composite Reliability
Knowledge Sharing	0.838
Motivation	0.936
Trust	0.830
Project Success	0.944

According a study, outer loading was executed by smart PLS software. Each factor loading was estimated by the criteria that (≥ 0.6) was nominated (Carter and Belanger, 2004). The loading of the scale was not appear to be essential part and rejected from the model assessment.

Table 4: Factor loading (λ)

	Knowledge Sharing	Motivation	Trust	Project Success
KS1	0.778			
KS2	0.715			
KS4	0.854			
KS5	0.649			
MT1		0.910		
MT2		0.879		
MT3		0.881		
MT4		0.874		
PSC1				0.689
PSC2				0.661
PSC3				0.503
PSPM1				0.678
PSPM2				0.729
PSPM3				0.869
PSPM4				0.796
PSPM5				0.733
PST1				0.739
PST2				0.848
PST3				0.810
PST4				0.577
PST5				0.660
PSTM2				0.661
PSTM3				0.694
PSTM4				0.678
PSTM5				0.626
TS2			0.735	
TS3			0.676	
TS4			0.834	
TS5			0.717	

Although, table 7 represents the properties, statistical criteria, acceptable fit and authors Recommendations. Further, it includes the acceptable region on which the values are insignificant or insignificant.

6. DISCUSSION OF RESULTS GENERATED

The following chapter consists on the discussion about outcomes found in earlier chapters of this study in line with the works and research literature already available. It also explains the effects of this research on the administrative practices along with the academic effects.

6.1 H1-(a) Project manager motivation, trust and project success

It is revealed that project manager motivation produces trust between the employees and trust act as mediating variable between project manager motivation and project success, its P-value is $P=0.000$ and T-Value= 12.946 . Although, these values are excluded from indirect effect in bootstrapping. It is resulted that, the hypothesis has acceptable value and it is significant hypothesis. This shows that values of H1(a) are significant.

6.2 H1- (b) Project manager motivation, trust and knowledge sharing

The hypothesis H1-(b) has suitable value and it is significant hypothesis. Thus, P-value is $P=0.000$ and T-Value= 11.425 . These values are excluded from indirect effect in bootstrapping. This shows that these values are significant.

6.3 H2-(a): Trust and project success

It is revealed that (Path estimate= 0.603 , P-value= 0.000 and T-value= 10.522). It is resulted that, the hypothesis H2-(a) has a good value

and it is important hypothesis.

6.4 H2- (b): Trust and Knowledge sharing

It is supported that (Path estimate=0.664, P-value= 0.000 and T-value=22.666). It is shown that, hypothesis has a good value and it is significant hypothesis.

6.5 H3- Trust, knowledge sharing and project success

From conducted research, its P-value is 0.012 and T-value is 2.514. These values are excluded from indirect effect in bootstrapping. This shows that values are significant.

6.6 H4- Knowledge Sharing and Project Success

It is supported that (path Estimate=0.167, P-value=0.013 and T-value=2.482). This shows that values are significant and acceptable hypothesis.

7. CONCLUSION

Our research explored the mediating effect of trust and knowledge sharing with project success in project-based activities in Pakistan. Our main motivation in conduction the study was to examine the mechanism by which a critical project manager's motivation skill in linked with project manager's success. It is proved that project manager's motivation acts indirectly with project success this is the complex relationship and cannot be elaborated in a direct relationship. Secondly, we note that top management must be familiar with the project importance and their sharing of knowledge and trust on each other inside the organization.

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