

were working as teams; adhere to project completion and success. Most of the participants were those employees which were working in teams. Furthermore, the participating teams from these companies greatly differed. Their primary work assignments ranged from short-term projects to long-term projects. The questionnaire was sent by e-mail, as electronic surveys allow the transmission of more information, they support a better interaction between the researchers and the respondents, and they contribute to a better quality of information, to a faster response cycle and to a reduction in research costs and also the data was collected using self administered questionnaire to give a better understanding to the respondent about the survey. 165 questionnaires were received, out of which 140 were considered valid, thus an 80.0 % final response rate.

Measures/ Scales

Measuring Project Success

This measure assessed the success of a project. It was measured using the scale of Pinto and Prescott. The scale consists of 9 items. Responses were on a five-point scale (ranging from 1 = strongly disagree to 5 = strongly agree). Some of the sample items are “Project schedules were adhered to.”, “The project was not managed so as to satisfy the interests and challenges of the members of the project team.”, “Technical problems were successfully identified and resolved.” The reliability of this scale was 0.774.

Measuring Team Dynamics

This measure refers to the collaborated dynamics among project team members. Team dynamics was measured using a scale by J.S. Lurey, M.S. Raisinghani. The scale was related to team/group dynamics. It concentrated on the specific information about the team and how it was formed, the characteristics of the job and how people were selected to be the member of this team, team member relations within the team and team's process. It was a 5 point likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). One of the sample items is “Team

1. GENDER	1.2643	.44254	1					
2. EDUCATION	3.6786	1.15844	-.044	1				
3. AGE	1.2643	.44254	.375	.027	1			
4. PS_Mean	3.8444	.39330	.050	-.028	-.074	1(.774)		
5. TD_Mean	3.8194	.35400	.050	-.026	-.080	.980***	1(.941)	
6. PSS_Mean	3.8512	.35344	.048	-.027	-.077	.093***	.994***	1(.935)

***. Correlation is significant at the 0.001 level (2-tailed)

Alpha reliability of each variable is shown in parenthesis ().

Total Sample Size, $n=140$

Hierarchical regression is the most common method to test moderation models. Results for moderated hierarchical regression analyses are shown in Table 2. Step 1 and Steps 2 controlled the influences of the independent variable-TD and the moderating variable-PSS, respectively; and Step 3 tested whether TD interacted with PSS to affect project success (PS). TD and PSS were centered for the interaction term and the regression. As presented in Step 3, the interaction term of TD and PSS was significant (Beta = .562, $p = 0.000$), suggesting that PSS could moderate the relationship between TD and PS. The direction of the moderating effect is depicted in Fig. 1. PSS positively strengthen the relationship between TD and PS.

Table 2 for moderated hierarchical regression

		PS	
	B	R ²	R ² Change
Step-I		.947***	.947
TD	1.083		
Step-II		.961***	.014***
PSS	1.192		
Step-III		.969***	.008***
TD*PSS	.562		

11. I find that I am challenged by my work.	1	2	3	4	5
12. My job gives me the opportunity to to develop my knowledge and skills.	1	2	3	4	5
13. I am able to add value to team's work.	1	2	3	4	5
14. Team members were selected based on their individual talents and abilities to contribute to the team.	1	2	3	4	5
15. When selected, team members were technically competent with the tools we use to perform our work and interact with each one another.	1	2	3	4	5
16. Team members were selected simply because they were not otherwise committed and were available to work on this project.	1	2	3	4	5

Question 17-25 ask about the team member relations within your team

17. Team members were given the opportunity to meet each other in person early on in the team's development.	1	2	3	4	5
18. During the team's first meeting, some time was dedicated to discussing team's purpose and goals.	1	2	3	4	5
19. During the team's first meeting, some time was dedicated to the team building exercises such as meeting individual team members, creating effective team communication, and/or discussing conflict resolution.	1	2	3	4	5
20. I rely upon other team members to complete my assigned work.	1	2	3	4	5
21. Team members trust one another and will consult each other if they need support.	1	2	3	4	5
22. Team members experience a sense of shared goals and objectives	1	2	3	4	5
23. Knowledge and information sharing is understood to be a group norm within team.	1	2	3	4	5
24. Our team is very cohesive unit.	1	2	3	4	5
25. When disagreements occur, they usually addressed promptly in order to solve them.	1	2	3	4	5

Question 26-41 ask about the team's process

26. Face to face team meeting are held whenever possible so people can discuss things together.	1	2	3	4	5
27. Time is dedicated to developing social relations as well as addressing projects issues during these face to face meetings	1	2	3	4	5
28. Team members regularly use phone and/ or on-line computer conferences to share ideas.	1	2	3	4	5
29. Time is dedicated to developing social relations as well as addressing projects issues during these electronic conferences	1	2	3	4	5