IMPACT OF SOFT SKILLS FOR PROJECT MANAGEMENT SUCCESS RATE IN BANKING SITUATED IN KATHMANDU

A Dissertation submitted to the Office of the Dean, Faculty of Management,
in partial fulfilment of the requirements for the Degree of
Masters of Business Studies

by

Zenith Singh Rajbanshi

Symbol no: 15794/19

T.U. Registration No.: 7-2-0271-0436-2013

Peoples Campus

Roll No: 27/075

Kathmandu

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Certificate of Authorship

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “Impact of soft skills for project management success rate in banking situated in Kathmandu”. The work of this dissertation has not been submitted previously for the purpose of any degrees nor has it been proposed and presented as part of requirements for any other academic purposes.

The assistance and guidance that I have received to execute this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of this dissertation.

_____

Zenith Singh Rajbanshi

01-01-2023

01-01-2023

Report of Research Committee

Mr. Zenith Singh Rajbanshi has defended research proposal entitled "Impact of soft skills for project management success rate in banking situated in Kathmandu" successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per and submit the thesis for evaluation.

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Supervisor (Defend) Dissertation Proposal Defended Date:

_____

Bikash Shrestha Dissertation Submitted Date:
Supervisor

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Gopal Krishna Shrestha, PhD Dissertation Viva Voce Date:
Head Researcher Committee

01-01-2023

Approval Sheet

We have examined the dissertation entitled “Impact of soft skills for project management success rate in banking situated in Kathmandu” presented by Mr. Zenith Singh Rajbanshi for the degree of Masters of Business Studies. We here by certify that the dissertation is acceptable for the award of degree.

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Dissertation Supervisor

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Internal Examiner

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External Examiner

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Chairperson Research Committee

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This study entitled “Impact of soft skills for project management success rate in banking situated in Kathmandu” has been prepared for partial fulfillment of requirements for the degree of Masters of Business Studies. It is directed towards soft skills and their impact for the success in project management in banking inside Kathmandu valley. This would not have been possible without the kind support and help of many individuals. Therefore, I would like to acknowledge with gratitude to all of them. It is a genuine pleasure to express my deep sense of thanks and gratitude towards Bikash Shrestha for giving me the responsibility to prepare this report along with their guidance, valuable advice, continuous encouragement, and motivational support.

I would like to express grateful thanks to all the respondents who participated in filling the questionnaires and provided the necessary information for this study. My thanks also go to all well-wishers for their valuable comments, understandings and encouragement when it was required. I would like to take the responsibility of any possible mistakes that may have occurred in the report. I would be delighted to welcome readers for their suggestion and recommendation to improve the report.

Zenith Singh Rajbanshi

January, 2023

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Abbreviations

CLR : Comprehensive Literature Review

CPM : Critical Path Method

EQ : Emotional Quotient

FSS : Design for Six Sigma

IQ : Intelligence Quotient

IT : Information Technology

MBTI : Myers Briggs Type Indicator

PERT : Program Evaluation Review Technique

PMBOK : Project Management Body of Knowledge

SMCR : Sender Message Channel and Receiver

SPSS : Statistical Package for the Social Sciences

UTAUT : Unified Theory of Acceptance and Use of Technology

Abstract

There have been various studies regarding impact of soft skills in project management within various sectors. Likewise this study also aims to examine soft skills and their impact for the success in project management in banking inside Kathmandu valley. A Unified Theory of Acceptance and Use of Technology (UTAUT) are used in the study. The research study was designed to investigate the impact of soft skills mainly leadership skills and communication skills for the success in project management among banks within Kathmandu valley. In the study, two variables are taken as independent variables: leadership skills and communication skills. Here, project management (success rate) is taken as the dependent variable. Data collection is done with the help of structured questionnaire which was distributed among 85 bankers who have handled and executed projects in their workplace out of which 69 bankers represents the sample size. The research design embraced in the study consists of descriptive, relational and casual research designs. Various tools used for data analysis were mean, median, mode, standard deviation, variance, correlation, regression etc. The findings revealed that leadership skills and communication skills have significant impact on project management success rate in banking situated within Kathmandu.

Key words: Leadership skills, communication skill, project management, success rate, impact

CHAPTER I
INTRODUCTION

1.1 Background of the study

Project management is a very crucial area of business management. Better the project management, better is business management. A project manager is liable to make project management effective and efficient. Hence, a project manager is also one of the factors that depend on the success or failure of a project he/she is involved in. Project management is the application of processes, methods, knowledge, skills and experience to achieve the project objectives (Association for Project Management Body of Knowledge, 2002). Educational qualification of an individual alone is not sufficient for a project manager to give his best and this applies to all the industries, be it an IT industry or a banking sector or a construction sector.

The aim of this research is to study the impact of soft skill primarily communication and leadership skills in banking industry inside Kathmandu valley. Banking industry being one of the established and competitive industries in the context of Kathmandu and to sustain in the competition and be the leader in the marketplace is also getting tougher day by day. It is obvious that technical skills are a must for banking to grow. All the banks have ace technical skills to make their organization a number one company. This is the skill that all the banks possess and this skill alone cannot many any banking or financial company survive in the cut-throat environment. So another leap to make a company foster is to have extraordinary soft skills for effective project management.

Kerry (2010) suggested that in addition to the diligence in project planning and implementation, a project manager ought to have skills in communication, leadership, relationship management, a good convincing skill to make any project a huge success.

Kate (2001) spotted out the gap between project management and soft skills. He stated that many projects do not fail because of wrong Gantt chart or PERT or CPM but due to lack of soft skills. He asserted that the ability to practice soft skills such as effective communication, stakeholder management, leadership, problem-solving capacity, decision-making ability, motivating the team etc. enhances the success rate of a project exponentially.

In some of the research paper, various authors and researchers stated that Banking and IT projects have the highest rate of failure all over the world. This is the case because these projects focus primarily on hard skills only and even researches are carried out to emphasize the hard skills due to which soft skills are often ignored. They warned that if soft skills are still overlooked, success rate of projects will be hit by budget escalation, performance risk and so on. According to the research carried out at the University of Arkansas, some of the organizations like Polaris, Sun Microsystems and Mastek have realized the need of soft skills and they are emphasizing on these skills in their training agenda as well.

1.2 Problem statement

A research problem is a statement about an area of concern, a condition to be improved, a difficulty to be eliminated, or a troubling question that exists in scholarly literature, in theory, or in practice that points to the need for meaningful understanding and deliberate investigation. It is basically some questions that a researcher wants to answer or a problem that researcher wants to solve. It is an issue or a concern that an investigator presents and justifies in a research study. It is the gap between the desired state and actual state. A research gap is defined as a topic or area for which missing or insufficient information limits the ability to reach a conclusion for a question. A research question is an answerable inquiry into a specific concern or issue. It is an initial step in a research project after we have an idea of what we want to study. So it might take a time for selection of research problem. It is what everything in a research project is built on. It helps to specify the issue or concern of the study and guides all stages of inquiry, analysis, and reporting. It is useful in the formulation of the hypothesis of the research. The study will be directed towards answering the following questions.

1. What are the various soft skills required for effective and successful project management in banking?
2. Does soft skills effect the project management success in banking?
3. What is the relationship of communication and leadership skills with performance management success in banking?
4. What is the impact of communication and leadership skills with performance management in banking?

1.3 Objectives of the study

For any research work there has to be some objectives which can highlight the purpose of doing the research work. Research objectives describe concisely what the research is trying to achieve. They summarize the accomplishments a researcher wishes to achieve through the project and provides direction to the study. Research objectives are usually expressed in lay terms and are directed as much to the client as to the researcher. Research objectives may be linked with a hypothesis or used as a statement of purpose in a study that does not have a hypothesis. In general, research objectives describe what we expect to achieve by a project. Similarly the main purpose of this study is to explore impact of soft skills in project management in project management success in banking. Hence the main specific objectives of the study are:

1. To identify soft skills for effective and successful project management in banking.
2. To analyze the effect of communication and leadership skills in project management success in banking.
3. To investigate the relationship of communication and leadership skill with project management success in banking.
4. To determine the impact of leadership and communication skills with project management success in banking.

1.4 Hypotheses of the study

A hypothesis is a proposition that can be tested by referring to a collection of empirical studies. It is a statement that introduces a research question and proposes an expected result. It is an integral part of the technical method that forms the basis of systematic and logical experiments. Therefore, you need to be careful and thorough when building your hypothesis. Hypotheses are usually stated in a form that predicts either the differences or associations between two variables under study. Development of a hypothesis involving casual ordering where possible and measureable would be useful in guiding the analysis strategy. Often such hypothesis can be made if the meaning of an item is carefully analyzed within a chronological context. A null hypothesis predicts there is no differences between the tested groups in relation to some variable, or that there is no relationship between two variables. Null hypothesis in this research is noted as H_0. Following are the hypotheses that are proposed to assess the impact of soft skills on success rate of project management in banking:

H_{01}: There is no negative relationship between communication skills and project management success.

H_{02}: There is no negative relationship between leadership skills and project management success.

H_{03}: There is no positive relationship between communication skills and project management success.

H_{04}: There is no positive impact between leadership skills and project management success.

H_{05}: There is no positive impact between communication skills and project management success.

H_{06}: There is no positive impact between leadership skills and project management success.

1.5 Rationale of the study

The rationale of the study is the reason for why the study is conducted in an article or thesis. That means the study rationale should explain to the reader or examiner why the study is necessary. It is also sometimes called purpose or justification of a study. The rationale for one's research is the justification for undertaking a given study. It states the reasons why a researcher chooses to focus on the topic in question, including what the significance is and what gaps the research intends to fill. In short, it is an explanation that rationalizes the need for the study. The rationale is typically followed by a hypothesis/research questions and the study objectives. Hence this study endeavored particularly to examine the impacts of soft skills especially communication and leadership skills in project management success in banking. The result obtained from the study may be helpful especially to a project manager to understand how soft skills can play a vital role in enhancing the success in project management in banking industry. Furthermore, it will also help the researchers and concerned members understand how integrating soft skills with hard skills will result in drastic improvement of projects. The significances of the study are:

1. This study will help bankers especially those leading their respective projects, campaigns to design, organize and implement the soft skills to achieve success in their work.
2. This will benefit supervisors, department heads, managers to blend soft skill and hard skills to improve the success rate in their project management.
3. The study will be fruitful to project managers to interact with their subordinates in their workplace and with customers, external stakeholders and so to achieve success in their respective assigned projects and campaigns.

1.6 Limitations of the study

Study limitations are the constraints placed on the ability to generalize from the results, to further describe applications to practice, and/or related to the utility of findings that are the result of the ways in which you initially chose to design the study or the method used to establish internal and external validity or the result of unanticipated challenges that emerged during the study. The limitations of a study are its flaws or shortcomings which could be the result of unavailability of resources, small sample size, flawed methodology etc. Every studies have certain limitations. The limitations of the study are those features of design or approach that affected or influenced the interpretation of the findings from the research. They are the constraints on generalizability, applications to practice, and/or utility of findings. The limitations of a study basically discusses any unanswered questions that your study did not address. No study is completely flawless or inclusive of all possible aspects. Therefore, listing the limitations of the study reflects honesty and transparency and also shows that you have a complete understanding of the topic. The major limitation of the study are as follows:

1. The study is broadly based on the primary source of data. Hence, the accuracy of the conclusions of the study is directly dependent upon the accuracy of the information provided by the respondents.

2. The study is only limited to few banks of Kathmandu valley and within limited time period. Therefore, the study did not include respondents from all over Nepal.

3. The study is based on the assumption of linear regression between the independent and dependent variables. The study excluded the non-linear regression assumption.

4. Though identified various soft skills, only two of them i.e. communication skills and leadership skills have been considered as independent variables in the entire study.

1.7 Chapter plan

This study has been segregated into five Chapter viz. introduction, literature review, research methodology, analysis and discussion, and summary and conclusion. The first chapter deals with introduction part of the study. It includes background of the study, problem statement, objectives of the study, hypotheses of the study, rationale of the study, limitation of the study and chapter plan of the study. The second chapter contains theoretical review and empirical review. The third chapter deals with research framework and definition of the variables, research design, population and sample, and sampling design, nature and sources of data, and the instrument of the data collection and methods of analysis. The fourth chapter presents the analysis of the data and discussion in the form of various tables and figures and the fifth chapter is about summary and conclusion. Finally, an extensive references and annexure are presented at the end of the study.

CHAPTER II
LITERATURE REVIEW

Literature Survey presents the theoretical concepts related to this study. This will enable me to develop ideas, which will later serve as a ground for comparing findings and finally concluding the aim of this study. Without the literature survey, the complete research will not be possible. So that conducting of the literature survey helps to know the theoretical aspects of the research topic that provides foundation of knowledge on topic. Literature surveys are secondary sources, and do not report new or original experimental work. Most often associated with academic-oriented literature, such reviews are found in academic. It consists of review ofempirical literature and related theories of the research. It is useful in setting the purpose of the study and provides guidelines for determining the variables under study. It enables a researcher to find out about the existing bodies of knowledge onthe topic of his/her interest. It helps to find out the areas yet to be studied in the concerned topic and need for additional research. It states the findings from previous researches hence enabling a researcher to generate the hypothesis for the research.

The competitive environment makes it crystal clear that possession of hard skill alone is not enough to sustain for a longer period of time. Despite this fact, not enough efforts are undertaken to make people realize that soft skills are as important as hard skills. Even the course curriculum related to project management deals with the importance of soft skills in surface only. But then after realizing the perks of the versatility of a project manager and identifying the set of skills that a project manager should possess, on 1st December 2015, the Project Management Institute developed a model called, Talent Triangle which includes the combination of both soft skills and hard skills.

2.1 Theoretical review

Theoretical review generally helps to institute what theories that already exist, the relationship between them, to what degree the existing theories have been investigated and sometimes to develop new hypothesis to be tested. It analyzes and makes acquaintances between empirical studies to express or advance a theoretical position. Among various available theories two theories are studied in this research. The theories

that are reviewed in this study are: Situational theory of Leadership and Berlo's SMCR Model of Communication.

2.1.1 Situational theory of leaderships

Situational leadership basically means being able to control outcomes because you are able to effectively influence your organization in all directions: upwards, across and down. You think proactively and consider how your subordinates will react. Situational leadership theory is often referred to as the Hersey-Blanchard Situational Leadership Theory, after its developers, Dr. Paul Hersey and Kenneth Blanchard. They characterized leadership style in terms of the amount of task behavior and relationship behavior that the leader provides to their followers. The Situational Leadership methodology is based on the relationship between leaders and followers and provides a framework to analyze each situation based on the Performance Readiness Level that a follower exhibits in performing a specific task, function or objective. Then, based on the leader's diagnosis, the necessary amounts of relationship behavior and task behavior are applied and communicated to the follower in order to support their needs and advance development. The Situational Leadership Model is a timeless, repeatable framework for leaders to match their behaviors with the performance needs of the individual or group that they are attempting to influence. This theory of leadership suggests that no single leadership style is best. Instead, it depends on which type of leadership and strategies are best-suited to the task. According to this theory, the most effective leaders are those that are able to adapt their style to the situation and look at cues such as the type of task, the nature of the group, and other factors that might contribute to getting the job done. Hersey and Blanchard suggested that there are four primary leadership styles. They are telling (S1), Selling (S2), Participating (S3) and Delegating (S4). In telling leadership style, the leader tells people what to do and how to do it. Selling style involves more back-and-forth between leaders and followers. Leaders sell their ideas and message to get group members to buy into the process. Similarly in participating approach, the leader offers less direction and allows members of the group to take a more active role in coming up with ideas and making decisions and finally delegating leadership style is characterized by a less involved, hands-off approach to leadership. Group members tend to make most of the decisions and take most of the responsibility for what happens. The theory generally termed diagnosis,

flexibility and partnering for performance as three master skills to become an effective and proper operative situational leadership.

2.1.2 Berlo's SMCR model of communication

David Berlo's SMCR Model of Communication represents the process of communication in its simplest form. In 1960, David Berlo expanded on this linear communication model and created the SMCR Model of Communication. Berlo's SMCR Model of Communication (1960) describes the different components that form the basic process of communication. Because this communication tool also emphasizes the coding and decoding of the message, it can be used for more efficient communication. Berlo's SMCR Model of Communication includes four components that describe the communication process. The different components in the model are influenced by various factors. They are sender, message, channel and receiver. The sender of the message is the source who creates and sends the message to the receiver. The source is the start of the communication process and is the person who encodes the message. Factors that may influence the sender are also applicable to the receiver. Consider how the message is interpreted. For example. Berlo's SMCR Model of Communication identifies the following factors that affect the source that are communication skills, attitude, knowledge, social system and culture. The message is the package of information or meaning that is sent from sender to receiver. The message can be sent in various forms, such as audio, speech, text, video or other media. The sender of the messages always wants the receiver to interpret the message in a certain way. The source's intention is therefore translated into a coded message. The receiver should understand the message with reasonable accuracy. The message is influenced by content, elements, treatment, structure and code. The channel is the medium used to send the message. The medium must be able to be picked up by the sensory system of the receiver and may therefore involve vision, sound, smell, taste or touch. Humans have the various senses i.e. hearing, seeing, touching, smelling and tasting .Similarly the receiver is the person who receives and subsequently decodes the coded message. In a linear communication process, the receiver is always located at the end. In order to make communication as effective and smooth as possible, Berlo's SMCR Model of Communication assumes the receiver's thinking pattern must be in accordance with that of the sender. The same factors as senders therefore influence this component in Berlo's

SMCR Model of communication. After all, the receiver decodes the message him/herself and gives it their own meaning.

2.2 Empirical review

An empirical review can be described as the review of many aspects of an empirical study that hold some levels of significance to the study being conducted. Based on data gathered by original experiments or observations, reviewer analyzes and makes connections between empirical studies to define or advance a theoretical position. It is done based on experimentation or observation, i.e. evidence. The purpose of this is to concretely examine the corpus of theory that has accumulated in regard to an issue, concept, theory, phenomena.

Verma (2009) interpreted soft skills as: Soft skills are people skills backed by our emotional intelligence that help us behave in a socially acceptable manner and adapt ourselves in a social environment so that others are comfortable in our company and vice versa. Moreover, she continues her argument concluding with the following equation: IQ + EQ = Soft Skills.

Rutherford (2004) stated that manpower is not only the factor to increase the project success rate. According to him, soft skills like planning, team building and leadership are the most weighted competencies for a project manager.

Corneliuss (2012) explained persuading skills as an art of persuading and influencing the stakeholders so that one can get the support he/she needs to meet the objectives of the project. He explained encouraging and incentive skills as implementing special tactics to motivate team members to meet the project objectives and goals. This study is carried out to demonstrate the impact of soft skills for project management success rate in banking situated in Kathmandu. The study has reviewed some of the articles on related subject matter in order to have the detail analysis and identify the explanatory and outcome variables like communication, leadership etc. related to the subject. The summary of the major articles on this subject matter along with their major findings is presented in the *Table 1*.

Table 1

Review of empirical studies

Study	Major Findings
Paladugu (1991)	• Identified that to gain a complete understanding of soft skills which are necessary for project management it is necessary to conduct a study that examines all aspects i.e need, challenges, tools and issues of soft skills.
Sukhoo et al., (2005)	• Observed soft skills as a attributes of the software project manager that require a high level of activation during the different phases i.e initiating ,planning, executing, controlling and closing of a project have to be defined and then considered at the right time
Azim et al.,(2010)	• Found Analysis of responses highlights "people" issues as the main factor contributing to project complexity and the importance of soft skills in managing complex projects.
Marando (2012)	• Explored that the fundamental assumption required to be most effective project managers they need to have balanced hard skills and soft skills.
Mahasneh (2016)	• Showed soft skills instructional curriculum that aims to increase cultivation of soft skills among construction students by exploring the soft skills needed in the construction industry and improving the soft skills educational tools in construction schools.
Zuo, et al., (2016)	• Confirmed Four-dimensional structure of project success factors. Showed that soft skills of project managers significantly contributed to project success factors and hence the project success.
Adams (2016)	• Found technical skills and their soft skills have correlation among with each other in project management, Only in combination of leadership skill (soft) and technical skill (hard) will the project manager have the best result
Araujo (2016)	• Found that leadership and communication are the most important soft skills in project management according to IT project managers. Also indicated managers and leaders can use personality tests such as MBTI to prevent relationship conflicts in teams as well as to design training programs.
Jena (2017)	• Identified soft skills i.e., communication, self-motivation, and leadership as critical traits for one's career growth which is the reason why soft skills are said to expose somebody's inner self. It helps the project manager to have strategic vision, self-confidence, courage, execution and drive for results as his core competencies.
Silva (2018)	• Explained that Project Managers working in the Cloud space will be benefited receiving soft skills training in order to develop and improve their negotiation, stress and conflict management, leadership, communication and teamwork skills required in every aspect and business unit.
Pedrosa (2018)	• Found that project managers should benefit from/with the development of the most relevant soft skills in the literature to strengthen their success in projects
Tahir (2019)	• Indicated that among the soft skills, communication skills, team building skills, and problem solving skills are the most important soft skills which have significant influence on project success in construction industry.

Rogo et al., (2019)	• Explained that transformational leadership and soft skills on project managers will help identify and select people who not only excel in project management, but will also be more likely to get the best performance such as financial performance, organizational commitment, job satisfaction, safety culture and innovation from their construction team.
Baroudi et al., (2020)	• Found that soft skills of the project manager have an impact on team management, team's performance and project success.
Tihan (2020)	• Aimed to help project managers to know about soft skills. Discovered interpersonal skills that helps to success project managers.
Gulati (2021)	• Explored that communication, team management, negotiation, human resource management, professional and ethical, political and cultural awareness, conceptual, leadership, active listening, motivational, conflict management and people skills are the key soft skills required of a project manager to manage their team and lead them towards project success.

Paladugu (1991) talked about the soft skills of project management in the research where it took deep dive into various aspects of the following: project management, need for soft skills for project managers, challenges faced in the project management, list of soft skills required, tool, skills required for project management, practical issues in the real world and benefits for having such skills and differentiators. Leadership, attitude, communication skills, time management, intelligence and personal attributes were the soft skills that were considered crucial for achievement in this paper. This paper conducted research with data mainly from published articles that reported on results from research conducted online (Internet) and offline (Non-Internet) about the soft skills of Project Management where Paladugu explicated the relationship between risk management and project success, considering the contingent effect of project complexity and considered soft skills as the basis of success for a professional and project management. He made it clear that to gain a complete understanding of soft skills that are required for Project management, it is necessary to conduct a study that examines all the aspects of the topic. This included further common operational elements for leadership and power as well. Paper explained that project managers will gain more of knowledge as far as quality of leader is concerned which included the man qualities, the fields of emotional intelligence, adjoining skills and its advantages and disadvantages involved.

Sukhoo, Barnard, Eloff, Van der Pol & Motah (2005) explained about the accommodation of soft skills in software project management where they used

communication skills, team building, flexibility, creativity, leadership, organizational effectiveness, stress, time, change management, trustworthiness and conflict management as a soft skill. They mentioned that a greater piece of the puzzle for the successful delivery of projects, and in particular software projects, is that of soft skills. They stated that project management methodologies are being developed and improved, but still a large number of projects do not live up to expectations, therefore apart from hard skills, research in the area of soft skills is very important and promising. A range of soft skills attributes required by a software project manager were identified. A number of soft skills dimensions were provided by the emotional intelligence framework that helped to improve software project success. This research emphasized that the soft skills required at different phases of a software project development life cycle need to be identified and the experienced software project manager has to be aware about the right time to make use of such skills. The soft skills, deemed important for software projects, have to be carefully selected and taken into consideration through the life cycle of a project. This paper summarized the soft skills could possibly improve the success rate of software projects. These projects, if were not managed properly could lead to escalation of budget and time schedules beyond expectations. Deterioration of quality may be inevitable while deploying efforts to deal with cost overrun and schedule extension. Research in the field of soft skills required were carried out at the University of Arkansas. The results showed that IT organizations were conscious of the need for soft skills. Furthermore, a number of organizations, like Polaris, Sun Microsystems and Mastek had found it necessary to include soft skills in their training agenda. Interviews were conducted with project managers/systems analysts of various software development organizations to collect the data of activation of soft skills in various project management phases.

Azim, Gale, Wright, Kirkham, Khan and Alam (2010) conducted a research on the importance of soft skills in complex projects .The vital soft skills discussed in this research were communication, teamwork, leadership, conflict management , negotiation, human resource management, behavioral characteristics, learning and development and professionalism and ethics. The purpose of this paper was to facilitate further understanding of project complexity by highlighting the factors contributing to project complexity as reported by the practitioners facing the “actuality” of projects considering the importance of the soft skills. A qualitative research approach was

undertaken by conducting semi-structured interviews with the primary focus on the aerospace industry. Participants were involved in a variety of project settings, exhibiting different types and levels of complexity. They found the analysis of responses highlights people issues as the main factor contributing to project complexity and the importance of soft skills in managing complex projects. The research was based on a limited number of respondents from the aerospace sector. This would be further refined and improved upon by compiling views of additional practitioners involved in multiple aerospace projects. The main research conclusions were that soft skills in project management helped to organize, plan and manage, and track changes during the course of the project action which helped to reduce the project complexity. However, understanding of project complexity and its contributing factors helped practitioners to understand the dynamic, social and complex contexts of projects, thus highlighting the importance of soft skills. This paper proposed the project complexity triangle – people, product and process, highlighting their importance as the three major areas contributing to project complexity.

Marando (2012) investigated on the balancing of project management hard skills and soft skills including traits such as leadership, communication, negotiation, expectations management, influencing, problem-solving and decision-making. Paper explained that the ability to effectively managing projects and programs has become an increasingly important skill. However, many project managers are still not able to successfully lead projects due to a deficiency of the necessary management skills. Author referred soft skills as largely intangible, not associated with a deliverable or a concrete output, and generally employed without the use of tools or templates. Similarly she referred hard skills as the more technical aspects of the project manager's role that generally involve the creation of a tangible deliverable such as a work breakdown structure, project schedule, critical path diagram, earned value reports, project budgets, dashboards, and so forth which are more technical in nature, and often incorporate the use of tools such as scheduling software, spreadsheets, modeling tools, and a myriad of deliverable templates available. This paper explored the fundamental assumption that to be most effective, project managers need to balance hard skills and soft skills. The curriculum of the Master of Science in Management of Projects and Programs (MSMPP) program at Brandeis University's Division of Graduate Professional Studies was designed to reflect this balance. The MSMPP seeked to advance project and program management

professionals in the field by providing a robust curriculum that balances the hard and soft skills essential of project and program managers. The curriculum was aligned but not tied to PMI Standards, it covered techniques applicable to numerous industries and application areas, and its applied focus allowed students to tailor techniques based on an organization's size, structure, and culture.

Mahasneh (2016) conducted research on a theoretical framework for implementing soft skills in construction education utilizing design for six sigma .This research proposed a soft skills instructional curriculum that aims to increase cultivation of soft skills among construction students by exploring the soft skills needed in the construction industry and improving the soft skills educational tools in construction schools. Moreover, the research answered broad questions such as: Which soft skills matter the most? What is the magnitude of the soft skills gap? And, how do students get help to cultivate soft skills? A stakeholders-driven exploratory embedded mixed-design research approach was adopted utilizing Design for Six Sigma (DFSS) framework. The DFSS framework was comprised of five phases: Define, Measure, Analyze, Design, and Verify. Therefore, the research defined and organized the construction related soft skills into 12 clusters. The 12 clusters were used to benchmark the soft skills clusters performance among construction graduates using a survey instrument. Simultaneously, the research identified 40 instructional strategies and then defined the relationships between each soft skills cluster and the 40 instructional strategies using structured interviews with experts from academia. The survey data was used to measure the gap in each skill cluster using Gap Score Method and prioritize them into four sets: Critical Clusters, Ideal Clusters, Lowest Priority Clusters, and Least Clusters. Then, the research implemented four Quality Function Deployment matrices using the data acquired from the survey, structured interviews, and the analysis. The four matrices were used to develop a soft skills instructional curriculum comprised of four instructional models in which each soft skills clusters set was matched with the effective instructional strategies. Finally, the research added the values of Gap Score and the value of Sigma Level for each cluster to the proposed curriculum to be used as indicators to measure the future changes in the industry's soft skills need. The proposed curriculum was shared with four experts from academia and they verified the results. They revealed significant evidence of the existence of soft skills gaps among construction graduates and proposed an effective soft skills instructional curriculum.

Zuo, Zhao and Gao (2016) in the research explained about the soft skills of construction project management professionals and project success factors. Teamwork, leadership, communication, conflict management, achievement motivation, cognitive skills, adaptability, self-control, negotiation, social awareness, building trust influencing cultural awareness, empathy, coordination, delegation, perceived role and responsibilities were the soft skills used as variables in this paper. The purpose of this paper was twofold: first, to identify the soft skills of construction project management; and second, to investigate the influence of these soft skills on project success factors in the Vietnamese construction industry. A questionnaire survey was conducted with 108 project management professionals from the Vietnamese construction industry. Partial least square structural equation modelling was employed in data analysis. Four-dimensional structure of project success factors was confirmed in this study. Results also showed that soft skills of project managers significantly contributed to project success factors and hence the project success. There may be geographical limitation on the conclusions drawn from the findings. Similarly, the sample size was still small, despite a relatively high response rate. In addition, the majority of the respondents were contractors and clients as other project players were reluctant to respond to the survey. This study provided an understanding of the relationship between soft skills and project success factors. Although there have been studies focused on soft skills of project management and project success factors, few have attempted to analyze the effects of these soft skills on critical success factors. Thus, this study added significantly to the existing research on both project management skills and project success factors.

Adams (2016), throughout the literary analyzed about a different approach to project management with use of soft skills and made it clear that soft skills are becoming increasingly necessary within the career of a project manager. Communication, conflict management and emotional intelligence were the three soft skills explained in his research that apply directly to project management and the success of the project and the project team. He ultimately discovered that technical skills and their soft skills have correlation among each other in project management and only in combination of soft and hard skill, project manager will have the best result. He explained that most of these soft skills apply directly to daily tasks within project management including conflict management, communication, emotional intelligence, and much more and described that when analyzing hard skills such as schedules, budget and risk, one must use soft

skills such as decision-making, negotiation, communication, expectations management and critical observation to name a few. This research was done among project managers where data was collected on various parts: Under Part I, Self-assessments was given to three working project managers. These project managers worked on differing accounts, their background work experience varies, as well as they worked at differing locations. These self-assessments ranked the individuals based on their character, leadership, emotional intelligence, communication, and overall project management skills. Under part II, Three co-workers for each project manager were selected to evaluate the project manager using the same assessment as used in the self-assessment. The evaluators comprised of an equal project manager, a direct manager, and a subordinate which gave a more true alignment of what the individual project manager thinks of himself or herself as well as what the co-workers perceive during daily activities. To record the data, the workers, and self-assessment scores were averaged in a table and compiled into a bar chart for ease of viewing. In part III: As the thesis was directly related to the education there in the PMBOK, the three chosen project managers were asked to give a twenty-question practice test of the Project Management Professional Exam provided by professor Stephen Onu . This exam were used to test the individuals on their hard/technical skills as a project manager which were then analyzed in comparison to their evaluation results of their soft skills. However, within the case study of this research, the main basis of the hypothesis was proven incorrect; that the results of the technical skills would not be proportionate of the project manager's soft skills. Although not directly, the data supported the initial claim that soft skills had an importance towards the success of a project manager. Perhaps the idea that you could be a transformational project manager by having soft skills was false. However, it resulted that having the 48 technical skills enhances your project management skills and having soft skills enhances your transformational leadership qualities. It showed having both soft skills and technical skills created great project managers and leading professionals and if included these soft skills in the educational curriculum of our future project managers that could be vital to future project management and overall business success.

Araujo (2016), explored the importance of soft skills and IT project managers' personality type in his research. Author explained that to be efficient, project managers need to develop other competencies besides their technical skills (hard skills). This

paper aimed to show the importance of soft skills in the development of IT project managers' competencies. Based on exploratory and qualitative research carried out in the light of the literature and based on data collected among IT professionals through an electronic questionnaire and interviews, in addition to the cross-referencing the results of the MBTI personality test applied to those surveyed, this work fulfilled the objective of showing the importance of soft skills in the development of competencies of IT project managers by answering the questionnaires related to the impact of soft skills on IT projects management and the personality type of the project manager that can influence the development of his/her soft skills. The electronic questionnaire was sent to thirty IT professionals; fourteen returned. As crossed the results of MBTI tests and content of the interviews, it was noticed that some professionals have a personality type that might hinder them from developing some soft skills. The purpose of analyzing all the results was to determine which of the competencies and skills were considered the most important in the IT project management in the opinion of the professionals surveyed which resulted that leadership and communication were the most important soft skills in project management according to those surveyed IT project managers. This research contributed to the academia as it indicated opportunities for further studies on the relationship of personality type and competence development. A managerial implication of research resulted that managers and leaders can use personality tests such as MBTI to prevent relationship conflicts in teams as well as to design training programs that best suit their subordinates' personality traits.

Jena (2017) investigated importance of soft skills in project management. Communication, self-motivation, leadership, ability to work under pressure, time management, flexibility, negotiation, conflict resolution, self-awareness, team work were the soft skills explained. She explained that project management was one of the areas of business management, where a project manager had the sole responsibility to manage the project effectively. So, project manager needed a number of skills to handle the project. Though before becoming a project manager he acquired all the formal educations and gathers experiences, he needed managerial skills which could be otherwise said as soft skills. Although these were not directly related to the outcome of the project, they had a lot of importance in all the phases of a project. Hard skills or technical skills like creating work break down structure, preparing schedule plan, preparing budget plan, etc. were very important but the output of such plans could be

incorporated without the above mentioned soft skills. She described that the first essential skill that the project manager must have was exceptional communication skills which was the most vital point that a project manager should keep in his/her mind because he had to communicate with a lot of people like his clients, team members, etc. And research said that in many cases, since the project managers were unable to interact properly while solving problems with stake holders, they have to lose projects. She explained leadership quality is the next thing that project manager needs, so that they can have a team spirit and a bonding amongst themselves. As per her research a project manager needs keen observation to make his team members multi-tasking and consider soft skills as critical traits for one's career growth, and this is the reason why soft skills are said to expose somebody's inner self. So she concluded saying hard skills reflect what you know and soft skills indicate who you really are.

Silva (2018) in the research explained about the influence of soft skills in project managers in the cloud space. Communication, teamwork, leadership, conflict management, negotiation, human resource management, behavioral characteristics, learning, professionalism and ethics were the soft skills listed. He made clear evidence on the role played by soft skills in technology projects particularly in Cloud projects. Based on the sample, the research inferred that not all the Program and Project Managers are receiving trainings to develop and/or improve their soft skills. However, it was shown to be a common request, and based on the responses, a clear ask to Cloud companies. Moreover, he has indicated that through the creation of a set of trainings to improve soft skills focused on technology professionals in the Cloud space with project management responsibilities helped them to improve team and stakeholders communication, mitigate conflicts, improve negotiation skills, and help them to finish projects on time, and on budget. A qualitative type of study was used in order to identify the top soft skills influencing project success in the cloud space, designing a questionnaire to gather Project Managers perspective on the soft skills identified, and collecting responses about the available trainings in Cloud companies. The analysis on the responses allowed the thesis to demonstrate and justify the creation of new trainings that will help Project Managers in different units within the Cloud companies to develop and improve identified soft skills required for the specific work they do when working in Cloud projects. Finally, Silva concluded that Project Managers working in the Cloud space will be benefited receiving soft skills training in order to develop and improve

their negotiation, stress and conflict management, leadership, communication and teamwork skills required in every aspect and business unit related to a project in Cloud.

Pedrosa (2018) explained about soft skills of the project manager as a systematic review of the literature which concluded communication ,teamwork leadership ,conflict management, negotiation ability to deal with people, organizational knowledge, troubleshooting, adaptability, reliability, change management, emotional, planning and control, ethics, customer management, human resources management, integrity, self-confidence and self-management as the importance soft skill for project managers success. She described literature has been demonstrating the importance of the soft skills theme of the project manager with the constant publication of articles in this area since 1991. In addition, the profession of project managers and the development of their competencies has gained notoriety in organizations concerned with maximizing profits and gaining competitive advantage. The main objective of this article was to identify the soft skills of the most relevant project manager in academic publications. A systematic review of the literature on articles in the pro Quest database was used as a research method. The reading of 69 articles culminated in the selection of 24 articles that met the selection criteria proposed in the research protocol. This paper made use of a systematic review of the literature with the main objective of identifying the most relevant project manager soft skills in the literature. The review literature systematic was a research method that used literature as the main data source for a given topic. In general, this research method was used for topics whose research area was already very mature, with several published studies and when the researcher intended to make a summary of the entire information available in the literature about a phenomenon in an unbiased and complete. This study revealed that much was published about soft skills of the project manager and its importance in the discipline of project management, but in general, the explanation of this phenomenon is limited. The results of this article suggested that project managers should benefit from with the development of the most relevant soft skills in the literature to strengthen their project management skills. It was worth mentioning that the skills of the manager of projects were not evenly demanded across the globe, due to cultural differences in corporate. Therefore, the soft skills most relevant to a company may not also work in another company. Future research may complement this study, including expanding the databases of target data.

Tahir (2019) described about the effect of project managers soft skills on success of project in the construction industry. Communication, coordination skills, team building, interpersonal skill and problem solving skill were taken as soft skills. He indicated soft skills as an important factor which enhanced project manager's knowledge and ability to better handle project related problems and effectively plan, execute, and implement project management. The objective of this study was to identify and test the influence of soft skills of project managers on success of a project. He indicated that among the soft skills, communication skills, team building skills, and problem solving skills were the most important soft skills which have significant influence on project success. Results also indicated that among the skills set, the highly influential skills of project manager on project success include communication skills (β=.394, P<.05); team building skills (β=.618, P<.05) and problem solving skills (β=.424, P<.05). Furthermore, he did not find support for the relationship between interpersonal skills and coordination skills. The R square value indicated that project manager's soft skills can contribute as much as 78.3% variation in the success of a project. Thus results implied that organizations need to give attention to the soft skills of a project manager. The study design was cross-sectional and quantitative approach based. Data was collected using the convenience non-random sampling. The data collection was primary and based on survey method. The focus of the study was on project managers in Pakistan so all employees working at managerial and supervisory level were constituting the population of the study. Data were collected from 245 survey out of which 167 was usable. Questionnaire were used for data collection. Measure for project managers soft skills was adapted from Shi and Chen (2006) which consisted of 3 items for communication skill, 3 items for interpersonal skill, 3 items for coordination skills, 4 items for team building and delegation skills, and 3 items for problem solving skill. Measure for project success was adapted from Narayanaswamy, Grover, and Henry (2013) consisted of 5 items. These survey were filled by people who were working as project managers, assistant project managers, and included supervisory level staff

Rogo, Rarasati and Gumuruh (2019) explored the influence of transformational leadership and soft skills on project manager for project success factors. This research conducted a quantitative survey of construction professional minimum with supervisor position and 3 years experiences in construction industry inside Indonesia. The data in this study consisted of primary data obtained directly from the source, primary data

collection was carried out through a questionnaire survey, the questionnaire contained several conditions to obtain the research sample as expected which were processed and analyzed using the Structural Equation Modelling (SEM). This research confirmed the effect of transformational leadership and soft skills on project managers influencing project success factors. This research had also found that transformational leadership and soft skills in project managers would be able to increase their contribution in achieving the project's vision, mission and goals. Transformational leadership and soft skills on project managers would help identify and select people who not only excel in project management, but also be more likely to get the best performance such as financial performance, organizational commitment, job satisfaction, safety culture and innovation from their construction team. Transformational leadership and soft skills on project managers would help foster more collaborative working relationships, encourage a team approach to problem solving and a willingness to find cost-effective and innovative solutions for the benefit of individuals, teams, clients and the industry as a whole. Therefore, this research pointed that leaders needs to be more effective in managing projects and teams making proper use of soft skills. Although this research focused on the Indonesian construction industry, this method can also be used by other countries. From a practical perspective, we can say this study highlighted the list of soft skills and transformational leadership for professional project managers who could adjust their own project management manuals in an effort to increase the likelihood of project success.

Gulati, Baroudi and Gunawan (2020) in the article described about the contribution of projects manager’s soft skills to their project success. The authors found communication skills, team management skills, negotiation skills, human skills, human resource management, professionalism and ethics, political and cultural awareness, conceptual skills, leadership skills, active listening skills, motivational skills, conflict management and people skills are the key soft skills required by a project manager to manage its team and lead them towards project success. The purpose of this paper was to identify key soft skills required by project managers and its impact to their project success. The authors have performed a Comprehensive Literature Review (CLR) meta-framework as an evidence to support the argument that project managers could increase the chances of projects being successful by applying their soft skills to manage project team and its performance. The findings of this review demonstrated that the identified

soft skills are active listening, communication, conceptual skills, conflict management, human resource management, team management, human skills, leadership skills, motivation skills, negotiation skills, people skills, political and cultural awareness, professionalism and ethics. These skills were critical towards project success, however, it was also identified that soft skills and hard skills, both work in conjunction with each other to attain success. This review provided a significant contribution by establishing the need of developing soft skills in project managers in order to manage teams effectively and efficiently, thereby increasing their performance and the chances of project being successful. These skills aid in managing the most important resource of the project i.e. project team (people). By applying these skills a project manager would be able to identify strengths and weaknesses of team members, their attitude, gain feedback, increase their ability to coordinate tasks better, establish a notion of harmony, exercise leadership skills, motivate project team, conduct ethical practices and keep the team energized to achieve goals & objectives of the project. This paper contributed significantly to project management domain by establishing the need of soft skills in project managers, identifying a set of key soft skills and their contribution to project success. The authors in this research conducted an in-depth review using a Meta framework of CLR technique where it has three phases namely exploration, interpretation and communication. The first phase focused purely on investigation, second phase focused on interpretation of information extracted in first phase and last phase focused on dissemination of findings to appropriate audience. The three phases combined follow a seven step model to review literature. It comprised of exploring the beliefs and topics, initiating the research, storing and organizing information, selecting/deselecting information, expanding the research, analyzing information and presenting the report. However the scope of this paper was limited to review of literature as it lacked data collection through interviews, surveys, focus group discussion, etc.

Tihan (2020) observed and talked about the need and importance of soft skills for project managers. In the face of ever-increasing globalization, the question of how to manage project teams efficiently and successfully was never likely to be settled easily. It had been shown that 92% of project team members believe that soft skills were needed in their teamwork; 60% think that soft skills impact project management; 83% hold the view that soft skills were relevant to the performance of project teams. Thus

the research aimed to help overseas project managers to obtain greater insight into the impact of soft skills on project teams and so manage them more effectively. The introduction context of the paper presented the general concepts of soft skills and project management. Through a wide range of cases and examples of project teams, the impact of those skills on project teams was explored. This report demonstrated the definition of professional competences as well as soft skills. Then a wide range of published data was compared to provide several reasons for the importance of soft skills and achieve an agreement that communication skills, interpersonal skills and creativity are the most important soft skills, while acknowledging that the important soft skills ranking may vary slightly in different fields. Apart from this, the training goals of how to develop interpersonal skills was offered in this report. Though this article had shown that there are three aspects to train interpersonal skills, it would appear that other methods was still suitable to develop them. If those methods were adopted and project managers were made aware of them, there would be a marked improvement in soft skill training of project managers.

Gulati (2021) in the thesis researched about the necessity of soft kills for project managers where the study identified 13 soft skills which are necessary for a project manager that includes active listening, communication, conceptual skills, conflict management, human resource management, human skills, leadership skills, motivation skills, negotiation skills, people skills, political and cultural awareness, professionalism and ethics and team management. Project managers use hard and soft skills to manage their teams, and their proficiency or inaptitude in these skills can eventually lead to a project's success or failure. This dissertation argues that soft skills are critical for project managers who wish to achieve a successful project completion. The key focus of this research is to explore the need for soft skills and identify whether they are essential for project managers, and the degree of influence these skills may have on a project's team members and overall project success. A qualitative–interpretative approach had been used, where a combination of analytical methods, such as thematic analysis and narratives, were adopted as a form of evidence supporting this research. The research process and detailed findings had been divided into four papers, meeting the University's publication/ manuscript submission requirements. Firstly, in paper one a Comprehensive Literature Review (meta-framework) was conducted as evidence to support the argument that project managers could increase the chances of projects being

successful by applying their soft skills to manage their project team and overall performance. The second paper defined the skills required to become a project leader and, most importantly, differentiates the role of a project manager from that of a project leader labels that were often used interchangeably or considered the same in practice. The evidence for the second paper was derived from interviews and a thematic analysis. The findings demonstrate that a project manager could evolve into a project leader by building the soft skills related to EQ. The third paper, which also used thematic analysis and an inductive approach for data collection, identifies the impact of the project manager's soft skills on the project team's performance and how it may influence the chances of the project being successful. The findings of this paper indicated that a project manager's soft skills can positively impact a project team's performance and thereby increase the chances of a project's success. This paper also identified the key soft skills required by a project manager to effectively manage their team. Lastly, the fourth paper, which was a future research exploration using Gioia methodology, focuses on exploring the value of intangible (soft skills) investments to aid successful digital transformation in organizations. The findings of this paper presented the essential soft skills required by a project manager dealing with digital transformation projects and identified the factors which motivate project managers to implement their soft skills.

CHAPTER III
RESEARCH METHODOLOGY

The research methods section describes actions to be taken to investigate a research problem and the rationale for the application of specific procedures or techniques used to identify, select, process, and analyze information applied to understanding the problem, thereby, allowing the reader to critically evaluate a study's overall validity and reliability. This section of a research paper answers how was the data collected or generated and how was it analyzed. It may include publication research, interviews, surveys and other research techniques, and could include both present and historical information. It consists of six different sections. First section includes the description of research design under the first sub-topic. Second section is about the population and sample of the research and section three consists of the explanation of nature and sources of data used in the research. The fourth, fifth and sixth sections include definition of variables, methods of analysis and limitations of the study respectively.

3.1 Research framework and definition of the variables

A research framework has been used to help emphasis on the variables in the study. There are various variables that has been used in the study in the form of the dependent, and independent variables .Project management success is a function of independent variables that is soft skills such as communication skills, leadership skills and so on. The research framework of the study is in *Figure 1*.

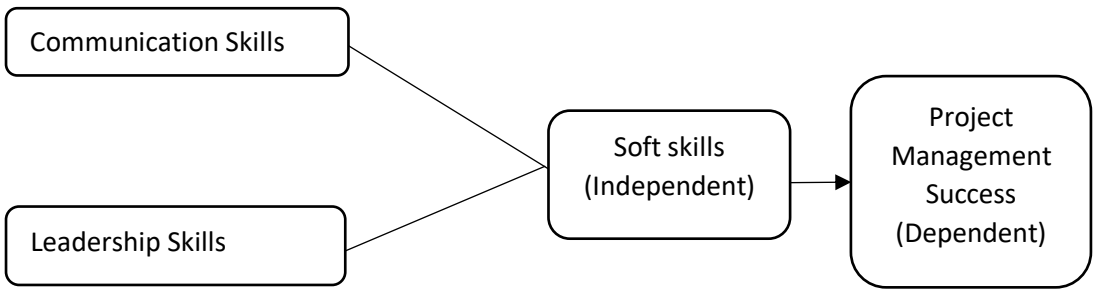

Figure 1. Research framework of the study

From the research framework and objectives of the study, it is clear that the study is aimed at determining the effect of selected variables namely communication skills,

leadership skills on project management success rate in banking situated in Kathmandu. The definitions of each variable used in the study are as follows:

3.1.1 Project management success

Even though many researchers have researched on the topic of project management success, the concrete criteria to achieve it still remains vague. Despite the studies and papers on project success, the generally accepted definition has not yet been built up. One of the criteria for achieving project success is the possession of soft skills by project managers and pieces of literature also demonstrates that there is a close connection between soft skills of a project manager and the project. Shi and Chen (2006) recognized communication as one of the major most compelling motivation for project success. It is hence obvious that almost all literature recognize communication as delicate aptitude needed by project managers. Nevertheless, Englund (2013) stated that the most important skill to achieve project success was humor. In spite of the fact that Newton (2013) considers communication to be an approach to talk and get data. Briner, Hastings and Geddes (2019) consider communication to be an approach to keep the team and stakeholders informed and thereby increasing the chance of project success.

3.1.2 Communication skills

One of the important soft skills that any project manager should possess is communication skills. Communication skills include oral communication, comprehensive skills and written communication. Shi and Chen (2006) stated that oral communication skills are the capability to communicate proficiently, and the capacity to make an efficacious presentation. Written communication is defined as capability to communicate effectively and efficiently via documentation, letters and reports. Comprehensive skills refer to the ability to understand the implicit and explicit meanings of documents or situations or stakeholders. Many projects fail as a result of lack of communication skills in the project manager. Belout and Gauvreau (2004) indicated that some of the major causes of project failure are developer's misunderstandings, team conflicts and poor relationship among the team members. Transparency in communication is important and emphasis must be given to two-way communication. Transparent communication from top-level authority helps the top level management to get feedback and improve the way they work. As many

organizations have now understood the importance of communication in project management to enhance the success rate, the project managers and the employers are now adhering to the communication skills to achieve success in projects.

3.1.3 Leadership skills

Leadership skills are the strengths and abilities individuals demonstrate that help the oversee processes, guide initiatives and steer their employees toward the achievement of goals. Leadership skills are an essential component in positioning executives to make thoughtful decisions about their organization's mission and goals, and properly allocate resources to achieve those directives. Valuable leadership skills include the ability to delegate, inspire and communicate effectively. Other leadership traits include honesty, confidence, commitment and creativity. In sector like banking and information technology, executives are often required to be a jack-of-all-trades. In addition to being able to plan strategically, their leadership skills must also be directed towards risk management, disaster recovery, compliance and other aspects of data governance which will help to increase the success rate of their respective projects. Also, leading a project towards success requires the manager to get the work done by the team members efficiently and effectively. It requires the person to have a clear vision, clarity in reason, practical in scheduling and the ability to attract a talented and efficient team.

3.2 Research design

Quantitative was the research design applied in this research. The quantitative research design adopted in this study consisted of correlational/relational, descriptive and causal comparative research designs to deal with the various issues raised in this study. The study was undertaken to examine and analyze impact of soft skills in project management success in banking. Descriptive research included surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research was the description of the state of affairs as it exists at present and to describe, explain, and validate findings.

Similarly correlational or relational research design was selected for the study to examine the relationship between the dependent variable and the independent variables under this study. It involved measuring two variables and analyzing the relationship

between them, with no manipulation of an independent variable. The causal-comparative research was used to investigate the possible causes and impact affecting a particular situation by observing existing consequences and searching for the possible factors leading to the results. It was conducted to identify the extent and nature of cause-and-effect relationship between the variables to assess impact of specific changes on existing norms, various processes etc. Basically the research design was used to determine how dependent variables are influenced by changes to independent variables.

3.3 Population and sample, and sampling design

The population is the collection of whole units that researcher are interested in knowing about them. Definition of population differs from nature and subject matter of the study. Population and samples are the most important aspects of the any research. If there is any mistake while choosing the population and samples of the study, all the collected data and findings from the research will be meaningless. So the researcher should be careful while choosing the sample and population of the study. The population selected in this study were supervisors, project managers and department heads of four banks situated in Kathmandu. These were the people who were capable of handling any new projects, campaigns or task in their workplace. Since consideration of all the population was not possible, we selected departments' heads, supervisors, project heads, and managers of banking industry situated inside Kathmandu valley only. Thus, Kathmandu being the location for sampling for the research, questionnaires was distributed to them to collect the data precisely. Convenience sampling was carried out to select the participants because of easy proximity and accessibility.

3.4 Nature and sources of data and the instrument of data collection

This research was based upon primary data. The primary source of the data was used to determine the perception of the supervisors, project heads, managers and department heads of banks regarding the impact of soft skills to increase the project management success rate in banking inside Kathmandu.

3.4.1 Primary data

The study was based on the primary data. The primary data was collected by surveying. A questionnaire had been devised to conjure primary data required for the study. With

the motive to comprehend the ideas of project managers, department heads ,supervisors of banking industry on impact of soft skills specially communication and leadership skills in theory project success , structured questionnaire was administered to 85 of them among which only 69 responded accurately. As the questionnaires can be given to large groups and respondents can complete the questionnaire at their own convenience, questionnaire as data collection instrument was used. The questionnaire was divided into two main categories i.e. classification and research questions. The classification question was used to collect the personal information such as age, gender, etc. The research question was used to collect the information based on the research topic. The questionnaire contained questions of various forms such as Likert scale, Yes/No questions, multiple choice question etc. The instrument designed was reliable and valid as the questions were closely related and relevant to topic. The questionnaire was distributed to those people who have sufficient time and are willing to participate on this study. The respondents were encouraged to make comments on any questions that they thought were ambiguous or unclear. A final version of the questionnaire is in *Annex 1* of this study.

3.5 Methods of analysis

Various statistical tools were used for analyzing the data with the main objective of comprehending the impact and relationship of communication skills and leadership skills on project success rate in banking in Kathmandu listed below.

3.5.1 Mean

Mean is the average of all numbers and is sometimes called the arithmetic mean. To calculate mean, add together all of the numbers in a set and then divide the sum by the total count of numbers. In this research the mean was used to calculate the mean age of respondents, to analyze questionnaire data such as; what alternative did the respondents selected at an average, this gives us the average of all scores, average age, average number of people opting in yes or no in the screening questions etc. It was calculated through following formula:

$$Mean = \sum fx/N$$

Where, X= Value of responses of each independent or dependent variable

N= Number of statements

3.5.2 Median

The statistical median is the middle number in a sequence of numbers. The median is the middle score for a set of data that has been arranged in order of magnitude. The median is less affected by outliers and skewed data. The median in this research is used to calculate the middle score for the data set based on their magnitude (ascending to descending). The median marks the most middle data set of the research. It was used to calculate the middle point of the skewed data (if any possible in the research), additionally it was also used to calculate the middle point of the ordinal scale inputs namely, questions of Likert scale that allow data analysis of the research variables and additionally it was also useful in analysis of questions relating to respondent's profile i.e. namely their age; median age of the sample. The formula for the median is as follow:

$$Median\ (Md) = {}^{(N+1)}/_{2}\ th\ term$$

Where, N= Number of statements

3.5.3 Mode

The mode is a statistical term that refers to the most frequently occurring number found in a set of numbers. It is the value that occurs most often in a set of data. The mode is found by collecting data in order to count the frequency of each result. The result with the highest number of occurrences is the mode of the set. If no number is repeated, then there is no mode for the list. This happens when two or more elements occur with equal frequency in the data set. The mode is a way of expressing in single number, important information about a random variable or a population. In this study, mode was calculated to find out the most repeated responses in Likert scale question and was calculated on the responses of whole sample.

3.5.4 Standard Deviation

Standard deviation is a measure that is used to quantify the amount of variation or dispersion of a set of data values. A low standard deviation indicates that the data points tend to be close to the mean (also called the expected value) of the set, while a high standard deviation indicates that the data points are spread out over a wider range of

values. Standard deviation is the most useful index of variability; it tells us the variability or spread of the distribution. In this study, standard deviation is calculated for the responses provided in Likert scale for all samples. It was calculated as follows:

$$\sigma = \sqrt{\frac{\overline{(X - \bar{X})^2}}{N}}$$

Where, X= Value of responses of each dependent or independent variable

$\bar{X}$ = Mean value of responses of each dependent or independent variable

N= Number of responses

3.5.5 Correlation

Correlation is a statistical measure that indicates the extent to which two or more variables fluctuate together. A positive correlation indicates the extent to which those variables increase or decrease in parallel; a negative correlation indicates the extent to which one variable increases as the other decreases. When the fluctuation of one variable reliably predicts a similar fluctuation in another variable, there's often a tendency to think that means that the change in one causes the change in the other. In the study, correlation analysis was conducted to find out the relationship between different variables. Correlation was calculated by using following formula.

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{n\sum x - (\sum x)^2}\ \sqrt{n\sum y - (\sum y)^2}}$$

Where, n = Number of responses

x = Value of independent variable

y = Value of dependent variable

3.5.6 Regression

Regression is a statistical measure that attempts to determine the strength of the relationship between one dependent variable and one or more independent variables.It includes many techniques for modeling and analyzing several variables to understand the relationships between variables. In this study, regression is calculated for the

responses provided in Likert scale to find out direction of relationship between independent variables and dependent variable for all samples. The theoretical model for the relationship is formulated as equation below:

$$Y = a + b_1X_1 + b_2X_2$$

Where,

Y = Project management success

X_1= Communication skills

X_2= Leadership skills

a = Intercept

b_1= Coefficient of communication skills

b_2= Coefficient of leadership skills

CHAPTER IV
RESULTS AND DISUSSION

The main purpose of the study is to explain the impacts of soft skills in project management success in banking inside Kathmandu valley. This chapter includes the presentation and analysis of collected data among the bankers who has supervised or handled the projects in their work. It intends to analyze the data collected from the questionnaire and present the finding of the analysis of those data using various tool. It employs the various statistical tools and techniques in order to determine the impact of soft skills in project management. For this purpose, required primary data was collected and analyzed in systematic way so as to derive the empirical findings and compare the hypothesis.

4.1 Analysis of data

This section includes the empirical investigation which was conducted in the form of Field Survey of respondents through structured questionnaire distributed to the samples selected by using non probabilistic procedures. It consist the process of inspecting, cleansing, transforming and modelling data with the goal of discovering useful information, informing conclusions, and supporting decision-making. Analysis of data includes understanding, gathering, compiling, and processing a large amount of data. Then identifying common patterns in responses and critically examining facts and figures to find the rationale behind those outcomes during dissertation.

Questionnaire was developed and distributed to 85 sample respondents to get their opinions. All the respondents were inquired in advance about their interest in participating in the survey at the time of collecting the data. However due to the busy schedule, only 69 participants actively and accurately participated in the survey with the response rate of 81.17 percent. 16 questionnaires were invalid with 18.82 percent of the total response. The responses received from these respondents have been arranged, tabulated and analyzed in order to facilitate the descriptive analysis of the study. This chapter is all about the empirical investigation conducted in the form of field survey during the study.

In the survey questionnaire, the respondents were requested to response in four ways:

Yes or No option, multiple choice options, expressing view option and Likert scale option. In order to collect the perceived impact of soft skills, 5-point Likert scale has been used, where 5 being the most important (strongly agree) and 1 being the least important (strongly disagree). The respondents profile is extracted from those who participated in the questionnaire survey on the strata of gender, education level and age group. The questionnaire corresponds to the questions whose goal is to collect information on the subject matter. The data were analyzed using mode, mean, median correlation and regression analysis. The calculations of primary data were made by SPSS software 2.0. The source of tables presented below are output from SPSS software and edited in excel. The choice with the sample of questionnaire schedule is presented in Annexure.

4.1.1 Gender of the respondents

Questionnaire were distributed to both genders randomly as our main sample were the bankers of Kathmandu valley not categorized by any gender. The *Table 2* shows the respondents profile from those participated in the questionnaire survey on the strata of gender. Questionnaire was developed and distributed to 85 sample respondents to get their opinions with respect to major impact of soft skills in project management success in banking inside Kathmandu. All the respondents were inquired in advance about their interest in participating in the survey at the time of collecting the data. Out of 85 questionnaires distributed to selected samples, only 69 accurate responses were received representing 81.17 percent in total. Out of which, 46 were male and remaining 33 were female. The results showed that there was less number of female than male in the sample that shows 66.67 percent were male and 33.33 percent were female respondents.

Table 2

Gender of respondents

Gender	Frequency	Percentage	Cumulative %
Male	46	66.67%	66.67%
Female	23	33.33%	100.00%
Total	69	100.00%	

4.1.2 Education level of the respondents

Education level or status was the next general and basic information collected from the respondents. The *Table 3* shows the respondents profile from those participated in the questionnaire survey on the strata of education level category. Out of 69 respondents, 37 were from bachelor level and 32 from master level. The highest percent of participant in terms of education level were represented by bachelor level consisting 53.63 percent and remaining 46.37 percent respondents were from master level. There were more respondents from bachelor level than master level in the sample.

Table 3

Education level of the respondents

Education level	Frequency	Percentage	Cumulative %
Bachelor	37	53.63%	53.63%
Master	32	46.37%	100.00%
Total	69	100.00%	

4.1.3 Age group of the respondents

Questionnaires were distributed among various age groups who have handled project in their work. The *Table 4* shows the respondents profile from those participated in the questionnaire survey on the strata of age group category. Out of the total 69 respondents, 11 respondents were below 30 years, 27 respondents were between 30 to 35 years and 31 respondents were above 35 years that makes 15.94 percent below 20 years and 39.13 percent between 30-35 age group and rest 44.93 percent above 25 years.

Table 4

Age group of the respondents

Age Group	Frequency	Percentage	Cumulative %
Below 30	11	15.94%	15.94%
30-35	27	39.13%	55.07%
Above 35	31	44.93%	100.00%
Total	69	100.00%	

4.1.4 Identification of soft skills required for project management success

Identification of soft skills required for project management was very necessary in this study, so opinions among the respondents were taken on the similar topic. The *Table 5* shows the respondents profile from those participated in the questionnaire survey regarding the identification of soft skills required for project management success. Out of the total 69 respondents, 61 respondents selected all of the above, 4 respondents chose leadership skills, 3 respondents selected communication skills and 1 respondent selected team building. This showed 88.41 percent respondent considered all the mentioned soft skills i.e. leadership, communication, interpersonal, coordination skills and team building as equally important requirement for the success in project management in banking. 5.79 percent thought leadership skills as most important, 4.35 percent took communication and only 1.45 percent believed team building as the important soft skills for project management success. There was no respondent that selected coordination and interpersonal skills as the most important soft skills required for project management success in banking sector.

Table 5

Identification of soft skills required for project management success

Types of soft skills	Frequency	Percentage
Communication skills	3	4.35%
Leadership skills	4	5.79%
Team Building	1	1.45%
Coordination skills	0	0%
Interpersonal skills	0	0%
All of the above	61	88.41%
Total	69	100.00%

4.1.5 Opinion on the assignment as a project manager

Since the study was solely based on project management, survey was done among the respondents regarding their assignment or involvement as a project manager in their respective work group, department or branch. The respondents who had been assigned as a project manager or somehow handled any kind of projects in their work were our main target for this study. *Table 6* shows that out of the entire sample size of 85, only

69 bankers has been assigned as project head or supervisor or manager and handled the project and remaining 16 had not handled or assigned to any of the projects as a manager. Since our study was related to success rate in project management in relation with soft skills, only those 69 bankers were taken or used as an accurate sample for the whole study.

Table 6

Opinion on the assignment as a project manager

Response	Frequency	Percentage
Yes	69	81.70%
No	16	18.82%
Total	85	100.00%

4.1.6 Convenience on project management or handling a project

Opinion on convenience on project management or handling a project were taken as project management might be easy or difficult job among the respondents. The difficulty or convenience in executing a project or handling a project management were explored by taking the opinions of bankers with the help of questionnaires studied in this section. *Table 7* shows the opinions of the accurate 69 respondents regarding their easiness or convenience on carrying out the projects as a project manager. Out of total accurate respondents 38 respondents took project management as an easy job and remaining 31 respondents thought project management is not an easy job. This shows majority of 55.08 percent finds project management convenient where as 44.92 percent finds it not an easy job. As a whole we can conclude that result on the easiness on handling or managing a project in banking is quite neutral as the difference in between the choices by the bankers in not so high.

Table 7

Convenience on project management or handling a project

Response	Frequency	Percentage
Yes	38	55.08%
No	31	44.92%
Total	69	100.00%

4.1.7 Impact of communication skill in project management success

Communication skills being one of the important and prime dependent variable in this study, it was necessary to understand its impact of in project management especially among the bankers that are designated as supervisors, managers or as a officers within the Kathmandu valley. This were studied by generating the information by taking their opinions on various impacts of communication skills. The perceived impact of communication skills in project management success rate is shown in *Table 8*. Communication skills being one of the variable of the study, it was very important to know the opinion of the respondents regarding its impact in their project management. Among the total accurate respondents 65 respondents provided positive result regarding the role or impact of communication skill in success of project management in banking. Only 4 responded negatively. This shows majority of 94.21 percent finds communication skill as an impactful soft skill for the success of project management whereas only 5.79 percent still thinks the other way. We can conclude that the result on impact of communication skills in project management success rate is highly positive.

Table 8

Impact of communication skill in project management success

Response	Frequency	Percentage
Yes	65	94.21%
No	4	5.79%
Total	69	100.00%

4.1.8 Impact of leadership skill in project management success

Similarly, leadership skills being the other main dependent variable of the study, it was very crucial to know the opinion of the respondents regarding its impact, effect or significant relationship in their project management which they undertake in their workplace during various interval of time .Generally, leadership skill is most for project managers as it motivates and inspires team that helps to increase success rate of their project, campaign or any other events which they execute during several work time. Basically leaders influence a variety of outcomes including turnover, customer satisfaction, sales, revenue, productivity, and more. Leadership skill generates

employee engagement and passion, which lead to higher levels of customer loyalty, service, innovation, and ultimately profits. During the survey, opinions on the impact of leadership skills was taken with the respondents based on the yes/no question asked during data collection. The perceived impact of leadership skills in project management success rate is tabulated and shown in *Table 9*. Among the total accurate respondents 67 respondents provided positive result regarding the role or impact of leadership skill in success of project management in banking. There were only 2 respondents who responded negatively. This shows majority of 97.11 percent finds leadership skill as one of the most impactful soft skill for the success of project management in banking within the valley whereas only 2.89 percent respondent don't think the same way. This implies that leadership plays the vital role in their project management. As a whole we can conclude that the role of leadership skills in project management success rate is highly positive and impactful.

Table 9

Impact of leadership skill in project management success

Response	Frequency	Percentage
Yes	67	97.11%
No	2	2.89%
Total	69	100.00%

4.1.9 Opinions on most impactful soft skills for project management success

Soft skills are one of the crucial requirement for the success rate of project management in various sectors like banking, construction, business, IT and so on. Similarly, there are various soft skills that have an impact on project management success rate in banking especially among the bankers inside Kathmandu valley. The soft skill might be communication skills, leadership skills, team building, coordination skills, and interpersonal skills and so on. For analysis purpose on ranking question, choices were assigned to respondents and weighted value and mean were calculated according to their choice on number of alternatives. The numbers of alternatives were five, the first preferred choice would get one point and the least preferred choice would get five points and so on for other choices. The total points available to each choice were converted into percentage with reference to the total point available for all choices. Weighted

value was calculated and using it weighted mean was calculated. The choice with the lowest mean score is ranked as the most impactful choice and the one with the highest mean score is ranked as the least impactful. Similar for the remaining choices as per the ranking on the opinions of the respondents. The opinion of respondents/bankers regarding the soft skills impacting the project management success in banking within Kathmandu valley as per the data collected is depicted in *Table 10.*

Table 10

Opinions on most impactful soft skills for project management success

Soft Skills	Rank 1		Rank 2		Rank 3		Rank 4		Rank 5		Total responses	Weighted Value	Weighted mean	Rank
	No	%	No	%	No	%	No	%	No	%				
Communication skills	19	27.5	24	34.8	10	14.5	11	15.9	5	7.25	69	158	2.29	2
Leadership skills	25	36.2	19	27.5	12	17.4	9	13	4	5.79	69	155	2.25	1
Team Building	8	11.6	10	14.5	13	18.8	20	29	18	26.1	69	237	3.43	4
Coordination skills	10	21.7	10	14.5	24	34.8	12	17.4	13	18.9	69	215	3.12	3
Interpersonal skills	7	10.1	6	8.69	10	14.5	17	24.6	29	42	69	262	3.8	5
Total	69		69		69		69		69					

As evident from the table, the great majority of the respondents with 36.44 percent ranked leadership skills as their first choice and ranked one, showing the mean weight value of 2.25. Communication skills is ranked two by the respondents of the study with the mean weight value of 2.29 and with 34.78 percent. Similarly, respondents ranked third impactful factor as coordination skills with mean weighted value of 3.12 Team building is ranked as fourth least impactful soft skill with weighted mean of 3.43. Similarly interpersonal was the last choice of respondents among the five alternatives of soft skills impacting project management success rate in banking with mean weight of 3.80

4.1.10 Features of soft skills for project management success in banking.

Various features of soft skills has an impact in the success rate in project management in banking. Some intend that soft skills help to build team work and lead the project properly while some believes that soft skills help to work under pressure and manage time. Likewise, some perceives soft skill as a tool to help project managers to work and perform while some use it for interaction. All these features are demonstrated under this part of the study. As demonstrated in *Table 11*, among all the responses, 33.34

percent admit that soft skills help to understand how team works and how to lead/carry out the project.38 responses claimed that soft skills help to interact with customers, clients, team members and associated. Similarly with 21.01 percent from 29 responses it is clear that soft skills helps to work under pressure and manage time as well. Likewise, 18.12 percent of respondents believe that soft skills help project managers to work and perform well in suitable environment. In total 138 responses were received out of 69 accurate respondents.

Table 11

Features of soft skills for project management success in banking.

Statements	Responses		Percent of cases
	No	%	
Soft skills help to understand how team works and how to lead/carry out the project.	47	33.81%	68.11%
Soft skills help to interact with customers, clients, team members and associated stakeholders.	38	27.35%	55.07%
Soft skills help project managers to work and perform well in suitable environment	25	17.98%	36.23%
Soft skills helps to work under pressure and manage time as well	29	20.86%	42.03%
Total	139	100%	201.44%

4.1.11 Survey on leadership skills

Leadership skills being the other main dependent variable of the study, it was crucial to know the opinion of the respondents regarding its impact on their project management. Leadership skill if utilized properly in project management, generates employee engagement and passion, which lead to higher levels of customer loyalty, service, innovation, and ultimately profits The perceived impact of leadership skills for project management success rate was collected by asking the respondents to provide their views regarding various statements on leadership skills which were ranked accordingly for exploration. The study used 5-point Likert scale to collect the information that were ranked from strongly agree to strongly disagree tabulated as per the respondent's choices.

Table 12

Survey on leadership skills

Statements	Ratings					Total responses	Weighted value	Weighted mean
	SDA	DA	N	A	SA			
I have an ability to direct my team members.	1	2	5	23	38	69	302	4.38
I have an ability to motivate my team members.	2	1	17	30	19	69	270	3.91
I often consult with my subordinates while dealing with issues	4	9	14	29	13	69	245	3.55
I often consider the suggestions/feedback from my subordinates before taking decisions for my any projects	1	3	2	29	34	69	299	4.33
I often provide guidelines to the team to successfully deliver any project	0	2	5	27	35	69	302	4.38
I depict a sense of authority and confidence for project management	3	4	11	21	30	69	278	4.03
I am involved in helping my team members to develop their strength	1	2	7	21	38	69	300	4.35
I often acknowledge my team members.	3	2	5	29	30	69	288	4.17
I am against “if it ain’t broke, don’t fix it”	11	13	20	10	15	69	212	3.07
Grand weighted mean								4.02

Table 12 shows that maximum number of respondents with the weighted mean score of 4.38 strongly agreed that they have an ability to direct their team members and often provide guidelines to their team to successfully deliver any projects. They also strongly agreed with the point that they often consider the suggestion/feedback from their subordinates before taking decisions in their project with the weighted mean score of 4.33. The respondents also strongly agreed that they involve themselves in helping their team members to develop their strength with the weighted mean score of 4.35 and depict a sense of authority and confidence for the project management with weighted mean of 4.03. With weighted mean score of 4.17, respondents strongly agreed that they often acknowledge their team members. Similarly with the weighted mean of 3.91 and 3.55 respondents agreed that they have an ability to motivate their team members and often consult with their subordinates while dealing with issues respectively. Also, the statement: I am against “if it ain’t broke, don’t fix it” was kept under neutral side by

respondents with the weighted mean value of 3.07. Overall, the grand weighted mean was 4.02.

4.1.12 Survey on communication skills

Communication skills being next independent variable of the study, it was necessary to understand the impact and relationship of communication skills in project management in banking. The perceived impact of communication skills for project management success rate in banking among bankers in Kathmandu valley was collected by asking them to provide their views regarding various given statements on communication skills. The evidence on this regard is presented in *Table 13*.

Table 13

Survey on communication skills

Statements	Ratings					Total responses	Weighted value	Weighted mean
	SDA	DA	N	A	SA			
While handling projects, I often talk to the team to understand the current scenario of project and team members.	0	1	2	25	41	69	313	4.54
My requirements for project management are easily understood.	3	4	33	19	10	69	236	3.42
Project managers ought to have excellent communication skills.	0	0	0	26	43	69	319	4.62
I believe that meetings are very important to overcome communication hurdles and improve performance level.	3	5	10	34	17	69	264	3.83
Communication media do not matter to make the communication effective in project management.	39	11	9	7	3	69	131	1.90
I believe that improving communication minimizes risks and maximizes chance of success rate in project management	2	4	11	34	18	69	269	3.90
Before starting a project, I communicate with stakeholders to negotiate and agree on specific deliverable.	3	5	13	27	21	69	265	3.84
I communicate clear expectations to my team members on the projects I have been involved.	0	1	3	25	40	69	311	4.51
I keep all the management committee up to date with regular meetings, emails and other updates regarding the projects I am handling.	8	12	18	14	17	69	227	3.29
Grand weighted mean								3.76

The tabulated responses of respondents in *Table 13* unfolds that that maximum number of respondents with the weighted mean score of 4.62 strongly agreed that project

managers ought to have excellent communication skills. They also strongly agreed with the point that while handling projects, they often talk to the team to understand the current scenario of project and team members with the weighted mean score of 4.54. The respondents also strongly agreed that they communicate clear expectations to their team members on the projects they have been involved with the weighted mean score of 4.51.With weighted mean score of 3.83, respondents agreed that they believe that meetings are very important to overcome communication hurdles and improve performance level. Similarly with the weighted mean of 3.90 and 3.84 respondents agreed that they believe that improving communication skills minimizes risks and maximizes chance of success rate in project management and before starting a project, they communicate with stakeholders to negotiate and agree on specific deliverable respectively. Consistently, the statement: My requirements for project management are easily understood and I keep all the management committee up to date with regular meetings, emails and other updates regarding the projects I am handling" was kept under neutral side by respondents with the weighted mean value of 3.42 and 3.29 respectively. Likewise respondent's strongly disagreed on the point that stated "communication media do not matter to make the communication effective in project management" with weighted mean of 1.90. However the grand weighted mean for the statements associated to the communication resulted at 3.76

4.1.13 Survey on project management

This study was focused on the impact of soft skills especially communication and leadership skills on project management success rate in banking within Kathmandu valley. Therefore the opinions on project management was collected by asking bankers particularly those who has handled and managed projects related to their work inside Kathmandu valley to provide their views regarding various given statements in relation with project management. The respondents rated the statements on the basis of their perception and judgment. The study used 5-point Likert scale to collect the stated information as per their choices ranked from strongly agree to strongly disagree where weighted mean of each choices was calculated. Strongly disagree was the least with 1 point, disagree consisted 2 points, 3 points for neutral opinion,4 points for agreed opinion and highest 5 points for strongly agreed opinions. The points were then tabulated as per their choices. The result and evidence on this regard is presented in

Table 14.

Table 14

Survey on project management

Statements	Ratings					Total responses	Weighted value	Weighted mean
	SDA	DA	N	A	SA			
Most of the projects managed by me have been successful.	5	8	11	35	10	69	244	3.54
Soft skills are the important factor for my project management success.	0	1	6	21	41	69	309	4.48
I consider communication skills as important factor for project management.	0	2	5	18	44	69	311	4.51
I don't consider leadership skills as important factor for project management.	39	17	10	3	0	69	115	1.67
Grand weighted mean								3.55

Table 14 reveals that majority of the respondents agreed with the statement most of the project managed by me have been successful with the weighted mean valueof 3.54 which means the success rate of project management of those respondents were satisfactory. Similarly, another statement, soft skills are the important factor for my project management success was strongly agreed by the respondents with the weighted mean value of 4.48. Also the statement I consider communication skills as important factor for project management was strongly agreed with weighted mean value of 4.51. The last statement I don't consider leadership skills as important factor for project management was strongly disagreed by majority of respondents with the weighted mean of 1.67 .And the grand weighted mean value for the dependent variable project management was found to be 3.55

4.1.14 Descriptive statistics of all the samples

Descriptive statistics are momentary informational coefficients that review, summarize a given data set, which can be either a representation of the entire population or a sample of a population. Descriptive statistics, in short, help describe and understand the features of a specific data set by giving short summaries about the sample and measures of the data. It helps to describe, show, and summarize the basic features of a data set found in a given study, presented in a summary that describes the data sample and its

measurements. It helps analysts to understand the data better. Descriptive statistics are generally broken down into measures of central tendency, measures of variability (spread) and measures of frequency distribution. Measures of central tendency include the mean, median, and mode, while measures of variability include standard deviation, variance, minimum and maximum variables, kurtosis, and skewness. Similarly measures of frequency distribution includes the occurrence of data within the data set (count). Here, *Table 15* summarized the result of descriptive statistics of the variables under study using measures of central tendency and variability. The table depicts the descriptive statistics using mean, median, mode, standard deviation and variance of the variables under study of all sample respondents. Communication skills and leadership skills being independent variable and project management success rate being dependent variable

Table 15

Descriptive statistics of all the samples

Variables/Statistics	N	Mean	Median	Mode	Std.Deviation	Variance
Leadership skills	69	4.02	4.06	4.56	0.93	0.86
Communication skills	69	3.76	4	3.67	0.85	0.72
Project management	69	3.51	3.88	3.75	0.78	0.61

The *Table 15* reveals the descriptive status for the whole sample collected from the respondents of banks inside Kathmandu valley. It is found that mean value for the independent variable: leadership skills to be highest among othervariables with the mean 4.02 followed by other independent variable: communication skills with mean value of 3.76 and then the dependent variable: performance management (success rate) with mean value of 3.51. Similarly, the mid value for leadership skills is found to be highest among the variables with the value of 4.06 followed by communication skills with mid value of 3.76 and then the dependent variable performance management with mid value of 3.51. The repeated value which we call mode is also found to be highest for leadership skills with 4.56 followed by performance management with 3.75 and then the communication skills with the mode value of 3.67. Standard deviation and variance is also found to be highest for leadership skills with the value of 0.93 in

standard deviation and 0.86 in variance followed by communication skills with the value of 0.85 in standard deviation and 0.72 in variance and then the dependent variable performance management with standard deviation of 0.78 and variance with 0.61.The statistical value of leadership skills was found to be higher than the other independent variable communication skills and dependent variable project management from the descriptive analysis conducted here.

4.1.15 Correlation analysis

Correlation analysis helps to discover if there is a relationship between two variables/data sets, and how strong that relationship may be. Correlation analysis is a method of statistical assessment used to study the strength of a relationship between two, numerically measured, continuous variables. This specific type of analysis is useful when a researcher wants to establish if there are possible connections between variables. It is often misunderstood that correlation analysis determines cause and effect; however, this is not the case because other variables that are not present in the research may have impact on the results. The *Table 16* depicts the correlation analysis of the major variables under the study among respondents conducted within the banks of Kathmandu valley. The correlation analysis was conducted for the whole sample in kin with both dependent and independent variable to find out their relationship among dependent ad independent variables. Since the correlation analysis helps to find out the relationship between the variables under study, the analysis was undertaken between the different determining factors of the study to analyze the actual relationship of soft skills and the project management success rate that was conducted in banking sector inside Kathmandu valley. The independent factors of the project management success rate which is dependent variable studied in this research and surveyed are leadership skills and communication skills.

Tables 16

Relationship between variable for all the samples

The sample included all the accurate 69 respondents collected from bankers inside Kathmandu valley based on leadership skills, communication skills and project management. All variables were defined as described in chapter I. The table presents correlation analysis of whole sample. The values in parentheses are p-value.

Variables		Leadership skills	Communication skills	Performance management
Leadership skills	Pearson Correlation	1		
	Sig. (2-tailed)			
Communication skills	Pearson Correlation	.971**	1	
	Sig. (2-tailed)	(0.000)		
Project management	Pearson Correlation	.975**	.971**	1
	Sig. (2-tailed)	(0.000)	(0.000)	

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

The *Table 16* characterizes the correlation analysis of the variables under study within Kathmandu among bankers which is conducted for the whole sample within the Kathmandu valley. As shown in the table, the relationship between leadership skills and project management is found to be positive .The correlation for the samples between leadership skills and project management is observed to be positive and significant at 99 percent confidence level with the correlation coefficient of 0.975 that means the leadership skills relates the project management in a positive way. Similarly, the relationship between communication skills and project management is also found to be positive and significant at 99 percent confidence level with the correlation coefficient of 0.971, which means the communication skills also relates the project management in a positive way. As a whole, the correlational analysis shows both the independent variables: leadership skills and communication skills have positive and significant relationship in project management in banking inside Kathmandu valley which means if the supervisors, managers and the project handlers of the banks have higher leadership and communication skills, there will higher success rate in their project management.

4.1.16 Regression Analysis

Regression analysis helps to find out the impact of independent variables on the dependent variable. It is a powerful statistical method that allows you to examine the impact between two or more variables of interest. It can be utilized to assess the strength of the relationship and impact between variables and for modeling the future relationship between them. While there are many types of regression analysis, at their core they all examine the influence and impact of one or more independent variables on a dependent variable. Here the regression analysis is conducted for the whole sample

in the study. It finds out the impact of each and every independent variable on the dependent variables taking one at a time as well as taking all the variables at a time when conducting the regression analysis. In the study, regression analysis is done for the two different soft skills i.e. leadership skills and communication skills and their impact on project management success rate among banks inside Kathmandu valley. The regression analysis to understand impact of communication skills and leadership skills (soft skills) in project management success is presents under *Table 17*. Project management being the dependent variable.

Table 17

Impact of variables for all samples

The sample included all the accurate 69 respondents collected from bankers inside Kathmandu valley based on leadership skills, communication skills and project management. All variables were defined as described in chapter I. The table presents correlation analysis of whole sample. The values in parentheses are p-value.

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig.	F	Sig.	Adjusted R^2
	B	Std. Error	Beta					
(Constant)	0.182**	0.088		2.069	0.042			
Leadership skills	0.518**	0.093	0.421	3.796	0.000	779.288	0.00	0.958
Communication skills	0.352**	0.102	0.565	5.094	0.000			

Dependent Variable: Project management
** Regression is significant at the 0.01 level (2-tailed).

As depicted in *Table 19* project management is used as dependent variable and leadership skills and communication skills are termed as independent variables. After introducing all the variables under study, the impact of leadership skills is found to be positive and significant at 99 percent confidence level. The coefficient with 0.518 of leadership skills shows that increase in leadership will cause increase in success rate of project management. The impact of communication skills is also found to be positive and significant at 99 percent confidence level with the coefficient of 0.352. The increase in level of communication skill increases the level of project management as well. Majority of bankers handling projects in their work indicated that both the soft skills leadership and communication skills are very influential factors project management

success in banking. R^2 equals 95.8 percent which shows there is 95.8 percent variations in project management due to leadership and communication skills. As a whole the regression analysis showed that both leadership and communication skills has positive and significant impact on the project management which helps to build the success rate of project management positively as well. Higher the communication and leadership skills, higher their impact on project management and the success rate in banking within Kathmandu valley.

4.2 Discussion

The research adopted UTAT model to identify the impact of soft skills i.e. leadership skills and communication skills for project management success rate in banking situated in Kathmandu as per the purpose of the study. The study was done using questionnaire method taking the opinions of bankers mainly of the 4 banks inside Kathmandu valley who has undertaken a project in their work.

Results obtained from the data analysis for Leadership skills and Communication skills both has positive and statistically significant relationship with project management success rate in banking and also has positive impact on project management success rate in banking within in Kathmandu valley area. It testified that soft skills are most effective necessity for handling a project. Thus, it provides benefits that can be perceived by the managers, supervisors as the availability for their success in management of project in workplace. If respondents feel that improving soft skill improves their performance and their project management, they are more motivated to enhance the soft skills. The result of the study is consistent with Jena (2012) which observed soft skills i.e. communication, self-motivation, leadership as critical traits for one's career growth which helps the project manager to have strategic vision, self-confidence, courage, execution and drive for results as his core competencies that enables their success rate in project management which can be relate with positive relationship and impact of both soft skills with project management. The results of study also confirms Sukhoo, Barnard, Eloff, Poll and Motah (2005) as they observed soft skills as a attributes of the software project manager that require a high level of activation during the different phases of a project management which implies with positive impact and relationship of soft skills with project management .

The results of this study also support the notion of Azim, Gale, Wright, Kirkham, Khan and Alam (2010) which states that soft skills are important in managing complex projects. The result of the study also supports the statement of Gulati (2021) which explored that communication, team management, negotiation, human resource management, professional and ethical, political and cultural awareness, conceptual, leadership, active listening, motivational, conflict management and people skills are the key soft skills required of a project manager to manage their team and lead them towards project success. The result is also consistent with the other article of Baroudi, Gulati and Gunawan (2020) which found that soft skills of the project manager have an impact on team management, team's performance and project success that simply implies the positive relationship and impact of soft skills with project success. The result resembled with the study Zuo, Zhao and Gao (2016) which showed that soft skills of project managers significantly contributed to project success factors and hence the project success that shows positive impact and relationship of soft skills for project success and management.

The positive and significant relationship and impact of leadership skills with project management success rate also relates with the study Rogo, Rarasati and Gumuruh (2019) which explained that transformational leadership and soft skills on project managers will help to excel in project management, and also be more likely to get the best performance such as financial performance, organizational commitment, job satisfaction, safety culture and innovation from their construction team. Also the result of leadership skills correlated with the study Adams (2016) that explored technical skills and the leadership skill have correlation among with each other in project management and with good leadership skill (soft) project manager will surely have the best result. Likewise, the positive relationship and impact of communication skills with project management is consistent with Tahir (2019) which indicated that among the soft skills, communication skills, team building skills, and problem solving skills are the most important soft skills which have significant influence on project success in construction industry.

CHAPTER V
SUMMARY AND CONCLUSION

5.1 Summary

The purpose of study is to explain the impact of soft skills for project management success rate in banking situated in Kathmandu. The study aims to examine the relationship and impact between the independent variables: leadership skills and communication skills and dependent variable: project management (success rate) in banking within valley. It employs various quantitative statistical tools and techniques to determine the impact of soft skills on project management such as descriptive, correlational and causal research designs. For this purpose primary data was collected and analyzed in systematic way to derive the findings. In the study, the data was collected through structured questionnaire and analyzed using mean, median, mode, standard deviation, variance, correlation and regression. *Annex 2* depicts the summary of hypotheses test. On the basis of data analysis, the major findings of the study are as follows:

1. The relationship between leadership skills and project management is found to be positive. The correlation for the samples between leadership skills and project management is observed to be positive and significant at 99 percent confidence level with the correlation coefficient of 0.971 that means the leadership skills relates the project management in a positive way.
2. There is positive relationship between communication skills and project management. The relation is found to be positive and significant at 99 percent confidence level with the correlation coefficient of 0.975, which means the communication skills also relates the project management in a positive way.
3. The impact of leadership skills is found to be positive and significant at 99 percent confidence level. The coefficient with 0.352 of leadership skills shows that increase in leadership will cause increase in success rate of project management.
4. There is positive impact of communication skills on project management. The impact is found to be positive and significant at 99 percent confidence level with the coefficient of 0.518. This showed the increase in level of communication skill increases the level of project management and its success rate as well.

5. Various soft skills i.e. communication skills, leadership skills, team building, coordination skills, interpersonal skills are identified that are required for project management. Out of which leadership skills is respondent first choice and ranked one, with the mean weight value of 2.25 and communication skills is ranked two by the respondents with the mean weight value of 2.29 as the most impactful soft skills for project management success.
6. As per ranking questions leadership skill is termed as most impactful and having the most the success of project management in banking within the valley with majority of 67 respondent's i.e. 97.11 percent having positive choice on leadership skills. Similarly 65 respondents i.e. 94.21 has chosen communication skill positively as the impactful and responsible soft skill for the success of project management. Likewise, the result of correlational and regression model also showed that leadership skill (0.975 and 0.518) is more influential than communication skills (0.971 and 0.352).
7. All the results from the ranking, yes/no questions, correlational, regression, mean, median, mode and standard deviation, the study answered that soft skills very keenly effect the project management success in banking.

5.2 Conclusion

With the aim to evaluate and explore the relationship, and examine the impact of the independent variables: leadership skills and communication skills and dependent variable: project management, the descriptive, correlational, and casual research design have been applied and the primary data is used for the analysis. The data has been collected through the structured questionnaire that was personally administered to the respondents. The study was conducted on 85 bankers outof which 69 bankers constituted the sample size. In this study, data was evaluated using mean, median, mode, standard deviation, variance, and correlation and regression analysis.

The data analysis shows the relationship between project management and its determinants. The study has come to a conclusion that leadership skills and communication skills have positive as well significant relationship with project management which helps to increase its success rate in banking sector within valley. Similarly both leadership and communication skills have positive impact on project management success rate as well. As per the results of ranking question, leadership skills

is regarded as the first important and impactful soft skills for project management. Communication skills is ranked two as second important and impactful soft skill by the respondents of the study. Respondents ranked third important and impactful soft skill for coordination skills. Team building and interpersonal skills are ranked as the fourth and fifth important and impactful soft skills for project management respectively. From the test results of linear regression model, it can be seen that the overall model is fit. It shows significant and positive impact of leadership skills and communication skills on project management. Factors based on a significant scale in a sequence level leadership skills (0.352) and communication skills (0.518) which showed that communication skills to be the highest influencing factors towards project management and leadership skills is perceived as the second most influential factor for project management success. Similarly from the test results of correlational model as well communication skill (0.975) was explored more influential than leadership skill (0.971) on project management success rate in banking within Kathmandu valley. Both the results of correlational and regression model differed from the results of ranking and other survey question where leadership skill was the first choice and communication skill was second choice. The study tried to validate the UTAT model for project management executed by bankers of Kathmandu valley. All the variables are confirmed in accordance with the model.

5.3 Implications

There are various factors that contribute to the project management in banking. This study focuses on some of the major factors and impact of soft skills to carry out the project management successfully. This study will help bankers especially those leading their respective projects, campaigns to design, organize and implement the soft skills to achieve success in their work. This will benefit supervisors, department heads, managers to blend soft skill and hard skills to improve the success rate in their project management. The study will be fruitful to project managers to interact with their subordinates in their workplace and with customers, external stakeholders and so to achieve success in their respective assigned projects and campaigns.

The results of this study will have important implications and it is believed to be helpful for the banking as well as other various sector where project is carried out. Since the study and data is focused on banking, this sector should evaluate all the

variables that directly or indirectly affect the project management carried out on the workplace. The findings of the study will guide to conduct a study that examines all aspects i.e. need, challenges, tools and issues of soft skills required for the success of project management. The study will also help to increase cultivation of soft skills among bankers by exploring the soft skills needed in the banking industry and improving those soft skills' educational tools in their projects. It will help project managers to have strategic vision, self-confidence, courage, execution and drive for results as his core competencies by balancing both soft and hard skills in their projects. Similarly, the study will help to explore soft skills training in order to develop and improve their negotiation, stress and conflict management, leadership, communication and teamwork skills required in every aspect and business unit to run the project undertaken successfully. Likewise, it will help managers to identify and select people who not only excel in project management, but will also be more likely to get the best performance such as financial performance, organizational commitment, job satisfaction, safety culture and innovation from their construction team.

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ANNEXURE

Annex 1

Questionnaire on "Impact of soft skills for project management success rate in banking situated in Kathmandu"

Dear respondent,

I am the student of Masters of Business Studies (MBS) at People's Campus. Currently I am working on my dissertation, where my topic is "Impact of soft skills for project management success rate in banking situated in Kathmandu". This questionnaire is a fundamental part of my research and I would be very thankful if you would take your time and answer this. The questionnaires are anonymous and the results will be treated accordingly. Thank you in advance!

Regards,
Zenith Singh Rajbanshi
People's Campus

Part A: Demographic Composition

Directions: Please select the best option that describes you.

Name (Optional):_____

Gender: a. Male b. Female

Age: ____ years

Education: a. Bachelor b. Masters

Basic and variables related information

1. What are important soft skills required for success in project management in banking?
   a. Communication skills b. Leadership skills c. Team building
   b. Coordination skills e. Interpersonal skills d. All of the above

S.No.	Questions	Responses	
		Yes	No
2.	Have you been assigned as a project supervisor of any of the projects in your department/Branch yet?		

3.	Is project management an easy job for you?		
4.	Does communication skill impact on project management success rate?		
5.	Does leadership skill impact on project management success rate?		

6. Please rank the below soft skills in order of impact they have on project management success where 1 is the most important and 5 is the least important.

Communication skills ☐

Leadership skills ☐

Team building ☐

Coordination skills ☐

Interpersonal skills ☐

7. Which of the following features/factors of soft skills impacts the project management success rate in banking? Please tick the statements of your choice. (Multiple answers accepted)

- ☐ Soft skills help to understand how team works and how to lead/carry out the project. ☐
- ☐ Soft skills help to interact with customers, clients ,team members and associated stakeholders. ☐
- ☐ Soft skills help project managers to work and perform well in suitable environment. ☐
- ☐ Soft skills helps to work under pressure and manage time as well ☐

Following are the soft skills used to understand its impact for project management success rate in banking. Please tick a right mark to reflect your opinion that shows the level of disagreement or agreement at the end of each statement. The answers provided to the statements will be measured on Likert scale. The 5 point measurement scale with explanation is below:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree

S.No.	Items	Responses				
8	**Leadership skills**	1	2	3	4	5
8.1	I have an ability to direct my team members					
8.2	I have an ability to motivate my team members.					
8.3	I often consult with my subordinates while dealing with issues.					
8.4	I often consider the suggestions/feedback from my subordinates before taking decisions for my any projects					
8.5	I often provide guidelines to the team to successfully deliver any project.					
8.6	I depict a sense of authority and confidence for project management.					
8.7	I am involved in helping other team members to develop their strength.					
8.8	I often acknowledge my team members.					
8.9	I am against "if it ain't broke, don't fix it".					
9	**Communication skills**	1	2	3	4	5
9.1	While handling projects, I often talk to the team to understand the current scenario of project and team members.					
9.2	My requirements for project management are easily understood.					
9.3	Project managers ought to have excellent communication skills.					
9.4	I believe that meetings are very important to overcome communication hurdles and improve performance level.					
9.5	Communication media do not matter to make the communication effective in project management.					
9.6	I believe that improving communication minimizes risks and maximizes chance of success rate in project management					
9.7	Before starting a project, I communicate with stakeholders to negotiate and agree on specific deliverable.					
9.8	I communicate clear expectations to my team members on the projects I have been involved.					
9.9	I keep all the management committee up to date with regular meetings, emails and other updates regarding the projects I am handling.					
10	**Project management**	1	2	3	4	5
10.1	Most of the projects managed by me have been successful.					
10.2	Soft skills are the important factor for my project management success.					
10.3	I consider communication skills as important factor for project management.					
10.4	I don’t consider leadership skills as important factor for project management.					

Annex 2

Result of hypotheses test

Hypotheses	Results	Tools	Significance level
H_{01}: There is no negative relationship between communication skills and project management success.	Accepted	Correlational analysis	0.01
H_{02}: There is no negative relationship between leadership skills and project management success.	Accepted	Correlational analysis	0.01
H_{03}: There is no positive relationship between communication skills and project management success.	Rejected	Correlational analysis	0.01
H_{04}: There is no positive impact between leadership skills and project management success.	Rejected	Regression analysis	0.01
H_{05}: There is no positive impact between communication skills and project management success.	Rejected	Regression analysis	0.01
H_{06}: There is no positive impact between leadership skills and project management success.	Rejected	Regression analysis	0.01

IMPACT OF SOFT SKILLS FOR PROJECT MANAGEMENT SUCCESS RATE IN BANKING SITUATED IN KATHMANDU

A Proposal submitted to the Office of the Dean, Faculty of Management,
in partial fulfilment of the requirements for the Degree of
Masters of Business Studies

by

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Kathmandu

January, 2023

1. Background of the study

Project management is a very crucial area of business management. Better the project management, better is business management. A project manager is liable to make project management effective and efficient. Hence, a project manager is also one of the factors that depend on the success or failure of a project he/she is involved in. Project management is the application of processes, methods, knowledge, skills and experience to achieve the project objectives. (Association for Project Management Body of Knowledge, 2012). Educational qualification of an individual alone is not sufficient for a project manager to give his best and this applies to all the industries, be it on a banking sector or IT industry or a construction sector.

The aim of this research is to study the importance of soft skill in banking industry. Banking industry is one of the growing industries in the context of Kathmandu and the competition to sustain and be the leader in the marketplace is also getting tougher day by day. It is obvious that technical skills are must for a Banking company to grow. Technical is the skill that all the banks possess and this skill alone cannot make any bank survive in the cut-throat environment. So another leap to make a company foster is to have extraordinary project management skills. It is known that in addition to the diligence in project management, a project manager ought to have skills in communication, leadership, a good convincing skill to make any project success.

Kate (2001) spotted out the gap between project management and soft skills. He stated that many projects do not fail because of wrong Gantt chart or PERT or CPM but due to lack of soft skills. He asserted that the ability to practice soft skills such as effective communication, stakeholder management, problem-solving capacity, decision-making ability, motivating the team etc. enhances the success rate of a project exponentially. According to the research carried out at the University of Arkansas, some of the organizations like Polaris, Sun Microsystems and Mastek have realized the need of soft skills and they are emphasizing on these skills in their training agenda as well.

2. Problem statement

The study will be directed towards answering the following questions:

1. What are the various soft skills required for effective and successful project management in banking?

2. Does soft skills effect the project management success in banking?
3. What is the relationship of communication and leadership skills with performance management success in banking?
4. What is the impact of communication and leadership skills with performance management success in banking?

3. Objectives of the study

The major objective of the study will be to determine the impact of soft skills in project management success rate in banking. The specific objectives of the study will be as:

1. To identify soft skills for effective and successful project management in banking.
2. To analyze the effect of communication and leadership skills in successful project management in banking
3. To investigate the relationship of communication and leadership skill with project management success in banking.
4. To determine the impact of leadership and communication skills with project management success in banking.

4. Hypotheses of the study

Following are the hypotheses that are proposed to assess the impact of soft skills on success rate of project management in banking:

H_{01}: There is no negative relationship between communication skills and project management success.

H_{02}: There is no negative relationship between leadership skills and project management success.

H_{03}: There is no positive relationship between communication skills and project management success.

H_{04}: There is no positive impact between leadership skills and project management success.

H_{05}: There is no positive impact between communication skills and project management success.

H_{06}: There is no positive impact between leadership skills and project management success.

5. Rationale of the study

The result obtained from the study will be helpful especially to a project manager to understand how soft skills can play a vital role in enhancing the project management success rate in banking industry. Furthermore, it will also help the researchers and concerned members understand how integrating soft skills with hard skills will result in drastic improvement of projects.

6. Limitations of the study

The major limitation of the study will be as follows:

1. The study will be broadly based on the primary source of data. Hence, the accuracy of the conclusions of the study will be directly dependent upon the accuracy of the information provided by the respondents.
2. The study will be only limited to few banks of Kathmandu valley and within limited time period. Therefore, the study did not include respondents from all over Nepal.
3. The study will be based on the assumption of linear regression between the independent and dependent variables. The study excluded the non-linear regression assumption.
4. Though various soft skills, only two of them i.e. communication skills and leadership skills will be considered as independent variables in the entire study.

7. Chapter plan

This study will be into five Chapter viz. introduction, literature review, research methodology, analysis and discussion, and summary and conclusion. The first chapter will deal with introduction part of the study. It will include background of the study, problem statement, objectives of the study, hypotheses of the study, rationale of the study, limitation of the study and chapter plan of the study. The second chapter will contain theoretical review and empirical review. The third chapter will deal with

research framework and definition of the variables, research design, population and sample, and sampling design, nature and sources of data, and the instrument of the data collection and methods of analysis. The fourth chapter will present the analysis of the data and discussion in the form of various tables and figures and the fifth chapter is about summary and conclusion. Finally, an extensive references and annexure will be at the end of the study.

8. Theoretical review

Theoretical review generally helps to establish what theories that already exist, the relationship between them, to what degree the existing theories have been investigated and sometimes to develop new hypothesis to be tested. Among various available theories two theories are studied in this research .The theories that are reviewed in this study are: Situational theory of Leadership and Berlo's SMCR Model of Communication.

8.1 Situational theory of leaderships

Situational leadership basically means being able to control outcomes because you are able to effectively influence your organization in all directions: upwards, across and down. You think proactively and consider how your subordinates will react. Situational leadership theory is often referred to as the Hersey-Blanchard Situational Leadership Theory, after its developers, Dr. Paul Hersey and Kenneth Blanchard. They characterized leadership style in terms of the amount of task behavior and relationship behavior that the leader provides to their followers. The Situational Leadership methodology is based on the relationship between leaders and followers and provides a framework to analyze each situation based on the Performance Readiness Level that a follower exhibits in performing a specific task, function or objective. Then, based on the leader's diagnosis, the necessary amounts of relationship behavior and task behavior are applied and communicated to the follower in order to support their needs and advance development. The Situational Leadership Model is a timeless, repeatable framework for leaders to match their behaviors with the performance needs of the individual or group that they are attempting to influence. According to this theory, the most effective leaders are those that are able to adapt their style to the situation and look at cues such as the type of task, the nature of the group, and other factors that might contribute to getting the job done.

8.2 Berlo's SMCR model of communication

David Berlo's SMCR Model of Communication represents the process of communication in its simplest form. In 1960, David Berlo expanded on this linear communication model and created the SMCR Model of Communication. Berlo's SMCR Model of Communication (1960) describes the different components that form the basic process of communication. Because this communication tool also emphasizes the coding and decoding of the message, it can be used for more efficient communication. Berlo's SMCR Model of Communication includes four components that describe the communication process. The different components in the model are influenced by various factors. They are sender, message, channel and receiver. The sender of the message is the source who creates and sends the message to the receiver. The source is the start of the communication process and is the person who encodes the message. Factors that may influence the sender are also applicable to the receiver.

9. Empirical review

The study will review some of the articles on related subject matter in order to have the detail analysis and identify the explanatory and outcome variables related to the subject. The summary of the major articles on this subject matter along with their major findings is presented in the *Table 1*.

Table 1

Review of empirical studies

Study	Major Findings
Paladugu (1991)	• Identified that to gain a complete understanding of soft skills which are necessary for project management it is necessary to conduct a study that examines all aspects i.e need, challenges, tools and issues of soft skills.
Sukhoo et al., (2005)	• Observed soft skills as a attributes of the software project manager that require a high level of activation during the different phases i.e initiating ,planning, executing, controlling and closing of a project have to be defined and then considered at the right time
Azim et al.,(2010)	• Found Analysis of responses highlights "people" issues as the main factor contributing to project complexity and the importance of soft skills in managing complex projects.
Marando (2012)	• Explored that the fundamental assumption required to be most effective project managers they need to have balanced hard skills and soft skills.

Mahasneh (2016)	• Showed soft skills instructional curriculum that aims to increase cultivation of soft skills among construction students by exploring the soft skills needed in the construction industry and improving the soft skills educational tools in construction schools.
Zuo, et al., (2016)	• Confirmed Four-dimensional structure of project success factors. Showed that soft skills of project managers significantly contributed to project success factors and hence the project success.
Adams (2016)	• Found technical skills and their soft skills have correlation among with each other in project management, Only in combination of leadership skill (soft) and technical skill (hard) will the project manager have the best result

10. Research framework and definition of variables

The research framework is shown in *Figure 1* below.

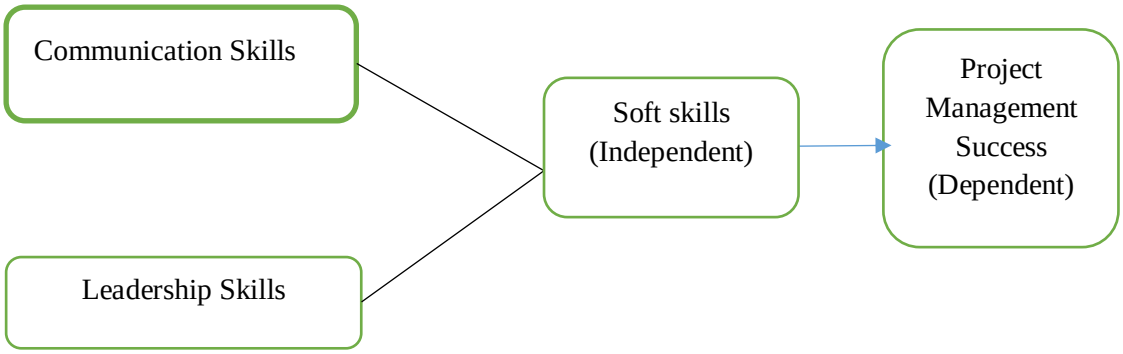

Figure 1. Research Framework of the study

There are various variables that will be used in the study in the form of the dependent and independent variables. The definition of each variable that will be used in this study are given below:

10.1 Project management Success

Even though many researchers have researched on the topic of project management success, the concrete criteria to achieve it still remains vague. Despite the studies and papers on project success, the generally accepted definition has not yet been built up. One of the criteria for achieving project success is the possession of soft skills by project managers and pieces of literature also demonstrates that there is a close connection between soft skills of a project manager and the project. Shi and Chen (2006) recognized communication as one of the major most compelling motivation for project success. It is hence obvious that almost all literature recognize communication as

delicate aptitude needed by project managers. Nevertheless, Englund (2013) stated that the most important skill to achieve project success was humor. In spite of the fact that Newton (2013) considers communication to be an approach to talk and get data. Briner, Hastings and Geddes (2019) consider communication to be an approach to keep the team and stakeholders informed and thereby increasing the chance of project success.

10.2 Communication skills

One of the important soft skills that any project manager should possess is communication skills. Communication skills include oral communication, comprehensive skills and written communication. Shi and Chen (2006) stated that oral communication skills are the capability to communicate proficiently, and the capacity to make an efficacious presentation. Written communication is defined as capability to communicate effectively and efficiently via documentation, letters and reports. Comprehensive skills refer to the ability to understand the implicit and explicit meanings of documents or situations or stakeholders. Many projects fail as a result of lack of communication skills in the project manager. Belout and Gauvreau (2004) indicated that some of the major causes of project failure are developer's misunderstandings, team conflicts and poor relationship among the team members. Transparency in communication is important and emphasis must be given to two-way communication. Transparent communication from top-level authority helps the top level management to get feedback and improve the way they work. As many organizations have now understood the importance of communication in project management to enhance the success rate, the project managers and the employers are now adhering to the communication skills to achieve success in projects.

10.3 Leadership skills

Leadership skills are the strengths and abilities individuals demonstrate that help the oversee processes, guide initiatives and steer their employees toward the achievement of goals. Leadership skills are an essential component in positioning executives to make thoughtful decisions about their organization's mission and goals, and properly allocate resources to achieve those directives. Valuable leadership skills include the ability to delegate, inspire and communicate effectively. Other leadership traits include honesty, confidence, commitment and creativity. In sector like banking and information

technology, executives are often required to be a jack-of-all-trades. In addition to being able to plan strategically, their leadership skills must also be directed towards risk management, disaster recovery, compliance and other aspects of data governance which will help to increase the success rate of their respective projects.

11. Research design

The research design adopted in this study will consist of correlational, descriptive and causal comparative research designs to deal with the various issues raised in this study. Descriptive research will include surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research will be description of the state of affairs as it exists at present. Similarly correlational research design will be selected for the study to examine the relationship between the dependent variable and the independent variables under this study. The causal-comparative research will investigate the possible causes and impact affecting a particular situation by observing existing consequences and searching for the possible factors leading to the results.

12. Population and sampling procedure

The population is the collection of whole units that researcher are interested in knowing about. In this research, I will be acquiring information from the project managers, supervisors and department heads who have handled, run, implemented and executed the project, campaigns in their workplace of four banks situated within Kathmandu valley. Hence, managers of banking industry situated in Kathmandu will be the target population for this research. Kathmandu will the location for sampling and questionnaires will be distributed to the project managers and department heads of banking institution situated in Kathmandu.

13. Nature and sources of data

This research will be based upon primary data that will be collected by distributing the questionnaires related to both dependent and independent variables among the bankers especially those who have undertaken project management in their work. The primary source of the data will be used to determine the perception of the managers and department heads of banks regarding the importance of soft skills to increase the project management success rate in banking inside Kathmandu.

14. Methods of analysis

Various statistical tools like mean, median, mode, standard deviation, correlation, linear regression will be used for analyzing the data with the main objective of comprehending the impact and relationship of communication skills and leadership skills on project success rate in banking in Kathmandu listed below.

14.1 Mean

Mean is the average of all numbers and is sometimes called the arithmetic mean.To calculate mean, add together all of the numbers in a set and then divide the sum by the total count of numbers. In this research the mean will used to calculate the mean age of respondents, to analyze questionnaire data such as; what alternative did the respondents selected at an average, this will give us the average of all scores, average age, average number of people opting in yes or no in the screening questions etc. It will be calculated through following formula:

$$Mean = \sum fx/N$$

Where, X= Value of responses of each independent or dependent variable

N= Number of statements

14.2 Median

The median in this research will used to calculate the middle score for the data set based on their magnitude .It will also be used to calculate the middle point of the ordinal scale inputs namely, questions of Likert scale. The formula for the median is as follow:

$$Median\ (Md) = {}^{(N+1)}/_{2}\ th\ term$$

Where, N= Number of statements

14.3 Mode

This will be used to find the value that appears most often in a set of data. The mode of a discrete probability distribution is the value *x* at which its probability mass function takes its maximum value. In this study, mode was calculated to find out the most repeated responses in Likert scale question and was calculated on the responses of

whole sample.

14.4 Standard deviation

Standard deviation is a measure that is used to quantify the amount of variation or dispersion of a set of data values. A low standard deviation indicates that the data points tend to be close to the mean (also called the expected value) of the set, while a high standard deviation indicates that the data points are spread out over a wider range of values. Standard deviation is the most useful index of variability; it tells us the variability or spread of the distribution. In this study standard deviation will calculated for the responses provided in Likert scale for all samples. It will be calculated as follow:

$$\sigma = \sqrt{\frac{(X - \bar{X})^2}{N}}$$

Where, X= Value of responses of each dependent or independent variable

$\bar{X}$ = Mean value of responses of each dependent or independent variable

N= Number of responses

14.5 Correlation analysis

The study will perform correlation analysis to determine and find out the relationship between different variables. Correlation was calculated by using following formula.

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{n\sum x - (\sum x)^2}\ \sqrt{n\sum y - (\sum y)^2}}$$

Where, n = Number of responses

x = Value of independent variable

y = Value of dependent variable

14.6 Regression analysis

The study will employ regression analysis to explore the impact of independent variables on project management. The equation model is as:

$Y = a + b_1X_1 + b_2X_2$

Where,

Y = Project management success

a = Intercept

X_1 = Communication skills

X_2 = Leadership skills

b_1 = Coefficient of communication skills

b_2 = Coefficient of leadership

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ANNEXURE

Annex 1

Questionnaire on "Impact of soft skills for project management success rate in banking situated in Kathmandu"

Dear respondent,

I am the student of Masters of Business Studies (MBS) at People's Campus. Currently I am working on my dissertation, where my topic is "Impact of soft skills for project management success rate in banking situated in Kathmandu". This questionnaire is a fundamental part of my research and I would be very thankful if you would take your time and answer this. The questionnaires are anonymous and the results will be treated accordingly. Thank you in advance!

Regards,
Zenith Singh Rajbanshi
People's Campus

Part A: Demographic Composition

Directions: Please select the best option that describes you.

Name (Optional):_____

Gender: a. Male b. Female

Age: _____ years

Education: a. Bachelor b. Masters

Basic and variables related information

1. What are important soft skills required for success in project management in banking?
   a. Communication skills b. Leadership skills c. Team building
   b. Coordination skills e. Interpersonal skills d. All of the above

S.No.	Questions	Responses	
		Yes	No
2.	Have you been assigned as a project supervisor of any of the projects in your department/Branch yet?		

3.	Is project management an easy job for you?		
4.	Does communication skill impact on project management success rate?		
5.	Does leadership skill impact on project management success rate?		

6. Please rank the below soft skills in order of impact they have on project management success where 1 is the most important and 5 is the least important.

Communication skills ☐

Leadership skills ☐

Team building ☐

Coordination skills ☐

Interpersonal skills ☐

7. Which of the following features/factors of soft skills impacts the project management success rate in banking? Please tick the statements of your choice. (Multiple answers accepted)

- ☐ Soft skills help to understand how team works and how to lead/carry out the project. ☐
- ☐ Soft skills help to interact with customers, clients ,team members and associated stakeholders. ☐
- ☐ Soft skills help project managers to work and perform well in suitable environment. ☐
- ☐ Soft skills helps to work under pressure and manage time as well ☐

Following are the soft skills used to understand its impact for project management success rate in banking. Please tick a right mark to reflect your opinion that shows the level of disagreement or agreement at the end of each statement. The answers provided to the statements will be measured on Likert scale. The 5 point measurement scale with explanation is below:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree

S.No.	Items	Responses				
8	**Leadership skills**	1	2	3	4	5
8.1	I have an ability to direct my team members					
8.2	I have an ability to motivate my team members.					
8.3	I often consult with my subordinates while dealing with issues.					
8.4	I often consider the suggestions/feedback from my subordinates before taking decisions for my any projects					
8.5	I often provide guidelines to the team to successfully deliver any project.					
8.6	I depict a sense of authority and confidence for project management.					
8.7	I am involved in helping other team members to develop their strength.					
8.8	I often acknowledge my team members.					
8.9	I am against "if it ain't broke, don't fix it".					
9	**Communication skills**	1	2	3	4	5
9.1	While handling projects, I often talk to the team to understand the current scenario of project and team members.					
9.2	My requirements for project management are easily understood.					
9.3	Project managers ought to have excellent communication skills.					
9.4	I believe that meetings are very important to overcome communication hurdles and improve performance level.					
9.5	Communication media do not matter to make the communication effective in project management.					
9.6	I believe that improving communication minimizes risks and maximizes chance of success rate in project management					
9.7	Before starting a project, I communicate with stakeholders to negotiate and agree on specific deliverable.					
9.8	I communicate clear expectations to my team members on the projects I have been involved.					
9.9	I keep all the management committee up to date with regular meetings, emails and other updates regarding the projects I am handling.					
10	**Project management**	1	2	3	4	5
10.1	Most of the projects managed by me have been successful.					
10.2	Soft skills are the important factor for my project management success.					
10.3	I consider communication skills as important factor for project management.					
10.4	I don’t consider leadership skills as important factor for project management.					