

**CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD**



**Impact of Transformational leadership on
Project Success through mediating role of
Project Team Potency and Moderating Role of
Goal Clarity**

by

Ayesha Munir

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

**Faculty of Management & Social Sciences
Department of Management Sciences**

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*I would like to dedicate this work to my beloved parents and siblings for their
Unconditional love and support.*



CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD

CERTIFICATE OF APPROVAL

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Clarity**

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Then which of the Blessings of your Lord will you deny. (Surah Ar-Rehman)

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Abstract

Current research on project based organizations fails to explain in detail how these projects can achieve greater performance. This study explores those underlining circumstances that have been ascertained to contribute in improving organizational performance, in project based organizational setting. The impact of transformational leadership on project success has been examined. Data were collected from 256 respondents working in various project based organizations across Pakistan. The results indicate that transformational leadership has a significant and positive impact on project success. Success of the project is significantly increased when there is an efficient transformational leadership in place. The mediating role of project team potency was established for transformational leadership and project success. Goal clarity playing the role of a moderator has shown in-significant impact on the relationship between transformational leadership and project success such that when the level goal clarity rises, the relationship between transformational leadership and project success weakens. The study significantly contributes to the area of research specifically in the domain of project management and transformational leadership. The study also provides significant implications for academicians and practitioners.

Key words: Transformational Leadership (TL), Team Potency, Goal Clarity, Project Success

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Abbreviations

TL	Transformational Leadership
PTP	Project Team Potency
PS	Project Success
GC	Goal Clarity

Chapter 1

Introduction

1.1 Background of the Study

Muller et al, (2017) define Leadership in projects take by tradition what's more dedicated arranged the character and style of the leadership in project executive or else the leadership procedures evolving starting the lineup. According to Aga, Noorderhaven & Vallejo, (2016) that transformational leadership activities now contextual of project remains not deliberated in that feature in which the situation connection by link executives has been deliberated. Further thoughtful effort is essential toward find out the processes of transformational leadership most important towards advantageous effort defiance too project success. Judge and Bono (2000) found transformational leaders to have higher success and more inspired and fulfilled assistants. Statement of Kasapoglu (2013) Leadership, the procedure of persuading assistants to smooth related organizational goal line accomplishment, is essential in each way of walking of lifecycle, and the consideration of management in the project situations takes paying consideration considerably responsiveness in line for to its definite features. According to Pinto et al, (2009) Project leaders fitted out with demonstrative capability trendy team managing are good at enhancing assistants' duty inspiration by using encouragement procedures and structure frequently collective relationships constructed on common economic involvement among contributors.

Kissi et al, (2013) Transformational leaders, inspiring the assistants to become elaborate cutting-edge inspiration and structural lessons, whereas Limsila and orgunlana (2008), Kotlyar et al, (2011) stated that possibly will mark influence to budget equivalent, superiority proceeding and schedule rushing. Transformational leaders can deliver inspiring encouragement to improve assistants' assurance to association. Court right and Colbert (2011) that in their meta analytic analysis establish that TL is positively associated not individual to individual follower job enactment have a strong association with appropriate performance than assignment enactment on the other hand also to group performance. To generate optimistic outcome on employees, assemblages and association, leaders must implement responsive and current methodology of leadership slightly than matured intransigent autocratic style (Braun, Peus, Weisweiler & Frey, 2013). Kearney and Gebert (2009) considered phase, population and various educational experiences and create that while altitudes of TL were great, population and informative variety remained definitely associated to group leaders' longitudinal evaluations of group enactment. According to Rowold (2011) stated that with respect to gender, TL operated greatest for groups through both male and female employees.

Dionne et al, (2004) define Team goal line lead into and demonstrated through transformational leaders would growth team followers' responsibility to folks objectives. Colbert et al., (2008); Lim & Ployhart, (2004); Schaubroeck et al., (2007) existing conclusions spread out preceding leadership studies by emphasizing three paths concluded which transformational leaders canister boost group enactment; in detail, encouraging team fellows to follow group objectives, satisfactory in followers in relationships of their group responsibilities and atmospheres, and most important followers to exhibition further facilitating manners. According to Kerzner (2013) a main obligation of the project is that its opportunity, objectives, and goals be there perfect to entirely the important shareholders of the project.

Team-level leadership may simplify social combination, well-organized procedures, and horizontal statement contained by the team, thereby improving group inspiration (Chen & Kanfer, 2006; Morgeson, DeRue, & Karam, 2010; Zaccaro et al., 2008).According to Gibson and Earley (2007) that Self-assurance by the different

side by side is linked through principles in the capability to accomplish detailed chores, potency detentions comprehensive principles around the enactment competences of groups through tasks and frameworks (Gibson & Earley, 2007a). Team potency is “not a simple sum of the self-efficacy of individual team members, and it develops independently from individual self-efficacy” (Hu & Liden, 2011). Team potency has been establish to be definitely related to aggregate quality and gathering satisfaction (e.g., Campion, Medsker, & Higgs, 1993; de Jong, de Ruyter, & Wetzels, 2005). De Jong et al, (2005), Hu and Liden (2011), Zhang and Peterson (2011) expressed that Preceding examination has recognized a quantity of configuration influences such as the group’s previous capability and enactment, unpleasant altitudes of behavior, exterior maintenance, goal clarity, oral persuading, l styles of leadership, and the multiplicity of purposeful capabilities obtainable inside a group that perform to encouragement team potency.

Dimension benchmarks for project success which involve of three elements that are time, cost and quality (Wateridge 1995). According to Ling (2017) propose six features that contribute to project success which are employees, super vision and team cooperation, organizational obedience, project timeline, task and plan. Lim and Mohamad (1999) stated that accomplishment of pre-determined project goals is painstaking as project success, but the observation of project success or failure is unique for everyone because pre-determined goals of users correlated to the project are different from the pre-determined goals of project team. In the current era, researchers are highly attentive in the role of leadership in project success. Kelley, Leong and Loong (2003) find the sensitivity of Project Manager concerning project success is prejudiced by his/her leadership style. A positive relation is fined between the project manager’s sensitivity of project success and his behavior, which shows that Project Manager’s strong belief on his/her leadership capabilities plays a vital role in project success (Kelley et al., 2003).

According to Xia, Lo, Bao, Sharma and Li (2017) a shared effort by different personalities with various traits is involved in completing a project which inspirations project team cooperation and relationship because some traits will get along,

while others might become the grounds of clutter. According to goal setting approach implicates descriptive followers of the team the over-all aims and definite purposes of the project, occasionally by defining subtasks and beginning schedules. According to Salas et al (1999) stated that as a team members wide-open to a goal-setting are estimated to turn out to be complicated in achievement forecasting to recognize ways to realize folk's objectives. Studies confirmation that goal-setting involvement mutual with enactment quantity and opinions consume in various circumstances been productively functional in organizations.

1.2 Gap Analysis

Transformational Leadership is relatively a new variable and so far it has been studied in project based organizations but in developed countries, not studied in Pakistani Context. In more recent research, Gundersen et al. (2012) call for more research to understand the relationship between transformational leadership and Project Success through the use of mediators representing team processes. In show disdain toward that, answer to the complex dynamic business setting and high technology businesses, organizing by projects in increasing on a rapid pace. The current study focuses on straight relationship between Transformational Leadership and Project Success. There are various other mechanisms which intervene in the process view of transformational leadership and Project Success. Consequently there is need to examine the role of mediated mechanism through which transformational leadership enhance project success. Different theory and literature provide different versions of how transformational leadership leads to the project success; each proposes a different set of mediators (e.g., team building, program success in others, team cohesion etc.)

This study is to clarify the relationship between Transformational Leadership and Project Success and also to study in detail the moderating role of Goal clarity. For our determination, we motivation on transformational leadership meanwhile revisions have specified its great significance for project-oriented organizations

(Gundersen et al., 2012). According to Piccolo and Colquitt (2006) that confidence the fundamental procedures concluded which transformational leadership utilizes its guidance on Project Success devour not existed effectively lectured in the project management collected works. However, limited theoretical perspective exists in the literature as of yet that claris the relationships among these constructs in project based organizations specially. In this context, this study is also an attempt to explore these thematic areas and their inter relationship in depth in project based organizations.

Jiang (2014) suggest that if a positive leadership impact is needed for project success then an appropriate leadership style should be selected for further research according to project type. Lee (2008) suggested that for a successful project, leadership is significant therefore more research should be conducted to enhance leadership style understanding regarding its impact on project success, project management and project teams.

According to Golini, Kalchschmidt and Landoni (2015) literature that is related to project management is very advance for NGOs. That is why studying the impact of leadership on project success in NGOs, in Pakistani context can be beneficial. This research will make a positive contribution in literature regarding projects in Pakistan as well as it will be beneficial for project-based organizations in Pakistan.

1.3 Problem Statement

Transactional and laissez-faire leadership, has been considered as the most dominant theoretical approach to leadership (Peus et al., 2013). According to Bolden et al. (2011) refer to, make an effort to forecast leadership realization by observing individuals abilities is problematic, meanwhile individuals behavior and identity change over the time and are created over and done with their relationship in surrounding environment and social groups. Bolden et al. (2011) therefore, leaders are generally considered as role models on the bases of motivation for their supporters and employees.

Transformational leaders spend more time to address subordinates' individual needs for personal growth and achievement (Zacher et al., 2014). Transformational leadership positively influences project team-building (Aga et al., 2016) which can help leaders to solve interpersonal problems as well as improve social relationships. In past, very slight research has been conducted on the contribution of psychological factors in project success (Hassan et al., 2017). Due to frequent delays in projects, budget overrun and employee lack of team potency, organizations are concerned over corrupt activities which are causing these problems.

In Westervelds (2003) The Project Excellence Model, the element of leadership plays a prominent role in predicting project success. In fact, leadership is a palpable determinant of the success or failure of a project (Qubaisi, Elanain, Badri, & Ajmal, 2015) as it has also been found to impact leadership effectiveness, team innovation, as well as project team effectiveness (BadriHarun, Zainol, Amar, & Shaari, 2016). Find only the intelligent inspiration measurement of transformational leadership is linked with the group enactment in the lending productiveness, wherever teams are huge and comparatively perpetual. Moreover, the moderating influence of goal clarity on transformational leadership and project success is still unexplored. So, this shows the novelty in this research that has not been studied yet along with all the variables (Transformational leadership, Project team potency, project Success and Goal clarity).

The different leadership styles, transformational leadership has shown the strongest association with project success (Khan, Sang, & Iqbal, 2015). In their study, Elkins and Keller (2003) reported that transformational leadership was a significant predictor of project success in R&D projects. It has also been found to significantly positively predict the success of IT projects and virtual project teams (Arnold, 2008).

1.4 Research Questions

This study scoped to find out answers of some important questions, briefly these questions are as follows.

Questions 1: What is the impact of TL on Project Success?

Questions 2: What is the impact of Project Team Potency on Project Success?

Questions 3: What is the impact of TL on Project Team Potency?

Questions 4: Does Project Team Potency mediate the relationship, between TL and Project Success?

Questions 5: Does Goal Clarity moderate between TL and Project Team Potency?

1.5 Research Objectives

The essential objective of this research to is to improve and investigation anticipated model to find out the relationship between TL, project Team Potency and PS. Furthermore, project Goal Clarity is added as the potential moderator for examining the relationship of the variables point out in the research model that is TL, Project Team Potency and project Success.

The main objectives are as follows:

1. This study focuses to examine the impact of TL and PS.
2. This study aims to examine the mediating role of Project Team Potency between TL and Project Success.
3. This study aims to examine the moderating role of Goal Clarity between TL on Project Team Potency.
4. To test empirically and establish the proposed relationships in the developmental projects of Pakistan.

1.6 Significance of the study

It is important to examine the impact of TL because transformational leadership is essential to control the corrupt activities hindering the timely completion of

projects and under planned budget. This research will contribute towards the awareness in the developmental sector of Pakistan about practicing transformational leadership to attain project success by gaining team potency for organization. Today's project manager is facing the challenge of maintaining decent environment in organization. In this regard, this research will contribute to the literature regarding how implementing decent leadership can be beneficial for enhancing team potency and making project successful. This study contributes in developing a mutually trusted environment through the practice of decent conduct by leader himself. Employee will perceive the leader as honest and just person and follow his steps which will increase their commitment to their organization and they will perform task associated with project with integrity which will result in project success.

Project team potency takes place within a project to keep up with modification issues occurring as a result of the changing environment. It circulates the knowledge within a project since the purpose is to use it in a dynamic learning atmosphere rather than only storing in the electronic databases. Underlining this connotation and also that the top most priority of each project is to achieve high performance, this study will give direction and insight towards enhanced project success through effective project team at all the levels of the projects.

Most of the time whenever a new project is launched or a second phase of the project is implemented, certain failures and setbacks are faced, this study will facilitate the project managers in realizing the importance of keeping the knowledge intact and how learning is vital for improving performance. This will also develop better understanding of the decision makers that growth of knowledge repository does not add to learning unless it is not absorbed and transferred, disturbing the enactment of the project consequently.

This study also highlights that Leadership is the key essentials for the success of projects. Project success will certainly improve when the transformational leadership and goal clarity is ensured. This dominion has not been discovered yet in Pakistan; consequently it is successful to be an excessive contribution in to the research area alongside will also pronounce the value adding factors for augmenting

the project success and gaining competitive advantage. Moreover, this research work will encourage the researchers to further study these intangible assets that create values and competitive advantage for the projects.

1.7 Supporting Theory

Several theoretical perspective have been presented by different researchers which are used worldwide to underpin the studies of transformational leadership and project team potency like exchange theory, Full-range leadership theory and self-determination theory but social cognitive theory and can cover all the variables of the present study.

1.7.1 Social Cognitive Theory

Social Cognitive Theory supports this study's variables and will help to understand the relationship between variables. Social cognitive theory is appropriate for variables because leaders are role models for their followers and when leaders show proper conduct, employees tend to follow it. This shows that employee sees the actions of his leader, learn from those actions and act accordingly. The study is based on research about the transformational leadership (TL) and team potency on the social cognitive theory of (Bandura, 2000). The increasing getting of change is held to be directly associated with the individual acknowledgment, perhaps being influenced by the individual leadership style and team potency. According to Banduras (1986) that the specific effectiveness concept this relationship can be used at an initial point for structure a different leadership methodology that container justification for the regularly described relationship between a leaders self-possession and numerous standards of leader competence.

Social Cognitive theory (Bandura, 1986a, 1997) also stated that, individuals act according to how they understand organizational authenticities and this informative activity is influenced by their skill to read and understand their feelings,

behaviors and judgments by regulation, conscious knowledge of one's own character and feelings and control. When engaged in social behavior an individual expects the same valued things to be reciprocated from the other individual in order to balance the contributions from both the individuals involved in social exchange. According to Uhl-Bien and Maslyn (2003) suggest that to generates common attentiveness described by followers and their executives as a positive influence in their relationship excellence and these higher excellence relationships reinforced higher awareness of organizational maintenance. According to the Lord, Brown, and Freiberg (1999) associates with Choi and Mai-Dalton (1999), that as regards the self-motivated and give-and-take follower actions and advantageous inferior awareness to advance the performance.

Social cognitive theory will be used in this study as the core theoretical focus and it will help in identifying the mediating effect of project team potency between TL and PS and moderating effect of goal clarity between transformational leadership and project team potency. Social cognitive theory is a learning theory mostly used in psychology and sociology. The individuals who are being observed are known as models who serve as an example of masculine or feminine behavior that can attract the attention of people and encourage following (McLeod, 2011). Role modeling is one of an important way to show employee what organization expects from him in a way which help him differentiate which conduct will gain him reward, and which conduct will be penalized. Leaders are a vital source of such modeling first by excellence of their given task, their status, accomplishment inside organization, and their authority to influence others conduct and its results (Brown et al. 2005).

According to Brown, Travino, and Harrison (2005) that the improvement the social learning awareness of leadership demonstrating legitimizes the internment of follower devotion consequently that concentration between subordinates as a nature. The main objective of this work was to link the leaders essential guidance actions and the fellows common comeback to the organizations principles, which inspirations workplace enablement. The situation is offered that the perceptions or observation of collective values in work raise collective effort and collaboration analytic of authorized organizations. Employee will endeavor to follow managers

and other employees will too match their behavior with the organizations accepted behavioral values (Mayer, Kuenzi, Greenbaum, Bardes & Salvador, 2009).

The theory is based on this hypothesis that different individuals have different leadership potentials and individual flexibility the assortment is different, most likely there is also a significant relationship between demographic individualities and level of flexibility and approval of change. Social cognitive theory stated that the clearness of work generates a significant situation required for the establishment of competency principles by provided the inactive and indirect involvement toward group followers (Chen & Bliese, 2002; Zaccaro et al., 2008).

Chapter 2

Literature Review

2.1 Transformational Leadership and project Success

Peterson et al, (2009) defined transformational leadership has been create towards clarify the path between leaders' emotional personalities and firm performance. According to Khan, Sang and Iqbal, (2015) in context of leadership styles, the transformational leadership has shown the strongest association with project success. The transformational leader is to be in authority for the team follower's undefended environments wherever the team followers can work together, segment information and originate with explanations to the difficulties they remain opposite throughout the project implementation (Sohmen, 2013). According to McDonough (2000) the team members think through themselves as significant motorists of project realization and remain motivated through the degree of independence, honesty as well as involvement of concepts, the obligation near, besides the interesting visualization established through the project executive. Through that the group follower's effort to their filled possible, and at the end of the day take along the project in the direction of achievement and accomplishment.

According to Aga (2016) experimental research authorizes the positive relation of conditional incentive with project success. This study proposes that, recompenses for excellence effort remain significant as the management performances such as

expectant extraordinary enactment since those might not effort wherever here are no conditional prizes in habitation (Schriesheim et al, 2006).

Muller and Turner (2010) stated that, the project success is attained with the accomplishment of its goals significant with the company's aims, product and services whereas management success is achieved when budget, quality and control of the project related targets are attained. Project success is based on the success of project execution team for successfully implementing deliverables and the success of organization for gaining profits from these successfully executed deliverables (Creasy & Anantatmula, 2013). Project manager must comprehend the required type of leadership proficiency and personality trait that complement the proficiency to increase the chance of project success (Gehring, 2007). Mishra, Dangayach and Mittal (2011) suggest that project management is not only about completing project within time, budget and cost but practicing high level of moral character to get management and project team support which can help in achieving success.

According to Geoghegan and Dulewicz (2008) exploration presented that the aspect of leadership that deals with professionally managing resources, authorizing and inspiring employees to find the positive relation with project success. Jiang (2014) suggest that Leadership is also categorized by these features. Although project success features occasionally include leader as a success feature, but project performance is still influenced by its dissimilar patterns i.e. resource management, teamwork and correspondence with followers and clients.

Sohmen (2013) stated that transformational leaders therefore motivate followers to achieve away from their beliefs. They similarly substitute strong operational associations. Whereas Burke et al, 2006) suggested that such varieties of project manager's progress team interrelation and related considerate, simplify the open conversation of thoughts and investigative awareness crossways project groups, and highlight the growth of supporter self-management or self-leadership abilities. This is the chance that generate a thermosphere anywhere team followers exercise continuous determination to understand project success.

According to Avolio et al., (1991) stated that the transformational leadership style be there serious to qualifying the project team followers accomplish towards their complete possible. Concerning the modified deliberation characteristic, numerous problems or struggles inside the team throughout the project implementation segment might sit down, which could relaxed depressed the project step or level take about or all the actions of the project to a conclusion (PMI, 2013). Studies of several scholars decorative that TL has a significant outcome on PS (Anantatmula, 2010; Yang, Huang & Wu, 2011). Although, in the contextual of scheme, effort on direction remnants moderately not enough (Amin, Kamal, & Sohail 2016). Love et al., (2011) Rezvani et al., (2016) stated that researchers and consultants in manufacture consume freshly happening to understand that processes organization is not the cure-all, and affectionate aptitude is a important set of decision-making talents causative to PS.

Maylor, (2010) give the concept of management and leadership overlaps with the concept of project management and excellence in linking concerning leadership elegances and project management techniques with the acknowledgment that vision, values, and execution are vital for projects' success.

We therefore hypothesize that:

H1: There is a positive association between Transformational Leadership and project Success.

2.2 Transformational Leadership and project team potency

According to Sohmen (2013) suggested that leaders necessity make a effort atmosphere that remains advantageous to team followers occupied organized in supportive and goal-oriented determinations. Thus, actual governance is evidently authoritative in direction to encourage team-structure. Klein et al, (2009) stated that a project executive's transformational leadership actions container so motivate an project team to perform far from their prospects finish common group

building inclusions, such as, objective setting, part elucidation, intelligent proclamation, and critical thinking systems. Hackman (2002) defined that the teams are categorized by members at work interdependently near mutual goals and by a period of established participation.

According to Griffin and Tversky (1992) stated that the enactment of a team can be measured not individual in terms of how well it essentially achieves then again additionally as far as how confident its supporters are that it will go ahead to perform in good health. Without a uncertainty the significance of assurance for the behavior of human communications is problematic to exaggerate. The foremost conclusions that have arisen from the general between disciplinary gathered takes a shot at certainty is that individuals are regularly more confident than is important by the particulars, and this intensity can prompt shattering significances.

In the literature of Zacher et al, (2014) that teams through high intensities of potency may be improved intelligent to frequency the incentive and capitals of their followers to come across the experiments they put it to and to persevere and even absorb in the expression of individuals experiments. According to Ryan and Tippu (2013) suggested that the transformational leaders occupy extra time to discourse juniors' separate needs for particular development and accomplishment. A main stream of experiential consequences appearance that substances through measurements of transactional leadership do not capacity organized to reproduce the individualities of this nature, but slightly are separated keen on active and submissive features.

According to de jong, de Ruyter and Wetzels (2005) explain the team potency devours remained made towards remain positively connected towards team strong point as well as assemblage. According to Shamir, House, and Arthur (1993), transformational leaders, through collaborative an passionate and interesting visualization, enhance the significance of the organization's objectives also, measurements the helpful uniqueness of the group, which in go raises the level of group intensity .Additional, through communicating self-assurance in team followers' abilities towards confrontation stimulating tasks and come across in elevation performance opportunities, transformational influential might make stronger team

potency principles (Kirkman & Rosen, 1999). Experimental confirmation devours maintained the future positive relationship between TL and team potency (Bass et al., 2003; Sivasubramaniam, Murry, Avolio,&Jung, 2002; Sosik et al., 1997). According to Donald (2004), leadership is the practice of collective inspiration besides influence to straight or variation the appeal of others, and come to an end to municipal this influence can be concluded vitality graceful complete a social linkage of inspiration in the organization. Popular a current study, Deinert et al. (2015) define the unforeseen sound effects of TL on the relationships concerning behavior qualities as well as leading light enactment.

Transformational leaders also aggressively observer team followers' enactment and take achievement when blunders are made. When distributing with an inventive task, it is improbable that a particular, straight down leader will have all the solutions and will be intelligent to accomplish both leadership styles effectively (Day et al. 2004; Timperley et al. 2007). Van Ameijde et al. (2009) found that teams in advanced instruction advantage from leadership actions; definitely, this is the situation if such activities include cooperatively structure proprietorship and confidence, decision-making, and observing enactment. Lee (2008) suggested that for a successful project leadership is significant therefore more research should be conducted to enhance leadership style understanding regarding its impact on project success, project management and project teams.

We therefore hypothesize that:

H2: There is a positive association between Transformational Leadership and project team potency.

2.3 Project team potency and project success

Akgun et al. (2007) define Team potency is self-assurance nevertheless of a specific task, the idea is observed as a potential evaluation of team capability in the future, rather than a retrospective based on the previous experience. According to the

Bandura (1997), a critical motivational state in the project teams while team potency is associated to the supportive efficiency.

According to Guzzo et al (1993) the term potency states to opinions in generalized team competency for accomplishing general efficiency. Whereas Zaccaro, Blair, Peterson, & Zazanis, (1995) stated that group potency is certainly not a sincere total of the self-viability of individual colleagues, and it enhances independently from particular self-adequacy. We believe that group potency helps as an affiliation connecting objective and process lucidity to group fitness, with the end goal that objective and process clearness are emphatically identified with team potency, which in turn leads to team success.

Morris and Hugh (1986) acknowledged that success of a project is at the mercy of upon representative and positive goal, resource accessibility, consumer approval, and productivity, and reasonable edge, accomplishment of project according to plan and supposed value of project. Mazur, Pisarski, Chang and Ashkanasy (2014) clarified that in all stages of project from forecasting till carrying out; top management maintenance is the most precarious factor for project success. Yang, Huang and Wu (2011) suggest that a successful project in term of its timely achievement, on budget performance, expected quality and client contentment can only be achieved when there is high level of collaboration and communication between project team members and they are highly connected and committed to their organization. Project team members are necessary to achieve project goal that's why project leader must try to enhance the dealings quality with employee by increasing employee assurance level to accomplish project success (Hoegl et al., 2004).

Pearce et al, (2002) stated that the collective confidence includes self-assurance that the team will successfully achieve team goals and motivation to perform well in tasks Team potency, as the public belief of skills of their associates, is a basis of better teamwork among team members such as certainty and statement (Howell and Shea 2006; Schaubroeck et al. 2011).

Team potency, thus, often relates to better efficiency in teams (Gully et al. 2002; Hu and Liden 2011). Campion et al, (1996), Gully et al, (2002) stated that the

research in general shows that team potency is a predictor of throughput and gratification of team members in various situations. In addition the Hardin et al, (2006) suggest that team potency has been establish to increase the performance of fundamental teams. According to Bandura (2000), suggested that social cognitive theory (potency refers to a team's general mutual belief that organized they can be in effect.

According to different scholar's leadership might make stronger the relationship between objective and procedure clarity and team potency by inspiring team followers' assurance to the goal. Goal obligation is necessary aimed at goal situation towards influence groups (Klein, Wesson, Hollenbeck, Wright, & DeShon, 2001; Locke, Latham, & Erez, 1988). Turner and Zolin (2012) have pointy that achievement features, unlike effects such as time, cost, and quality, can be restrained earlier to the end of the project. Certain the extended timeframes for compound missions this variety of dimension is beneficial in evaluating a project's growth. Projects are accomplished consuming teams in a work situation that is compound for two reasons: first, each project is distinctive, and second, conditions for team selection and inspiration are regularly distant from ultimate (Smith, 2001). Project team factors involving the abilities and characteristics of team contributors is proposed for the efficacious achievement of projects. The competence of the team members such as communication skills, technical task, troubleshooting, and monitoring, and feedback is also found to be a valuable aspect throughout the implementation levels (Amponsah R, and Darmoe J. 2014). According to Davis (2014), a variability of influences play important characters in successful structure projects, containing the mechanical expertise of project executives and project teams, communication abilities.

We therefore hypothesize that:

H3: There is a positive association between project team potency and project success.

2.4 Mediating role of project team potency between Transformational leadership and project success

According to Bandura (2001) Social cognitive theory suggest team potency inspirations what individuals pick out to do as a team, how much struggle they put into it, and their staying power when collective struggles go pear-shaped to produce results. Furthermore, based on this theory, people with high potency remark difficulties as tests and they will highly dedicated to the happenings they carry out and invest more time and effort in their daily activities. Gully, Incalcaterra, Joshi and Beaubien (2002) stated that potency principles then strengthen followers to effort composed near their mutual objectives through persistence, uniform in the expression of complications and teething troubles, which in opportunity leads to high altitudes of team concert.

According to Hu and Liden (2011) stated that project executive by way of interpretation of project objectives towards the project team, remain life-threatening and a requirement for every single project manager, no substance whatever leadership style they take on. The project team follower's requirement towards remain pure about the project objectives and purposes, then the inclusive possibility of the project. Goal clearness collective through suitable management elegance to leads the team potency and performance. Rose (2016) suggested that recipe for accomplishing project success is the arrangement of leadership, physical activity, inspiration, assurance, and resources. Dwivedula et al, (2016) give the reason of employee's commitment towards his occupation and organization is visible in his insight as regards his job and his personality; this commitment helps to decide if the employee enactment will be good enough to accomplish a successful project.

Dinc and Nurovic (2016) stated that the Companies should select managers who respond moral leadership performance while presence in employment, ones who can be a moral role model and support moral personnel. Piccolo et al, (1990)

studied the role of independence, task consequence and effort cutting-edge the relationship between TL and team potency. Meglino, & Korsgaard, (2002), stated the peripheral statement actions, measuring winners' encouragement on team potency as well as classifying their peripheral statement actions might help to clarify how winners donate the novelty team performance. Managers and project team leaders frequently seek more accurate or more efficient ways to keep track of the health and performance of the teams they manage.

(Avolio 1998) express that, a project manager having skills of transformational leadership has an extra effect on promoting and developing team members' high performance. Guzzo et al. (1993) proposed that there would intermediate the relationship concerning leadership and team productivity, besides this objective devours remained conserved empirically, the team potency main beliefs (e.g., Bass et al., 2003; Sivasubramaniam et al., 2002; Sosik et al., 1997).

According to Day (2004) stated that leadership container remain summed active as cooperative result of the leader's self-related intellectual evidence, behavior characters, the essential intentions, and his sympathetic of operative situational variables. Furthermore, investigators on leadership devour suggested a quantity of leadership styles such as independent, oppressive, counselling, and mutual decision making types, such as: transactional, transformational, and laissez faire (Timperly, 2007). According to Van, Amejide et, al (2009) that further, in the manufacture industry, project and manufacture super vision were industrialized in manufacture and industrial arenas in order to progress planning and cost controls.

Conferring to Shamir, House, and Arthur (1993), transformational leaders, through articulating an enthusiastic besides attractive visualization, add to the importance of the establishment's objectives and construct the collective uniqueness of the group, which now opportunity lift up the equal of team potency. Outstanding to the specified features, operative leadership is essential in temporary organizations, particularly located as task individuals are over and again less dedicated than in unending authoritative foundations (Keegan and Den Hartog, 2004). The result of a momentary responsibility remains exclusive; consequently, the pathway that indications to this consequence stands frequently obvious by insecurity (Atkinson et

al., 2006). However projects' gradation of innovation disagrees besides cannot normally remain quantified now personality otherwise magnitude (Brockhoff, 2006), they frequently essential unique observes. Consequently, influential now momentary establishments devour towards consent team followers towards demonstration creativeness.

To create a productive work environment, limiting to policies and structural changes doesn't suffice, leader must also foster and environment that promotes inclusiveness and pushes the individual to reach their fullest potential. The leader must use his authority effectively and efficiently (Yukl, 2012) while collaborating with the team member, thus growing trust. Project leaders must work on their intentions as well as actions so as to accomplish the goals of their project (Redick et al., 2014). This not only boosts diversity but also increases business and individual performance (Soares, Marquis and Lee, 2011).

We therefore hypothesize that:

H4: Project team potency plays a mediating role between transformational leadership and project success.

2.5 Moderating role of goal clarity between transformational leadership and project success

According to Zaccaro et al, (2008), the increases importance of leaders who can boost group inspiration by enhancing team fellows' credentials and assurance to the effort and objectives of the group. Goal and procedure clarity positively have emotional impact effort enactment individual before group followers remain dedicated towards the objective (Locke & Latham, 1990; Maier & Brunstein, 2001).The clarity of group objectives and processes generates the emotional situation aimed at the substance of potency main principles (Chen & Bliese, 2002; Locke & Latham, 1990; Zaccaro, Ely, & Nelson, 2008).

Chen and Kanfer (2006) suggested that these hypothetical perceptions are also significant in explanation team-level inspiration, for the reason that team- and

individual-level motivational procedures are functionally parallel. Through integrate motivation philosophies with team collected works by in conflict the objective and procedure intelligibility remain important determining factor of team potency. Kanfer and Ackerman (1989) suggested these three protruding concepts of inspiration, goal-setting theory (Locke & Latham, 1990), social cognitive theory (Bandura, 1986), and self-determination theory (Deci & Ryan, 2000), clarify in what way goals and procedures in employment towards accomplish the objective director self-regulatory movement.

Tyssen et al., (2014) defined in projects the clarity of goals is very the important of their administration, as deprived of intelligibility, as per the prospects of the stakeholders the project will not be accomplished. According to Sawyar (1992) that in performance level the goal clarity is critical to attaining predictable. Wherever the performance level will be high when the objectives remain perfect towards the silent majority as well as in groups. (Anderson and Stritch, 2015, Dossett et al., 1979). Where objectives are not plainly imparted, people won't be sure about the bearing and the motivation behind the undertaking (Bosselut et al., 2012). Latham et al., (2017) stated that the efforts towards their tasks when Strong instructions assistance the groups self-regulate which helps them reach their objectives and aims. According to Aga (2016) the project is likely to be successful when the project situation, where the objectives of the task and the necessities of the customer and administration are obvious to the venture administrator and the colleagues. According to Locke et al., (1988) stated that here exists a positive relationship between goal and process clarity and team potency, the leadership in the team may neutralize, Self-assurance now the team's competences besides deteriorates or even eradicates the motivational consequence of goal and procedure clearness on team potency principles Inspired by Locke and Latham (1990), we define goal clarity as the grade to which individually group follower appreciates why the matter is significant or appropriate to discourse in the super vision meeting, what the production presenter wants to accomplish by transporting up the subject, and what he or she wants the group to focus on. According to Mumford et al., (2002) express that goal lucidity (regarding the venture, the clients, and

the administration) as a conceivable mediating factor in the connection between value-based authority style (dynamic administration by special case, unexpected reward) and task achievement, and the transformational initiative style and undertaking achievement. The adherents are roused to work to their maximum capacity, and the pioneer offers thoughtfulness regarding the supporters' needs and needs. A domain of trust, imagination and achievement is created, prompting a positive change among the devotees, and to do what's best for the association all in all (Thomas, 2016, Warrilow, 2012).

According to Balogun and Hailey, 2008, Moss, (2017) defined that as a decent task pioneer will ensure that the short-and long haul targets and points of the venture are expert, and the undertaking is circulated according to the necessities of the client. Regarding the value-based authority style, the venture group supporters are told on the targets of the task, and the necessities of the customer and the supervision, to indicate the prospects from the group devotees. According to Podsakoff et al., 1990, Dong et al., (2017) stated that the transformational leadership style locale the high performance altitudes and principles are key characteristics. According to Rezvani et al. (2016), in the context of project management generally the scholars are agreed on two components in defining project success: success criteria and critical success factors (CSF). According to Schmidt and Milner (2004) found that, team-level response encourages team efficiency above all since it allows team followers to appreciate and successfully regulate the objectives they should follow. Devoid of feedback, teams might "set absolutely impractical team-level goals".

We therefore hypothesize that:

H5: Goal clarity moderates the relationship between Transformational Leadership and project success; such that if goal clarity is there than the relationship between Transformational Leadership and Project success would be strengthened.

2.6 Research Model

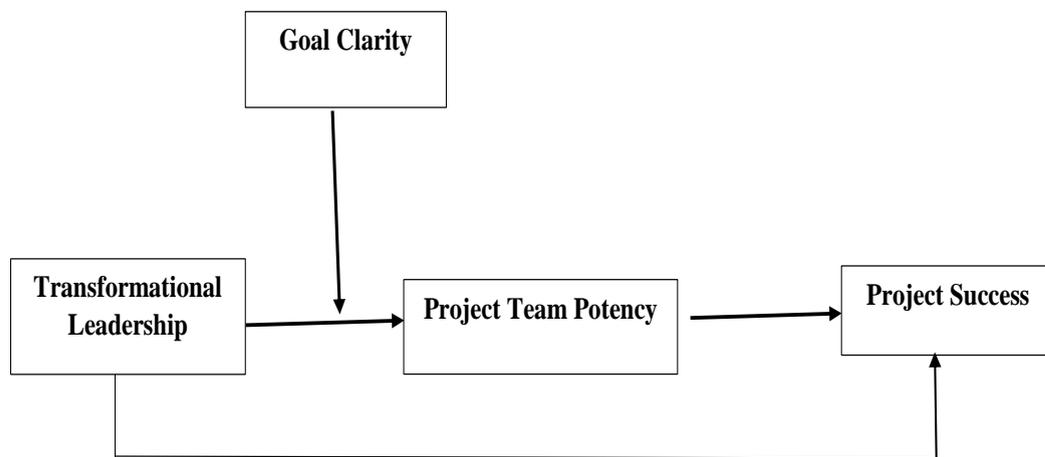


FIGURE 2.1: Conceptual Framework of Transformational Leadership on Project Success through Project Team Potency and Moderating Role of Goal Clarity

2.7 Research Hypotheses

- H1:** There is a positive relationship between transformational leadership and project success.
- H2:** There is a positive relationship between transformational leadership and project team potency.
- H3:** There is a positive relationship between project team potency and project Success.
- H4:** There is a mediating role of project team potency between transformational leadership and project success.
- H5:** Goal clarity moderates the relationship between transformational leadership and Project team potency.

Chapter 3

Research Methodology

In this chapter, includes the process that help to discover the link between relationship of Transformational Leadership and Project Success, with the mediating role of Project Team Potency and moderating role of Goal Clarity in project base organizations of Pakistan. The methodology contains research design covering all techniques required to collect data (Population and Sample). Moreover it includes testing of instrument reliability and measurements.

3.1 Research Design

According to Bryman and Bell (2015) a research design is a criterion that is used for appraising the business research and is a framework to generate the evidence to support the research question. Research design consists of type of study, time horizon and unit of analysis which are as follows:

3.1.1 Type of Study

This study is an instructive study which based on self-reported perception measures the impact of transformational leadership on project success with the mediating role of project team potency and moderating role of goal clarity. Hypothetical deductive method has been used which suggest the usage of preceding research

and existing theories to support research hypothesis which are further tested empirically to prove the suggested hypothesis.

3.1.2 Study setting

The project based organizations in Pakistan to collect data in the current study. The data were gathered in one and a half month for this study; the nature of data is cross sectional and collected at one time.

3.1.3 Time Horizon

The project based organizations in Pakistan to collect data in the current study. The data were gathered in one and a half month for this study; the nature of data is cross sectional and collected at one time.

3.1.4 Unit of analysis

Trochim (2006) suggest that defining the unit of analysis is the initial step when deciding the methods to analyze data. Unit of analysis is *“who” and “what”* is being studied and it can be an individual, group, organization, artifacts or country from where data needs to be collected. Generally unit of analysis is one of the most important characteristic in any exploration study. In research study, unit of analysis can variety from an individual to different crowds, organizations, cultures etc. Since this study is designed on dyadic relationship i-e., the impact of transformational leadership practices in projects on its success, therefore the unit of analysis was the employees of project based organizations.

3.2 Population

The current study seeks to focus on the Project based organizations (private) in Pakistan. The population of the study is the project professionals (Project Managers, Project Team Members, Projects Consultants Project Coordinators)

in project based organizations. Population is the set of peoples, things, events connected with interest that the researchers need to study (Cavana, De-lahaye & Sekaran, 2001). The present research study population is employees of project based organizations. According to Wilson (2014) a sample that is drawn from all sets of cases is called population. This study population includes, project managers and employees of NGOs in different cities across Pakistan. The populations used in this study were project managers and employees from project-based organizations. Project based organizations are becoming a foundation for a competitive advantage for Pakistan and this field is attracting foreign investors which is contributing towards Pakistan's economy and the global recognition of Pakistan as developing country.

3.3 Sample

A small subsection of population is called sample which is drawn with probability or nonprobability technique (Hair, 2015). The collection of data from entire population is not possible in line for to time and resource constraint that is why a sample is taken to analyze data. To ensure objectivity, a random procedure is used, and a representative sample is collected as of the population of attention. Probability cross section technique was used in which data is collected on random basis. The sample size is 400 and probability sampling is used to collect responses. The data is composed from project-based organization specifically NGOs working on multiple projects. The questionnaires distributed were 400 and questionnaires were received and 256 were considered for analysis. The data is composed personally by visiting the organizations and by effectively allocating the questionnaire. Moreover, we use modern technique to fill out the questionnaire to different respondents through online bases (e.g. Google Doc). According to the (Hair, 2015) explains that the sample as the procedure by which a scholar selects an example of contestants for objective a study from the population of attention. During the data collection procedure, the author visited the organizations and explained the purpose of this research and the method used for data collection and that the data

will be collected from both project managers and employees. For the cooperation by the organization, the author assured to provide the results of this study on request.

3.4 Measurement

In this study for measuring four variables, close ended questionnaire was used based on 5point Likert scale from Strongly Disagree to Strongly Agree". 1= strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

3.4.1 Transformational Leadership

We adapted a transformational leadership measure containing 13 items Vinger and Cilliers (2006). The five-point Likert-type ranging from 1(strongly disagree) to 5 (strongly agree).

3.4.2 Project Team Potency

Team potency was evaluated using seven questionnaire items from Guzzo et al. (1993) measured on a 5-point scale, ranging from 1(strongly disagree) to 5 (strongly agree).

3.4.3 Project Success

Project success scale developed by Aga and Vallejo (2016) and it had 14 items that measure the project success variable. A 5-point Likert scale was used, ranging from 1 (strongly disagree) to 5 (strongly agree).The sample item is The project was completed on time.

3.4.4 Goal Clarity

Goal clarity, we borrowed three items from Hoegl and Parboteeah (2003). The measurement items for each of the constructs contained in the questionnaire are indicated.

TABLE 3.1: Instruments

Variables	Sources	Items
Transformational Leadership (IV)	Vinger and Cilliers (2006).	13
Project Team Potency (MED)	Guzzo et al. (1993)	07
Project Success (DV)	Aga and Vallejo (2016)	14
Goal Clarity (MOD)	Hoegl and Parboteeah (2003)	03

3.5 Statistical Tool

Single linear regression was used to investigate the causal relationship between the dependent variable i.e. Project Success and independent variable i.e. Transformational Leadership. Regression analysis helps ensuring that whether the acceptance or rejection of suggested hypothesis have the support of preceding studies or not. The purpose of carrying out regression analysis in this study is to study the various factors that can have an effect on dependent variable (Project Success).

For conducting analysis on collected data Preacher and Hayes (2004) three stages were applied. These three steps include placing dependent variable i.e. PS in outcome column and independent variable i.e. Transformational Leadership in the independent variable column and placing research demographics in covariant column. While performing these three steps a model number must be selected to perform mediation and moderation. With Preacher and Hayes method, mediation

and moderation analysis are performed separately. Model 4 is used for mediation and model 1 is used for moderation.

3.6 Reliability Analysis

Reliability analysis is used for reviewing of properties of scale used for the measurement of variable and the elements that make up the scale. It helps in evaluating internal consistency of variables and if those variables have any relationship between them or not. A scale is considered reliable when it gives similar results in consistent circumstances. Value of Cronbach's Alpha when equal or above 0.7 is considered reliable. Higher the value of Cronbach's Alpha, higher the dependability of mechanism to measure construct. If the value of Cronbach's Alpha is less than 0.7, the mechanism is not considered reliable to measure construct.

TABLE 3.2: Reliability

Variables	Cronbach's Alpha (α)
Transformational Leadership	.862
Project Team Potency	.730
Project Success	.832
Goal Clarity	.715

In this study the Cronbach's alpha value of TL is 0.862, the Cronbach value of project team potency is 0.730, the PS Cronbach value is 0.832 and goal clarity Cronbach value is 0.715. The Cronbach's value of TL scale and PS scale is high this expressions that both scales are highly reliable.

3.6.1 Sample Characteristic

The demographic used in this study are; project manager's and employee's age, project manager's and employee's gender, project manager's and employee's work experience in project management field, project manager's and employee's qualification. Sample characteristics are signified in the following tables:

3.6.2 Gender

One of the important elements of demographics is gender because it distributes population sample into male and female. In this study it has been observed that the proportion of male defendants was greater than female respondents.

TABLE 3.3: Represents the Gender Percentage

Gender	Frequency	Valid Percent	Cumulative Percent
Male	145	56.4	56.4
Female	111	43.6	100.0
Total	256	100.0	

The above table represents the gender composition of the sample in which 56.4% were male and 43.6% female. The male percentage is high.

3.6.3 Age

Age is an important part of demographic, but some respondents feel hesitant to disclose their age. So, for the expediency of respondents different age range were used in questionnaire to collect the data regarding respondent's age.

TABLE 3.4: Represents the Gender Percentage

Age	Frequency	Valid Percent	Cumulative Percent
18-25	67	26.8	26.8
26-33	93	36.2	63.0
34-41	66	25.7	88.7
42-49	28	10.9	99.6
50 or above	2	.4	100.0
Total	256	100.0	

Table 3 shows the conformation of age groups in research sample. 26.8% of respondents age were in the range of 18-25, 36.2% of respondents age were 26- 33range, 25.7% of respondents age were in 34-41 range, 10.9% of respondents age were in the range of 42-49 and 0.4% of respondents age were in the range of 50 and above. The results show a higher percentage of respondents age in 26-33 range.

3.6.4 Qualification

Education is essential for passing the knowledge of a societies and countries from one generation to the other.

TABLE 3.5: Respondents Qualification

Education	Frequency	Valid Percent	Cumulative Percent
Matric	0	0	0
Inter	0	0	0
Bachelors	96	37.4	37.4
Masters	114	44.4	81.7
MS/M.Phil.	44	17.1	98.8
PhD	3	1.2	100.0
Total	256	100.0	

Table 4 represents respondent's qualification. Matric and Inter qualified peoples are 0%, bachelor qualified were 37.4%, respondents holding a master qualification were 44.4%, MS/M.Phil. qualified were 17.1% and respondents holding a PhD qualification were 1.2%. The above table shows a higher percentage of master qualified respondents.

3.6.5 Work Experience

Work experience is an important part of demographics to get the information of respondents work experience in a certain field.

TABLE 3.6: Respondents Work Experience

Experience	Frequency	Valid Percent	Cumulative Percent
00-05	109	42.4	42.4
6-10 years	110	42.4	85.2
11-15 years	22	8.6	93.8
15 or more	15	5.2	100.0
Total	256	100.0	

The above table represents the respondents experience of the work in which percentage of respondents is 42.4% in range (0-5), in range (6-10) the respondents experience is 42.8%, in category (11-15) the respondents experience is 8.6%, and 15 or more, the experience of respondents is 5.2%.

3.7 Data Analysis Techniques

The collected data from 256 respondents was analyzed on SPSS software. Following procedures were performed to analyze the data:

1. Questionnaires which were correctly filled were chosen for analysis.
2. The collected data was coded, and those coded variables were used for data analysis.
3. To describe the sample characteristics, frequency table were developed.
4. By means of numerical values the process of descriptive statistics was used.
5. Through Cronbach alpha, reliability analysis of all research variables were conducted.

6. To identify whether there is a significant relationship between variables exist or not, correlation analysis was performed.
7. To examine the proposed relationship between variables, single linear analysis was conducted on dependent and independent variable.
8. To find out the role of mediator and moderator between independent and dependent variable, Preacher and Hayes method was used to run mediation and moderation.
9. The proposed hypothesis was verified by using correlation analysis and Preacher and Hayes method to check for any probable rejection or acceptance of proposed hypothesis.

Chapter 4

Results

This chapter includes the results of the study. The tests were applied are, Frequency Distribution, Descriptive statistics, Reliability Analysis, Correlational Analysis, Linear and Moderated Multiple Regression Analysis by preacher and has to interpret the results. In addition, discussion on study conclusions, theoretical and practical associations, strength and restrictions of the study, and guidelines for future investigation are also deliberated. Data would be analyzed through Statistical Package for Social Science (SPSS) 20.00 and the following tests were applied to the data to interpret the results.

4.1 Results for hypothesized variables

SPSS was used for descriptive and correlation analysis. Finally, for correlation and hypothesis testing by preacher and has is used.

4.1.1 Descriptive Analysis

Descriptive statistics deliver synopses approximately the size of the example and the explanations that have been through roughly the statistics. That one gives the simple specifics of the statistics abstains remained composed for example sample size, minimum value, maximum value, mean value and standard deviation of the

data. Descriptive statistics also present large sum of the statistics interested in prescribed and priced form.

TABLE 4.1: Descriptive Statistics

	Sample Size	Minimum	Maximum	Mean	Std. Deviation
TL	256	1.62	4.71	3.89	.63
PTP	256	1.88	4.88	3.79	.50
PS	256	2.21	4.93	3.77	.44
GC	256	1.71	4.86	3.68	.51

This table 4.1 gives the spellbinding insights of the factors under examination. The table demonstrates the information identified with least, most extreme and normal qualities for every factor and furthermore demonstrates the mean and standard deviation. The primary segment of the table contains the detail of factors, the second section illuminate about the example size of the investigation, third and forward segment demonstrate the base and most extreme mean qualities for information gathered.

The table 4.1 shows the sample size was 256 of the four variables. All the four variables (Transformational Leadership, Project Team Potency, Project Success and Goal Clarity) are rated on 5 point likert scale. The independent variables i.e. Transformational Leadership devours a mean of 3.89 and a standard deviation of .63. The dependent variable such as project success displays a mean and standard deviation values of 3.77 and .44 correspondingly. The mediator of this study i.e. project team potency shows a mean of 3.79 and a standard deviation of .50 while the moderator of the study, goal clarity has the values of mean and standard deviation 3.68 and .51 respectively.

4.1.2 Correlation Analysis

Usually the purpose of conducting correlation analysis is to validate the relationship between variables selected for the study. Correlation analysis was used in this study with the aim to validate the proposed hypothesis by discovering the correlation amongst transformational leadership and project success, the mediating starring role of project team potency and the moderating role of goal clarity to have the knowledge about the degree of variation within two variables and if the variables vary together at the same time or not, correlation analysis is conducted. Correlation analysis differs from regression analysis in a way that it does not involve relationship between two or more than two variables.

Pearson correlation analysis is used to measure the strength of relationship between variables through a Pearson correlation range i.e. from -0.1 to 0.1. With the help of the extracted magnitude value we can draw the conclusion regarding the strength of relationship amidst two variables and after judging the distance of correlation from zero we are able to generalize the magnitude vale. The correlation can be interpreted in a way that if the correlation is distant from zero this suggests that two variables have a strong relationship. If the correlation value is zero this shows that the two variables do not have any relationship. Positive and negative signs are the representatives of the type of relationship. If the value shows a positive sign this means that increase in one variable leads to the increase in the other variable which represent a direct relationship. The case is opposite with the value showing a negative sign, this means that the increase in one variable leads to the decrease in other variable which represent an indirect relationship.

TABLE 4.2: Pearson Correlation Analysis

	Variables	1	2	3	4
1	Transformational Leadership	1			
2	Project success	.437**	1		
3	Project team potency	.441**	.425**	1	
4	Goal Clarity	.432**	.423**	.413**	1

Correlation is significant at 0.01 levels (2-tailed)

*N = 256, *p < 0.05, **p < 0.01, ***p < 0.001 (TL= Transformational Leadership, PTP = Project Team Potency, PS = Project Success, GC = Goal Clarity)*

The Correlation Findings according to the Table 4.2 are as following:

The above correlation table shows that here is a confident and significant relationship between transformational leadership and project success, where $r = .437^{**}$ at $p < 0.01$. Above results represent a positive and significant relationship between transformational leadership and project team potency, where $r = .441^{**}$ at $p < 0.01$. It can be seen in results; transformational leadership has a positive and significant relationship with goal clarity where $r = .432^{**}$ at $p < 0.01$.

The table shows a positive association between project team potency and project success where $r = .425^{**}$ at $p < 0.01$. There is a positively significant relationship between goal clarity and project success where $r = .423^{**}$ at $p < 0.01$. Goal Clarity has a significantly positive relationship with project team potency where $r = .413^{**}$ at $p < 0.01$.

4.1.3 Regression Analysis

As we have performed correlation analysis to analyze existence of relationship between the variables used under study, but we just cannot rely on the correlation analysis because, its only shows the existence of relationship between variables

through an inadequate support and doesn't tell about the casual relationship among the variables. Therefore, there is a strong need to perform regression analysis in order to collect authentic evidence of dependence of one variable going on another variable. Basically regression analysis represents the point to which, one variable depends on another variable i.e. independent variable, on which it is being regressed. This study has used Preacher and Hayes (2004) analysis for both mediation and moderation regression examination. Moderation regression examination is conducted towards observe the interaction outcome of TL and goal clarity on PS. Likewise mediation regression examination remained showed towards examine the mediation consequence of the mediator project team potency on the correlation of transformational leadership and project success. Following the mediation-moderation analysis by Preacher and Hayes (2004) three steps are carried out separately both for mediation and moderation by choosing model.

TABLE 4.3: The Mediating effect of Project Team Potency

Predictor	Dependent Variable	B	SE	T	P
Transformational Leadership	Project Success	0.521	0.274	10.65	.00
Transformational Leadership	Project Team Potency	0.28	0.045	5.62	.00
Project Team Potency	Project Success	0.35	0.50	4.92	.00

	LL 95% CI	UL 95% CI
The mediating effect of Project Team Potency		
Bootstrap results for indirect effect	.13	.21

From table 4.3, it is concluded that TL takes a direct significant and positive relationship with the project success, therefore the un-standardized regression coefficient indicates that (B= .521, t= 10.65, P= .00), the outcomes in the directly

above table top deliver strong rationalization for the acceptance of hypothesis. So the hypothesis H1 i.e. transformational leadership positively and significantly associated with Project Success is accepted. The results also shows that, here is a positive and significant correlation between transformational leadership and team potency as specified by UN-standardizes recession factor (B= .28, t= 5.62, P= .00), therefore the hypothesis H2 i.e. Here is a significant correlation between TL and team potency is accepted. It is predicted from the table that, team potency and transformational leadership also have a significant relationship between each other. Evidence is provided through the un-standardized regression coefficient as (B= .35, t= 4.92, P= .00), and from these values it is concluded that H3 i.e. Here is a positive association between team Potency and Project Success is totally accepted. Outcomes indicate that, team potency mediates the correlation between TL and PS, as the indirect team potency of TL on project success through project team potency has the upper and lower limits of 0.13 and 0.21 and doesnt contain zero in the bootstrapped 95% confidence interval, thus it is concluded that the hypothesis H4 i.e. team potency shows a mediating role between transformational leadership and Project Success is accepted.

TABLE 4.4: The moderating effect of Goal Clarity (GC)

Predictor	Dependent Variable	B	SE	T	P
Int_term	Team Potency	-0.03	0.05	-0.44	.55
The Team Potency and Moderating effect of Goal Clarity		LL 95% CI UL 95% CI			
Bootstrap results for indirect effect		-.22		-.06	

Note. Un-standardized regression coefficient reported. Bootstrap sample size 2000. LL = Lower Limit; CI = Confidence Interval; UL = Upper Limit.

It has been concluded from the table 4.4 that, goal clarity doesnt act by way of

a moderator between TL and PS, as indicated by the un-standardized regression analysis ($B = -0.03$, $t = -0.44$, $P = .55$), therefore the hypothesis H5 i.e. Goal Clarity moderates the relationship between transformational leadership and Project Success; show that relationship will be strengthened if Goal Clarity is high is rejected because $P = 0.55$ is showing an insignificant value and zero is present in the bootstrapped 95% of the confidence interval as its upper and lower limit (-0.22, -0.06) contains opposite signs which indicates the presence of zero that leads to rejection of the H5 hypothesis.

4.2 Hypothesis Summarized Results

TABLE 4.5: Hypothesis Summarized Results

Hypothesis	Statement	Results
H1:	There is a positive relationship between Transformational Leadership and Project Success.	Accepted
H2:	There is a positive relationship between Transformational Leadership and Project Team Potency.	Accepted
H3:	There is positive association between Project Team Potency and Project Success.	Accepted
H4:	Project Team Potency mediates between Transformational Leadership and Project Success.	Accepted
H5:	Goal Clarity moderates the relationship between Transformational Leadership and Project Team Potency such that it weakens or Strengthens the relation.	Rejected

Chapter 5

Discussion and Conclusion

5.1 Discussion and Conclusion

This chapter includes the relationship of hypothesis in details, and includes their justification of acceptance and rejection, and also discuss the theoretical implication, practical implication, strength and weaknesses of study, limitations and future direction of the study.

5.2 Discussion

The key objective of the study finds out the influence of TL on Project Success with the interceding part of Project Team Potency and the directing Role of Project Success.

The results indicate that TL devours a positively relationship through project success and Project Team Potency; the relationship of TL and project success was mediated by project team potency. The results also show that the moderating variable i.e. Goal Clarity has an insignificant relationship between TL and Project team potency.

5.3 Transformational Leadership and Project Success

H1: There is a positive association between Transformational Leadership and Project Success.

Hypothesis one got accepted because results indicated significant relationship ($\beta = .521$, $t = 10.65$, $p = .00$). The t-value shown in results suggest that there exists a positively significant relationship because when the value of t is higher than 2, the relationship is significant. Therefore, t value of 10.65 indicates a positively significant relationship between TL and project success. The β co-efficient of 0.521 indicates that there is a probability that project success will increase by 52% if there is a change of one unit in transformational leadership.

As a results suggest that TL significantly predicts project success. There are different studies which support this relationship for Gundersen et al. (2012) states that TL delivers precision almost enactment criteria and declines the character of uncertainty now projects, which produces success. Thus, the literature supports that there exists a positively significant relationship, agreeing to Kissi et al. (2013), the level towards which team followers observe their effort atmosphere towards the compassionate concludes the level of inspiration, liveliness, as well as struggles in the progress of project operation. According to Barrick et al, (2007) stated that the stage of development and dimension of the association execution the undertaking, the task's interim, the development group dimensions, besides the development director's capability, gender, as well as instructive smooth devour remained confirmed to effect the project success, and so these variables were encompassed as covariates.

Project success cannot only be achieved by executing project under budget, on time but by practicing moral character under the influence of TL practiced by management and project team (Mishra et al., 2011). Projects consisting of leaders are able to get frequent positive results which leads to the accomplishment of project success (Kim and Brymer, 2011).

It is likely that the reason for the acceptance of this hypothesis is that project is complex in nature that's why they require project manager or leader's attention who plays a dynamic character in accomplishing project goals and accomplishing project success. In projects, team members are in need of constant guidance of leader to perform project tasks on time, under budget and under available resources which are the part of factors that lead to project success.

According to Jiang (2014) project success is affected by leaders varied abilities which are decently managing resources, team work and effective communication with team members. Therefore, the contribution of leadership can influence and enhance the moral of employees, it allows employees to revenue measure in decision making and express their creative thoughts which helps in bringing creativity in projects and allow employee to perform project tasks efficiently and effectively.

The data collected from project based NGOs in Pakistan shows that transformational leadership is considered as an important factor that contributes towards achieving project success. Therefore, these finding will contribute in increasing the knowledge of Pakistani NGOs regarding the importance of transformational leadership. According to Aga et al, (2016) TL has both straight and unintended impacts on project success. Transformational leadership will allow project managers and employees in Pakistani NGOs to look for any activity that may cause delay in project activities and hinders the way to project success. With transformational leadership, employees will be motivated to express their creative ideas and opinions regarding projects which enhance the uniqueness in projects being carried out in Pakistan.

5.3.1 Transformational Leadership and Project Team Potency

H2: There is a positive association between Transformational Leadership and Project Team Potency.

Hypothesis two got accepted because the results indicated a significant relationship ($\beta = 0.28$, $t = 5.62$, $p = .00$). The t-value shown in results $t = 5.62$ which suggest

that a positively significant relationship exist because when the value of t is higher than 2, the relationship of transformational leadership and project team potency is positively significant. The β co-efficient is 0.28 which indicates that a change of one unit in transformational leadership will probably leads to a 28% increase in Project team potency.

The probable reason for the acceptance of this hypothesis is that project manager has to develop strong relation with project team, enhance team potency and introduce organization's code by being a model of leadership conduct rather than focusing on project's timely completion, under budget, under resources and high performance.

This study proved that when leadership is practiced by project manager it increases project team potency for his organization. For having a successful project, it is essential that employee is affectively committed to his job and perform his given task with honesty and efficiency. Hence an employee can be committed to his job when he has a project manager as an ethical leader who promotes ethics in side organization and is looking after employee's rights, who cares about employee's creative ideas and makes sure that employee is given a chance to participate in decision making.

According to Okan and Akyz (2015) leadership influences employee profession gratification and enhances his loyalty towards his manager so when employee is satisfied with his manager and his profession, he will be affectively committed to his occupation. As results calculated from the collected sample indicate that Pakistani NGOs give importance to transformational leadership to enhance team potency in organizations. Therefore, this study finding will help Pakistani NGOs in practicing leadership styles more efficiently inside organization. Guzzo et al. (1993) suggested that TL, folks growth, intelligently encourage, besides encourage groups towards exceed their individual self-regard aimed at a greater combined single-mindedness, task, or visualization, would straight impact team potency. Prior studies investigative team potency take motivated on officially selected influential now the facilities (Bass et al., 2003). According to Hackman (2002), quarreling that a great level of team potency is required for team management

to encourage team efficiency, for the reason that it directs members' consideration to the mutual aim, intensifications their hard work, and facilitates them to be determined in the aspect of harsh conditions (Bandura & Locke, 2003). Transformational leader's kind, fair and trustworthy behavior towards employee will enhance employee's inspiration, contentment and affecting assurance towards his job. Employee will be loyal to his organization and would like to stay with the institute for a longer period.

5.3.2 Project Team Potency and Project Success

H3: There is positive association between Project Team Potency and Project Success.

This hypothesis got accepted because the results represented a significant relationship ($\beta = 0.35$, $t = 4.92$, $p = .00$). $t = 4.92$ which shows that there is a positively significant relationship because the value of t is higher than 2, project team potency has a positively significant relationship with project success. The β co-efficient is 0.35 which indicates that a change of one unit in affective organizational commitment will leads to a 35% increase in project success.

The results explained above are based on the literature supporting the positive relation of affective organizational commitment with project success. McDonough (2000) suggest that one of the factors that help in achieving project success is project team's accountability to the project. A successful project can only be achieved when project teams are good at communication and are affectively committed to the project (Yang et al., 2010).

Rezvani et al. (2016) suggest that project manager and project team's trust, satisfaction and affective commitment is essential having a successful project in complex circumstances. The reason for the acceptance of this hypothesis is that when project manager and project team is affectively commitment to the project, the probability of the occurrence of resistance towards change diminishes.

According to Dwivedula et al. (2016) employee's performance in executing a successful project is examined by the level of employee's affecting responsibility to the

project. Hence the chances of the achievement of project success increase when project manager and employees potency as a team to the organization/project because employee feels emotionally attached to the organization so he performs all his tasks efficiently. According to Braun et al, (2013) stated that the leaders light capability is to inspire his supervise to achieve affording to best of their capabilities. This characteristic places of interest the degree to which organization good wishes workforces, works with seriousness and trustworthiness, raise your spirits experience, and receptions the interpretations and recommendations by employees. The collected data indicates that Pakistani project-based organizations project team potency essential for achieving project success. This research finding will help Pakistani project-based organizations in enhancing employee's potency to his organization which can further help in executing a project successfully. This finding will help Pakistani NGOs understand the benefits of increasing team potency. With project team potency comes out motivation which allows project manager and project team to come up with creative ideas to make the project as effective as possible, to make the project successful and meet client's expectations.

5.3.3 Mediating Role of Project Team potency between Transformational Leadership and Project Success

H4: Project Team Potency mediates between Transformational Leadership and Project Success.

This hypothesis got accepted as the results indicated a significant relationship of project team potency as the mediating affect between the TL and project success. The lower limit of .13 and upper limit of .21 shown by the unstandardized regression co-efficient are both positive and there is no zero value in the bootstrapped 95% interval around the indirect effect of the relationship of TL and project success through project team potency.

Results also show the intervening evidence of project team potency as a mediator between TL and project success. Leadership style provide employee with a

trustworthy and participative environment where he can voice his opinions, this comfortable environment helps in enhancing employee obligation. According to Latham et al, (2017) Sturdy instructions benefit for the groups self-regulate their determinations in the direction of their responsibilities, which help them influence their objectives and aims. Therefore, in a project atmosphere, wherever the objectives of the development besides the supplies of the customer and supervision are clear to the project manager and the team fellows, the mission is possible to be fruitful (Aga, 2016). According to Spisik et al, (1997) potency principles would meditating the relationship between TL and team competence, and this proposal devours remained maintained empirically.

In Pakistani NGOs, a considerate importance is given to practicing leadership and increasing the level of team potency that is why result indicates that most of the projects are successfully completed on time. This research finding will be beneficial for the project managers and employees of NGOs in Pakistan because it will help them in the implementation of leadership styles which will enhance employee affective organizational commitment. Employee's performance will increase and he will perform his entire job-related task efficiently and on time which keeps the barrier in opposition to the failure of project.

5.3.4 Moderating Role of Goal Clarity between Transformational Leadership and Project Team Potency

H5: Goal Clarity moderates the relationship between Transformational Leadership and Project Team Potency such that it weakens or strengthens the relation.

This hypothesis got rejected because the outcomes of the present study shows insignificant relationship ($\beta = -0.03$, $t = -0.44$, $p = .43$). Goal Clarity has the t-value of -0.44, which represent a highly insignificant level of the relationship. The result is insignificant as the value of t is less than 2. Hence the result indicates that the relationship of goal clarity as a moderating effort between TL besides project team potency statistically insignificant. And the β co-efficient is -0.03 which means

that if there comes a one unit change in goal clarity then it will cause a 2% negative impact in the relationship between TL and team potency by weakening the relationship. According to Raziq et al, (2018) transformational leadership style devours no linkage through goal clarity, thus, the style of the leadership only is not satisfactory to be monitored cutting-edge a project atmosphere. The study used goal clarity as a moderator between TL and Project success. In communalist culture like Pakistan if goal clarity is high then it will strengthened the relationship between TL and Project success. If leaders show unfair behavior then goal clarity in projects becomes more relevant and important source of social support.

This study purpose was to find a positive relationship but the results did not support the relationship and this last hypothesis got rejected. Therefore, the results did not support the moderating effect. The purpose of this rejection is that moral environment; in the occurrence of transformational leadership might not influence team potency that much. Another reason is that all five identified factors of goal clarity were not taken into account in this study that is why the moderation turnout to be insignificant. According to social cognitive theory proposes that, objective as individual-level response inspirations specific aims, team-level response inspirations team aims.

As the literature belongs to the multiple cultures and different countries, which is supporting the significance of the moderation of goal clarity between TL and project team potency. Hence, the insignificance of the results can be influenced by the demographics, culture, nationality and societies of Pakistan. Law and order situations in Pakistan can also have an influence on the goal clarity of organization. According to Robbins and Coulter (2007) Leader is the main foundation of motivation and incentive for the groups in persuading a necessary modification.

5.4 Theoretical Implications

This study has contributed to the new domain in previous literature where the relationship of transformational leadership was examined and verified with other variables like team building and program success. The current study adds to the

project management collected works through launching that implementation of transformational leadership inside project-based organization can be beneficial for a successful achievement of project. Theoretically, this study proved that project team potency is a variable that is of considerable importance because it is serving to explain the path between TL and PS. Therefore, this study proposes a valuable sympathetic of the underpinning theory through which TL influence employee project team potency on the bases of social cognitive theory.

5.5 Practical Implications

The study results confirmed that in the context of Pakistan, goal clarity does not have a moderating impact and the relationship of goal clarity acting as a moderator between TL and project team potency got rejected. There are numerous practical implications of this study first one is that this study demonstrate that TL increase the probability of attaining project success. Therefore, this study suggest that project executives should implement and practice TL relationship and this relationship enable employee to feel that they can trust their leader who is a moral person looking after organization and employee's interest before his own interest. Employees feel motivated to express their honest opinions and the empowerment given to them by leader will enable them to perform all project activities with efficiency and according to the requirement thus organization will be able to achieve the project's desired objective.

Second, this study suggests that to enhance team potency towards organization and project success, employee should be given a chance to take part in decision making because leader allows employees to participate in decision making. A thought must be given to his opinions which will convince employee that his efforts are being recognized and will allow him to successfully contribute in enhancing project performance and achieving project success. Finally, managers can influence employee decent behavior by being a role model of right conduct which will help employee to report any dishonorable conduct in organization without any fear; this

will enable ethical leader/project manager to remove any dishonorable activity hindering the way of project towards success.

5.6 Strength, Limitations and Future Directions

This study is based on strong methodological method. For the purpose of reducing common method bias and single source bias, the data related to transformational leadership, project team potency, project success and goal clarity was collected from the project managers and employees of multiple project-based organizations and NGOs. Future researcher should be aware of the few limitations of this research. First one is that because of time constraint, only one mediator and one moderator was considered for research, future researcher can add more than one mediator and moderator and can improve the model.

Second limitation is that statistics were cross-sectional, future investigator can use time interval. Third limitation is that the statistics was only gathered from Pakistan and from restricted city; the future researcher can collect statistics from multiple cities or from more than one country.

In this study only one dimension of team potency was used for mediation, future research can use all of the dimensions as mediator or only one other than project team potency. Other dimensions can be used as a mediator to see their possible relationship with transformational leadership and project success and how they influence these two variables whether positively or negatively. Goal clarity dimension of caring about goal has been considered as a moderator in this research, future researcher can consider independence dimension of goal clarity to see its influence on the relationship between TL and project team potency.

5.7 Conclusion

The purpose of this study remained towards discover the impact of TL on PS with the mediating role of project team potency and moderating role of goal

clarity Social cognitive theory was used as a supporting theory for the relationship. Questionnaire were distributed in NGOs and distributed questionnaire were 400 and 290 questionnaires were received and 256 were considered for analysis because some of the questionnaire did not contain all the information required to perform the analysis. According to the study results, H1, H2, H3 and H4 got accepted and H5 moderating role of goal clarity between transformational leadership and project success got rejected. All hypothesis justification has been discussed regarding their acceptance and rejection. Applied and theoretic implications of this study are also discussed.

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Appendix



CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ISLAMABAD

Department of Management Sciences

Annexure I

Dear Participant,

I am **Ayesha Munir**, the student of MS/M-Phil Project Management at Capital University of Science and Technology Islamabad. I am conducting a research on **Transformational Leadership on Project Success through the Mediating Role of team Potency and Moderating Role of Goal Clarity**.

You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study and I assure that *your responses will be held confidential* and will only be used for education purposes.

Sincerely,

Ayesha Munir

Questionnaire

Please tick the relevant choices: **1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree**

Please provide following information.

	1	2
Gender	Male	Female

	1	2	3	4	5
Age	18-25	26-33	34-41	42-49	50 and above

	1	2	3	4	5	6
Eudcation	Metric	Inter	Bachelor	Master	MS/M.Phil	PhD

	1	2	3	4
Experience	0-5	6 - 10	11 - 15	15 or more

Please tick the relevant choices: 1= **strongly disagree**, 2= **Disagree**, 3= **Neutral**, 4= **Agree**, 5= **Strongly Agree**

*	Transformational Leadership					
1	Team members have complete faith in me.	1	2	3	4	5
2	I provide appealing images about the project to my team.	1	2	3	4	5
3	I enable team members to think about old problems in new ways.	1	2	3	4	5
4	I give personal attention to a team member who seems Neglected	1	2	3	4	5
5	Team members are proud of being associated with me.	1	2	3	4	5
6	I let my team know that I am confident that the project goals will be achieved.	1	2	3	4	5
7	I provide team members with new ways of looking at puzzling things.	1	2	3	4	5
8	I help each member of the team to develop his/her Strengths	1	2	3	4	5
9	I make the team members feel good to be around me.	1	2	3	4	5
10	I help team members find meaning in their work.	1	2	3	4	5
11	I get team members to rethink ideas that they had never questioned before	1	2	3	4	5
12	I am attentive to the unique concerns of each team member.	1	2	3	4	5
13	I show my team that I am optimistic about the future of the project	1	2	3	4	5
*	Team Potency					
1	Members have confidence in the team	1	2	3	4	5
2	This team gets a lot done	1	2	3	4	5
3	No task is too tough for the team	1	2	3	4	5
4	This team does high quality work	1	2	3	4	5

5	This is a high performing team	1	2	3	4	5
6	This team can solve any problem.	1	2	3	4	5
7	This team is very productive	1	2	3	4	5
*	Project Success					
1	The project was completed on time.	1	2	3	4	5
2	The project was completed according to the budget allocated.	1	2	3	4	5
3	The outcomes of the project are used by its intended end users.	1	2	3	4	5
4	The outcomes of the project are likely to be sustained.	1	2	3	4	5
5	The outcomes of the project have directly benefited the intended end users, either through increasing efficiency or effectiveness.	1	2	3	4	5
6	Given the problem for which it was developed, the project seems to do the best job of solving that problem.	1	2	3	4	5
7	I was satisfied with the process by which the project was implemented.	1	2	3	4	5
8	Project team members were satisfied with the process by which the project was implemented.	1	2	3	4	5
9	The project had no or minimal start-up problems because it was readily accepted by its end users	1	2	3	4	5
10	The project has directly led to improved performance for the end users/target beneficiaries.	1	2	3	4	5
11	The project has made a visible positive impact on the target beneficiaries	1	2	3	4	5
12	Project specifications were met by the time of handover to the target beneficiaries.	1	2	3	4	5
13	The target beneficiaries were satisfied with the outcomes of the project.	1	2	3	4	5

14	Our principal donors were satisfied with the outcomes of the project implementation.	1	2	3	4	5
*	Goal Clarity					
1	There were clear and comprehensible goals for this project.	1	2	3	4	5
2	The goals and requirements of the customers were clear for this project.	1	2	3	4	5
3	The goals and requirements of the management were clear for this project.	1	2	3	4	5