

Investigating Project Success in Context of Interpersonal Conflicts and Culture at Software Houses

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Abstract. I.T industry is playing a vital role in the development of Pakistan. Well developed countries are outsourcing their projects to Pakistan due to economical workforce due to which I.T industry in Pakistan is developing day by day. Along with these developments employees in organizations belong to different backgrounds, cultures and experiences which play a role in determining their personalities. When employees fail to accept or understand the differences in each others personalities, conflicts arise in the workplace due to which team environment gets disturbed, having negative impact on projects. This study explores the reasons behind the Task Conflict, Relationship Conflict along with moderation effect of Organization Culture and their impact on Project Success. The study suggests possible solutions regarding how these conflicts can be minimized and how we can minimize the impact of conflicts on projects; in order to increase the project success rate in I.T industry which is too low according to different surveys performed by well known organizations.

1 Introduction

According to an IBM study, only 40% of I.T projects meet schedule, budget and quality goals, so 60% of projects get failed due to overrun of schedule, budget and quality. Employee behavior is one of the key factors that drive successful project management. In today's world, virtual project teams are often co-located in commonplace. In this environment, it is essential that behavior, relationships and culture be well understood by project managers. The main reason behind the failure of projects is interpersonal conflicts between the stakeholders. Some conflicts have negative, while some have positive impact on projects. Interpersonal Conflicts can negatively influence project, even in the wake of controlling the impact of conflict management and resolution (Liu et al., 2011).

In past few years I.T industry has made much more progress. Most of the well developed countries outsource their I.T projects to under developed countries to save money as labor is so cheap in countries like Pakistan. To get projects and maximize revenue project managers and coordinators impose pressure to software developers to get complete the projects completed in very strict deadlines due to which many interpersonal conflicts arise between the development team and management. This study explores the types of interpersonal conflicts i.e. Relationship conflicts and task conflicts along with the moderating impact of organizational culture, which influence the project in many

ways. Commonly found types of conflicts in organizations are Task Conflict, Relationship Conflict and process conflicts (Jehn et al., 1997). There are three types of conflicts (Task Conflict, Relationship Conflict and process conflicts) and four dimensions of conflicts (emotions, norms, resolution efficacy, and importance) in decision taking groups. (Jehn et al., 2008).

A relationship conflict develops when there is disagreement or difference between the development team and project management in software development projects. Disagreement can be work related but mostly this type of conflicts occurs over personal issues which is very difficult to defuse or remove. Past studies indicate that the negative relations between relationship conflict and employment fulfillment and life fulfillment, and the positive connection between relationship conflict and expectation to stop were not huge when social negativity was high (Li et al., 2011).

Relationship conflict has negative impact on project because if it arises between the developers and project managers or between the development team then developer cannot work with passion and lose their focus and concentration; although developers may complete work in time but their work quality will be compromised and quality is the main constraint on which project success depends. Relationship conflicts concentrate on relational connections, task conflicts concentrate on the substance and the objectives of the work, and process clashes concentrate on how the function gets done.

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If relationship conflict is over personal issues then it will badly disturb the environment of team and team loses the concentration and their focus will be diverted towards the issue and work speed will be slower. Relationship conflict was connected adversely to employment fulfillment and life fulfillment, yet emphatically to goal to stop. More critically, Working together and fighting reactions to relationship conflict were contrarily identified with group working and adequacy, while keeping away from reactions to relationship conflict were decidedly identified with group working and adequacy (De Dreu and Van Vianen, 2001).

Task conflict occurs due to the disputes among the team members over allocation of resources, different view over the process and policies that are used to hold on, disagreement over results and analysis of information (De Dreu et al., 1999). Relationship conflict is completely linked with the relationship between task conflict and teams environment and task conflict is not dependent on the team environment. Team members interaction changes the relationship conflicts, i.e. if interaction is more, relationship conflicts are less and if interaction is less, conflicts will be more.

Age, culture and nationality differences do not negatively affect the relationship conflict. If there is an age difference between the members, then relationship conflicts will be more pronounced and the same results will be in case of nationality and culture differences (Jehn et al., 1997). Relationship conflict decreases employee contentment. Quitting the current job ratio increases when both types of conflicts are there in team members and decreases when task conflicts are more than the relationship conflicts between members. The mixture of both conflicts increases the results to leave the job (Medina et al., 2005).

Task conflicts can be unpredictable. If managers choose right person, right place and right time for specific task then chances of task conflict will be less. Managers should manage task conflicts so that it should be beneficial for team and organization alike (Tidd et al., 2004).

Task conflict causes good discussions on problem and streamlines the process. Task conflict occurs in software development when project managers assign multiple tasks to developers and they cannot work with dedication on single task. It sometimes occurs between the quality assurance team and developers when QA team and the developer may disagree on the issue, which is then resolved by project managers, leading to conflict resolution and positively effecting project as quality of project is not compromised due to this conflict.

One of the main causes of task conflict is lack of communication and if teams are globally dispersed then task conflict ratio is high because communication gap increases the ratio of task conflicts. It may have negative impact on project if task conflict occurs it may

delay the deadline of project. Task conflict in groups can be decidedly identified with development. Conflict may have positive impacts on team performance and projects under some specific situations. Task conflict improves the team performance and has positive impact on project (De Dreu, 2006).

Organization culture is about the feelings and it can change the impact of interpersonal conflicts on project success. If organizational culture is about being helpful, processes are defined to communicate with developers, giving respect to their work and efforts then developers will be committed to their goals and it will decrease the impact of interpersonal conflicts on project success; on the other hand, if project managers are not facilitators but taskmasters and developers work with fear then organization culture exacerbates the negative impact of interpersonal conflicts on project success. The excessive use of organizations and diverse culture of team members enforces us to learn how we can increase the team performance and minimize the conflicts occurrence between the team members (Mohammed and Angell, 2004).

Organizations discourage their employees to resolve conflict by negotiations and discussions. For team building process, managers have to solve the conflicts by using different problem solving techniques (Baillien and De Witte, 2009). The immoral and unexpected behavioral problems are adverse for organizations. This problem must be resolved by organizations if they want to progress. Many organizations forecast and develop their processes so that they can handle the conflicts in positive way. Employees are supported in a way so that they feel that management actions are supported and helpful (Appelbaum et al., 2005).

Managers should know how to treat their subordinates so that team environment should not be disturbed. If close supervision is absence in team then team members might perceive negative things about their managers, which results in conflicts (Aquino et al., 2004). Conflict management depends on the situation, type of conflict and cultural norms. Australian people resolve their conflict according to its urgency, while Asian people resolve their conflicts according to the status of other party (Brew and Cairns, 2004).

1.1 Problem Statement/Research Gap

In Pakistan there are many outsourced I.T project base companies whom revenue depends on European countries. To meet the strict deadlines, management puts pressure on Project Managers and they transfer that pressure onto the development teams. Due to this pressure, strict deadlines are given to development team and developers have to work extra hours and mostly no reward is given to them for this work due to which many interpersonal conflicts appear between developers and Project Managers. Due to these prob-

lems, focus on work and quality of project will be compromised. Developers cannot work with full concentration. They try to finish their work using shortcuts which will compromise the quality and customer dissatisfaction will be guaranteed and if customer gets angry management always takes action against developers.

Project Managers and coordinators again and again interfere in developers work to know the status of work which diverts the focus of developer, which ultimately creates interpersonal conflicts between project managers and developers due to which project suffers. This study will explore interpersonal conflict types, i.e. task conflict and relationship conflict.

This study explores the Task Conflicts impact on projects which seems to be positive because it may be due to dependencies of tasks, needs of resources or organizational policies and processes, while relationship conflicts are mostly personal clashes between individuals which seems to have a negative impact on projects. This study shows the impact of these two variables on project success and also want to check that how organization culture moderates the impact of interpersonal conflicts on project success.

2 Literature Review

2.1 Relationship Conflict and Project Success

Differences in attitude and mindset give rise to the relationship conflicts at workplace. In IT industry, people are working as a team, depending on each other, so chances of conflict occurrence is more as compared to other industries. Relationship conflict hampers fulfillment of workers, such that when representatives cooperating have contradictory qualities, convictions and thoughts, individual conflict arises, and laborers' levels of fulfillment reduces (Boz et al., 2009).

Relationships are less negative for task conflict as compared to task and relationship conflicts. The overall performance of group is more negative in case of relationship conflict (De Wit et al., 2012). Software project managers use classical approaches to force system analysts and software developers to get their work done, due to which unproductive task behavior occurs among programmers. In this condition project managers use self-managed control techniques to get the tasks completed (Andres and Zmud, 2002).

Forgiveness minimizes the effect of interpersonal conflicts and manages the situation in better way, reducing the impact of interpersonal conflicts on project. Negative emotions which arise as a result of interpersonal conflicts are reduced by forgiving and may change it to positive impact on project and team (Yseldyk et al., 2009).

In requirement gathering from multiple stakeholders there could be possibility of occurrence of conflicts among them due their different viewpoints, independent documents and difference of thinking due to which relationship conflicts can also occur. To solve this type of conflict start thinking about things in different ways to minimize the conflicts as soon as possible (Van Lamsweerde et al., 1998). In Agile methodology, software quality is higher and team interaction is higher as failure of project is considered failure of whole team and success of project is success of a team in agile methodology so there are fewer chances of relationship conflicts (Acuña et al., 2009). Relationship conflicts between developer and software tester is very common because of the bugs in Software, which developer mostly says that its not a bug and tester says to fix it although both are working to achieve the same goal.

Good decisions are not mostly positively related to task conflict, however cognitive conflict occurs mostly to improve decision quality. Relationship conflict is very hazardous for the projects because when they occur it definitely affects the project and process. Mostly conflicts between team members cannot occur when decision is made through collaboration (Amazon, 1996).

H1: Task Conflict is positively associated with Project Success

2.2 Task Conflict and Project Success

Task conflict is mostly associated with innovation or invention of new things because everyone thinks differently and new things come out, which is beneficial for the project. On the other hand, researchers mostly focus on prevention of relationship conflict. When interpersonal conflict occurs team members rather than focusing on their task, their focus is diverted towards the conflict and team functioning and work effectiveness suffer (De Dreu and Van Vianen, 2001).

Building up the capacity to deal with conflicts in a gathering in view of an integrative system can be a method for upgrading bunch viability (Marques et al., 2015). Qualities of the conflict, the undertaking, and the group may help task conflict make group execution strife; no examination to date has investigated attributes of group arrangement (e.g., identity) as possibilities of this relationship. This current review's discoveries increment comprehension of how strife works in groups and gives direction to rehearsing group pioneers hoping to abuse the advantages of contention inside groups.

Task conflict is regularly misattributed as being close to home in nature or rationale, and consequently regularly prompts relationship conflict. Aggressive conflict strategies are used as an instrument that connects errand strife to relationship conflict. The after

effects of investigations are just insignificantly reliable with the proposed instrument that forceful strategies assume a part in producing that co-event. Certain affirmations in regards to the part of strategies will require facilitating such research (Simons and Peterson, 2000).

Task conflict prompts relationship conflict using cruel or compelling strategies. There was an imperceptibly critical positive collaboration term between task conflict, which is more tumult, aligned with the idea that task conflict will probably prompt relationship conflict when it is communicated in raised voices than when it is definitely not (Simons and Peterson, 2000).

H2: Relationship Conflict is negatively associated with Project Success

2.3 Moderating role of organizational culture between task conflict and project success

If team members and managers can understand the conflicts, and also the results of negative feelings, see determination potential, and significance, they can energize open talks of task conflicts and attempt to resolve (Jehn et al., 1997). Organization culture has impact on team members of different cultures depending on intensity of issue (Chuang et al., 2004).

Organization culture attracts, motivates and retains people of different cultures which leads to competitive edge over other organizations and helps in minimizing costs by maintaining the highest quality of human resources. By maintaining a good environment in the organization it helps in problem solving ability of employees and minimizes the conflicts, like task and relationship conflict in organization (Cox and Blake, 1991).

People from different culture tend to resolve the conflicts in different ways, develop different opinions about the output results and be motivated by different ways. Its difficult to maintain centralized management to minimize the conflicts. People of Middle East try to avoid the conflicts before they occur. International management is seriously concerned about how to manage conflicts of people from diverse cultures. They are also thinking to give single task to single person to minimize the conflicts among employees (Elsayed-Ekjiouly and Buda, 1996).

Understanding cultural background and how these effects incline with respect to conflict resolution style may make more noteworthy comprehension and fewer clashes in the work environment, and also in groups on the loose (Holt and DeVore, 2005). This review expects to inspect whether the effect of collaboration on venture execution was directed by the accompanying information class factors: industry division, add up to introduced cost, proprietor control, beginning site, group estimate, many-sided quality, extend sort, and universal

association. Also, this review additionally researched the connections among the venture director's administration style, collaboration, and venture achievement (Yang et al., 2011).

Having small teams in software projects minimizes the occurrence of task conflicts in team members and better results can be obtained regarding the programming and team environment (Dewan and Hegde, 2007). This does not make such aspects impractical because a team typically has less than eight members (Booch and Brown, 2003).

Individualists and collectivists translate conflict styles in a comparable way. They found that the five conflict styles of the double concern model were subsumed under four sorts, however that the things measuring the styles couldn't be produced from the double concern display. We didn't explore the supposition of proportional significance and rather utilized inferred etic scales. A sign that members in our example did not decipher the scales comparably is found in low reliabilities in autonomy (Germany and Japan) and association (China) (Oetzel and Ting-Toomey, 2003).

Task conflicts may enhance a gatherings' profitability and imagination under a few conditions, it can likewise harm gathering individuals' fulfillment what's more, their capacity to achieve accord choices. We consider the ideal way to utilitarian conflict to be the one that amplifies assemble execution and imagination, which limits the expenses to fulfillment and accord making. In any case, bunch pioneers need to deliberately consider what assemble results are generally critical in their specific circumstance, and tailor the ideal clash way to address their necessities (Jehn and Bendersky, 2003).

Team member perceptions related to conflicts they encountered in the work place and their emotional reactions connecting ultimately to their conflict administration modes. These modes help in conflict resolution preferences (Syna Desivilya and Yagil, 2005). During the working managers and top management should have a sight on issues like conflicts and should not lose the sight of facts so that issues are resolved before they become conflicts or relationship conflicts (Amason and Mooney, 1999).

Conflicts in teams are natural as due to conflicts, a decision of team members improves and their decision becomes more accurate. Effective teams know how to manage and handle conflicts between team members which make a positive impact on effectiveness. Less effective teams avoid conflicts or it has a negative impact on effectiveness of team (Amason et al., 1995).

Quality decisions are not always positively related to conflicts although task conflicts occur to improve the decisions while relationship conflicts decrease the quality of decision. If due to task conflict, conflict becomes a relationship conflict, then it impacts the decision very badly (Amason, 1996). Conflict management

changes the task conflict or group outcome relations. When measured alone, task conflict doesn't impact the team performance. Task conflict when supposed to be managed by behavior task conflict may be harmful or useful for team. Task conflicts relationship with team performance depends on the active group who is managing conflicts in team (DeChurch, 2000).

H3: Organization Culture positively moderates the Impact of Task Conflict on Project Success

2.4 Moderating role of organizational culture between relationship conflict and project success

Organizational members have relationship, prepare, and undertaking related conflicts that can be exceptionally passionate, can have minimal potential for if they are resolved earlier, and can be extremely important the gathering's individuals relationship and process conflicts rapidly. This can be increased if clashes are not brought under control and overseen (Jehn et al., 1997). Relationship conflict is contrarily identified with fulfillment and prosperity of individuals from both open associations and private associations.

Furthermore, the discoveries demonstrate that organizational culture changes the connection between undertaking conflict and individuals' fulfillment and prosperity (Guerra et al., 2005). The probability of culture conflict and coordination disappointments is thought little of, which clarifies why firms go into such a large number of mergers that are bound in any case. Contrasts in culture between this research center firms prompt steady diminished execution for both workers after the merger, and subjects under predicted the degree of this diminish (Weber and Camerer, 2003).

Low project authoritative culture can bring about project failure. Its immediate effect turned out to be considerably more noteworthy than group inspiration! Then again, the nonappearance of fiscal prizes can't bring about venture disappointment; yet this can affect group inspiration and subsequently higher group execution (Stare, 2012).

Organizational culture mediates the relationship between authority styles, furthermore, execution. With an end goal to change, the after effects of a study were broken down and sufficient observational confirmation found to bolster this claim. That is, the consequences of this review demonstrate that administration style is not specifically connected to execution but rather is only by implication related. Interestingly, aggressive and inventive social attributes are straightforwardly connected with execution (as anticipated) while, as opposed to desires, group and bureaucratic social characteristics are not specifically related (Ogbonna and Harris, 2000).

A match between the organization culture and the company's business procedure is related with unrivaled execution. Contingent upon the business' technique, the qualities related with any of the four culture sorts might be related with predominant execution. This is on account of each procedure sort requires distinctive sorts of hierarchical and individual conduct for its effective execution, and culture gives the standards to those practices (Slater et al., 2011).

Both types of conflicts have negative impact on team performance. Conflicts may have positive impact on team performance in specific circumstances. Relationship conflict is unfavorable to team performance and task conflict increase team performance (De Dreu and Weingart, 2003). A soft skill increases the project success rate and if projects are not managed properly it will lead towards the failure. Such skills are acquired through experience and by working with people from different cultures, creating good relationship with team members. The outcome of soft skills is motivated team members, customer satisfaction and meeting stakeholder expectations (Sukhoo et al., 2005).

The status conflict may occur due to the reporting hierarchy or a more legal standing order, for occurrence, may decrease the impact of status conflicts compared to the other types in the organization. Many differences like culture, tasks, internal or external pressure of client or management may be the reason for conflicts between management and team members (Bendersky and Hays, 2012).

Sometimes third party or principal party may endorse or arise the conflicts to increase the quality of decision, to promote affective decision of team members or promote discussions among team members or to promote mutual consensus (Van de Vliert and De Dreu, 1994). Perceptions of intra group conflicts are negatively associated with team performance. Members from different cultures may be uncomfortable and irritate others which may be cause of serious conflicts and disturb the environment and performance of team (Hope Pelled, 1996).

Aggressive conflict has a great negative impact on conflict efficiency. Teams that depend on aggressive conflict were found to reveal low levels of conflict efficiency and reduced team performance. It should be noted, that in the path analysis, aggressive conflict did not considerably lead to low conflict efficiency (Alper et al., 2000).

Relating relationship conflict and risk factors gives us a result that how relationship conflict arises. Some risks are positively related to relationship conflicts (Chang and Zelihic, 2014). Conflict styles convert into major problems later on if not handled on time. Conflicts not only originated in specific circumstances but also in case of people behavior when they face disagreement. The way people respond to disagreement, totally depends on the organization culture or team cul-

ture (Friedman et al., 2000).

Group conflict totally depends on the group members and how they behave when conflict occurs between the members. By understanding the nature of group members we can handle conflicts more appropriately (DeChurch, 2000). The positive relationship between increases in role doubt and return intentions over time is mediated by increases in relationship conflict (Hill et al., 2015).

H4: Organization Culture negatively moderates the Impact of Relationship Conflict on Project Success

2.5 Research Model

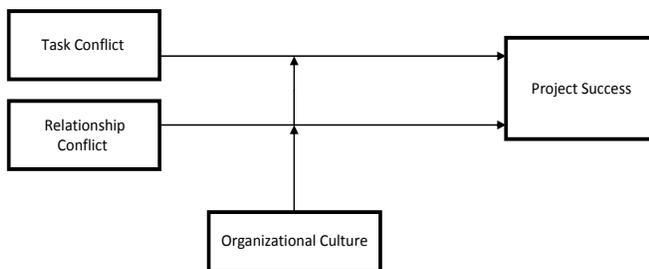


Figure 1: Research Model

3 Methodology

3.1 Population and sampling

The population of the current study comprises of the software engineers, project analysts, project managers and I.T professionals from private sector software houses. An approximation of the population of software engineers, project analysts, project managers and I.T professionals from private sector software houses was made. The data were collected from sample drawn based on purposive sampling technique.

4 Results

Data were analyzed using SPSS and procedures/tests are carried out are Missing values, Frequency distribution, Descriptive statistics, Reliability analysis, Correlation Analysis, Regression Analysis.

Table 4.2 shows that the relationship among the variables Task Conflict, Relationship Conflict, Organization Culture and Project Success. The co-relation between Organization Culture and Relationship conflict is 0.571 which shows the strong relationship between both variables and is significant. The co-relation between Task Conflict and Organization Culture is 0.502 which the strong relationship between both variables

and is significant. The co-relation between Project Success and Organization Culture is 0.582 which shows the strong relationship between both variables but is significant. The co-relation between Task Conflict and Relationship Conflict is -0.614 which shows the strong relationship between both variables and is significant. The co-relation between Relationship conflict and Project Success is 0.572 which is strong and significant as well. The co-relation between Task Conflict and Project Success is 0.589 which shows that the relationship between both variables is strong and is significant.

Table 4.3 represents the multiple regression analysis among the Task Conflict and Project Success and Relationship Conflict and Project Success. In Step 1 the effect of demographics is controlled. In step II value of shows that 1 unit increase in independent variable (Task Conflict) brings 0.416 points change in dependent variable which is a significant change. R square change value shows that independent variable is bringing 51% change in dependent variable. Same is the case with second independent variable (Relationship Conflict) brings 0.459 points change in dependent variable, which is a significant change. R square change value shows that independent variable is bringing 51% change in dependent variable.

4.1 Moderated Regression Analysis

Table 4.4 shows the moderating role of Organization Culture. value is .0381 which means that 1 point increase in organization culture strengthens the relationship of Task Conflict and project success by 0.412 points. In step III when impact of interaction term is observed on project success, it shows that interaction term brings a significant change in project success. So the above table leads us to the result that there is a clear moderation effect of organization culture between task conflict and project success.

Table 4.5 describes the moderating role of Organization Culture. B value is 0.416 and R square value is .438. In step III when impact of interaction term is observed on project success, it shows that interaction term brings no change in project success and this result is non-significant as well. So the above table leads us to the result that organizational culture does not moderate the relationship between relationship conflict and project success.

5 Discussion and Conclusion

The current focus of the study was to explore the relationship between task conflict, relationship conflict, organization culture and project success and moderated model was used. As the purpose of this study was hypothetical deduction so regression analysis was used to check the impact of independent variable on

Table 4.1: Reliability Analysis

Variable	Cronbach's Alpha
TC	0.732
RC	0.746
OC	0.721
PS	0.746

*N = 198 TC = Relationship Conflict RC = Task Conflict
 OC = Organization Culture
 PS = Project Success*

Table 4.2: Correlation Analysis

	1	2	3	4
1. Organization Culture	1			
2. Relationship Conflict	.571**	1		
3. Task Conflict	.502**	.614**	1	
4. Project Success	.582**	.572**	.589**	1

***.* Correlation is significant at the 0.01 level (2-tailed).
N=198

dependent variables and to find out the possible moderation. Hypothesis one hypothesized that Task Con-

Table 4.3: Multiple regression analysis among Predictors and Outcome

Predictors	Project Success		
	B	R ²	ΔR ²
Step 1			
Control Variables		.016	
Step 2			
Task Conflict	.416**		
Relationship Conflict	.459**	.510	.494*

*p < .05, ** p < .01, *** p < .001*

Table 4.4: Moderated regression analysis

Predictors	Project Success		
	B	R ²	ΔR ²
Step 1			
Control Variables		.018	
Step 2			
Task Conflict	.381***		
Organization Culture	.329*	.412	.394
Step 3			
TC*OC	.295**	.516	.104*

*p < .05, ** p < .01, *** p < .001*

Table 4.5: Moderated regression analysis

Predictors	Outcomes (Project Success)		
	B	R ²	ΔR ²
Step 1			
Control Variables		.018	
Step 2			
Relationship Conflict	.416***		
Organization Culture	.328*	.438	.420*
Step 3			
RC*OC	.175	.586	.148

$p < .05$, ** $p < .01$, *** $p < .001$

flict has a positive impact on project success. Literature review and results extracted from the data collected are aligned with the previous studies. Results are aligned with the authors who reported a positive impact of task conflict on projects. In private sector organization or profit seeking organizations task conflict doesn't negatively affect on workers satisfaction where achieving goals are important for team. In this situation, team members might discuss and give their view point to complete the specific task which would be beneficial for project and team members as well (Guerra et al., 2005). Teams learn more when there is a conflict on tasks between members and team, learning is less when members are highly agreeable (Ellis et al., 2003).

Task Conflicts in software houses is common problem and it has mostly positive impact on projects as in response to task conflicts discussions and meetings take place which are beneficial to projects. Assigning some task to a member who is not expert in that domain as every developer has expertise in different domain so assigning task to a member who is not eligible to completing that task in time as other member has more knowledge about that task can be a cause of task conflict between team members. May be discussion will occur between the team members to discuss that who can deliver this task in better way. While handling the task conflicts project managers should set the priority of task because on the basis of priority, task conflict is handled to whom this task is given, who can deliver this task within deadline.

In hypothesis H2 we hypothesized that Relationship conflict has a negative impact on project success. The results of this study correlate with the Maturity and Immaturity Conflict Theory which suggests that sometimes employees are given very narrow responsibilities due to which they cannot perform according to their skill set due to which they become frustrated and conflicts arise between management and employees.

Literature review and results extracted from the data collected are aligned with the previous studies

that relationship conflict has negative impact on project success. De Dreu and Weingart (2003) in his study concluded that when relationship conflict occurs team performance and team member satisfaction are at risk and conflict resolution efforts are needed to resolve conflicts to minimize the risk level. van Woerkom and Van Engen (2009) in their study reported that relationship conflict is negatively associated with team performance and team learning activities.

Difference of personality between the employees is the main cause of relationship conflict. Employees in organizations come from different background, culture and experience, which play a role in shaping their personalities. When employees fail to accept or understand the differences in each others personalities conflicts arise in the workplace due to which team environment gets disturbed, negatively affecting projects. For example if an employee has a straight forward personality, that results in his speaking straight forward regarding what's on his mind but the time is inappropriate it may hurt others feelings which may result in personal conflicts. Similarly, to personalities differences of values may impact the work it usually occurs when co-workers fail to accept the difference of values then they will insult each others character and experience.

In hypothesis H3 this study hypothesized that Organization Culture Moderates the Impact of Task Conflict on Project Success. Results and literature review are aligned with hypothesis. Chuang et al. (2004) in their study revealed that in diverse culture where employees are given respect and value to their opinion and team building activities are carried out has positive impact on teams performance. Guerra et al. (2005) in their study examined the moderation effect of task conflict and worker affective reaction. According to them culture moderates the effect of task conflict and workers affective reaction.

In software houses where organization culture is helpful and opinion of employees is given respect and task conflicts are resolved through discussions

are more productive and employees work in this environment with more dedication. Organization culture is about the feelings of developers. Continuous communication and cooperation help in workspace is most important thing and task conflicts can only be resolved through communication which leads the software projects toward success.

In hypothesis H3 this study hypothesized that Organization Culture Moderates the Impact of Relationship Conflict on Project Success. Results of this study have rejected this hypothesis. Boz et al. (2009) in their study suggested that organization culture plays a role to handle relationship conflict which has negative impact on daily work practices this is because employees who perceived high relationship conflicts think negative about the organization and activities performed in the workplace. Ting-Toomey et al. (1991) in their study suggested that cultures have impact on conflicts.

Main thing is that different countries have different cultures and according to countries organization cultures vary accordingly. Similarly, organization culture varies from organization to organization. The results of Hypothesis H4 are totally opposite to the studies conducted before, which is innovative in this study. It may be because relationship conflict is mostly between two individuals and doesn't have any dependency on the organization culture so this study rejects the hypothesis H4 in analysis. People mostly don't show their personal conflicts on workplace so it doesn't impact the projects. Mostly organizations do not go in depth of the relationship conflict and culture of resolution of personal conflict is not developed due to which employees do not show their personal conflicts. Mostly people think that escalating the relationship conflict to top management will be insolent for them due to which if organization culture is conflict resolver they didn't get to the conflict.

5.1 Limitations of the Study

Some of the possible limitations also exist in this research like other studies. First, data were collected cross sectional from a very few organizations, so the total time allowed for the study was not sufficient to reach all possible respondents. Secondly, since data comprised of all variables were collected from self-reported and self-administrated questionnaire which at respondents end may lead towards self-serving bias. It is also expected that there might be manipulation and exaggeration in data, during data collection phase, resulting in wrong statistical support of the study.

5.2 Recommendations

Project managers should encourage employees to pay attention to each others views and give respect to others opinion. Hold training sessions to educate people on how to listen and communicate effectively. Man-

agers and executives should open the doors for everyone with problems so co-workers can openly discuss or share their problems with them to solve them. You can give training to employees to resolve conflicts by themselves. It will build a self confidence in them to resolve their personal and workspace conflicts effectively. Help your staff to build a positive environment in team so that they know each other and feel more comfortable while working with each other. Project Managers can significantly improve their team performance through team development process. Managers should treat every individual fairly.

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