

# Personal Competencies and its Influence on Project Success among Selangor Construction Firms

N.S.N Amin<sup>1</sup>, A.Q. Adeleke\*<sup>2</sup>, W.A. Ajibike<sup>3</sup> and T.D.Moshood<sup>4</sup>

<sup>1, 2, 3, 4</sup>Faculty of Industrial Management, Universiti Malaysia Pahang, Lebuhraya Tun Razak, 26300 Gambang, Pahang, Malaysia

**Abstract:** - Personal competence relates to individual skills in coping and handling themselves through situations. The ignorance of personal competence awareness among team members within the industry often leads to the project's failure and coupled with limited studies on how personal competence influence project success within the construction industry. Hence, the needs for further investigation on the effect of personal competencies on project success among Selangor construction firms. A cross-sectional survey of 107 questionnaires was administered to respondents from G7 construction firms within Selangor. The Smart PLS-SEM software version 3.0 was used in analysing the data. The findings show that both self-awareness and self-management are positively significant with project success among Selangor construction firms, providing more understanding of how personal competence influences project success among Selangor construction firms. The implications and suggestions for future study are discussed, which could serve as a useful reference point for further research in construction project management.

**Keywords:** - Personal Competencies, Construction Project success, Partial Least Square Structure Equation Modelling (PLS-SEM).

## 1.0 Introduction

Projects are considered successful when the project follows its goals and the performance metrics based on objective indicators such as timeliness, quality and cost. Researchers such as Rezvani et al.,(2018), Rezvani et al., (2016), Mazur et al. (2014), Müller and Turner,(2010), Adeleke et al., (2020) have established barriers to project success that are likely to be more of human ability and capacity than technological issues. Ultimately, personal competence is the effectiveness of project managers in monitoring the project's performance and in the workplace has often been influenced by personal competencies.

However, concerning the possibility of completing the project, there have been no specific skills that are unquestionably associated. As asserted by (Zuo et al.,2018), no specific behavioral objectives for project managers' skill set have been identified as the influencing cause for the project success. There is little empirical understanding of the project manager's traits and how they need to be adequately

performed as emphasised by Mazur, Pisarski, Chang, & Ashkanasy (2014). Hence, this study will examine the significance of personal competencies and how they influence project success among Selangor construction firms.

This study contributes to the apparent viewpoint of the correlation between personal competencies and project success. Likewise, it provides and acts as a benchmark to the construction firms and the academicians. Construction firms in Malaysia will begin to understand the importance of these two elements, which would boost their analytical intelligence at the workplace. Similarly, the findings of this study will also motivate businesses to develop their processes and function. This study reflects on general competencies and emphasises more extensively within the personal competence of self-awareness and self-management. This study also presents the latest empirical viewpoint using Smart PLS 3. The paper is structured as follows: the next section presents the literature review, followed by the

methodology, conclusions and, eventually, discussion and conclusion.

## **2.0 Literature Review**

It is challenging to prevent complications in projects. The difficulties experienced during project management will be one of the values of quality and cumulative productivity for the project's performance, complemented by individual competencies. It is well established that personal competencies arise from emotional intelligence (EI). Similarly, challenges appear in different directions, and the amount of project failures tends to rise. Several studies have been conducted to establish the undoubted explanations for individual actions for the project's performance. However, there is little empirical proof on the project manager's traits and its manners in handling project (that impact these projects' performance) (Azman and Adeleke, 2018). The previous studies have empirically failed to capture the results of EI competencies across project team members working on projects and in challenging project environments (Khosravi, Rezvani, & Ashkanasy, 2020). Conflicts may arise as the project progresses. Hence, individual competence plays an essential role in project success even though one might find it hard to practice.

### **2.1 Malaysian Industries**

Malaysia is a nation with growth of 3.427 per cent in population corresponding to the fourth quarter of 2019. According to Malaysia's Department of Statistics, by the end of 2020, there will be an estimated 33.8 million male and 17.5 million female inhabitants. The Peninsular of Malaysia consists of 13 states and the provinces of Sabah Sarawak, located on the island of Borneo and is known as the Federal Territory of Sabah. Malaysia is composed of diverse races, cultures and faiths. Among the people of Malaysia, there are three main races: Malaya, followed by Indians and Chinese. Malaysia industries can be categorised into many sectors, including manufacturing, retail, mining, construction and other industries. Based on the annual report of 2018 from the Malaysian Investment Development Authorities (MIDA), it was noted that facing tough global competition, Malaysia's manufacturing

sector's productivity improved significantly in 2018 compared to the previous year. Total approved investments in 2018 amounted to RM87.3 billion, a remarkable 37.2 per cent higher than RM63.7 billion in 2017. The top eight industries included petroleum products, including petrochemicals; basic metal goods; E&E products, paper, printing and publication; chemicals and chemical products; rubber products; M&E products, non-metallic mineral products.

In Partnership, these eight industries accounted for RM78.3 billion, 88.2 per cent of the total approved expenditure. Malaysia is also one of the leading producers and exporters of palm oil and palm oil products. Malaysia, therefore, has around 2.03 million hectares to 3.50 million hectares of production According to the Malaysian Palm Oil Council's 2016 survey, palm oil export sales improved by 5.1%, mostly due to the higher average price of Crude Palm Oil (CPO) at RM2.653, or 23.2% higher than in 2015. Through, Malaysia has a significant role to play in meeting the rising global demand for oils and fats on a sustainable basis. The travel and tourism industry in Malaysia also plays an essential role in generating the country's high income and economic development. Based on The Star Online (2019), a local newspaper, Malaysia accepted 20,109,203 visitors, up 3.7% relative to the same time in 2018. In the first nine months of 2019, tourism income rose by 6.9% to RM66.14 billion, relative to RM61.85 billion last year. Mobility is one of the main components of globalisation and has contributed to Malaysia's economy. The warehousing and handling industry contributed 3.6 per cent to the gross domestic product (GDP) of RM48.8 billion and 6.6 per cent to the valuation services sector (New Straits Times, 2019).

### **2.2 Malaysian Economics**

Workforce production in Malaysia is considerably higher than in neighbouring Thailand, Indonesia, the Philippines or Vietnam due to a high number of knowledge-based companies and the introduction of state-of-the-art manufacturing and digital economy technologies. Malaysia's economic transformation has been affected by social, financial, economic and

political developments. Moreover, Malaysia's economy has been strengthened and diverse, despite its export operations. According to Malaysia's GDP growth rate, Malaysia's economy expanded by 3.6 per cent year-on-year in the fourth quarter of 2019. Meanwhile, industrial expansion slowed down on the demand side, and the construction industry was slowly expanding. Given the decisive year of 2019, the economy has grown by 4.3 per cent and by far the slightly slower rate since 2016, which is 4.7 per cent below government estimates. However, the world economy was devastated by a pandemic along with the Malaysian economy in 2020.

The new deadly SARS-CoV-2 virus that causes COVID-19 disease first emerged on Malaysia's coast on 25 January 2020. Records of 1,796 successful cases were registered on 25 March 2020 two months later. The Malaysian government has strategically enforced the Movement Control Order (MCO) as the numbers reported begin to rise. Consequently, the closure of businesses and utilities at the macro level, combined with infrastructure and transport controls, would have far-reaching repercussions for customer consumption and business operation. This led to detrimental effects on human livelihoods, and industries will be all the more pernicious. Individuals and firms affected by abrupt reductions had a high risk of facing inevitable cash flow challenges as their earnings fell.

Significantly, this liquidity contraction will have been faced excessively by small and medium-sized businesses (SMEs) and marginalised groups, such as low-income families and part-time and unemployed workers. It would have knock-on implications for the economy as a whole – adding insolvent businesses, unemployed workers, and the monetary sector punctured with non-performing loans (Djalante, Shaw, & DeWit, 2020). Amidst the 2020 pandemic, Malaysia's GDP growth rate is projected to slip by 4 per cent but will rise by 6.5 per cent in 2021 (Murugiah, 2020).

### **2.3 Malaysian Construction Industries**

Malaysia has grown to many sectors, such as tourism, engineering, agriculture, construction, transport, and so on (Kodrat, 2015). As Malaysia's

industrialisation advances, the construction industry's position has dramatically improved, intending to convert people's expectations and needs into reality. It has played a significant role in Malaysia's economic growth. Besides, several studies have shown a close association between the construction industry and Malaysian economic growth. Construction firms must be licenced under the Construction Industry Development Board (CIDB) before they can embark on any project. The CIDB is an organisation with the primary objective of improving, developing and expanding the Malaysian construction industry and is engaged in the development of public and private projects (Chung et al., 2020). Construction firms can also be seen as the driving force behind Malaysia's economic development in its construction industry.

### **2.4 Hypotheses Development**

#### *2.4.1 Project Success*

Project success is known as beneficiary satisfaction, evaluation and feedback, preparation and scheduling. Project success metrics are linked to time efficiency, expenditure output, beneficiary satisfaction, national importance and sustainability (Sasu, 2018). Project management specialists are committed to the regulating principle of project performance, often known as project management efficacy, meaning that the project is successful if it follows the requirements for professional achievement (quality); the aims of the project are met; the project is still within scope, the project is on track (time) and the expense (Irfan, Hassan, & Hassan, 2019). In other words, the project's performance metrics are based on quantitative indicators, such as timeliness, efficiency, and costs. Mazur et al. (2014) and Procaccino, Verner, Shelfer, & Gefen (2005) mentioned in their studies that there are four 'people-related' CSFs: (a) successful communication with internal and external partners; (b) troubleshooting (i.e. unexpected problems and difficulties are efficiently handled as they occur in times of crisis); (c) solid project mission; and (d) top management support; (Sabodin and Adeleke, 2018). In this scenario, the researchers repeatedly established these four elements as the keys to a successful project.

Project success is then perceived to be the fulfilment of a variety of targets reflected in the output criterion defined at the planning stage and the capacity to handle the "people-related" problem that will be influenced and evaluated at the end of the project.

#### *2.4.2 Personal Competence*

Personal competencies apply to the compilation of information, personal traits, talents and relevant experiences (Chen et al., 2019). Personal competence varies from social competence since personal competence depends on the individual's talent and maturity when grappling with such a task, as opposed to social competence. Personal competence relates to self-awareness and self-management.

##### *2.4.2.1 Self-Awareness*

Self-awareness is amongst the essential forms of personal competence required by leaders. In contrast, self-aware leaders understand their emotions about abilities, limitations, and other thoughts about them. In other words, they are honest with themselves and others, often accept their mistakes and failures, and are open positively to criticism (Sasu, 2018). Sunindijo, Hadikusumo, & Ogunlana (2007) claimed that self-awareness means knowing one's feelings at the moment and using it to make decisions known as "intuition." Subsequently, project managers, leaders or people who have this capacity are conscientious of their strengths and shortcomings, open to feedback, and benefit from prior experiences. Hence, the following hypothesis:

H<sub>1</sub>: Self-awareness will significantly influence project success.

##### *2.4.2.2 Self-Management*

Self-management is the ability to control distressing factors such as panic, frustration and suppression of mental impulsivity. In view of this ability, a person should bear in mind the positive emotions that arise when he/she achieves goals or lowers negative emotions. This state will help to encourage motivation (Sunindijo et al., 2007). Self-management competencies include emotional self-control, which keeps destructive emotions and impulses in check,

trustworthiness to fulfil honesty and integrity requirements, conscientiousness to take liability for personal success, adaptability to change management, achievement to higher quality standards, and initiative.

Ultimately, project managers with self-management capabilities may reveal an interpersonal maturity reflected in high-capacity assessment and cognitive processing. They are exceptionally resilient in dealing with changing circumstances or barriers, which is hardly a rare occurrence in project management, especially in today's fluid environment (Obradovic et al., 2013). They are self-initiative, constructive and efficient. Thus, it is the hypothesised as follows:

H<sub>2</sub>: Self-management will significantly influence project success.

## **2.5 Relationship between personal competence and project success**

The success of the building project depends on many factors (Satchwell & Smallwood, 2016). The skill of the project manager in managing many diverse tasks is frequently ignored. Project managers and individuals who possess self-awareness will become clearer to themselves and others often admitting their faults and failures, and open to constructive feedback. Naturally, individuals with high self-awareness may begin to develop and evolve in time. Likewise, they would value the opportunity to accept a feedback positively. Eventually, the relationship with another colleague will improve and ease the implementation of the project. In reality, this refers to the "people-related" problems defined as one of the several reasons for the project's success that must be discussed by the project team members, including the project manager.

Self-management is a skill to keep back negative feelings in challenging circumstances. Following this, individuals with self-control will have interpersonal intellect expressed in high-capacity assessment and cognitive management. In such conditions or challenges, the self-management project managers would endure and rebound from an impasse that is not an uncommon situation in today's

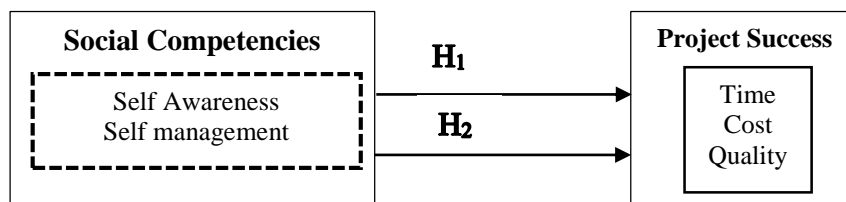


world. As a result, the project manager's emotional durability is higher and more mature in deciding on the project's performance. As mentioned, the project manager must have unique expertise that can lead to the project's success. Project managers or executives must have the expertise to handle themselves and the success of the project.

### 2.6 Theoretical Framework

Based on the literature reviewed, the project manager's competencies are substantially

proportional to the project's success. In this study, self-awareness and self-management add a great deal to leaders' emotions throughout a successful project. This paper's theoretical framework indicates the interaction between personal competencies, and project success of construction projects among the Selangor construction firms is seen in Figure 1.



**Figure 1: Theoretical Framework**

### 3.0 Methodology

#### 3.1 Research Design

Research design is a method for data collection, measurement, and analysis described in the study. There are two styles of study design; qualitative and quantitative research. Quantitative analysis design would yield empirical results. These data will be used for statistical purposes to infer the hypothesis for this study. Thus this analysis uses a quantitative research design to assess the association between personal competence and project success. This approach is much more organised than the qualitative design as it uses questionnaires as a data collection tool. Similarly, this study is cross-sectional where data is obtained only once, possibly over a number of days or weeks or months, to answer the research query for this study. It is often known as single-shoot or cross-sectional analysis. The sample size was measured using G Power 3.1, which gave a sample size of 107. A total of 107 questionnaires were sent out to the representative of the selected firms. The sample size is deemed to be adequate following recommendations of Sekaran & Bougie (2016).

#### 3.2 Data Collection Method

This study was undertaken in 2020 during the growing global pandemic, COVID-19. As an

outcome, more than 200 translated questionnaires were e-mailed to the identified respondents across the construction firms in Selangor through a link. The data collection process lasted six weeks. The data gathered were directly obtained from the respondents.

The questionnaire was prepared in both the Malay and English languages to enable the participants to react appropriately. There are various types of questionnaire design, so it depends on what the researcher wants to test and why. The experts agree that the forms to be used must be standard and generally acceptable. For instance, the questionnaire's phrases should be appropriately interpreted by the participants (Adeleke and Rahman, 2018).

#### 3.3 Measurement of Questionnaire

The goal of this study is to investigate the relationship between personal competence and success of the project. The most straightforward tool for assessing abilities is by using a questionnaire. To ensure that all the study variables (project success, self-awareness and self-management) are adequately measured, all the items used in this study are adapted from previous studies by Rezvani et al., (2018).

Furthermore, the questionnaire was divided into several sections, as shown in Table 1.

**Table 1:** Summary of the survey instrument in the questionnaire

Section	Description	Variable	No. of item
1	Demographic	-	8
2	Self-Awareness	IV's	7
3	Self-Management	IV's	7
4	Project Success	DV's	7
Total			29

**4.0 Results**

The analysis of this study was carried out using the Smart PLS 3.0 software. Partial least square (PLS)-SEM is an acceptable analysis for this study because it is more of cause-effect interaction models rather than theory development model. Factor loadings and average extracted variance (AVE) were calculated to measure the constructs' converging validity. Convergent validity is the extent to which the estimate correlates positively with various methods of the same design" (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017; M. D. Taofeeq et al., 2020).

A valuable aspect of the sample size is the demographic profile of respondents. The following items were taken into account in assessing similarities and differences: position, working experience, gender, project type, ownership type, company's prime location, sector and the number of employees. The 29 measurement items on the five-point Likert scale including respondents' view on the situation regarding personal competence and project successes were accessed by respondents (architecture, project managers, design teams and senior managers) who are familiar with firms' activities. The demographic details of the respondents are shown in Table 2.

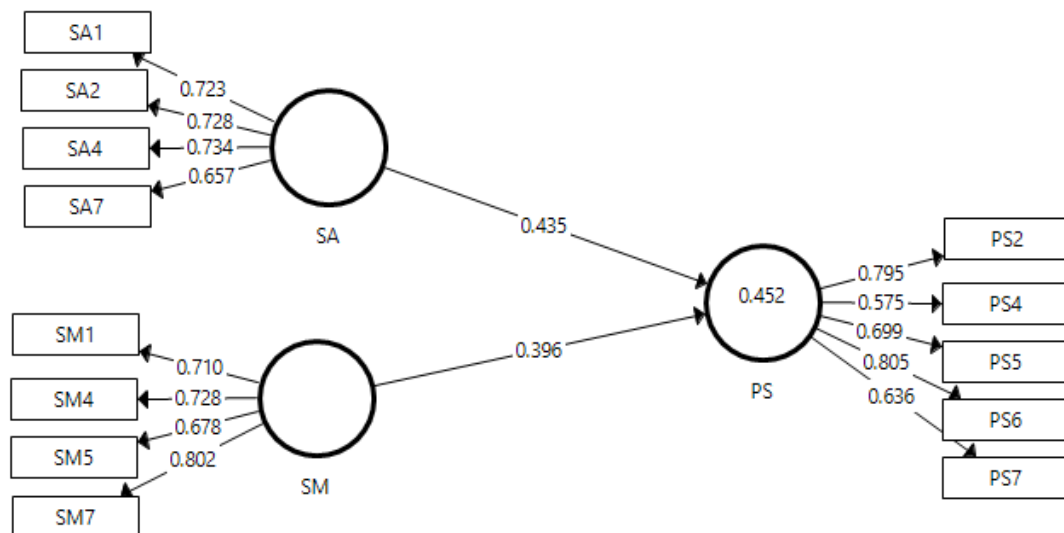
**Table 2: Demographic Table**

Profile Items	Frequency	(%)
<i>Position</i>		
Design Team	15	14.02%
Architect	6	5.61%
Project manager	10	9.35%
Senior Manager	8	7.48%
Others	68	63.54%
<i>Years of working</i>		
1-3 years	39	36.45%
4-6 years	60	56.07%
7-9 years	7	6.54%
>10 years	1	0.93%
<i>Gender</i>		
Female	14	13.08%
Male	93	86.92%

<i>Company Type</i>		
Bridges	15	14.02%
Building Residents	49	45.79%
Infrastructures	24	22.43%
Roads	17	15.89%
Others	2	1.86%
<i>Ownership Type</i>		
International	2	1.87%
Local	105	98.13%
<i>Company Prime Location</i>		
Across Malaysia	41	38.32%
Local market areas	64	59.81%
States Regional International	2	1.87%
<i>Years of Company Existed</i>		
1-3 years	1	0.93%
4-6 years	18	16.82%
7-9 years	58	54.21%
>10 years	30	28.04%
<i>Number of Full-Time Employees</i>		
0-50	6	5.61%
50-100	38	35.51%
100-150	26	24.30%
>150	37	34.58%

#### 4.1 Measurement Model Analysis

Partial Least Square Structure Equation Modeling (PLS-SEM) is used to verify and measure inner and outer models before research hypothesis testing. Thus, Figure 2 displays the model of measurement.



**Figure 2:** Measurement Model

From the outcome of PLS-Algorithm, Average Variance Extracted (AVE), and Composite Reliability (CR) results were accessed, and they all meet the required threshold, as shown in Table 4 and Figure 2. Equally, **Error! Reference source not found.** provide the descriptive and normality

evaluation parameters of this study. The mean and standard deviation values of the construct are very close to one another, indicating they have been uniformly distributed, indicating normality of data distribution.

**Table 3:** Summary of Descriptive Statistics and Normality Assessment Criteria

Constructs	Min	Max	Mean	Standard Deviation	Kurtosis	Skewness
PS	2	5	4.128	0.577	0.857	-0.570
SA	2	5	3.889	0.532	1.516	-0.504
SM	2	5	3.908	0.546	0.961	-0.576

**4.2 Convergent Validity Analysis**

There seem to be three parameters which have been set for the idea of building a convergence validity. These are Composite Reliability (CR), Average Variance Extracted (AVE) and Factor Loading (FL). Converge validity can be explained as the extent to which a range of variables converge to determine a given term (Malik & Adeleke, 2018) Loadings of all

items were accessed, and those items with scores greater than 0.70 were accepted. CR is the measure of internal consistency in scale items (Hair et al., 2017; Omer & Adeleke, 2019 ). This data is considered accepted as the value of AVE for each construct are above 0.5. Similarly, Table below shows the Convergence Validity Analysis, which provides the Average Variance Extracted (AVE) and Composite Reliability values (CR) values.

**Table 4:** Convergence Validity Analysis

Construct	Item	Outer Loading	AVE	CR	Cronbach's Alpha
PS	PS2	0.795	0.501	0.831	0.746
	PS4	0.575			
	PS5	0.699			
	PS6	0.805			
	PS7	0.636			
SA	SA1	0.723	0.506	0.803	0.673



	SA2	0.728			
	SA4	0.734			
	SA7	0.657			
SM	SM1	0.710	0.535	0.821	0.722
	SM4	0.728			
	SM5	0.678			
	SM7	0.802			

**4.3 Discriminant Validity Analysis**

The discriminant of validity is essential in the formation of an external framework. It is necessary to analyse this before the hypothesis is tested. It demonstrates how each of the constructs is distinct

(Ismayana & Adeleke, 2020). The HTMT is used to assess discriminant validity (Henseler, Ringle, & Sarstedt, 2015). From the PLS-Algorithm output, the values of HTMT are relatively lower than thresholds value ( Gaskin et al., 2018; Henseler et al., 2015).

**Table 5: Discriminant Validity: Heterotrait-Monotrait Ratio (HTMT)**

Item	PS	SA	SM
Project Success			
Self-Awareness	0.766		
Self-Management	0.670	0.433	

**4.4 Hypotheses Testing**

After checking the outer model's accuracy, bootstrapping was performed to investigate the hypothesised model's path using Smart PLS 3. 6 displays the hypotheses test result, which revealed

that both H1 and H2 were provided with values ( $\beta=0.435$ ,  $t=5.642$ ,  $p=0.000$ ) and ( $\beta=0.396$ ,  $t=5.448$ ,  $p=0.000$ ), respectively. In short, all the hypothesised path have a direct relationship to the project success since the t-Values for both hypotheses were quite above 1.65. Hence, both hypotheses are supported.

**Table 6: Summary of Hypotheses Testing**

Hypothesis	Path	Std. Beta	Std. Deviation	T-Statistics	P-Values	Bias	5.00 %	95.00 %	Decision
H <sub>1</sub>	SA -> PS	0.435	0.077	5.642	0	0.005	0.293	0.554	Supported
H <sub>2</sub>	SM -> PS	0.396	0.073	5.448	0	0.011	0.254	0.497	Supported

Note:  $p < 0.05$

**4.5 Effect Size and Predictive Relevance**

As for the size of the effect size, where values of 0.02, it is considered to be small, 0.15 and above is considered to have a modest effect, while 0.35 and above is deemed to be high (Kanimoli et al., 2020).

Meanwhile, the rule of thumb for R<sup>2</sup> values are when the value of 0.25 to 0.49 is weak; between 0.50 to 0.74 is moderate, and 0.75 above is high. Results affirmed that the value of R<sup>2</sup> is 0.452 for project success which is considered weak following the rule

of thumb shows the scale impact calculated on the formula below. Hence, the size effect is calculated using the formula below and the results shown in

Table .

$$\text{Effect size: } f^2 = \frac{R^2 \text{ Included} - R^2 \text{ Excluded}}{1 - R^2 \text{ Included}}$$

**Table 7:** Value of  $f^2$

	PS	SA	SM	Effect Size
Project Success				
Self-Awareness	0.312			Large
Self-Management	0.258			Large

Primarily, the results confirmed the  $Q^2$  statistic of 0.199 for the endogenous latent variable of this study, which is higher than 0, reflecting the predictive validity of the model (Panda et al., 2020).

### 5.0 Discussion And Conclusion

This study evaluates the effects of personal competencies on the project's success among Selangor construction firms. By understanding the connection, both industry experts and academics will be provided with resources and information to maximise the construction project's success to fulfil the construction project's organisational aim. Therefore, this study concentrates on personal competencies and how it affects the projects' success among the Selangor construction firms.

This study's first purpose is to access how self-awareness affects projects' success among Selangor construction firms. From the results, the value of mean for self-awareness (SA) is 3.889, which is above average. Then, the PLS-Algorithm was performed to evaluate the converging validity of each latent variable and items loaded below recommended value of 0.7 were removed. Following this, three out of seven outer loadings for SA3, SA5 and SA6 items were removed. The outcome of PLS-Algorithm, Average Variance Extracted (AVE), and Composite Reliability (CR) results were accessed, and they all meet the required threshold, as shown in Table 4.4. After that, bootstrapping was done for the testing of hypothesised paths. As presented in Table 7, SA ( $\beta = 0.435$ ;  $t\text{-value} = 5.642$ ;  $p \leq 0.00$ ) has a

strong positive correlation on project success. Therefore, H1 is significant and supported.

The study's next goal is the impact of self-management (SM) on projects' success among the Selangor construction firms. From table 4, the mean for SM is 3.908, which is relatively high above average. Then, the PLS-Algorithm was performed to evaluate the converging validity of each latent variable and items loaded below recommended value of 0.7 were removed. Following this, three out of seven outer loadings for SM2, SM3 and SM6 items were removed. The outcome of PLS-Algorithm, Average Variance Extracted (AVE), and Composite Reliability (CR) results were accessed, and they all meet the required threshold, as shown in Table 4 and Figure 2. After that, bootstrapping was done for the testing of hypothesised paths. As presented in Table 7, SM ( $\beta = 0.396$ ;  $t\text{-value} = 5.448$ ;  $p \leq 0.000$ ) has a strong and positive effects on project success. Therefore, H2 is significant and supported.

Summarily, both self-awareness (SA) and self-management (SM) are positively correlated to project success. In other words, one's attitude eventually impacts project success.

### 6.0 Implications

#### 6.1 Theoretical Implications

This study was conducted to investigate the effects of personal competencies on projects' success among the Selangor construction firms. Many research studies have been undertaken on personal

competencies in diverse sectors, such as the service sectors, the telecommunications industry, the healthcare sector and even government agencies. However, there are only a few studies relevant to this study conducted in the construction industry. This study's outcome would also add to the body of knowledge on project success in the construction industry. Furthermore, this study was also extended to the construction industry to measure the reliability of the IV's and DV of this research, which would improve the stability of empirical study. This would add value to the academic world in the area of construction project delivery.

### 6.2 Practical Implications

The study on personal competencies is significant not only for the academic community but also for the employer responsible for the progress of projects in any construction firm. In the same way, it allows those with practical project commitments to better themselves. Maintaining strong personal competencies within themselves will ultimately boost employer efficiency and make it easier to achieve project success. Therefore, this study is critical in exploring the effects of personal competencies on projects' progress in the Selangor Malaysian construction industry.

### 7.0 Research Limitation

This study was conducted only among Selangor G7 construction firms which might not be generalisable to other construction firms in the other parts of Malaysia or overseas due to cultural and contextual differences. To obtain more generalisable findings, future research may consider the effect of social competencies on project success across different settings, both at local and international level. Likewise, the data obtained for this study can only measure personal competencies on project success among Selangor construction firms. They may not be used for other research from other industries.

### Acknowledgement

The authors of this study would like to acknowledge Universiti Malaysia Pahang for financial assistance through research grants with RDU190390.

### References

1. adeleke, A. Q., Nawi, M. N. M., & Abd-Karim, S. B. (2020). Where Are We? The Level Of Risk Management In Malaysian Construction Industries. *Int. J Sup. Chain. Mgt Vol*, 9(1), 527.
2. Adeleke, A. Q., & Rahman, N. F. A. (2018). The Relationship between Effective Communication and Construction Risk Management among Kuantan Malaysian Construction Industries. *Journal of Advanced Research in Applied Sciences and Engineering Technology*, 10(1), 18-24.
3. Azman, N. A. S. M., & Adeleke, A. Q. (2018). Effect of Time Overruns on Apartment Building among Kuantan Malaysian Construction Industries. *Journal of Advanced Research in Applied Sciences and Engineering Technology*, 10 (1), 41, 47.
4. B.Suresh Ram (2019), New Straits Times; Transport sector a critical enabler of Malaysia's socioeconomic development; Retrieved from, <https://www.nst.com.my/news/nation/2019/10/530878/transport-sector-critical-enabler-Malaysia's-socio-economic-development>
5. Chen, T., Fu, M., Liu, R., Xu, X., Zhou, S., & Liu, B. (2019). How do project management competencies change within the project management career model in large Chinese construction companies? *International Journal of Project Management*, 37(3), 485–500. <https://doi.org/10.1016/j.ijproman.2018.12.002>
6. Chester Chin (2019) The Star Online News; Malaysian tourism records growth, but hotels are still empty Retrieved from <https://www.thestar.com.my/lifestyle/travel/2019/11/28/malaysian-tourism-records-growth-but-hotels-are-still-empty>
7. Chung, R. M., Adeleke, A. Q., & Ajibike, W. A. (2020). Client Delay Factors Affecting Building Project Performance Among Kuantan Malaysian Construction Industry: Through Partial Least Square Structural Equation Modeling. *Economic Research*, 4(1).
8. Djalante, R., Shaw, R., & DeWit, A. (2020). Building resilience against biological hazards

and pandemics: COVID-19 and its implications for the Sendai Framework. *Progress in Disaster Science*, 6, 100080. <https://doi.org/10.1016/j.pdisas.2020.100080>

9. Gaskin, J., Godfrey, S., & Vance, A. (2018). Successful System-use: It's Not Just Who You Are, But What You Do. *AIS Transactions on Human-Computer Interaction*, 10(2), 57–81. <https://doi.org/10.17705/1thci.00104>
10. Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., & Thiele, K. O. (2017). Mirror, mirror on the wall: a comparative evaluation of composite-based structural equation modeling methods. *Journal of the Academy of Marketing Science*, 45(5), 616–632. <https://doi.org/10.1007/s11747-017-0517-x>
11. Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
12. Irfan, M., Hassan, M., & Hassan, N. (2019). The effect of project management capabilities on project success in Pakistan: An empirical investigation. *IEEE Access*, 7, 39417–39431. <https://doi.org/10.1109/ACCESS.2019.2906851>
13. Ismayana, M. P., & Adeleke, A. Q. (2020). The Influence of Organizational Culture on Construction Risk Management among Kuantan Malaysian Construction Industry: A Partial Least Square Structural Equation Modeling Approach. *Social Science and Humanities Journal*, 1693-1704.
14. Kanimoli, A., Adeleke, A. Q., & Taiwo, T. T. (2020). Organizational Structure Influence On Construction Waste Management Among Penang Malaysian Construction Industry: An Approach Via Partial Least Square Structural Equation Modeling. *Journal Homepage: https://www.jobmer.org*, 4(1).
15. Khosravi, P., Rezvani, A., & Ashkanasy, N. M. (2020). Emotional intelligence: A preventive strategy to manage destructive influence of conflict in large scale projects. *International Journal of Project Management*, 38(1), 36–46. <https://doi.org/10.1016/j.ijproman.2019.11.001>
16. Malik, N. S. A., & Adeleke, A. Q. (2018). The Effect of Organizational Culture on Material Risk among Malaysian Construction Industries. *Journal of Advanced Research in Applied Sciences and Engineering Technology*, 10 (1), 34, 40.
17. Malaysian Investment Development Authorities (MIDA) <https://www.mida.gov.my/home/annual-reports/posts/>
18. Mazur, A., Pisarski, A., Chang, A., & Ashkanasy, N. M. (2014). Rating defence major project success: The role of personal attributes and stakeholder relationships. *International Journal of Project Management*, 32(6), 944–957. <https://doi.org/10.1016/j.ijproman.2013.10.018>
19. Murugiah Surin (2020). Malaysia GDP to Contract 4% in 2020, Grow 6.5% in 2021-ADB; *theedgemarkets*; <https://www.theedgemarkets.com/article/malaysia-gdp-contract-4-2020-grow-65-2021-E2%80%94adb>
20. Omer, M. S., & Adeleke, A. (2019). Systematic Critical Review of Risk Management in Malaysian Construction Companies. *Journal of Humanities and Social Sciences Studies (JHSSS) Vol, 1*.
21. Panda, S., Waris, M., Yusri, M., Adeleke, A. Q., & Sarbani, W. M. N. (2020). Performance Appraisal System of Public Technical Universities of Malaysia-A Study. *International Journal of Psychosocial Rehabilitation*, 24(1).
22. Procaccino, J. D., Verner, J. M., Shelfer, K. M., & Gefen, D. (2005). What do software practitioners really think about project success: An exploratory study. *Journal of Systems and Software*, 78(2), 194–203. <https://doi.org/10.1016/j.jss.2004.12.011>
23. Rezvani, A., Chang, A., Wiewiora, A., Ashkanasy, N. M., Jordan, P. J., & Zolin, R. (2016). Manager emotional intelligence and project success: The mediating role of job satisfaction and trust. *International Journal of Project Management*, 34(7), 1112–1122. <https://doi.org/10.1016/j.ijproman.2016.05.012>
24. Rezvani, A., Khosravi, P., & Ashkanasy, N. M.

- (2018). Examining the interdependencies among emotional intelligence, trust, and performance in infrastructure projects: A multilevel study. *International Journal of Project Management*, 36(8), 1034–1046. <https://doi.org/10.1016/j.ijproman.2018.08.002>
- 25.** Sabodin, N., & Adeleke, A. Q. (2018). The Influence of Government Regulation on Waste Reduction Among Kuantan Malaysian Construction Industry. *Journal of Advanced Research in Applied Sciences and Engineering Technology*, 10 (1), 72, 76.
- 26.** Sasu, E. D. (2018). Understanding the Impact of Self-awareness Emotional Intelligence of Project Managers in Contributing to International Development Project Success: Perspectives of Ghanaian Project Workers. *Journal for Studies in Management and Planning*, 04(06), 213–222.
- 27.** Satchwell, L., & Smallwood, J. (2016). The Role of Emotional Intelligence in Managing Construction Projects. *Creative Construction Conference 2016*, 557–562.
- 28.** Sunindijo, R. Y., Hadikusumo, B. H. W., & Ogunlana, S. (2007). Emotional intelligence and leadership styles in construction project management. *Journal of Management in Engineering*, 23(4), 166–170. [https://doi.org/10.1061/\(ASCE\)0742-597X\(2007\)23:4\(166\)](https://doi.org/10.1061/(ASCE)0742-597X(2007)23:4(166))
- 29.** Zuo, J., Zhao, X., Nguyen, Q. B. M., Ma, T., & Gao, S. (2018). Soft skills of construction project management professionals and project success factors: A structural equation model. *Engineering, Construction and Architectural Management*, 25(3), 425–442. <https://doi.org/10.1108/ECAM-01-2016-0016>