

# Importance of Task Performance Behavior on Project Success: A Study on Mass House Building Projects of Punjab-Pakistan

Muhammad Ahsan Chughtai<sup>1</sup>, Quratulain<sup>2</sup>, Dr.Yahya Rashid<sup>3</sup>

<sup>1</sup>MS Scholar, COMSATS Institute of Information Technology Lahore

<sup>2</sup>Lecturer at Bahauddin Zakariya University Lahore

<sup>3</sup>Assistant professor COMSATS Lahore

**Abstract-** In Projects, the Project manager is single individual accountable for the success of project so measuring the performance of project manager based on appropriate skills which are widely seen as the only viable way to validate and generate better management practices. A model based on skills is to test the importance of Project Manager's (PM) performance in the construction of mass housing building Projects (MHBP) is proposed. Informed by the literature, an appropriate theoretical framework is adopted which draws on the organizational psychology theory of job performance, the conventional wisdom in project success criteria and an emerging framework of project lifecycle. Subsequently, a competency-based multidimensional conceptual model is developed. The conceptual model reflects the element of performance behaviours and outcomes in predicting the performance of PMs at the conceptual, design, procurement, construction and operational phases of the project lifecycle. The model reflects the characteristics of performance and results to predict the performance of the PM in the construction phase of the life cycle of the project. Data was collected from members of (CAP) Construction Association of Pakistan which are in Punjab, whose specialty is the construction of residential buildings. This study has also tested the validity of this model, as well as the significance and potential benefits for the development of a competency-based program for professional development of the PMs in developing countries such as Pakistan. The model then provided a basis for the development of programs of study, research and selection, team deployment and placement, career development and succession planning in order to facilitate the implementation of best practices in the management of MHBPs. Task Performance Behaviors has been used to test the importance of PM's performance on project success. These results of the study showed significant impact of these behaviors and some behaviors have insignificant impact on project success.

**Index Terms-** Project management, Project manager's performance, Housing, Pakistan construction industry

## I. INTRODUCTION

Improved methods of (HRM) through the use of performance indicators which are recognized as the most important elements of competitiveness and improving the organization (Villa, 1992). Now a days in HRM, the development and

identification of suitable indicators is widely seen as the only viable option for the evaluation criteria against which the performance management enabled can be maintained and confirmed (Conway, Managerial performance development constructs and personality correlates, 2000); (Abraham, Karns, Shaw, & Mena, 2001); (Ford, 2004). Therefore, in project-based organization such as construction, performance is a measurement as a possible option for growth in the superior performance level of project manager's (Cheng, Dainty, & Moore, 2005). To this end, the current understanding is practicing an appropriate model represent a potentially viable option for the development of relevant indicators to develop the right professional development of PM (Dainty, Cheng, & Moore, Competency-based model for predicting construction project managers' performance, 2005); (Cheng, Dainty, & Moore, 2005); (ARJ Dainty, A competency-based performance model for construction project managers, 2004).

While the construction industry is among one of the very important industries in developing countries, it was still un-researched and under-developed with regard to the identification and development of performance indicators for effective Human Resource Management practices (Imbert, 1990); (Wachira, 2001); (Rwelamila, 2007). Generally, the industry has already adopted a passive (ad hoc) approach for benchmarking of PM's that results in lacking of a formalized and systematic framework for the development best practices which are appropriate accordingly (Rwelamila, 2007). In the view and context of the development of appropriate measures is significantly important option for the leadership excellence, so there is also the need for the project based industries in the field of construction in the most developing countries use proactive methods to measure the performance of the management company involved in key positions in the industry. In this way, the identification and improvement of performance indicators is a very important step towards the development of best HRM practices in the construction industry in mostly developing countries, especially given the increasingly important role PMs playing in Project management practices in recent times. Mass house Building projects (MHBPs) are the most important in terms of employment of workforce and adding value in most economies (Wells, 1999); (Zawdie & Langford, 2000). Furthermore in many other developing countries, these projects, in general, have proved to be the most established and largest of the project based industry in the practice of project management.

In Pakistan recently some of these large MHBPs and built / or under construction. In addition, the contribution of PM to reach the efficient management performance of these projects has also recently emphasized (Ahadzie, Proverbs, & Olomolaiye, 2005). However, in many developing countries the lack of authenticated research on the identification and development of appropriate indicators is also very clear (Ahadzie, Proverbs, & Olomolaiye, 2005). The identification and development of appropriate indicators would be the helpful for PM's working in Pakistan, to gain a clear understanding of the key skills they need to improve their professional training and development. Furthermore, Property developers in Pakistan could have the advantage of a structured environment where they can select and recruit the right profiles and performance proficiencies. To this end, this study could provide a base for effective human resource management practices in MHBPs.

Therefore, this research is based on the assertion that the meaning of the key figures of the sector in developing countries, the criteria that help PMs positive thinking on best practices will be identified in MHBPs should be improved. This study considers the emphasis on MHBPs potentially important as a basis for the promotion of the research agenda for the projects based on the construction industry in mostly developing countries. Therefore, while research has focused on MHBPs is hoping that the results will be valuable to other industries of the Pakistan and construction industry on the future development of appropriate performance indicators as benchmark. Although the particular study is very unique in Pakistan, there is also the possibility that many Project based sectors of construction industry in developing countries will find the results valuable for the development of best management practices.

## II. OBJECTIVES OF THE STUDY

- To critically review the recent developments in Human Resource Management practices, in particular, Project managers towards developing a deeper understanding of their key performance measures.
- To critically review the literature on project management in developing countries towards finding the role of Project Managers in attaining project success.
- To predict the performance of Project Managers in Mass House Building Projects.
- To spread broadly the research findings for the benefit of industry and academia.

## III. LITERATURE REVIEW

### 3.1 Performance Measures

In the field of performance management, different interpretations exist and there are many different definitions and key figures on the meaning of "performance" (Yasamis, Arditi, & Mohammadi, 2002). For example, a detailed definition of (Baldwin, 2006) provided figures as the standard for qualitative comparison or as a basis for the assessment is defined. A basis for the judgment, a behavioral approach, is reviewed by the

progress, a measure of validity, a measure of reliability: English and English (1958) also postulated four definitions as follows. (Reber, 1985) also occurs as the standard against which Judgment, assessment or classification can be made defined Scott (1917) and Zammuto (1984) are among the researchers which have other definitions (Valli Nova and Austin, 1992). Currently, still struggling with trying to evaluate what a concise definition should be. Contemporary scholars of HRM practices However, after a detailed review of some of the key definitions from 1917 to today, "modern", and Valli Nova Austin (1992) says that the indicators may be short as a measure (directly or indirectly) on the basis of the defined factors of the behavior and performance results. Valli Nova Austin (1992) also argues that the elements in the performance measures are included, should help to make the performance of a person in favor of the growth of the organization. Predictions (C. Pierce, 1994) and Liu and Walker (1998) are agreeing with this concept and suggest that the performance of the products viable measures of behavioral capacities should be supported. In the construction sector, it is an appropriate definition of indicators (within HRM) also questionable (Brown and Adams, 2000; Dainty et al, 2003; Ahadzie et al, 2005a).

During this the researchers said that it is necessary to generate performance measures of continuous performance, no effort was made to explicitly link the different phases define different life cycle projects (Ahadzie et al, 2005a), there. It is associated with the most recent to the influence that various factors significantly influenced proof (in connection with management support and personality factors) the success of the project and, in the different phases of the project to influence the resources and capabilities charger life (Lim and Mohammed 1999 Morris et al, 2000; Belout and Gavreau, 2004). This finding has led some researchers in construction management area believes force recently for a much broader and clear definition that the performance of Project Managers throughout the project life cycle (Ahadzie, Proverbs, & Olomolaiye, 2006) then reflected in s "On the basis of the general definition of Austin and Valli Nova (1992) states that the achievements in construction management (HRM) measures, and should be defined on the basis of explicit re than measures based on behavioral performance and results. Moreover, behavioral measures relate to the different stages of the project life cycle. This would be useful to predict and continuous feedback to PMs at different levels of the organization and / or phases of the project cycle (Ahadzie, Proverbs, & Olomolaiye, 2006). Through the introduction of the concepts of levels of the organization and / or the phases of the project and the main principles of contemporary HRM research states that this definition of the performance is useful in a holistic approach and / or a multi-dimensional perspective (Ahadzie, Proverbs, & Olomolaiye, 2005; Ahadzie, Proverbs, & Olomolaiye, 2006).

### 3.2 Overview of Project Management Practices in the Developing Countries

Use of construction projects in developing countries, some of the most difficult works in project management techniques (El Saaba, 2001) arenas. In reality, these projects, which are characterized by the crisis, uncertainty and tension that a capacity test the performance of the clock in the coordination and

management of a wide range of various functional experts (ditto) justifies tend. Therefore, regardless of their technical knowledge and know-how of the projects are encouraged some behavioral skills that will help lead the team multi organizational effective communication and successful implementation of the project (Fanira et al., 2000; El-Saaba, 2001). The evaluation, identification and maintenance of competence can be crucial for optimizing the performance of today's PM's in developing countries (Trejo et al, 2002) in actual put project management as a profession and ass research to grow and develop in many developing countries see for example (Kartam et al, 2000). There is also another growing realization that effective project management practices to potentially improve (Kuruoglu and Ergen, 2000 and Al-Abassi Mharmah, 2000). Strict concept project, while the skills of project management i.e., (measuring success in terms of, for example, the iron triangle) are critical for effective implementation of the project, we must recognize that delivering the projects rather than processes and systems (Cooke-Davies, 2002) by PMs. So the actual performance of the Project Manager is an important factor to understand and improve the related practices required (Goodwin, 1993). Suppose, however, that the project management practices across organizations, industries and sectors (Crawford, 2006) is different, everyone should try, the field of PMS performance understood in conjunction with the complex social interactions that are political and cultural and implemented predominant complex (Al Abassi & Mharmah 2000 Faniran et al, 2000; Kartam et al, 2000). So, while the skills of project management should be given support, would Pakistani projects figures are important to help identify, adapt, and implement best practices to meet the unique challenges that exist in the construction industry in developing countries effectively.

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### **3.4 Identifying the Performance Measures for Project Managers in Mass House Building Projects in Developing Countries**

Mass housing projects (MHBPs) depicts the largest and most established based projects in many developing countries because of their contribution in GDP sector. It is also not surprising that the management of these projects often attract the highest concentration of human resources in the sector e.g. (Zawdie and Langford, 2000, Wells, 2007). In fact, involved in the activities of the various sectors also attract large socio-economic interests of all boundaries of social disruption (Keivani and Werna, 2001). At this ends effective project management as one of the most challenging phenomena that have to do with the success of the project in these roles projects. However, of the basic and primary importance for PMs aspiring and experienced challenges countries (the relatively low, socio-economic, technological and organizational set-ups in many developing countries see unique and Ofori, 1989; Keivani and Werna 2001 Abbasi et al, 2000, Faniran et al, 2000).

### **3.5 Definition of Project Manager**

While the main place of the essential role of the Project Managers is largely recognized in the construction industry, it is very interesting to note that the interpretation of the title itself is often far from the agreement (Brin Berg, 1999). In some cases, the term was used to monitor people / and companies describe monitoring and / or offer a wide control over the projects (Lock, 1987). Some of the researchers have also tried to give the project coordinator to another interpretation is, by distinguishing the roles of PM. However, the same investigators have evaluated that the difference can be in the roll and of force (Odusami et al, 2003). Most recently, Jha (2006a, 2006b) also tried some new ideas to give and noted that usually the PM term, project coordinator, responsible for the construction, project managers and project leaders are often used interchangeably.

### **3.6 Task Performance Behaviors:**

Borman and Motowidlo (1993) posited that in trying to understand the organizational job performance domain, the elements of the behavioural competencies involved should be grouped into two main distinctions: contextual performance behaviours and task performance behaviours. Borman and Motowidlo (1993) contended that contextual performance behaviours differ from task performance behaviours in four major ways (see also Miller and Werner, 2005). In this research we are going to check the importance of Task performance Behavior on project success.

Task behaviours contribute either directly or indirectly to the technical function, it usually vary between different jobs in the same organization In practical terms, task performance behaviours among others identifies the demonstrable behaviours associated with individuals undertaking technical functions such as the transformation of raw materials into goods and services, operating a production machine and providing management and administrative functions. Furthermore, at the managerial level, task performance behaviours could be associated with the demonstrable behaviours and/or habits exhibited while the PM is performing functions such as organizing, planning, programming, coordinating, delegating and controlling (Motowidlo et al, 1997: Ahadzie et al, 2006).

Task performance behaviors represented a side of the independent variable. Here, these operational measures were

designed from the constructs, *job knowledge, cognitive ability task proficiency and experience* identified. Four operational measures were identified under *cognitive ability*, 12 under *job knowledge*, 28 under *task proficiency* and six under the construct, *experience*. In effect, a total of 50 variables were identified to represent this dimension of the independent variables. *Cognitive ability* as mentioned already is a measure of the PMs' intelligence and how easily they are able to recall and solve problems.

Just like the dependent variables the operational measures in this section were as much as possible designed to gain the attention of management intuition in the application of the repetitive management techniques. Subsequently, in considering the operational measures for the construct *job knowledge* for instance, the key wording repetitive techniques was used as much as possible hoping that it helped the respondents to reflect on the concept while responding. Some of the questions thus read "the PMs Job knowledge in appropriate construction industry for repetitive construction works", "the PMs Knowledge of appropriate cost saving techniques for repetitive works", "knowledge of appropriate program for delivering repetitive construction works"

The same above argument applies to the construct *task proficiency* which was designed to capture the technical and functional quality of work programs for the implementation of appropriate skills and knowledge. The concept here is that technical and functional quality associated with a task can be used to establish the sort of behavior that goes into executing the task (Tett et al, 2000; Ling, 2002). Technical quality is defined as a measure of the effort that goes into the preparation of the work programs whilst functional quality is a measure of how effective or workable the program is (Ling, 2002).

With respect to the construct for *experience*, the concept was that, the kind of experience a person holds that can be used to indirectly check what kind of behavior he/she is likely to show in future. For instance, Dullaimi and Langford (1999) argued that, the job environment does influence the type of behavioral

### Hypothetical Framework

#### TASK PERFORMANCE BEHAVIORS

skills PMs contain for their future development. Subsequently, PMs associated with particular project experience, are likely to conceptualize certain kinds of behaviors they have acquired and are more likely to repeat such behaviors on similar kind of projects.

Thus in this context, the variables were made to help establish whether the property developers consider experience acquired working specifically on MHBPs to be more important than say experience gained on the general construction projects. Similarly, it was important to establish whether experience gained specifically on MHBPs was considered more important than others and if that experience influenced the property developers' judgment of the Project Managers behavioral performance.

However, it should be pointed out here that while there is an evidence to suggest that *experience* is a very important construct for assessing the job potential of individuals (Ogunlana, Siddiqui, Yisa, & Olomolaiye, 2002) particularly in the recruitment and selection procedure, here the construct is viewed in terms of its potential impact on the judgment of property developers in respect to the Project Managers performance on the ongoing (present) job or task and not as seen on the "labour market" for the purposes of recruitment processes. Given, the potentially complex nature of behavioral measures, a large number of independent variables were identified for making sure that all the possible variables had been accounted for.

This is necessary for the potential reliability of the measures (Viswesvaran & Ones, 1996). Reasonable care was taken to ensure that the content of the operational measures reflected what is typical in Human Resource Management practices.

In particular, the theoretical constructs adopted informed the design of the measures to ensure that they reflected sound theoretical basis.

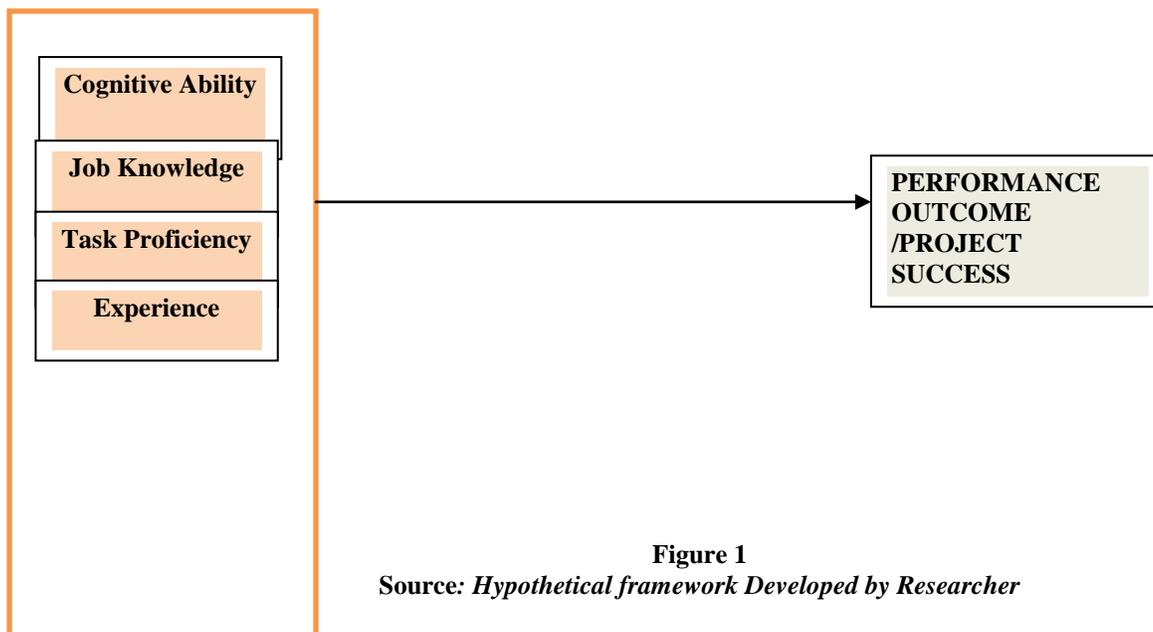


Figure 1

Source: *Hypothetical framework Developed by Researcher*

**1. HYPOTHESIS TO BE TESTED:**

**H<sub>1</sub>: There is an importance of Project manager’s Task Performance Behaviors on overall performance outcome / Project Success**

**H<sub>0</sub>: There is no importance of Project manager’s Task Performance Behaviors on overall performance outcome / Project Success**

**IV. METHODOLOGY**

**4.1 Research Design and procedure:**

The research design of this study will include quantitative method of analysis and study on the construction companies in Punjab-Pakistan. A descriptive research will be conducted to determine the importance of Task performance behaviors of Project Managers of Pakistani Construction industry on Overall Performance outcome / Project success. Survey method will be used to conduct this research.

**4.2 Population:**

The population selected for this research is the construction companies Members of Constructors Association of Pakistan (CAP) which formerly was All Pakistan Construction Association (APCA) which can be get from [www.cappak.org](http://www.cappak.org). From the population of 150 members which are in Punjab of APCA the sample will be selected.

**4.3 Sampling technique and Sample:**

The sampling technique used for this study will be Simple random sampling in selecting the Construction Companies from the list of companies Members of Construction Association of Pakistan (CAP). The reason to use this kind of sampling technique is because in this type of sampling everyone in population has equal chance to be selected in sample from population.

From the population of 150 members which are in Punjab of APCA the sample of 33 % will be taken which is approximately 50 Members of Punjab of Construction Association of Pakistan.

**4.4 Instrument for data collection:**

A well designed survey questionnaire will be used as the research instrument. It is based on the items for each factor in the model from the relevant and valid scales used by Scholars and researchers in this field. The questionnaires will be distributed among the Top level managers from construction companies in Punjab Pakistan. Their responses were measured on the 5 point Likert Scale. Likert scales are one of the most useful psychometric scaling for establishing behavioral or attitudinal measures (Carmin and Irvine, 1988). The traditional five-point rating scale was used as the evidence suggests that more complex scoring systems possess no significant advantage (Oppenheim, 1992) One to Five numbers were placed in front of each question and the respondent was asked to mark one of these options which are following

- Option 1 represents Not Very Important
- Option 2 represents Not Important
- Option 3 represents Average
- Option 4 represents Important
- Option 5 represents Very Important

**4.5 Reliability of the Instrument:**

The reliability of Questionnaire has been tested through Cronbach’s Alpha using SPSS 17 whose score is 0.896 which highly reliable. The questionnaire was developed after a thorough study of all the previous study on the same subject and the inventory was checked. The questionnaire was then established; keeping in mind the environment and organizational culture in Pakistan .All the constructs are in acceptable region of reliability statistics which makes this questionnaire an appropriate one to conduct this research.

**Table 1: Reliability Statistics of constructs**

Variable Name	Items	Cronbach α Value
Project Success	15	0.987
Cognitive Ability	4	0.967
Job Knowledge	9	0.986
Task Proficiency	19	0.995
Experience	6	0.983

**V. DATA ANALYSIS AND RESULTS**

Data analysis has been carried out through regression analysis. Multiple Regression analysis has been carried out to investigate the collective importance of Task Performance Behaviors in Project Success .Each variable under the Task Performance will be analyzed through the values of β.It will tell the strength of the relationship between Dependent variable and Independent Variables.

**H<sub>1</sub>: There is an importance of Project manager’s Task Performance Behaviors on overall Performance outcome / Project Success**

Multiple regression analysis technique is used to investigate how independent variables collectively affect the dependent variables.

$Y = \beta + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$  ..... **Eq. 1**

The above equation is the multiple regression equation for this model where “Y” Stands for the Dependent Variable “β” Stands for the constant and β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub> and β<sub>4</sub>, are the Coefficients of the Independent variables and X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, X<sub>4</sub>, are the Independent variables. The equation 1 can also be written as the following equation.

$Y = \beta + \beta_1 (CA) + \beta_2 (JK) + \beta_3 (TP) + \beta_4 (EX)$  ..... **Eq. 2**

The values of the β and the coefficients of the Independent variable β (1-4) will be determined after fitting the regression model in SPSS. Which will tells us about the relationship, magnitude and the effect of that variable on Dependent variable.

**Table 2: Model Summary**

**Model Summary**

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
	.997 <sup>a</sup>	.995	.995	.07311

a. Predictors: (Constant), EXP, CA, JK, TP

The above mentioned table 2 is showing the multiple regression analysis of independent variables on dependent variable, Four Independent Variables are tested in the first hypothesis to test their effect on Project success of construction industry .The results of the regression analysis are showing that the value of R is .997 which shows the simple correlation and this correlation is high in this study. The value of R square shows that 95 % of the dependent variable (project success) can be explained by the independent variable which is Task Performance Behaviors.

**Table 3: ANOVA**

**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
<b>Regression</b>	196.021	6	32.6	611.2	.000 <sup>b</sup>
<b>Residual</b>	.994	186	.005		
<b>Total</b>	197.015	192			

a. Dependent Variable: POPS

b. Predictors: (Constant), EXP, CA, JD, TP

The table 3 above indicates the statistical significance of regression model applied. The ANOVA table shows that the model is significant at .000 which means that model is appropriate to analyze the outcome variable which is Project Success. Mean of the project success variable is 32.

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.480	.040		12.144	.000
CA	-.028	.026	-.032	-1.059	.291
JK	.083	.044	.089	1.906	.048
TP	.450	.054	.516	8.301	.000
EXP	.092	.042	.099	2.205	.029

a. Dependent Variable: POPS

**Table 4 Coefficients of Variables**

The table 4 above shows the coefficients of the variables when regression model was applied on the data obtained through the study. Four independent variables are tested on the project success and after running regression test above results are obtained which shows that Variables of Task Performance, Cognitive ability is insignificant at .291, Job Knowledge is significant at .048, Task Proficiency is also significant at .000 and the last variable Experience is also significant at .029. The results show that Task proficiency has major impact on project success and Cognitive ability does not affect the Project success because it is showing an insignificant value after data analysis.

**VI. CONCLUSION AND DISCUSSION**

It is concluded from this study that project managers must possess some behaviours which play a vital role in the success of his project. Task performance behaviours were taken to check their role in the success of a project. From the data analysis taken from the top management in the construction industry of Punjab it is concluded that project manager having task proficiency, job knowledge and experience are more likely to provide a successful project and one of the variable which is interpersonal cognitive ability have shown an insignificant impact on the project success in MHBP's of Punjab in Pakistan.

Bailey (1987) suggested that the development of an appropriate conceptual model is main factor to identifying the relevant research methodology used to meet the objectives of the study. The identification of an appropriate theoretical framework was important to find out the appropriate measures which could identify the results required and development of the conceptual model paved the way towards fulfilling this objective. It was contended that, given that behaviors (as evident in the literature) are often stable and enduring over time, the operational measures which are involved can to a reasonable extent be assumed to be subjected to quantitative logic. Subsequently, in order to help establish the necessary convergence with similar studies on behavioral competencies, positivism was adopted as the underlying research paradigm that influenced the design of the research instrument. Therefore using the construct from the *contextual-task* framework and also drawing extensively on recent construction management literature, a broad range of

behavioral measures were operationalized. These operational measures represented the independent variables of the model. This study is done to conclude about Project Manager's Performance in Mass House building projects of construction Sector in Punjab Pakistan. The Performance is measured through Task Performance Behaviors and Contextual Performance Behaviors and it is concluded that Task and Contextual performance behaviors of Projects managers have positive impact on project Success. PMs who want improve their managerial performance on MHBP's should aspire to improve their knowledge and skills in these competencies Based on the validation exercise, predictive accuracy suggests that the findings could be generalized with respect to the PMs' performance in MHBP's in the Pakistani context. It is noted that from the empirical findings of this study that aspects of *task performance behaviors* and *contextual performance behaviors* determine the Performance of PMs. We have seen from the results of regression only two hypotheses have insignificant value at 5% significance level and remaining four have significant values at 5% significance level. So this is seen from results that Interpersonal Facilitation and Cognitive Ability of project manager's do not make significant impact on Project Success. Based on a consensus reached by "experts" namely, simple random sampling of PMs, construction academicians on the potential relevance of the model in the Pakistani house building sector, there was an indication that the intended application of the model is in congruence with reality and could serve a useful purpose if it were to be applied in practice. The remaining variables four Cognitive ability, Job Knowledge, Task Proficiency and Experience make significant Impact on Project Success. The best predictor of PMs Performance in MHBP's is job dedication and task proficiency which show highly significant impact on the project success

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#### AUTHORS

**First Author:** Muhammad Ahsan Chughtai, COMSATS

Institute of Information Technology Lahore,

[Ahsan\\_chughtai@yahoo.com](mailto:Ahsan_chughtai@yahoo.com)

**Second Author:** Quratulain , Lecturer at Bahauddin Zakariya

University Lahore, [ani\\_comsats87@yahoo.com](mailto:ani_comsats87@yahoo.com)

**Third Author:** Dr. Yahya Rashid Assistant Professor at

COMSATS Lahore, [dryahyarashid@ciitlahore.edu.pk](mailto:dryahyarashid@ciitlahore.edu.pk)