

RESEARCH ARTICLE

# Impact of Project Management Leadership and Knowledge Management on Job Engagement; with Mediating Role of Self Efficacy

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**Abstract:** Project-based government as well as private sector organizations play a pivotal role in the progress and growth of any country. In case of Pakistan, project-based organizations offer lucrative salaries and perks to employees. In return, the performance of these organizations is not in accordance with the organizational contribution. As an initial finding, the deficiency was observed in employees' job engagement. In the theoretical framework, four variables were taken where job engagement was the DV, and project management leadership and knowledge management were the IVs. Self-efficacy was used as a mediator. Responses from the top and middle management employees of public and private sector organizations were collected for analysis. 166 responses were received against 320 floated questionnaire. SPSS and PLS Smart were used for analysis. The mediation test was performed through Structural Equation Modelling by PLS Smart 3. Results have shown that visible improvement can be made in job engagement of the employees as partial mediation has been observed by using self-efficacy as the mediator between Project Management Leadership, Knowledge Management Job Engagement. Knowledge Management and Project Management Leadership have positive impact on Self Efficacy and Job Engagement, partial mediation has been observed which illustrate acceptance of all hypotheses.

**Keywords:** Project Management Leadership, Knowledge Management, Self-Efficacy, Job Engagement

**JEL Classification Code:** M11, M50, D83

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# 1 Introduction

Public and private sector organizations contribute towards the economic health of any country through different projects. It is quite evident that actions and behaviors of project team members have a significant impact on the project and organizational success. It is also observed that in developed countries, performance of employees is superior because of the best practices compliant treatment in their compensation and other organizational practices. On the contrary, in developing countries, generally there is less emphasis on such practices, which usually results in lower employee satisfaction and higher employee turnover. The public sector of Pakistan is also facing these issues. Public health sector employees were generally dissatisfied with their jobs and resultantly exhibit poor performance, lower job engagement, which ultimately causes declined performance and poor reputation of health sector organizations in Pakistan (Khan et al., 2012).

As project management is inspiring yet stressful endeavour due to high emphasis on meeting the schedules, so the management and leadership have to go an extra mile to engage and keep the employees motivated towards the task. Based on empirical knowledge, the model was developed, and this research was planned, and the core problem area was job engagement. The primary concern and focus of this study were to identify some core variables which can play a vital role in improving job engagement. In this study, Project Management Leadership Knowledge Management were considered as independent variables, whereas Self-Efficacy has been used as a mediator. This research has focus on Job Engagement of the employees, working in project-based government as well as private sector organizations. The objective is to find out how it could be improved and which variables can play a leading role in improving the problem area. Furthermore, the emphasis of the study is on the projects administered by the government departments/organizations and project-based private sector organizations due to their impact on the economy.

## 1.1 Statement of the Problem

Empirical evidence shows that a low level of job engagement is a significant cause of many deviant workplace behaviours. If employees will be truly engaged in their jobs it will not only improve their performance but it will have a significant impact on overall organizational performance. In this regard, the current study is focusing on two organizational level variables that are Project Management Leadership, Knowledge Management, and an employee level mediating variable that is Self-Efficacy as predictor of employee Job Engagement. It means if proven to have significant impact on job engagement, all these variables might prove to be successful interventions to improve employees' job engagement.

## 1.2 Significance/Rationale of the Study

The study may contribute towards improving employee job engagement and increasing the probability of project success, so ultimately, the organizational performance. As in developing countries, many developmental projects are donor funded both in public as well as developmental sector organizations; therefore the study might help win their trust and confidence by meeting schedules and delivering the requisite milestones.

### 1.3 Research Objectives

This research has the below mentioned key research objectives:

- To explore the effect of project management leadership on job engagement.
- To identify the influence of knowledge management on job engagement.
- To explore the role of self-efficacy in the relationship between project management leadership and job engagement.
- To examine the role of self-efficacy between knowledge management and job engagement.

## 2 Literature Review

### 2.1 Project Management Leadership

The literature is quite evident about the critical role of project management leadership in the project's success; for instance, [Briner et al. \(1996\)](#) believe that the vision of leadership plays a pivotal role in bringing team members in a closer bond towards a commonly communicated set of objectives. [Baccarini \(1999\)](#) and [Davis \(1995\)](#) offered the Logical Framework Method (LFM) as an instrument for structuring the project and its achievements. This framework offers a precise linking mechanism among vision, objectives and project deliverables. By connecting the results of a project with a quantifiable vision, the dedication and commitment of the team members might improve significantly. [Tuman \(1986\)](#) and [Cleland \(1986\)](#) believed that the leader's clear vision, when properly articulated through an objective leadership is adequately linked with the employee level tasks, mostly lead towards more engaged employees with high levels of self efficacy.

*H<sub>1</sub>*: Project management leadership has a significantly positive impact on job engagement.

*H<sub>3</sub>*: Project management leadership has a significantly positive impact on self-efficacy.

### 2.2 Knowledge Management

Elaborated by [Gunjal \(2019\)](#) knowledge management is the procedure of gathering, managing and sharing employee's knowledge within the organisation. Knowledge is an inimitable and intangible asset and it can be used as a competitive advantage by organizations that use it in a well-organized manner ([Shahzad et al., 2020](#)). The focus on and investment in knowledge creation and knowledge management (KM) is a must for any organization to make progress ([Masa'deh et al., 2017](#)). [Maier \(2005\)](#) characterizes KM as "the management work focusing on general business execution and assessment of information management procedures to help deal with and use the knowledge inside and outside the organization keeping in mind the end goal to enhance managerial performance" (p. 433).

Knowledge is of two sorts: (1) implicit knowledge — knowledge that is supreme, underutilized, unspoken and dwelling in workers' mind; (2) explicit knowledge — knowledge that is distributable, simple to deal with, documentable and storable ([James & Lucardie, 2003](#)). Due to the diversity of the topic, there might not be a single and universal definition of the term knowledge management.. Knowledge management is a major contributor in making quality decisions about how and when to consider an alternative best suited to the situation ([Frey & Stutzer, 2000](#)). Likewise, knowledge management brings in advancement and improves profitability when leadership uses it systematically ([Shannak et al., 2012](#)).

Knowledge management is a purposeful arrangement of practices and procedures intended to streamline the utilization of knowledge. It is about enhancing the capacity and capability in the territory of knowledge generation, dissemination and utilization. Furthermore the knowledge management is the way toward gathering, sorting, and disseminating data by individual analysts/managers as well as teams of experts in any organization to facilitate the work engagement, workflow and other related decisions (Masa'deh et al., 2017). It supports the following hypothesis:

*H<sub>2</sub>*: Knowledge management has a significantly positive impact on job engagement.

Knowledge management is also characterized as an arrangement of practice to locate the best mix of data and its interrelationship to facilitate complex tasks. It also takes into account the knowledge accumulated through the collective experience of the organizational members, which is ultimately a continuous source of organizational development and its performance improvement (Frey & Stutzer, 2000). Now let's briefly discuss the significant components of knowledge management.

#### **Knowledge Acquisition**

Turulja & Bajgorić (2020) research work show the indirect impact of knowledge acquisition and knowledge application on companies business enactment through process and product novelty. As defined by Kim et al. (2020) to elaborate the relations among innovation and environment, this research work aims to inspect the influence of environment on innovation through external knowledge acquisition. Pacharapha & Ractham (2012) described knowledge acquisition as the methodology of collecting, arranging, understanding and different interlinking components of a subject to create a knowledge base. The capacity of the knowledge acquirer and the availability of data (Gupta et al., 2000) and the purpose and cost of data must be supplemented with a knowledge-sharing environment as the main driving factors behind knowledge acquisition (Gupta et al., 2000).

#### **Knowledge Storage**

Knowledge management is a combination of tools that link the application of knowledge to business systems. In this regard, knowledge management is additionally characterized as a system that encourages business to conceive, select, store and hand over necessary data which is accumulated through collective organizational experience.

#### **Knowledge Transfer**

Knowledge transfer is all about selecting the most appropriate set of knowledge to the most related audience for their support in their work and to provide them with new insights. The critical components of the knowledge transfer are the quality of knowledge, the transferring process and the complete and meaningful transfer of knowledge (Cummings, 2002). Like information organization, information transfer expects to arrange, make, get, or share information and affirm its availability for future recipients.

#### **Knowledge Application**

Knowledge application procedures are those processes arranged toward the real utilization of knowledge (Gold et al., 2001). Davenport et al. (1998) contended that the proper use of knowledge has helped organizations enhance their productivity and lessen costs. Over the most recent two decades, organizations have seriously been looking for sources of true competitive advantage, for example, differentiation, cost leadership and many more, yet the knowledge management (KM) has proved to be a very unique and sustainable source of competitive advantage (Oluikpe, 2012). Numerous knowledge management experts have a consensus on the fact that in today's knowledge economy, knowledge management is a critical source of getting a competitive advantage (Teece, 1982). The business entities are

more concerned about building knowledge resources for their competitiveness. Knowledge management is not an alternative anymore but instead a significant need for individuals as well as organizations to exist competitively (Singh & Kant, 2008).

*H<sub>4</sub>*: Knowledge management has a significantly positive impact on self-efficacy.

### 2.3 Self-Efficacy

Reychav et al. (2019) during defining the 'technology identity' and 'technology self-efficacy' research work, it is hypothesized that perceived mobile technology identity openly affects self report reliability, and professed self-efficacy moderates the relationship between the two. Self-efficacy is described as the trust that people have about their abilities to execute required activities and control them adequately (Bandura, n.d.). It is suggested that self-efficacy relates to the execution, since it impacts both the activities people perform and how much effort they exert while performing them (Bandura, n.d.; Yeo & Neal, 2006). Moreover, people who have a higher self-efficacy will sustain longer in their endeavours, and they take their chances until the completion of the task. This critical point concerning self-control is very critical for the task execution. Self-efficacy shows expected results when individuals were given a specific goal and proper feedback from leadership (Cervone & Wood, 1995; Gist & Mitchell, 1992).

According to the Social Cognitive Theory of Bandura (n.d.), self-efficacy is portrayed as the trust in one's abilities to deal with and execute the activities required to gain success (Bandura, n.d.). This confidence in one's capabilities might be an outcome of past productive experiences, vicarious learning, acquired knowledge and physiological as well as mental states (Bandura, n.d.), like how we got motivated, how we feel, what we think, and what we do (Bandura, 2001; Martín, 2000). Theoretical and observational research shows that self-efficacy is a critical factor in work engagement. There is empirical evidence that low levels of self-efficacy results in stress, absenteeism, job satisfaction, turnover, low commitment (Jex & Bliese, 1999), restlessness, hopelessness (Beas & Salanova, 2006) and burnout (Salanova et al., 2001, 2002, 2000). This supports the following hypothesis:

*H<sub>5</sub>*: Self-efficacy has a significantly positive impact on job engagement.

### 2.4 Job Engagement

Oluwatayo & Adetoro (2020), the concept of job engagement is generally foreseen by the human resource practices and employee's individual traits. Result show that perceptions of job insecurity has negative impact. It was also observed that, employee's job engagement can reduce turnover intent. Job engagement of workforce completely mediate the relations among turnover intent and perceptions of job insecurity, on the other end job insecurity produced by COVID-19 has a larger impact. Job engagement (JE) is a moderately new idea in academic research that is attracting much attention due to the comprehensiveness and outcomes of the concept. The principal meaning of JE is a positive attitude, satisfaction, passion, energy, high vigour, commitment, importance, excitement, motivation and pride, related to their job as well as an organization. The worker put the discretionary effort in their work, relate themselves with the job, and feels that time passes rapidly (Bakker & Demerouti, 2008; Chughtai & Buckley, 2011).

Job engagement is also defined as the physical, intellectual, and enthusiastic vitality and commitment that the workers put as resources into their work (Kahn, 1990; Rich et al.,

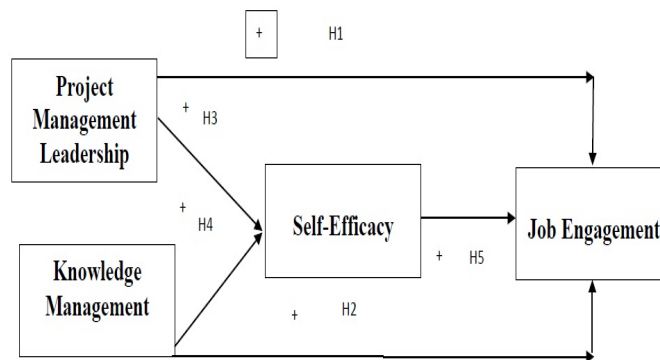


Figure 1: Research Framework

2010). The main concern of the person with high job engagement is the higher performance while fulfilling the tasks assigned by the organization and ultimately increasing organizational effectiveness (Eagly & Chaiken, 1993; Judge et al., 2001). Employee job engagement has received much attention over the last years, and it has been recognized as the way to an organization's growth and prosperity. As per Schaufeli & Salanova (2007), engagement is "fundamental" for today's employees. employees fight against multiple task-related challenges if they are correctly delegated and engaged in their jobs.

In any case, although the persisting search has shown that job engagement is identified with worker task results, many managerial and individual antecedents that impact employees' job engagement are still, to a great extent, obscure. Specifically, less hypothetical clarification and experimental work have been done at the organizational level antecedents of employee job engagement (Rich et al., 2010; Saks, 2006). The relationships mentioned above among all the IVs and self-efficacy and further the relationship of self efficacy with job engagement supports the mediating role of self efficacy.

## 2.5 Theoretical/Conceptual Framework

In this research study, job engagement focuses as a dependent variable, whereas project management leadership and knowledge management are the IVs. Self-efficacy mediates the association between project management leadership (IV) and job engagement (DV) and the impact of the mediating role of Self-efficacy between knowledge management (IV) and job engagement (DV). **Independent variables:** Project management leadership and Knowledge management

**Mediator:** Self-efficacy

**Dependent variable:** Job engagement

## 2.6 Hypothesis Development

For justifying the research framework and literature review, research hypotheses are developed, which support the theoretical framework. The following hypothesis has been created to justify the research study:

$H_1$ : Project management leadership has a significantly positive impact on job engagement.

*H*<sub>2</sub>: Knowledge management has a significantly positive impact on job engagement.

*H*<sub>3</sub>: Project management leadership has a significantly positive impact on self-efficacy.

*H*<sub>4</sub>: Knowledge management has a significantly positive impact on self-efficacy.

*H*<sub>5</sub>: Self-efficacy has a significantly positive impact on job engagement.

*H*<sub>6</sub>: Self-efficacy mediates the relationship between project management leadership and job engagement.

*H*<sub>7</sub>: Self-efficacy mediates the relationship between knowledge management and job engagement.

### 3 Research Methodology

Research methodology facilitates the researcher by providing a descriptive mechanism of the research study. It involves the following given information.

#### 3.1 Sample Selection

The sample size was 320 employees, which involve top middle management of private companies (dealing with projects) and top middle management government officers working in different government organizations (which are dealing with projects) located in Rawalpindi/Islamabad. The calculation of sample size selection has opted from [Hair Jr et al. \(2016\)](#) number of variables  $\times$  20, then double it (in Pakistan response rate is 49%, that is why again double your results to finalize the sample size of your study  $4 \times 20=80$  after doubling it will become 160 and after again doubling it will be 320).

#### 3.2 Population Frame

Top and middle management government officers working in different government departments (which are dealing with projects) and top middle management staff of private companies/organizations (dealing with projects) would be the population frame of the research study.

#### 3.3 Type of Study

The type for the current research study was causal research design' as our model depicts the cause and effect scenario among the project management leadership, knowledge management (IVs), and job engagement (DV) with a mediating role of self-efficacy.

#### 3.4 Sampling Technique

Purposive sampling technique was used along with random sampling, as the questionnaires were shared with HR departments and administration offices of the organizations to get them filled from the project managers randomly.

#### 3.5 Research Instruments

The five likert scales ([Likert, 1967](#)) was used. Four variables were measured using the research instruments adopted from previous studies without any modifications for measur-

ing the project management leadership instrument developed by [Norrie & Walker \(2004\)](#). For measuring the knowledge management instrument was developed by [Liebowitz & Megbolugbe \(2003\)](#). Self-efficacy instrument was developed by [Dorfman & Howell \(1988\)](#). The job engagement instrument was developed by [Rich et al. \(2010\)](#).

### 3.6 Data Collection Procedures

Data were collected from the selected respondents through google docs and printed research instruments in the form of the questionnaire, 5-points likert-scale was used to collect answers.

### 3.7 Data Analysis Techniques and Tools

Data was received through google docs, and was analysed by using the structural equation modelling technique through SmartPLS 3. SPSS was used to prepare data sheet and for demographic analysis.

## 4 Findings and Data Analysis

### 4.1 Descriptive Statistics and Analysis

The researcher used SPSS software for data entry and demographic analysis, while structural equation modeling has been performed using SmartPLS 3. The measurement model was executed in SmartPLS to check reliability, correlation, average variance, R square, moderation, and mediation. The researcher collected data from 166 respondents, out of which 90 were male (54.2%) and 76 were female (45.8%). Table 1 below shows the demographic analysis for gender and male respondents were high in number.

Table 1: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Male	90	54.2	54.2	54.2
	Female	76	45.8	45.8	100
	Total	166	100	100	

Table 2 shows responses regarding the age of the respondents. This demographic analysis shows that 31.9% of respondents were from the age group of 20-30 years, 50% were from the age group 31-40 years, showed the highest number where people in this age cohort worked in project-based organizations. The number of people in last age group, which was above 40 years, were 18.1%.

The researcher explains the education level of respondents in the table 3 mentioned above. According to the below table, 31 respondents have a Bachelor's degree (18.7%), 81 respondents have a Master's degree (48.8%) and 54 respondents have a MPhil/Ph.D degree.(32.5%). We can see from the above table that the highest respondents had a Master's degree.



Table 2: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	20-30 Years	53	31.9	31.9	31.9
	31-40 Years	83	50	50	81.9
	Above 40 Years	30	18.1	18.1	100
	Total	166	100	100	

Table 3: Education

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Bachelors	31	18.7	18.7	18.7
	Masters	81	48.8	48.8	67.5
	M. Phil./PhD	54	32.5	32.5	100
	Total	166	100	100	

Table 4 explains the the distribution of organizations as data was collected from both private and public organizations. There were 60.2% respondents from private sector (project based organizations) and 39.8% respondents from public sector (project based organizations). Private sector respondents were higher in number who participated in this survey.

Table 4: Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Private	100	60.2	60.2	60.2
	Public	66	39.8	39.8	100
	Total	166	100	100	

## 4.2 Analysis of Measurement Model

Findings from the measurement model state that R-square of self-efficacy, which is 31.1%, it means that 31.1% of variation in self efficacy is explained by project management leadership and knowledge management. R-square of job engagement is 40.4% which indicates that 40.4% of variation in job engagement is explained by self-efficacy, project management leadership and knowledge management.

### Beta co-efficient path

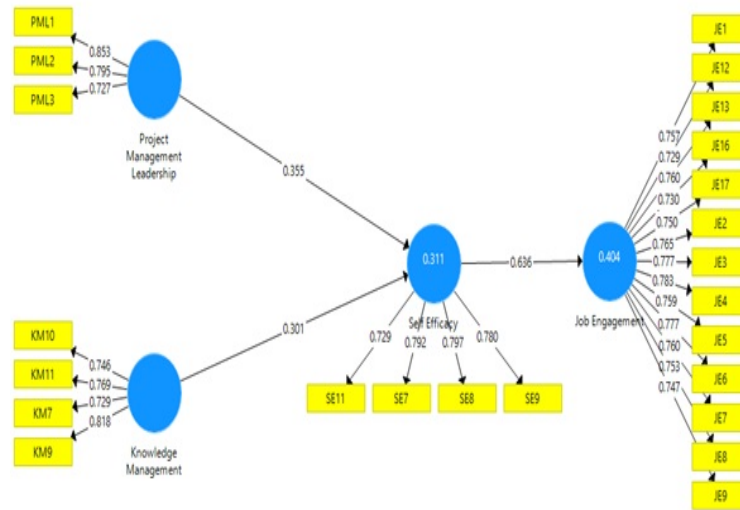


Figure 2: Measurement Model (Project Management Leadership, Self Efficacy, and Job Engagement)

1. Project management leadership has reflected a positive association with self-efficacy.
2. Knowledge management has shown a positive relationship with self-efficacy.
3. Self-efficacy has a positive relationship with job engagement.
4. Project management leadership has a positive relationship with job engagement.

All factor loadings indicate that data is significant because their values are greater than 0.5 as mentioned in figure 2. PML 1 has the highest value, and it means that it has the most contribution to explain project management leadership. KM 3 has the highest value, and it means that it has the most contribution to explain knowledge management. SE 8 has the highest value, and it means that it has the most contribution to explain self-efficacy. JE 4 has the highest value, and it means that it has the most contribution to explain job engagement.

Table 5: Construct Reliability and Validity before Mediation

	$\alpha$	Composite Reliability	AVE
Project Management Leadership	0.73	0.829	0.55
Knowledge Management	0.767	0.85	0.587
Self-Efficacy	0.815	0.864	0.515
Job Engagement	0.938	0.946	0.574

Table 5 shows the construct reliability and validity before performing the mediation effect. We can see from table 5 column 2 explains about Cronbach’s alpha, column 3 explains about composite reliability while the last column shows average variance extracted. Cronbach’s alpha is in an acceptable range, which should be more than 0.60, and we can see for all variables Cronbach’s alpha is above 0.60, which means all instruments are reliable and consistent. Job engagement has the highest Cronbach’s alpha value, which is 0.938. Project

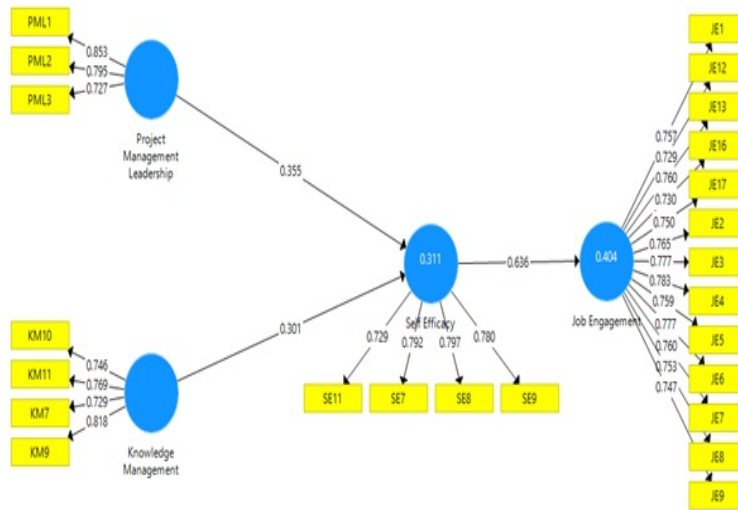


Figure 3: Measurement Model After Boot Strapping for Mediation

management leadership has the lowest Cronbach’s alpha value, which is 0.730. Our analysis shows that the composite reliability of project management leadership is 0.829. For self-efficacy, it is 0.864, knowledge management is having 0.850 and for job engagement, 0.946, which means all are acceptable, which should be above 0.70. The last column shows the average variance extracted, which shows that all values are greater than 0.5, which means our measurement model is valid and reliable. So by looking at the table mentioned above, we can say reliability and validity exist and confirm.

As mentioned below, it can be seen from the table that every variable is different from the other variables by having diagonal values higher than vertical and horizontal values. It can also be observed that these values are higher than the values of average variance, which means that there is no issue of multicollinearity in the data collected from the respondents.

Table 6: Discriminant Validity before Mediation

	AVE	JE	KM	PML	SE
Job Engagement	0.55	0.758			
Knowledge Management	0.587	0.5	0.766		
Project Management Leadership	0.515	0.482	0.441	0.794	
Self-Efficacy	0.574	0.636	0.458	0.487	0.775

The correlation table helps us to gauge the association among the variables. Correlation value ranges between -1 to +1, which is also its acceptable range. A positive value indicates a strong positive relationship between the variables, and negative values imply a negative correlation among the understudy variables. As per findings, all variables are possessing positive values within the acceptable range.

Table 7: Correlation Table before Mediation

	JE	KM	PML	SE
Job Engagement	1			
Knowledge Management	0.5	1		
Project Management Leadership	0.482	0.441	1	
Self-Efficacy	0.636	0.458	0.487	1

The R square (coefficient of determination) guides us to explain the variance in DV produced by the IV. These values of R square were calculated before mediation by using SmartPLS 3. It is evident from the results mentioned above that self-efficacy explains the variance of 40.4% of job engagement.

Table 8: R Square

Before Mediation		
	R Square	R Square Adjusted
Job Engagement	0.404	0.401
Self-Efficacy	0.311	0.302

Knowledge management → Job engagement value of T-stats is significant because it is larger than 1.96, P-value is significant and having a 100% confidence level. Knowledge management → Job engagement value of T-stats is significant because it is larger than 1.96, P-value is significant and having a 100% confidence level. Project management leadership → Job engagement value of T-stats is significant because it is larger than 1.96, P-value is significant and having a 100% confidence level. Project management leadership → Job engagement value of T-stats is significant because it is larger than 1.96, P-value is significant and 100% confidence level. Self-efficacy → Job engagement value of T-stats is significant because it is larger than 1.96, P-value is significant and 100% confidence level. The below-mentioned factual position implies that the mediation effect's hypothesis is accepted with significant data collected from project-based organizations. These findings go along with the findings of Tuman (1986) and Cleland (1986) who believed that the leader's clear vision, once properly expressed and adequately linked with the employee level tasks, generally lead towards more engaged employees with high levels of self-efficacy.

Table 9: Total Effects

	O	M	STDEV	O/STDEV	P Values	Status
Knowledge Management -> Job Engagement	0.357	0.363	0.094	3.801	0	Supported
Knowledge Management -> Self Efficacy	0.297	0.3	0.077	3.859	0	Supported
Project Management Leadership -> Job Engagement	0.324	0.331	0.095	3.426	0.001	Supported
Project Management Leadership -> Self Efficacy	0.356	0.366	0.082	4.364	0	Supported
Self-Efficacy -> Job Engagement	0.455	0.451	0.077	5.913	0	Supported

Note: O=Original Sample; M=Sample Mean; STDEV=Standard Deviation; |O/STDEV|= T-Stat

Table 10 shows the mediation analysis of direct and indirect effects after bootstrapping mediation was calculated. VAF was calculated after direct and indirect effects, which shows a value of 74.3%. This value is less than 80%, showing partial mediation on the data collected from project-based public and private sector organizations. This also relates to the findings of [Schaufeli & Salanova \(2007\)](#), easy engagement is "fundamental" for today's employees, given the various challenges they face and they fight against multiple task-related challenges if they are correctly delegated and engaged in their jobs. As per research finding when tests were run on data received (from public/private project-based organization) regarding mediation, it was found that partial mediation existed when we evaluated the impact of project management leadership, knowledge management on job engagement with the mediating role of self-efficacy, which support the underlying hypothesis as well.

Table 10: Mediation Analysis

Path	Coefficients	Value	VAF	Status
Direct	4.87	14.136/19.006=	.743	
Indirect	14.136	74.3%, Which is < 80% Means Partial Mediation		Supported
Total Effect	19.006			

## 5 Conclusion and Discussion

The performance of government offices, dealing with projects and project-based organizations working in the private sector, has been declined in the last decade. The concept arises to measure the possible reasons for that decline. Among many other factors, job engagement seems to be the most dominating problem area which needs to be addressed. The researcher has tried to contribute value addition to the organizations and practitioners. As the variables under study depict that job engagement among the employees can be improved by focusing on the aspects of project management leadership, knowledge management, and specially self-efficacy. The research model was formulated by reviewing the literature on the variables under study and their logical and historical relationships. This research's main objective was to test the Pakistan project-based private and public sector organizations' theoretical model.

To get the most relevant respondents' appropriate responses, the researcher tried to approach renowned organizations and departments', employees. Three hundred and twenty questionnaires were floated in total, out of which 100 questionnaires were floated through google doc and 220 in hard form through personal visits. One hundred and sixty-six responses were received/recorded, 20 through google docs, and 146 through questionnaire. The analysis was conducted in three phases by using SPSS and structural equation modelling through SmartPLS 3. All the hypotheses were found acceptable. Based on results, researchers have concluded that improvement could be made in job engagement of employees working in public/private project-based organizations/departments by focusing on project management leadership, knowledge management, and self-efficacy. This improvement is more required in public organizations as their employees lack of job engagement due to their job securities and salaries/perks.

Results show that research model has partial mediations, which means that self-efficacy partially mediates the relationship between the independent variables and the dependent variable. Self-efficacy is one knowledge area of psychological capital. After conducting this research, it is added that it may be beneficial to consider the impact of other knowledge areas of psychological capital, which are hope, optimism and resilience, as a future recommendation. It is also expected that these knowledge areas will also improve the problem area.

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