



Interactive Effects of Organizational Structure and Team Work Quality on Project Success in Project Based Non Profit Organizations

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ABSTRACT

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The main aim of the research paper is to explore the interactive usefulness of organizational hierarchy or structure as well as teamwork quality regarding organizational structure from (Khyber Pakhtunkhwa) a province of Pakistan. The data is collected through questionnaires from the employees working in the project-based organizations in non-profit sectors of Pakistan. The data is analyzed through Statistical Package for the Social Sciences (SPSS). This research shows that there is a highly considerable positive association between the type of structure an organization chose to work in and project success. The teamwork quality has a 28.5% impact on the project success on the dependent variable. The moderator and dependent variable are highly relatable with a considerable amount of values, as per results statistics.



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1. Introduction

The introduction is wise to identify the key reasons behind the failure of any project, without continuously insisting on highlighting the success factors. There are hardly any factors that differentiate between success and failure. If you notice you might agree that identifying the success factors are highly possible and easy, but in reality, success could have different meaning and each person has their own definition of success. Previously, the success of any project was measured through internal factors like HRM and objectives, and other related strategies. But now a day it is assessed by some other factors as well.

In international development project always holds vital importance when it comes to the preference of policymakers. Still, the failure of any project and eventually the disappointment showed by those who hold shares in the project, is considered as the best guide for the future instead of becoming an exemption. If you check the facts and figures you will find out that word bank could manage to only succeed in 50% of its projects(van den Heever, 2018). It means that almost half of its projects were a success as per the report of IFC (International Finance Corporation)(Alasdair I MacBean & P Nicholas Snowden, 2021; A. I. Macbean & P. N. Snowden, 2021).

Different studies call the lack of schedule fulfillment and financial decisions as to the reason behind the failure as 85% of the project we're behind time or lack any proper financial plan. The figures also show that there was an overrun of 70% in the duration of the plan and the ratio was 60% when it comes to the planning of budget (Sontowski & Studies, 2018). Such stats are the main reason behind the current decisions of the firms to

opt for different time management training programs for their employees and go for those individuals who have certification In different management programs of the projects.

The suitable organizational structure plays an important role in managing the project team for achieving high performance in the project and gaining value and efficiency. In every project set the project objective and then at the end of the project achieved that objective. Every project has different goals and these goals are varying from one project to other. According to (Suhaeni, Setiawati, Setiawardani, Suhartanto, & Arts, 2019) quality, time and budget assessment are the most important factor in the success of any project. The rate of project success can be measured in multiple ways. You can assess the project success rate by using 5 major dimensions as the rate of overall success, Did you meet your target or goal, did the user really benefit from it, how useful the project was in the overall development of the project, and its contribution for the betterment of defense and nation-based infrastructure (Martens, Machado, Martens, & de Freitas, 2018; Martens, Machado, Martens, & de Oliveira eSilva, 2018) Cost, quality, and time is the key dimension to measuring the project success in the organization. The success of the project can also be measured by assessing the performance of time, quality, and cost (Chaher Zid, Kasim, & Soomro, 2020; Chaher Zid, Kasim, Soomro, & Management, 2020). The (Phua, Rowlinson, & Management, 2004) qualitative findings are the most key factor for measuring the success rate of the project is also discussed how the significant collaboration in the organizational project success. He also highlighted three elements observance to project, time budget, and quality necessities to actual reliability designated by candidates to be the main standards of measuring organizational project success (S. Vodneva, I. Donina, & I. Dagaeva, 2021; S. N. Vodneva, I. A. Donina, & I. A. Dagaeva, 2021).

Schroden (2021) has researched the way a small team performs coordination when they were performing air-to-ground missions in Afghanistan, the paper has created descriptive results which could be considered for project team activities. In actuality, as the project team, little military groups frequently comprise of members who speak to distinctive strengths, with diverse societies and experiences. These teams need to facilitate with one another in taking care of a sort of "pressure" between the self-rule prerequisite, which develops imagination, and managerial models and schedules. Watching their teamwork and coordination practices, managerial and administrative solutions implemented by military groups, gathered two basic results that could be effortlessly adjusted and dispersed in project team activities. The first is the socialization processes and the second is their turnover approach.

In this study we have discussed the organic organization structure according to (Ali, Ali, Al-Maimani, Park, & Knowledge, 2018) organic organization structure is flexible by authority and duty placed on the individual worker other than the position where many combinations of how workers reach and put together the desired result. This research relates to organic organization structure because the organic organization structure is flexible and quickly adapts to change and opens the door for an employee to give their viewpoint or any innovative and new idea. The matrix organization structure is difficult to define because matrix structure moves the requirements of the organization and it also integrates many organization arrangements (Daemen, Mennink, & Dobraunig, 2020; Dobraunig et al., 2020). Prasad (2020) says that in matrix organization structure the employee has a double reporting line because line manager assigned worker to a project team and the employee work in the project a lot the job responsibility to other team members according to the worker expertise and they are reporting to line manager and project manager. When the project is successfully completed the line manager assigned a new team and new project. So, in this organization structure is an arrangement of different structures and double reporting requirement is very difficult for employees to manage and allocate the job responsibilities to their team in different environments. There is another organizational structure that is more related to new technology.

In networks, the structure defined the method that different nodal point in a society regular a global one and related through settlements in organization point of view that mean much organization sometimes not linked through technology. The network structure changes the notions of space and time for the purpose of employee work to gather any type

of complex problems and project, it's not compulsory that they are physical to gather (Yoon, Chae, Kim, Lee, & Jo, 2020)

The primary objective of this research paper is to identify the link or relationship between organizational structure and project success. How organization structure affects projects and teamwork & project success relationship. This study aims to answer the following questions does organization structure affects project success positively? Does a team's modest style of working affects the relationship between Organizational structure and project success? Due to some constraints, only Mardan and Peshawar region is covered for this study. This study has some delimitations as well. One issue with this research is that it is expected to get very less response, as it was done in a very short period of time. The researcher holds no control over the respondent answers and it's considered as the way of delimitation of researcher control. This research work will help the top management of then on profit organizations in order to understand how organizational structure contributes to the project success. To what extent the teamwork quality will play a role in order to enhancing and improve employees' skills that can help them for the achievement of desired deliverables.

2. Literature Review

2.1. Organization Structure

Functional study on organizational structures in organizational firms established more when many scholars functional straightforward study outcomes on the organizational concept in extra grounds. The strong relation between many organizational representations and supported by them for the understanding of clashes (Janine Bijsterbosch et al., 2020; Janine Bijsterbosch et al., 2020). There are three characteristics of an organization company's structure: specifically, organizational difficulty, validation, control, and delegation of specialists (Melnik et al., 2019; Natalia et al., 2019). Functional study long the revision of organizations outside organizational structures to relations with the operational location. The sum of the whole in which its employee is allocated into separate responsibilities and formerly it's systematized is succeeded among these jobs." Around is no such item as a top organizational structure (Sukhbir Sandhu & Carol T Kulik, 2019; Sukhbir Sandhu & Carol T. Kulik, 2019).

In this structure, each and everything is already written and the power of decision making and control of all over organization is the responsibility of top management. The top management has written rules and regulations of the organization and employees following only these roles. The Organizational hierarchy can be used to define organization members' responsibilities and how they work in a group. Today, things are not the same as they used to be and firms need to introduce a strategy that helps them to use the productivity of their previous projects and the functioning ways of organization in a much better way. Though, it isn't for any organization to operate on multiple levels of projects (Berber, Slavić, & Aleksić, 2020; Berberoglu, 2018).

The management is keen to go for combining of the group but they are not in the position to advise about how to do it and what is it they want to do, as they are obliged to do that as per group rules. Another major obligation was imposed on the gathering of the people, especially on occasions where they require a large number of people to participate. One of the major disadvantages of this kind of organizational structure is, that the groups become so much independent and their intentions don't match with those of the organization and start focusing on their own benefits rather than the ones of the organization (Marasi, Shelly, R. J. Bennett, & H. Budden, 2018; S. Marasi, R. J. Bennett, & H. Budden, 2018).

Organizational structure makes sure that how capacities are designated, what individual ought to answer to the next individual. And what official amicable works furthermore hierarchical styles ought to be watched and the structure is one of association part which included many-sided quality, formalization, and centralization (Holbert, Madhakomala, Saparuddin, & Timotius, 2021; Voon, Lo, Ngui, Ayob, & Sciences, 2011). Organic organization structure is a link between continuous improvement and learning because there are some reasons the most important reason highlights the researchers that the top management is not shared important knowledge with the lower-level organization.

Organization factors and structures force individuals a system that indicates the bearing of individuals' conduct and their state of mind about the association and smooth themselves, which perceives the impact of these structures on states, manners, and practices and in this manner has been tended to enhance the norm (Popa, 2021). According to (Dahlan, Abdullah, & Suhaimi, 2021) the dimension of organic organization structure flatness in this structure allows the communication between lower-level employees and high-level management, the worker can share their knowledge related the process and product to his top management .

The second dimension that is decentralization this structure allows that employee who is more closet and they have to improve their project and product through knowledge also involves the decision-making process. Organic organization structures improve employee empowerment and reduced the organization's hierarchical level. The result is the close coupling of variation at both level technical and management. Working continuously on overall work improvement plays a vital role to enhance the organization's efficiency. According to (Yao, Li, Zhu, Li, & Zhang, 2020) the third dimension of organic organization structure is multifunctional employees in this structure worker improves their job performance by the firm employees and this enhances their experience as well. Employees who possess multiple skills can create more ideas and development related to project or production process and employee work to gather and good communication to high management and they share their knowledge (Määttä, 2022).

H1: Organization Structure affects Project success positively.

2.2. Project Success

Khalifeh, Farrell, and Al-edenat (2020) says that project success has predefined the purposes, aims, and goals. In simple languages mentions toward receiving the contract complete the result that your goal need. According to (Castro, Bahli, Barcaui, & Figueiredo, 2020) the successful fulfillment of the project could be measured easily and can conveniently defined as the procedure of calculating competence as well as efficiency of achievement. In order to measure the success rate of the project, we should understand that measuring success depends upon the quantity of work done and the overall achievement of the project. To identify the success of any project it is important to understand that measurement of project success could be assessed with the fulfillment of project targets. The success of an organization's strategic aim depends a lot on how you are going to manage your projects, and this helps to achieve the organization's long-term goals. There is a necessity for accepting that project success in a broader sense. The traditional way of assessing project achievement or success is through seeing the project outcomes and various factors like time, cost, and overall performance-based on already defined standards. Therefore, the project application has measured the success if the pre-defined principles of the key project goals have been completed. Accordingly, once the finalized principles are worse than the pre-defined ones, the project is measured as a failed project (Ghatak, Garg, & Management, 2022). If we look at the strategy-oriented project management, however, the above approach to project success appears narrow in position. Need the project to be essentially careful a disappointment if it outcomes in a different project out turn than the pre-defined one or if it hurts from period and cost overrun. When an organization is given a project for the long term, that means, the organizational goals are to be understood and achieved in order to attain project success (Park & Park, 2019).

The study covers two main areas that facilitate projected success by group project management activates the effectiveness establishes the organization structure the two are one is cover technical and other is insurance people aspects in the technical area relate to procedures, planning and control the second area relate to conflict management leadership and communication (Hussein, Ibrahim, Ismael, & Development, 2022). According to (Pahlanie, Ghazali, Daryanto, & Law, 2020) project achievement is not a settled target to assess the change in comprehension that constitutes the achievement of the project. The first half of the 1980s saw a substantial concentration in the utilization of the right instruments as well as procedures (Yue, He, Huang, Yin, & Bryan, 2020). The study that project culture is the greatest important dynamic for project success and it is the factor of organization culture. There are many projects that do not operate with segregation so they have run in a business environment for that organization need project management for the

success of the project (Chan, Ma, Yi, Zhou, & Xiong, 2018). The research discussed some factors that make a project successful. Good communication between Line manager and project manager for project success (Sha, Thattil, & Mohammed, 2020). The project manager gives key instructions and the line manager is obliged to go as per plan by following all given instructions. Both project and line managers discuss project and project deliverables and how project success but line managers have authority for the final decision to their employee or team.

Another factor of the project is that the line manager trusts his work and gives authority for the decision about his fieldwork rather than they coming back any time. According to (Chan et al., 2018) there are one person is responsible for project success is the project manager. Other departments have fulfilled their own responsibility, for example, the functional department mentioned technical quality in the project. They also improve their worker efficacy for the purpose of project success.

Abyad (2018) distinguished two particular segments of project achievement: How much achieved by the administration of the project this based on undertaking procedure and most importantly, how effective you were in handling time, expense, and goals success (Shabbir, Zeb, & Management, 2020). It additionally considers the way in which the undertaking administration methodology was led. Having a couple of key goals centers the group on the objective and makes duty and assertion about the undertaking objectives. Not the single success factor shown in the writing is mindful, all alone, for guaranteeing a venture's lifeline. Gatherings of achievement variables as well as collaborations are so important in deciding a project's fulfillment with success or disappointment (Luengalongkot & Journal, 2021).

The study by (Frefer, Mahmoud, Haleema, Almamlook, & management, 2018) has mentioned 10 ten success criteria for projects. These are

1. Satisfaction about product or services of end user
2. Supplier satisfaction
3. Team of the project is satisfying
4. Interested parties are satisfy
5. Get overall performance
6. Requirement of users should meet
7. Outcome of project is satisfactory(client)
8. Should meet the purpose of the project mean goals
9. Get the client again
10. The success factors define by respondent should meet

Aranyossy, Blaskovics, and Horváth (2018) Stated that the success of any project must be based on viewing project efficiency and how effective the work was. The author said that Success has such a fascinating meaning. Success implies diverse kinds of incidents to different kinds of people and it's very dependent (Shabbir, Wisdom, & Research, 2020). The authors also said that to achieve the target of the project it is important that people involved in the project work as a team to achieve a common goal. If they want to achieve the success, they must involve themselves in more interactive sessions. Project success is changed by capabilities of teamwork quality, but also the management of project scope, cost, and schedule (Saher, Stephen, & Ahmad, 2021). The definition and measurement of success give direction to study the efficiency and effectiveness at the organization, in the team, and at the individual levels. To gain success in any kind of work or project is considered to be the iron triangle for at least 50 years. This concept is used in project management as it helps to see to identify the success rate of the project by keeping the important factor of time and cost in mind. The prices of them are dependent on each other (Young et al., 2019).

2.3. Team Work Quality

The team is defined as the social setup of three or more individuals, and the individuals who are closely associated with the company and try to achieve the collective goal (Rosen et al., 2018). In this study, we aimed to see the possible relation between team effort and performance to find what impact this could have on the project

performance (Sakulviriyakitkul, Sintanakul, & Srisomphan, 2020). Additionally, in this study, we will also examine how success in a project is related to the joint team effort. The study will also shed light on the essential points based on a study, which can be used to find the managing style of manager, collective effort of team and ratio of success in the project by relating their performance, and appeasement of stakeholder. Team has positive impact due to leadership style of project manager (Ramus, Killmer, & Environment, 2007). The outcomes likewise show that collaboration of team members shows the measurably critical effect on the improvement of team efficiency and performance of the project (J. C. Alvarenga, Branco, Guedes, Soares, & e Silva, 2019) (Alvarenga, Jeferson Carvalho, Branco, Guedes, Pereira, & Silva 2019).

The research paper's concentration is only on the "quality of interactions" which means there is a need to further explore the quality of the collaboration and deals among members of teams instead of team participant's activities or tasks. The quality of collaborations or interaction with outside parties (e.g., administration, different teams, and so on.) is actually not among (TWQ) constructs (Schmutz, Meier, & Manser, 2019).

The six (TWQ) team work quality aspects are given below

1. The ability to communicate
2. Keeping everyone together and coordinate properly.
3. Acknowledging contributions made by the members.
4. Working as a team and support each other.
5. Always do utmost efforts.
6. Cohesion.

In this article author has added to a structure for considering cross functional team in any organization that spotlights on three areas: (1) organizational context (2) internal process, and (3) outcome measures (Poth, Kottke, & Riel, 2020).

Stated that teamwork plays a vital and important role in project performance He stated that teams can perform better if there is interaction and they stick to one another. Project performance can be improved by following 3 factors that are communication, cohesiveness, and collaboration among the team members. Project success depends on effective teamwork.

Lacerenza, Marlow, Tannenbaum, and Salas (2018) Studied give the empirical evidence of joint team efforts and their impact on achieving project targets, under different managing/leadership styles, the paper also concluded that if the level of communication, cohesiveness, and collaboration is good among the team member the project will have positive output and results in achieving project targets. The article also stated that teamwork can be enhanced by different leadership styles.

The study looked at the effect of collective efforts on the performance of individuals working on a project, and project success eventually has a significant role to play or not. Additionally, this study additionally examined the possible relation between joint effort by team members and how it affects their performance (Saleem & Ahmed, 2012). The study will also shed light on the essential points which can be used to find the managing style of the manager, collective effort of team and ratio of success in the project by relating their performance, and appeasement of stakeholders. Team has positive impact due to leadership style of project manager. The outcomes likewise show that the collaboration of team members shows a measurably critical impact on the project performance (Sanyal, Hisam, & Management, 2018). Project management is still in its initial stages. Effective project management relies on teamwork. Project success and teamwork are correlated. Teamwork helps the project to be done effectively (Safapour, Kermanshachi, & Jafari, 2020).

2.4. Communication

According to (Lamprou, Vagiona, & Planning, 2018) has mentioned in the paper that a good level of communication among the project members leads to project success (Brunet

& Forgues, 2019) Mentioned that communication and Correspondence among the team members assume an essential part in project success. The author has an emphasis on that the organization and a project has the vision to move on, where the project manager recognizes the interest of interested parties and guarantees their demand.

When the project goals are set and the scope of the project is illuminated, there must be consistent updates as the project advances. Progress on tasks allocated to team members or project teams needs to be checked with a perspective to accomplish general objectives. These updates must be communicated. It has also stated that it is believed that a comprehensive communication plan is essential for the effective and efficient distribution of information. So, therefore, regular project meetings are essential, this is considered to be the way to project success (Narciso & Become).

Communication that needs a lot of planning and arranging before it can happen for example meetings that are scheduled booked gatherings, composing status reports, is viewed as more formal, but on the other hand though suddenly started contacts for example talks in the lobby, telephone calls, short messages, constitute casual correspondence or informal communication (Jahangir, Zain, & Dilkusha, 2021) Saleem et al (2021). It is this casual, unconstrained, or nature communication that has been demonstrated and is considered to be very essential to the teamwork in a project on the grounds that thoughts and commitments can be imparted, discussed, and assessed with other colleagues all the more rapidly and efficient (Irfan et al., 2021).

2.5. Coordination

Understanding at different levels is a key with respect to the mutual and present situation of team member contribution decides the quality of teamwork performed. The team must cooperate on major parts of a typical task, it is better to divide tasks into different sections and then allow members to deal with each section. The study by (Nyberg, Maltarich, Abdulsalam, Essman, & Cragun, 2018) suggests some important factors on collective quality effort in groups and groups are the coordination and bringing together these team members' contributions. For running the team efficiently and viably, teams need to concede to basic work structures, time, financial budgets, and outputs. In this manner, team coordination implies that the common objectives should be settled to work together on the stated and structured activities to make the flow of work smooth. Every team should have sufficiently clear sub-objectives for every colleague, without any distances and overlapping. Coordination among teams includes working the operations of a team in a timely manner to accomplish satisfactory performance and outcomes.

2.6. Balance of Member Contributions

The study by (Ojo, Bailey, Chater, Hewson, & health, 2018) highlights that individual to be proactive and creative in the workplace working in a team. It has also been stated that when all members of the team collectively experience positive task motivation, which will lower the resistance in the work. It is imperative to the quality of teamwork that each colleague has the capacity to contribute experience to the team and also all job-related knowledge to the team (Tan et al., 2020). In cross-functional teams where there is a different functional area of expert work, the balance of team contribution respects to consider each and every equally important to be involved which help in the knowledge flow (Fila, Rover, Mina, & Jones, 2020).

This is particularly discriminating for teams with creative assignments in light of the fact that they frequently comprise of individuals whose expertise and experience is in diverse functional zones for example Research & Development, finance, marketing, and so on conquering the key task like teams that perform multiple functions if colleagues couldn't get their perspectives and thoughts on the grounds. Hence, it's viewed as fundamental to teamwork quality (TWQ) that commitments to the group goals are adjusted regarding each individual specific information and experience. While not everybody must acquire, for the occasion, literally the same number of thoughts, nobody ought to be constrained in introducing and contributing significant information to the project team (Sjøberg & Programming, 2018).

2.7. Mutual Support

Samuel and Matthew (2021) Suggest that mutual support is important to teamwork quality. They also highlighted that individual to be proactive and creative in the workplace working in the team. It has also been stated that when all members of the team collectively experience positive task motivation, there comes less resistance in the work. The author found that mutual support among colleagues is a vital segment of TWQ. The team must work together to achieve organizational goals rather than competing among themselves, as the team's real strength is the corporation with each other. The author contends that, for the task that is interdependent, mutual support is more fruitful. Consequently, team members working together have the same goals which show common admiration and financial support when it is required, and the members try to help instead of getting into the competition. Aggressive practices and competition lead to doubt and disappointment, while support among team members encourages the combination of its members' ability which is the reason it's a basic part of the team and component of teamwork quality (O'Neill, McLarnon, Hoffart, Woodley, & Allen, 2018).

2.8. Effort

A steadily and consistent effort by the members of the team working in the project or for any project team is a very important aspect of the quality of teamwork. To attain high teamwork quality TWQ and get rid of the conflicts that occur between group members, it's highly significant for all members of the team to recognize the work environment and their standards regarding maximum effort (He, Gao, & Yan, 2020).

(Alatailat, Elrehail, & Emeagwali, 2019) said that this exploration has a few ramifications for managers. In the first place, findings propose that managerial or administrative interventions went for advancing the investigation of collaboration technology and innovation, need to be coordinated at groups instead of people or individuals. As it's known as tight-knit social collectives, teams are an imperative element that shapes and supports desired team member behaviors over a long time. In this way, teams signify to perfect targets through which managers can impact how individuals connect with actualized coordinated effort. Second, given the differing qualities of work practices and standards that organizations and teams make, nobody size fits into the new system (Butt et al., 2022), Moreover, supervisors are urged to concentrate on developing a team atmosphere that enables an individual in the team to take responsibility to manage a process.

2.9. Cohesion

(Gitterman & Knight, 2019) Team cohesion means Group union, which indicates to the interpersonal attraction of colleagues and team member in the project, they dedication to the team task. Cohesion is a critical forerunner and predecessor of for team performance.

He Also mentioned it cohesion in team states to, the degree to which members of the team or colleagues wish to stay in the team, they distinguished among three different forces of cohesion:

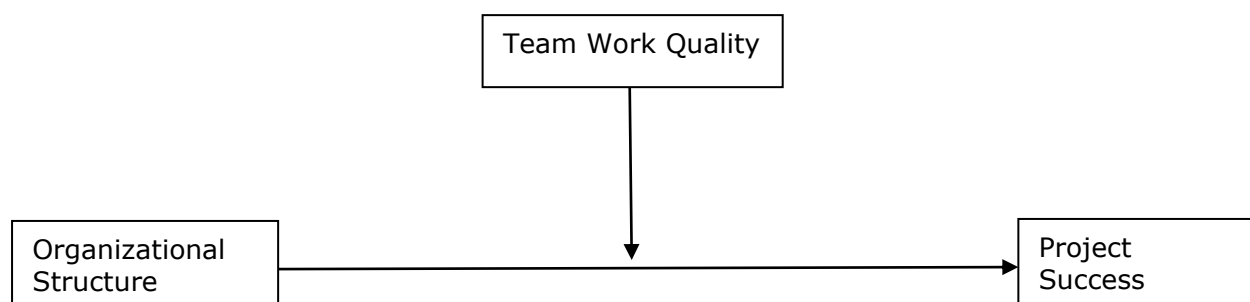
1. Individuals who are part of team must be emotionally attached with the organization.
2. More focused on achieving organization tasks.
3. Don't compete with other members of the group.

The higher ratio of teamwork quality (TWQ) is hard to achieve without a level of cohesion in the team. In the event that colleagues do not have a feeling of harmony and having a place if there is little craving to keep the group going, then escalated joint effort appears to be improbable. A sufficient level of attachment or cohesion is important to keep up a group, to take part in a joint effort, and along these lines to manufacture the premise for high teamwork quality TWQ (Salas, Reyes, & McDaniel, 2018).

Essentially, it is hard to shape something practical from the knowledge when teams face by high turnover. The capacity of team members is to stay together. Team effectiveness depends on its steadiness and team stability (Arif et al., 2020). However, it is likewise vital to look into the danger of "knowledge ossification " two fundamental managerial outcomes from their teamwork practices that influence project teams' coordination that are socialization systems and the turnover. To begin with, cohesive activities, which actually identify with the planning of making teams members, work together. This way the team slowly starts building common knowledge providing, with a shared accurate understanding of what their tasks and their roles are in the team (Safavi & Karatepe, 2018).

H2: the relationship between the culture of the organization and the ratio of success in the project could remain moderate with the quality teamwork.

3. Theoretical Framework



4. Methodology

In conducting this research study, data was collected on a cross-sectional basis. A cross-sectional research design was adopted to get a reasonable description of the present circumstances of rural development projects in Pakistan for appropriate recommendations. The International and National NGOs are located in Peshawar and Mardan were selected. Questions were asked with different people about the effect of organizational structure on the project fulfillment along with the collective work of members as a team. The demographics were collected including gender, age, working experience, educational level. For better analysis Employees as individuals of project-based organizations (NGOs and INGOs) were chosen for the research. Individuals or organizations who have previously worked on any project or are still working on the project were informed and assured earlier to questionnaire survey about the privacy of individuals of the organization. To increase the confidence level, efforts were made to increase by aiming at individuals from every age group, gender, different appointments, and obvious different social status.

Peshawar and Mardan were considered as the population of research consideration. NGO sector was mainly selected from these two cities as they have the mainstream of private and public organizations working on rural development projects. Various national and international-based NGO targeted members working in Mardan and Peshawar were used for conducting this research. The technique was required for this research paper and for that convenience sampling technique was used (Akram & Shahzadi, 2021). This technique is one of the non-probability sampling techniques. What's good about this technique is that its greater numbers in questionnaires (filled one) were relatively convenient to attain more quickly and in much economic manner (Lamm, Lamm, & Education, 2019).

If we see its industry rate we will find out that the response rate is 53% and out of 200 105 residents get back, which means that the sample of the population is good. We also had to do result calculation and use different methods from analysis of regression to correlation. So, after collecting all data we put it into SPSS by converting it from excel.

NGO sector was selected as it was considered highly preferable when it comes to finding that what role any organization with the proper structure could play in achieving success in any project with the moderate efforts of the team. Targeted project based

national and international nonprofit organizations were from cities Peshawar and Mardan that are

- United Nations
- SSPR
- US-Aid
- Human Concern International
- KhwendoKor (KK)
- kherkhegarapakistan KherKhegaraTanzeem (KKT)
- De LaasGul (DLG)
- Al-Khidmat Foundation Pakistan
- Policy research organization
- Community Development Unit
- YALDRAM Foundation
- Human Rights Commission of Pakistan 1987
- TWWA-The Tribal Women Welfare Association
- Organization for Youth & Development (OYD)
- JUST FOR PEACE INTERNATIONAL

This is an empirical study; this causal study will investigate the relative impact of Organizational Structure on Project Success with the moderating effect of Team Work Quality. Organization structure will be measured using a scale already used by (Bossert, 2021). It consists of eight items, each measured on a 5-point Likert scale. After the structure of the organization, the project success rate was measured with the help of a measuring instrument (scale) developed by (Shardlow, Cooper, & Zampieri, 2020) It consists of nine items, each measured on a 5-point Likert scale. Another factor the quality of teamwork was measured with the help of a measuring instrument (scale) developed by (Aslana, Özçelik, Orhana, Karaoglu, & Sezika, 2006). In this study, five factors of the Likert scale were used to identify all constructs, and these factors were:

(1) Strongly disagree, (SD) (2) Disagree (D)(3) Undecided (U)(4) Agree (A) (5) strongly agree. (SA)

All data is received from the employees who are working or have already worked on any project with national and international nonprofit organizations. The project employees, comprising demographic information about respondents and main factors that lead to project success were used for data collection by creating a questionnaire. The respondents will be requested to choose one option for each question.

4.1. Data collection procedures

Different variables were given such as dependent variable for the success rate of project independent variable for an organization with structure and then moderate will be used for joint work of the team (teamwork). The employees of the NGOs working on the project provide answers based on the questionnaires given to them, as mentioned above by names and many others. Many of the questionnaires were filled out by the employees in the organization manually. In order to make easy certain respondents who were comfortable and happy with the computer instead of manual, the questionnaire was floated through their internet as Google doc. few questionnaires were sent to the organizations to fill in from the employee and subordinates who got experience in projects. The privacy of the respondent was ensured and was mentioned in the covering letter. Name and organization name was not asked to give them confidence.

5. Data Analysis

This study is simply about SPSS (IBM) data analysis based on the answers of respondents by using instruments distributed. This analytical work is divided into different sections like 1st one is about questioners that either are reliable or not. 2nd section is about demographics and explains their gender, education, and experience. The 3rd point is about data normalcy based on which skewness and Kurtosis were analyzed. 4th section is about

hypothesis and research procedure and how correlation and table are developed from main variables and the 5th section is about regression analysis and hypothesis is also tested.

5.1. Validity and Peliability

To find the reliably and validity of the questionnaire was run in SPSS was used to acquire the desired result.

To find out the Cronbach alpha reliability test was run and following were the results. Cronbach alpha is known as interitem consistency.

Table 1
Validity and Peliability test

Name of Variable	Cronbach Alpha
Organizational Structure	0.90
Project Success	0.88
Team Work Quality	0.85

Organizational Structure variable items were used from the study of (Rahmad, Sabri, Nasfi, & Studies, 2021) there were total of 08 items of Organizational structure and the Cronbach alpha was .90, which is above good. Project success is dependent variable and the items were used from the study of (Hoxha & McMahan, 2018) Ten items where used to find project success. The value of the Cronbach alpha was .88 which shows the items are reliable. Moderator variable Team Work Quality (Hoegl & Gemuenden, 2001) has total 23 items and the value of Cronbach alpha is .85 mean the items are reliable and has the interitem consistency.

5.2. Description of the Demographics

In this study demographics include the gender, age, educational qualification and respondent's experience. Questionnaire survey shows that 350 questionnaires were distributed among different organization related to the projects that is nonprofit organizations. 278 questionnaires were complete and then computes to be 79.4 % response rate. These include Male respondents 246 out of 278 which total to be 88.5% and females respondents were 32 out of 278 which results in 11.5%.

Table 2
Descriptive of the Age Groups

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	46	8.5	8.5
	Female	2	1.5	1.5
	Total	78	00.0	00.0

Table 2 below shows the descriptive of the age groups. It shows that 12.9% of the respondents were from age group less or equal to, and the respondents were 36 in number. 41% of the respondents were from age group 26-35, and the respondents were 114 in number. 26.6% were from 35-45, and the respondents were 74 in number. 13.7% were from 46-55, and the respondents were 38 in number. 5.8% were from 55 or above, and the respondent's number was 16.

Table 3
Descriptive Statistics of Gender

Ge	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ss or equal to 25	36	12.9	12.9
	26-35	14	41.0	54.0
	35-45	74	26.6	0.6
	46-55	38	13.7	4.2
	55 or above	16	5.8	5.8
	Total	78	00.0	100.0

Given table below show the descriptive statistics of educational qualification of those who responded. 27% of the respondent education level was graduation and the frequency

is about 75 in numbers. 61.9% of the respondent education level was Masters and the frequency is about 172 in numbers. 9.4% of the respondent education level was M.Phil. / MS and the frequency is about 26 in numbers. 1.8% of the respondent education level was Doctorate and the frequency is about 5 in numbers.

Table 4
Descriptive statistics of Education

Education	Frequency	Percent	Valid Percent	Cumulative Percent
Graduation	75	27.0	27.0	27.0
Bachelors (hons) / Masters	172	61.9	61.9	88.8
M.Phil. / MS	26	9.4	9.4	98.2
Doctorate	5	1.8	1.8	100.0
Total	278	100.0	100.0	

In table 4 the respondent were ask about the years of experience. . 6.5% those who answered have less than 2 years of experience and the frequency are about 18 in numbers. 12.6% of the respondent years of experience were Between 2 to 5 years and the frequency is about 35 in numbers. 25.2% of the respondent years of experience were Between 5 to 8 years and the frequency is about 70 in numbers. 38.1% of the respondent years of experience were Between 8 to 12 years and the frequency is about 106 in numbers. 17.6% of the respondent years of experience were Above 12 Years and the frequency is about 49 in numbers.

Table 5
Descriptive statistics of Experience

Experience	Frequency	Percent	Valid Percent	Cumulative Percent
less than 2 years	18	6.5	6.5	6.5
Between 2 to 5 years	35	12.6	12.6	19.1
Between 5 to 8 years	70	25.2	25.2	44.2
Between 8 to 12 years	106	38.1	38.1	82.4
Above 12 Years	49	17.6	17.6	100.0
Total	278	100.0	100.0	

4.3. Research Question and Associated Hypothesis

To answer the questions as stated above, literature was studied in every detail, on the basis of this literature proper hypotheses were established. To find the hypothesis, are these accepted or rejected, data was gathered with the help of an instrument survey as discussed in the methodology section mentioned in detail. By using SPSS IBM suitable statistical tools were used and applied to check whether the hypothesis is accepted or rejected. In the very first, "correlation analysis" was run to check if there is a relationship amongst main the variables or not that are Organizational culture and project success and the moderator as Team Work Quality. After the correlation test, for checking the hypothesis acceptance or rejection, a regression analysis test was run.

4.4. Data Normality

To see whether the data normality, skewness and kurtosis test as run. The range of skewness is from +1 to -1 and for the kurtosis test the value should be between +3 to -3. The table has shown the value derived from skewness and kurtosis is given below. The results derived from spss shows the data is normally distributed.

Table 6
Normality of Data test

	Organizational Structure	Project success	Team Work Quality
Skewness	0.383	0.055	0.136
Kurtosis	0.325	0.885	0.338

4.5. Analysis of Data

Analysis of Data test the hypothesis we study correlation, the test is run on the collected data from the questionnaire. For checking moderator effect of Team Work Quality, Baron and Kenny's steps are applied on the study.

4.6. Correlation

After running descriptive of the data skewness and kurtosis test was run and it was derived that the data was normal. Now after this next step is to find the correlation between Organizational Structure (which is independent variable) and success ratio of the project (which is a dependent variable). The derived table shows (TWQ) as well as project performance has a "+" relationship with Structure of the organization and with the success of the project and the Team Work Quality has positive relation.

Table 7
Correlation

		Organizational Structure	Project success	Team Work Quality
Organizational Structure	Pearson Correlation	1	.529**	.425**
	Sig. (2-tailed)		.000	.000
	N	278	278	278
Project success	Pearson Correlation	.529**	1	.537**
	Sig. (2-tailed)	.000		.000
	N	278	278	278
Team Work Quality	Pearson Correlation	.425**	.537**	1
	Sig. (2-tailed)	.000	.000	
	N	278	278	278

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

It seems that Organizational Structure and project success are correlated with each other and results are very significant. Is positive that is .529 and the correlation between Organizational Structure and Team Work Quality is positive that is .425. The correlation between project success and Team Work Quality is positive that is .537.

4.7. Variables and Regression Analysis for both Department & Independent

After the Pearson Correlation test on the variable showed that all variables either dependent, independent and moderator are correlated with each other. Now to see the exact influence of independent variable Organizational Structure on success ratio of project (dependent variable) test method was applied known as regression analysis. The results derived from regression analysis test are mentioned in the table, the table has value of R square which is 0.280. To know what R-square tells about, the value of R-square indications that Organizational Structure has impact on the success ratio of project which is 28%.

Table 8
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529 ^a	.280	.276	.92599

a. Predictors: (Constant), Organizational Structure

To analyze results we got from coefficient table, standardized coefficients value of Beta is .529, This is evident to tell that Organizational Structure unit charge would lead to 52% difference in the overall success of the project. The standard error we got 0.049 which is not that much high. T-statistic value is 9.366, which is higher than t-statistics tabulated value of 95% of the confidence interval. From this we concluded that we accept our hypothesis that those project having teamwork will have greater chance of project success than the project those who don't believe in teamwork.

Table 9
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		Std. Error	Beta		
(Constant)	1.121	.169		6.631	.000
Organizational Structure	.460	.049	.529	9.366	.000

Dependent Variable: Project success

4.8 Regression Analysis for Moderating & Dependent variable

To check the impact of moderating variable Team Work Quality, on the success ratio of the project which is a dependent variable. The value was .285 of Adjusted R square which means that Team Work Quality has impact on success of the project of 28.5%.

Table 10
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.537 ^a	.289	.285	.92027

a. Predictors: (Constant), Team Work Quality

The table below shows that both moderator and dependent variables are directly related with each other and have a value of $P < 0.01$ (significant value). So, this also shows that team work quality and success ratio of the project has very closely related. The standardized coefficients beta value is 0.537. The Team Work Quality unit change will be 53% because Beta value is 0.537 (standardized coefficient). The 53% difference in the success ratio of project is caused by the change in TWQ units. The positive numbers of beta shows that both dependent and moderator have "+" relationship.

Table 11
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta		
(Constant)	1.104	.167		6.601	.000
Team Work Quality	.468	.049	.537	9.573	.000

Dependent Variable: Project Success

4.9. Moderation Analysis

To carry out for moderation analysis method which was used by (Haslbeck, 2022). It's divided into four different steps. The initial three steps are based on assuming the moderating value and the last step is about introducing a variable (Interaction) which is applied to see the overall effect on the success ratio of the project (dependent variable).

In the first step is represented by IV-DV, the correlation has been established by using the tool Pearson Correlation, after that to check the exact impact of Independent on the dependent. The table results based on the regression test shows that R square has a value of 0.280. To know what R-square tells about, the value of R-square indicates that Organizational Structure has major pressure on the dependent variable of 28%. To analyses the result we got from the coefficient table, the standardized coefficients value of Beta is .529, so the structure of organizational change would have a beta change of 52% in the success ratio of the project.

The Barron and Kenny method 3rd step shows, the moderator impact on Team Work Quality and success ratio of the project. The TWQ has a 28.5% impact on the success ratio of the project as the R square value is 28.5%. Both success ratios of the project and moderator TWQ are significantly related to each other as $P < 0.01$. The 4th step is responsible for introducing the term interaction which is a product of independent and

moderator variables and is named MOD in my research. To check its results the value of R-square was .38 which shows that TWQ (moderator) has the effectiveness of 38% on the success ratio of the project (dependent variable).

Table 12
Model Summary

Model	R	R Square	Adjusted Square	R	Std.Error of the Estimate
1	.617 ^b	.380	.372		.86283

a. Predictors: (Constant), MOD

The beta value is .54 as shown in table below. So term of interaction will have 54% changes in the success ratio of the project. Both dependent variable and term of interaction are positively related with each other due to + beta value. Our hypothesis will be accepted as 95% of confidence interval based on P value which is less than 0.01.

Table 13
Summary of Hypothesis

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
1	(Constant)	1.102	.169	6.533	.000
	Interaction	.548	.043	5.751	.000

4.10. Summary of Hypothesis

The table listed below shows all the hypothesis which are earlier discussed in the literature are accepted by the study conducted. Regressing and correlation analysis was done to check its acceptance and rejection. The affects of Organizational Structure on project success was tested with the moderating effect of Team Work Quality.

4.11. Hypothesis Results

H1: Organization Structure effects Project success positively.

H2: TWQ plays a moderating role in the relationship of organizational structure and success ratio of the project.

4.12. Discussion

The study conducted by (Oh, Lee, & Zo, 2019) showed that teamwork leads to project success. The study insists on the importance of the communication factor as it plays a key role in success through teamwork. The results are also dependent on the important dimensions of teamwork. The study by (Berber et al., 2020) stated that teamwork plays important role in project performance. He stated that teams can perform better if there is interaction and they stick to one another. Stated that teamwork plays an important role in project effectiveness. The stated dimension was communication which plays an important role in the team activities thus leading to good performance. The above literature study has shown the same results that Organizational Structure leads to the fulfillment of the project with complete success. Both the structure of the organization and success rate of the project has moderate relation because of TWQ's moderate side (Konak, Kulturel-Konak, & Cheung, 2018).

5. Conclusion

There is a positive relationship between the success ratio of the project and the organization structure as per this study. And Team Work Quality has also a positive impact on the relation of OS (Organization structure) and PS (Project success). Teamwork plays a very vital role when it comes to shaping any project from its beginning to its end. Most Non Profit Organizations have delays because of a lack of communication among the different stakeholders which is a negative indicator of working in a team, ultimately resulting in stakeholder dissatisfaction and the project experiencing time overrun. Teamwork plays an important role in productivity. Organization and project should consider the projects to be done under quality teamwork.

5.1. Recommendation

The construction project and the project base organization should adopt teamwork. They should perform tasks with quality teamwork to assure better performance and thus result in the project's success. If the team members are educated with the skills and knowledge will enhance it will be helpful for the project team to stay with the team which is team as cohesiveness is an essential part of teamwork as suggested by the study by (Coughlin, 2021).

5.2. Limitation and further Research

Teamwork Quality leads to project success. It is important the Non-Profit Organizations that are facing a high amount of delays can help them to enhance the chances of project success. To make end-users satisfied teamwork is very important, the study conducted has some delimitations. First, the study was conducted in a short span of time which was less time to conduct a proper study because the study demands some time so that proper data is collected. Because of the short time the results are generalized to the country by taking Peshawar and Mardan for the sampling. So by increasing the population one can get more satisfactory results. A longitudinal study should be conducted to make the results more reliable.

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