

Does Project Management Leadership Style Lead Syrian Construction's Organization to Success

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Abstract: Project management leadership style of top management increases the probability of organizational success through the internal and external project success. This study aimed to address the gap in project management research about construction projects in Syria of which project manager leadership style (transformational, transactional and laissez-faire and charismatic leadership style) contributes more to internal and external project success and organization success while incorporating mediating roles of internal and external project success. Quantitative data were collected from public companies in Syria, then analysed using descriptive statistics, reliability, correlation and structural equation modelling using PLS2. The finding demonstrates that all leadership styles were found to have influence on internal and external project success, the only leadership styles which do not affect internal project success is transactional leadership style while transformational leadership has the most influence on internal project success. By doing Sobel test to study the impact of internal and external project success as a mediator between the project management leadership style and organization success, the results demonstrate the acceptance of mediating role which the indirect path coefficient become stronger.

Key words: Project management leadership, organization success, project success, construction projects, Syria

INTRODUCTION

In Syria the statistics published on 2015 about public construction projects in the safe areas which supported by the official government, showed there has been an increase in project failure in comparison to 2014. Reports suggest that the dramatic surge in construction project failure has been due to leadership crisis and the project management leadership styles which have become more complex with the war situation in Syria.

Day-to-day operations include project management, work to achieve organizational success. The success of the day to day operations depend on project's management success. Since, the 1960's, project management research began defining critical success factors that lead to project success. Recently, the project management researches has grown towards identifying criteria for project success by developing the leadership style into the organizational.

Project management leadership style supports organizations channels to be effective, efficient and competitive in an unpredictable environment (Mahaney and Lederer, 2010). Leadership style has been recognized

as one of the essential skills of project managers which is also the case for construction projects (Anantatmula, 2010).

Leadership style is critical to the facilitation of project success factors that contributes to project performance and has been recognized at the organizational level as a critical success factor (Muller and Turner, 2007). Researchers have used internal and external categories to broadly identify project success factors. The internal factors include cost, scope, schedule and project quality that satisfy stakeholders. External factors relate to the project efficiency, impact on the customer/user, impact on the team and preparing for the future (Jugdev, 2004).

Literature review: Project management success has three fold with the first being the project manager, the second the line manager and the third top management. The actions practiced by top management engage middle management (Trkman, 2010) with aligning the best practice by supporting project managers. Project managers, middle management and project teams are dependent on project top management to sustain project success, where top management involvement is vital in providing guidance to the project manager (Cowan-Sahadath, 2010).

Projects success can be increased by effective leadership where the leadership style should apply the appropriate direction and support to the followers. Leaders who provide the right level of support allow followers to excel. Furthermore, leaders should create an environment for followers to perform and deliver the organizational strategy and vision. In this environment, leaders create the vision and execute it by fulfilling the strategy (Kissi *et al.*, 2013).

Achieving project success requires effective leadership by the project manager (Deinert *et al.*, 2015). With project success there are trade-offs in project scope, quality, time and cost. Project manager skills should include the ability to monitor project scope, quality, time and cost and have the leadership to build communications, team relationships and collaboration. The ability for project managers to recognize their leadership skills goes beyond management contributions to project success. Therefore, project success has the potential to become a worthy set of measures (Cowan-Sahadath, 2010).

Project success is probably the most frequently discussed topic in the field of project management. Traditionally, many authors have defined the successful completion of a project as achieving the project objectives within time, within cost and at the desired scope while utilizing resources effectively and at the desired level. Despite the relative agreement of such a base definition, there can be many perspectives of whether a specific project is successful. Project success is best understood within the project context: organizational structure, project type or project lifecycle as well as individual stakeholder viewpoint, priorities and perceptions (Asmawi *et al.*, 2013).

This study utilized the internal and external determinants of project success framework by measuring project outcomes by client supplied cost and time metrics (internal project score) and a survey of project stakeholder perceptions (external project score). These internal and external project success outcomes were used as dependent variables in a non-experimental, quantitative correlational study against the independent variable of project manager leadership styles (O'Connor and Jackson, 2010).

Leadership is considered to be good if it is designed to accomplish the goal or mission of an organization which is done through project team leading and project time managing, within budget, to a high quality and with a satisfied customer. Moreover, the simplest model of leadership works with three dimensions: vision, values and execution (Ibrahim *et al.*, 2010).

MATERIALS AND METHODS

This research involved an examination of the relationship between the independent variable, leadership style and the dependent variable, organizational success with mediating role of internal and external project success. The study employed a Structural Equation Modelling (SEM) analysis techniques to determine the strength of the relationships between the variables. The hypothesis developed based on literature review.

- H₁: there is a significant and positive relationship between project management leadership style and internal project success
- H₂: there is a significant and positive relationship between project management leadership style and external project success
- H₃: internal project success mediates the role of project management leadership style on organizational success
- H₄: external project success mediates the role of project management leadership style on organizational success

Theoretical framework: In Fig. 1 theoretical framework is discussed.

Data analysis: Figure 2 shows the histogram that represents normal distribution.

Hypothesis testing: The hypotheses for this study were tested using structural equation modelling software Smart PLS 2.0 (Table 1).

RESULTS AND DISCUSSION

Is there a relationship between project management leadership style and internal project success? The results of the study demonstrate that there is a relationship between project management leadership style and internal project success. The only leadership styles which do not affect internal project success is transactional leadership style where the transformational leadership style has the most influence on internal project success.

Is there a relationship between project management leadership style and external project success? For the project management leadership style and external project success, all leadership styles in this study were found to have influence of external project success. The results for

Table 1: Hypothesis testing

	Original (O)	Mean (M)	SD	SE	t-statistics (O/STERR)
Transformational -> Internal	0.37	0.37	0.11	0.11	3.38
Transformational -> External	0.35	0.35	0.08	0.08	4.43
Transactional -> Internal	0.04	0.04	0.09	0.09	0.47
Transactional -> External	0.32	0.32	0.07	0.07	4.48
Laissez -> Internal	0.13	0.13	0.06	0.06	2.14
Laissez -> External	0.15	0.15	0.05	0.05	3.07
Charismatic -> Internal	0.29	0.29	0.11	0.11	2.57
Charismatic -> External	0.16	0.16	0.07	0.07	2.42
Internal->Organization success	0.51	0.50	0.08	0.08	6.35
External->Organization success	0.35	0.35	0.08	0.08	4.29

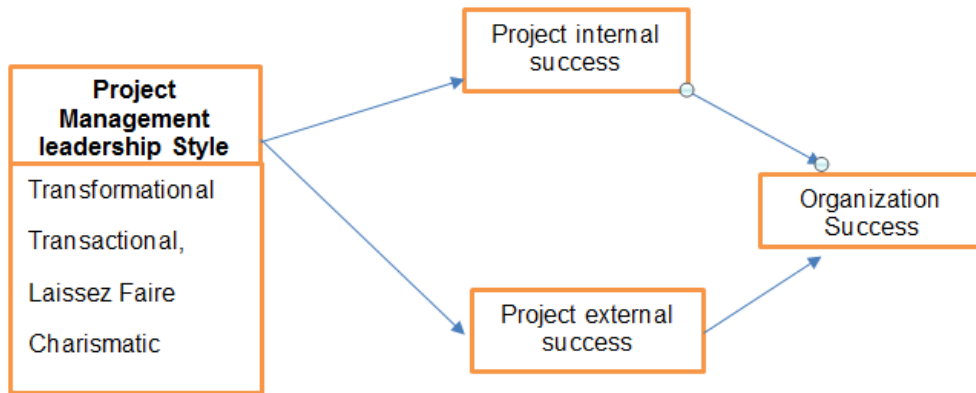


Fig. 1: Theoretical framework

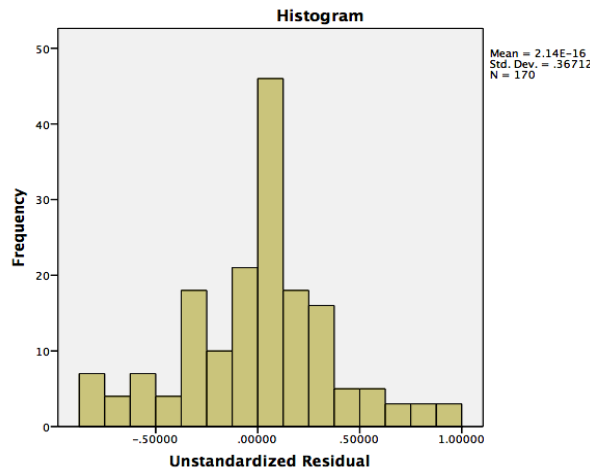


Fig. 2: Normal distribution

this study also demonstrated transformational leadership is the leadership style which has the most influence on project success.

Does internal and external project success mediate the role of project management leadership style on organizational success? By doing Sobel test, he results demonstrated the acceptance of this mediating role which the indirect path coefficient become stronger.

CONCLUSION

In the construction industry in Syria, leadership is the actual problem. Thus, leadership values such as morality and honesty are required from the project leaders who may need to employ different leadership styles with the intent of driving their projects towards success.

LIMITATION OF STUDY

The study focused on a limited number of presumed variables which the literature suggested may significantly correlate to project success. These variables included project manager leadership behaviors and the internal and external project success. There might also have been other confounding variables that masked or affected the correlation measurements.

RECOMMENDATIONS

While this study contributed to further understanding relevant to leadership style and organizational success, there is still need for further future investigations. First, there can be a replication of this research to a larger sample, this allow for stronger certainty in model building and testing. Second, there is a need to investigate additional factors that may influence project success, might include project-oriented metrics.

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