

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Impact of Transformational  
Leadership on Project Success by  
Considering Job Satisfaction as a  
Mediator and Uncertainty  
Avoidance as Moderator**

by

**Junaid Nawaz Janjua**

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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*This work is dedicated to my Parents and Teachers.*



## CERTIFICATE OF APPROVAL

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by

Junaid Nawaz Janjua

(MPM163015)

### THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Adnan Riaz	AIOU, Islamabad
(b)	Internal Examiner	Dr. Lakhi Muhammad	CUST, Islamabad
(c)	Supervisor	Mr. Nasir Rasool	CUST, Islamabad

---

Mr. Nasir Rasool

Thesis Supervisor

December, 2020

---

Dr. Mueen Aizaz Zafar

Head

Dept. of Management Sciences

December, 2020

---

Dr. Arshad Hassan

Dean

Faculty of Management & Social Sciences

December, 2020

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Registration No: MPM163015

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**(Junaid Nawaz Janjua)**

## *Abstract*

This Purpose of the study is to investigate the impact of transformational leadership on Project success with the mediating effect of uncertainty avoidance and job satisfaction. The leader plays a vital role in the success of the project because it enhances the job satisfaction and play a role in uncertainty avoidance. The study is descriptive in nature and the quantitative tool of data collection is used to collect and analyze data. Questionnaire is used as a tool of data collection and simple random sampling is used to select the participants. Primary data is collected through a convenience approach by questionnaire and by the use of SPSS, the outcomes are settled and determined that there is a strong positive correlation between transformational leadership and project success and both travel in the similar way The transformational leader directly focuses on organization, capacity building of followers and achievement of goals, whereas the Transformational leaders focus on the performance of followers, motivating them and punishing them according to their performance. This study is related to the direction of transformational leadership on project success with the moderating effect of job satisfaction. The major objective of any organization is to continue perform optimally and for this purpose organization heavily relies on the skills and abilities of leadership. Moreover, it enhances the level of job satisfaction and avoid the uncertainty in the future performance. The study has certain implications such it provides guideline to the organizations to improve their business practices. However, the results are This study tells how the abilities and skills of leadership affect the performance of organization which leads to job satisfaction. Moreover, this study extends the literature review concerning the impact of on organizational performance, which will helpful for the concerning departments to examine new facts and techniques of leadership to improve the efficiency level of project..

**Keywords: Transformational leadership, Project Success, Job Satisfaction, Uncertainty Avoidance**

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# List of Abbreviations

<b>GDP</b>	Gross Domestic Product
<b>GNP</b>	Gross National Product
<b>GUTL</b>	Group Under Transformational Leadership
<b>HR</b>	Human Resource
<b>JS</b>	Job Satisfaction
<b>MBO</b>	Management by Objective
<b>NRR</b>	Normal Regression Residual
<b>PS</b>	Project Success
<b>RI</b>	Research Implication
<b>RSR</b>	Regression Standard Residual
<b>RT</b>	Reliability test
<b>TFL</b>	Transformational Leadership
<b>TH</b>	Testing Hypothesis
<b>UA</b>	Uncertainty Avoidance

# Chapter 1

## Introduction

### 1.1 Background

A leader is the one who motivates his subordinates to perform difficult tasks with commitment and dedication. An excellent and capable leadership plays a vital role in the success of an organization and enhances the performance of the organization as well. The objective of any organization is to survive in its best by enhancing skills and performance of its employees. According to Arslan & Staub (2013), to achieve the aim of meeting the needs of the highly competitive markets, the performance of the organization should be improved. As said by other, for example, Peterson, Smith, Martorana, and Owens, (2003) assumes authority as a significant factor in accomplishing the goals in hand. Among different definition of leadership, it relies upon the particular part of the initiative important to the person (Bass, 2008).

Transformational leadership plays a vital role in the success of an organization because the transformational leader believes in the gradual changes which lead towards the job satisfaction. Employees work harder if the expected incentives and growth chances are much higher in future.

Some studies have suggested that Leader is one who motivates furthermore, help his workers by utilizing viable leadership styles to be serious (Luftman et al, 2004). Some studies on leadership styles propose that the transformational leadership has a positive relationship with Project Success (Kouzes & Posner, 2007). As indicated by Messick and Kramer (2004), leadership traits are dependent on characteristics as well as on the condition and environment of surroundings. Advancement of successful administration styles brings about the improvement of authoritative exhibition. As indicated by Kim (2005), fulfillment in an association builds the hierarchical exhibition. Organization goals can achieve by the hard work of organizational leaders (Park and Rainy 2008). The development of Leadership has strategic importance for current organizations (McCauley, Kanaga, & Lafferty, 2010). Leaders with concerning skills are necessary for organizational strategy (Augier & Teece, 2009). Organizational learning is important for the success of the present marketplace. (Buhler, 2002; Davis & Daley, 2008; Korth, 2007). Leadership skills are responsible for the success of the organization (Lam, 2002; Edmondson, 2002; Pool, 2000; Hall, 2001). Achievement of goals is dependent on leadership as it gives vision and the right direction.

The workers of the organization need a leader for the encouragement and motivation. Transformational leadership style helps in spreading knowledge in an organization (Bryant, 2003). Transformational leaders mostly play their roles in such organizations in which the environment is unstable (Beugre, Acar, & Braun, 2006). The behavior of employees in an organization and their productivity are influenced directly by the leaders (Ashkanasy and Daus, 2002). All leaders are not good, and all are not bad, and we study both sides of leaders one by one (Judge and Piccolo, 2004). The behaviors of productive and destructive leadership at the same time are limited with some exclusions (Brandebo et al., 2016; McGurk et al., 2014). Work engagement in an organization and transformational

leadership has a positive relation (Ghadi et al., 2013). Although it is undesirably connected with offensive leadership (Einarsen et al., 2016), destructive leadership has a strong influence on organizational commitment as well as there is a positive association of constructive leadership with employees in an organization (Brandebo et al. 2016). The relationship of transformational leadership with their followers is mediated with optimism and frustration (McColl-Kennedy & Anderson, 2002). The employees in an organization sometimes experience toxic tendencies from autocratic leadership (Frost, 2004). Affective reactions from leaders are significantly informative about the perception of employees of their psychological state and social condition; positive effect means that the employees in an organization met their needs and the behavior of leader is careful and humble to them (Hetland et al., 2011). The intentions of employees to leave are directly associated with bad behavior or negative leadership (Schyns and Schilling, 2013). The behavior or leadership increases the overtime and influences the attitudinal behavior of followers in an organization (Walter and Bruch, 2009). True leaders keep others as well as themselves active in such activities which are beneficial for organizational gains (Mintzberg 2010). Leaders have to manage the politics in an organization of the employees that influences the results (Ram & Prabhakar, 2010). Politics of employees in an organization symbolizes their perception about the organization which has an impact on job satisfaction (Robb, 2011). Job satisfaction and leadership are concerning to each other Talat et al., (2013).

Leadership styles have been the subject of wide-ranging amount of academic and experiential research but it is as yet considered as one of the most watched and least comprehended fact on earth in terms of projects. (Northouse, 2013) As there is wide variety of leadership styles, project based organizations find it difficult to choose the right leadership style which suits best to its nature. Authentic, charismatic, autocratic, participative, transactional, servant, authoritative, situational

and transformational leadership are some of different leadership styles in work organizations (Mosadeghrad 2003).

Leadership is essential for organizations to influences personnel and group performance (Yukl, 2010) It plays vital role in maintaining and organizing effective organizations. As a result, leadership is one of the major concepts extensively studied, discussed, and desired properties of organizations, because, both leaders and organizations are always in quest to know the best approach of effective leaders to reach to the eventual organizational success. (Rok, 2009).

The leadership role in project based organization is one of the remarkable roles, as the leaders play key roles in focusing consideration on the goals of the organization, shaping objective, allocating limited resource, making personal contacts with the followers and harmonize innovation in projects. As engaging followers and involving them in decision making is substantial in terms of identifying goals

## 1.2 Problem Statement

The leadership has a direct correlation with the performance of every organization. Poor leadership styles result in failures, mismanagement and organizational collapse. The experience of globalization has made the idea of leadership a very crucial problem in organizations more specifically, in progressing countries; small companies are facing extreme competition by the competitors. Thus it is a tough task for a transformational leader to inspire workers with a convincing idea of the future. Leadership is mainly associated with the recognizing, organizing and taking operation against critical problems. The challenging territory puts more pressure on the joint endeavor at leadership and less on the followers in an organization. The most extreme problem of the leader is "how to put the organization along permanent transformation track." Many organizations are facing problems

like substandard innovations, lack of productivity and lack of ability to encounter performance target.

### 1.3 Research Gap

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### 1.4 Research Questions

**RQ1:** Does transformational leadership leads to project success?

**RQ2:** Does Job satisfaction increases the chances of Project success?

**RQ3:** Does Job Satisfaction mediates the relationship between Job satisfaction and Project Success?

**RQ4:** Does Uncertainty Avoidance necessary for the success of projects? And how Uncertainty Avoidance influences the relation between job satisfaction and Project success?

## 1.5 Research Objective

The following are the objective of study:

- To discover the connection between Transformational Leadership and Project Success.
- To discover the connection between Transformational Leadership and job satisfaction.
- To explore the relationship between job satisfaction and Project success.
- To study the moderating effect of Uncertainty Avoidance on the relationship of job Satisfaction and Project Success.
- To test and establish the proposed relationships in the developmental and construction Projects of Pakistan.

## 1.6 Organization of Thesis

This study has been distributed into several parts. To start with, the introduction, where the concept of leadership and its impact on organizational performance, the research questions and the objectives of research concerning the variables are discussed Besides, a literature review in which leadership styles and its impact on Project Success is proven by the authors and hypothesis development and theoretical framework of the study. The third is the methodology, and the researcher has

used quantitative method for this study which is based on facts and figures. Fourth is the results and analysis to determine how much an organization is dependent upon transformational and Transformational leadership. The last part relates to the conclusion and recommendation which includes the final results, recommended the solutions for the problems found, implications that how this study is beneficial for the concerning departments and limitations that concerns with the problems by which the research is unable to discuss the remaining factors.

# Chapter 2

## Literature Review

### 2.1 Transformational Leadership

The significance for community development, organizational learning, business effectiveness, project quality, and stakeholders satisfaction all make it imperative to study leadership (Strang, 2005). The role of leadership in managing information and knowledge is essential for organizations (Crawford, 2005). Numerous analysts have examined the absence of leadership support for the failure of different projects (Lakshman, 2007). It is imperative to coordinate the initiative writing with data and information the executives in principle and practice (Bryant, 2003). Development of Leadership has strategic importance for present-day organizations (McCauley, Kanaga, & Lafferty, 2010). Skilled leaders play an important role in the business strategy implementation (Augier & Teece, 2009), molding attitude of the followers and their behaviors (Avolio, Gardner, Walumbwa, Luthans, & May 2004). Development of leadership is helpful for the managers in an organization to become good leaders (Day & Dragoni, 2015). Giving the authority to leaders is related to cooperation of team members to achieve goals of the organization (Hill & Bartol, 2016). Leadership development practice is factually and theoretically unexplored in Project Success(Collins & Holton, 2004). The perspective

of leadership development helps to identify a specific phenomenon to achieve the organizational goals successfully (Amagoh 2009).

The manager is an individual who manages and plans the activities of the bunch of the staff. From the management point of view, the manager is the people who can plan organize, led and controlled the actions of the other staff. In the current scenario, the visionary approach from the managers side is the main reason for the success of the company,

The leadership is the individual who can impact others to play out a particular objective. The pioneer ought to have the capacity and responsibility level to impact and spurs others. Additionally, the pioneer is the person who can impact others and have a difficult character. Also, the pioneer ought to have the administrative abilities too. There is a certain difference between the role of the leader and the manager which are as follows.

The leader is the one who has the visionary approach. The visionary approach, the organization company, survive in the depression phase due to its visionary approach. Besides, the job of the leadership is to set the vision and pass on a specific vision among the workers. Furthermore, it is the job of a pioneer to rouse different representatives so as to accomplish a specific objective. In addition, the pioneer should mindful of the hazard that is related with the representatives and the associations also. Thirdly, the primary job of authority in an association is to direct representatives. As a job, the pioneer got the administrative abilities too, however it isn't fundamental for the supervisor to have the authority aptitudes also.

The main role of the manager in an organization is to administer others and follow the rules and manages the activities of the other staff as well. However, there are certain roles of managers which differ him or her from the other staff as well. Firstly, the manager is the person who defines objectives and destinations. In addition, the director ought to be able to allocate the perfect individual for

the correct assignment. Besides, it the most extreme job of the administrator to speak with different representatives and guarantee the elevated level of agreeable correspondence among the workers. Thirdly, the manager should have the ability to set targets and motivates the people to achieve targets in an efficient way. At last, the managerial skills do not only bound to an individual performance but, it includes the training and development of the representatives so as to accomplish better targets.

The role of the management and leadership are different on different occasions as well. Firstly, the management has to design a policy and business strategy which includes the cost-cutting points which can diminish the revenue. As an HR consultant, the cost-cutting strategies include the reduction of bonuses and rewards schemes for the employees for the certain time period. Secondly, the management should have maintained a communication level with the employees in order to convey the present situation of the employees. Other than the role of managerial skills, the leadership skills are also very important in order to pass on the hard situation. The leadership has certain roles is the time of recession which is as follows.

The leadership should create a level of trust amongst the employees because the motivational level of the employees is very important. Moreover, the cost-cutting strategy likes, reduction of bonuses and rewards for the certain time period is very much dangerous, if the level of the trust is not high. As a whole, the role of management and leadership is vital is the case of organization. The high visionary approach in the basic role of the leader because in the current situation, the visionary approach is an element that saves the organization from the depression phase.

The theoretical association which I chose is the SAS association of Oman which gives the product arrangement administrations to the individuals and different organizations. The nation is confronting high sorrow, and smooth authority is

required to adapt to a specific circumstance. To get by in a difficult circumstance, the comprehension and examination of the outlooks of pioneers and supervisors inside the association are significant. The pioneer is the individual who can impact others to play out a particular objective. The pioneer ought to have the capacity and duty level to impact and spurs others. In addition, the pioneer is the person who can impact others and have a difficult character. The initiative mentalities differ from association to association. Also, there are some broad attitudes of pioneers. Right off the bat, the first and conventional outlook is the fascism sort conduct. For example, the pioneer attempts to satisfy the objective through force rather than advancement. Also, the bossy mentality is another attitude that is utilized in the customary organization (Beck,2005).

In an organization, the bossy style isn't considered as adequate and even more expressly, in the bleeding edge time, where the headway is required. Thirdly, the most notable mentality is the decision of the best and most convenient individual for a particular task. The particular style is a great deal of fitting to open and private affiliations. Additionally, in the Omani business industry, it is the most relevant position style. At last, a perfect power demeanor is the sharing of the musings and convinces the staff, as opposed to finding the best one. The above mentalities are the most broadly perceived standpoint in an organization (Dawlabani, 2013)).

The sharing of thoughts is the most usually utilized initiative style in a specific association. There is sure proof behind the evaluation of the administration attitude. As a matter of first importance proof is a creative style and visionary way to deal with an association. The subsequent proof is the job of the pioneers in an association. Additionally, the job of the pioneer is to set the vision and pass on a specific vision among the representatives. Besides, it is the job of a pioneer to spur different representatives to accomplish a specific objective. Additionally, the pioneer should mindful of the hazard that is related with the workers and the

associations also. Thirdly, the fundamental job of administration in an association is to direct representatives. As a job, the pioneer got the administrative aptitudes too, yet the director doesn't have to have the authority abilities as well (Grisby, 2006). The characteristics are the characteristics and property that make the pioneer more successful and result arranged also. There are sure initiative characteristics that I saw in the association. Right off the bat, the pioneer ought to have a visionary methodology. Besides, the pioneer is the individual who can impact others to play out a particular objective. The pioneer ought to have the capacity and responsibility level to impact and rouses others. Besides, in an association, there are different testing circumstances, which need to deal with to accomplish the ideal objectives, so the pioneer ought to have the limit and ability to acknowledge demands and took care of the hazard. Moreover, the pioneer ought to have administrative abilities as well (Vinogradova, 2016).

The third and rarest attribute of the leader in an association is to pick the perfect individuals for the correct assignment. The pioneer is the person who defines objectives and targets. In addition, the director ought to be able to allocate the opportune individual for the correct errand. Furthermore, it the most extreme job of the administrator to speak with different workers and guarantee the elevated level of agreeable correspondence among the employees (De Witt, 1998).

Most definitely, three sorts of authority styles shift from circumstance and association to association. The main style is a dictatorial authority style which, identifies with the tyranny transport mentality of the pioneers. Second, style is the popularity based initiative style that identifies with the sharing of thoughts and the inspiration of the workers to accomplish certain objectives. The third administration style is the Laissez-Faire style, which comes up short on the direct and eye to eye correspondence with the supporter. In the specific association, the Laissez-Faire style of administration isn't a lot of normal. The last style is the participative and groundbreaking style (Blanchard, 2007).

The SAS association got a lot of pioneers having a participative kind of style. In addition, in a specific association, the most widely recognized outlook is the choice of the opportune individual for the correct undertaking and the sharing of thoughts and inspiration of representatives. The participative style of the initiative and the difficult quality of the pioneers inside the association, precisely connected with the outlook of the sharing of the thoughts. Overall, the specific association has the pioneers with an inspirational outlook and the participative administration style with the difficult trait (Covey, 2004). The seven attitude hypothesis depicts the different mentalities of the pioneers in an association. Be that as it may, v MEMES is the worth framework that applies to the authority mentality hypothesis. The seven mentality hypothesis incorporates the outlook of responsibility, failing to shut down, the main from the front attitude, and different outlooks also. In a specific association, the key individuals are the CEO and the upper and center level administrators. The administration outlook in the association is imaginative and completely dependent on the sharing of thoughts. Besides, the Memes begins with the green shading, which implies the legitimacy based framework which is altogether founded on responsibility. The green shading is the best fit with the authority hypothesis in light of the fact that the responsibility in the dynamic is a lot of significant. In general, in a specific association, the key individuals have faith in the sharing of thoughts and the responsibility and decency in the dynamic as well (Bums, 2016).

The leadership styles, attributes, and attitudes fluctuate from circumstance to circumstance and from association to beginning. Notwithstanding, the zone of solidarity with respect to the initiative and the executives territories are as per the following. The SAS association bargains in the product and offers the types of assistance of the hierarchical investigation. The zone where my chose association needs upgrades are as per the following

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Other than all the qualities and characteristics, the couple of zones need upgrades which are as per the following.

Representative strengthening ought to be in a sorted out way. Else, it would be the reason for the loss of an association. Additionally, the pioneer must be versatile towards the change and associate with the laborers in getting ready and enlightening ventures. The best dread which lies in the psyche of everyone is the dread of existing conditions and it the responsibility of the supervisor to exhaust that specific dread and raise the inspiration level of the workers.

The duties of the power and ace ought to be extended in nature, and the workers and staff the bosses ought to oversee be the specific Manager. To make sure about the improvement of the association, the pioneers should play out the quantity of jobs. Honestly off the bat, to see the issues of the masters concerning the change. For instance, the bits of security, for instance, the nonappearance of cutoff points and motivation. Additionally, direct them to gather their devotion switch towards the pined for change. At last, the essential inspiration for driving the particular director is to portray the surrendered eventual outcomes of that particular change. When in doubt, the pioneer must be versatile towards the change and get in the specialists through planning and instructive endeavors.

The organization has selected to plan for the tentative arrangement for additional upgrades. The expert and handy arrangement is as per the following.

After cautious thought of all administration styles and jobs, the accompanying future job is recognized with regards to the authority of an association.

Customer dependability is the essential piece of the organization. Furthermore, satisfaction can be cultivated, through quality undertakings. To ensure the quality undertakings certain organization approaches should be considered in future

The undertakings are the establishment of every country, and the compelling operational technique redesigns the profitability of the country. There are certain position draws near and the board approaches which improves the efficiency of an affiliation.

The transformation leadership the methodology is the way toward making the vision and changing the vision to victory. Also, it incorporates the inspiration of the representatives and the exact exhibition assessment of the workers too. This is an administration approach in which the individuals of the gathering of conduct are seen to deliver powerful outcomes in an association. In the administration, the individuals and their conduct are a lot of significant for the achievement perspective.

The leadership style which I loved and followed is the participative and earth shattering position style. In a particular style, the visionary strategy is followed by the right heading of laborers. Moreover, enthusiasm for definitive tasks is the key component too. In any case, my philosophy agreed with the legitimate system in light of the quantity of reasons. Directly off the bat, the affiliation takes confidence in key changes, and this can happen basically after the careful assessment of the vision. The visionary approach relates to the strategy that prompts legitimate change. Also, the methodology prompts the procedure of vital changes in an association to acquire productivity hierarchical tasks. The association needs changes to pick up progress, however the workers are hesitant to embrace these progressions because of a few reasons. Nonetheless, associations need apparatuses and strategies for representative inspiration. In spite of the fact that, the legitimate change is basic anyway there is a few specialists who are especially reluctant to change themselves because of no of fears (Goleman, 2006).

Also, a decent cognizance of the drawn-out fiscal and money related condition co-country must be done through a visionary procedure. The very well understanding of the economy of the association is noteworthy for an affiliation. For instance, the ability of the financial circumstance of the association and the lifestyle of the association impacts the decision of the managers and the pioneers too (Kotter, 2016).

The leadership style that can support legitimate change is the best approach to 21st-century associations. Additionally, the action style which I bolstered and took after is the participative and historic association style. In a specific style, the visionary technique is trailed by the best course of workers. Additionally, the assistance in genuine undertakings is the key section also. Regardless, my philosophy concurred with the genuine technique given the quantity of reasons. Straightforwardly off the bat, the connection takes trust in noteworthy changes, and this can happen essentially after the careful assessment of the vision. The visionary technique identifies with the strategy that prompts the dynamic change.. Moreover, it is the commitment of the pioneer in the 21st-century time frame to be versatile towards the change and attract the laborers in getting ready and educational tasks. The best fear which lies in the mind of the people is the fear of nothing new and it the commitment of the boss to empty that particular fear and raise the motivation level of the employees (Stacey, 1993).

Leadership is needed to develop nature of work and required to meet boss' prerequisites at all levels in the association (Anvari, 2014). Authority in an association matters (O Reilly et al. 2010). So leader should keep all the aspects in mind that when he has to appreciate for an employee working on a project.

The hindrances can be of the accompanying sort (a) the administrative methodologies worked out (b) approaches of the association's comprehensive initiative can guarantee improved execution, upgraded development( Carmeli, salmon, and Ziv, 2010) just as it can assist with holding individuals with imaginative personalities

(Hunt, Layton, & Prince, 2015). A leader should retain creative minds by giving them awards and appreciation. This is how things become good for the project. Inclusive leaders act as a best platform for the employees who have some potential and the ones who can do something great for the organization. If an individual innovative and he comes up with the new ideas but he doesn't get appreciation and the kind of setting he requires he won't stay in that organization for long he will take no time to switch the organization because talent requires appreciation and settings to perform his skills to work better to perform better. So those contextual settings should be provided by the leader without any biased decisions and by listening to the employees.

There can be many different rewards that can you give to your employees among them the most basic simple and easy is appreciation. If you simply appreciate your employees they happily follow your instructions and become involved in their work to produce best out of few resources a few words of appreciation evoke a feeling that they can work properly and in new ways to get more appreciation. This way getting involved in work they become innovative. The colleagues may have contrasts as far as information or they may have various qualities. The venture heads can use the distinctions of individuals and to painstakingly deal with the contentions between bunches consequently improving the worker's presentation.

The assignment turns out to be significantly harder for the venture association where the assets are boundless yet the idea of the work is typically brief, contract-based. The workers must be propelled to keep up the nature of the association (Dwivedula, Bredillet, & Muller, 2016). To make a beneficial workplace, constraining approaches and basic changes doesn't get the job done, pioneers should likewise encourage a situation that advances comprehensiveness and pushes the person to arrive at their fullest potential.

The leadership is a part for advancement of goals and missions of an association (Jackson, 2016). Leader provides that exact highlights to the employees related to

the work required by employees if the employee is not himself clear he cant update his employee with the clear figure required by the project. He sets every action of his to achieve the organizational goal. Every contextual setting, things to perform and procedures should be done according to the leader who is carrying out the project so that employees could come up with the exact thing in an innovative way required by the project.

Organization are profited by its pioneers (Scanlan and Johnson, 2015), through developments, various ability and getting the best outcome for their association. There are many examples of the leaders where leaders act as an iconic symbol for the rest of the team. He tries to figure the bet talent among his team so that the best individual should be placed at the best place so that they can do their work perfectly. Because leader is the person who will responsible for the work done by individuals to do their work. And the work of other individuals working under him as a team.

A leader who is a decent audience makes trust among its colleague, giving them the definite that the person thinks about them (Lloyd, Boer and Voelpel, 2015).it has been finished up by analysts that hearing is a key administration expertise. Hearing is basic to incorporate and examine in the more extensive structure of initiative hypothesis. If the leader will not pay attention on the problems of the individuals and if he wont listen to them then it is obvious that employees will work with those problems resulting in more problems and counter production. A success full leader is the one who cares and listen to his employees.

Leadership is considered in all societies and exists for as long as people have interacted. It is not an activity, it is a vast process that has been subject to many reviews in the literature. But its diverse styles are yet to be studied to understand its dimensions and implications. (Rukmani et al., 2010).

Fletcher (2004) refers to that the methodologies of initiative are at this point changing and the administration worldview has altered from individual to joined

together, control to information, one's self to self-in-connection, and from control over to control with.

A survey of administration writing uncovered there are various speculative ways to deal with clarify the authority procedure. As indicated by past explores, there are around 220 meanings of authority. It is examined that there are limitations on doing precise administration study since it is elusive reasonable meanings of initiative (Nemaei, 2012)

To have adequate initiative, the pioneer ought to motivate individuals toward collaboration in his ventures through individual improvement as opposed to impulse. Along these lines the Modern hypothesis of authority ought to be pictured as a lot of qualities and practices followed by the pioneer to persuade investment, devotion, and improvement of the supporters. Since presentation to new thoughts is a basic component so as to help the support of subordinates there is a mounting requirement for a more participative culture of initiative for venture achievement (Rok, 2009).

There are certain management and leadership theories that can affect the functions of the management. The brief description the theories are as follows.

## **2.2 Management by Objective**

The management by objective is generally a managerial process which involves the determination of the organizational goals, identification of the goals of employees and the strategies to achieve the efficient results.

### **2.2.1 Determining the Organizational Goals**

The organizational is the software company, and the main goal of the organization is to maximize the wealth of the shareholder and employee empowerment in order

to get a maximum result at the time of the rescission. Moreover, the employees empowerment is helping the organization to achieve the high profit as well.

## **2.2.2 Identification determination of the Employees**

### **Objective**

The employees objective is the vital part of the organization. The identification of the goal is the duty of the manager. The manager should aware of the abilities of the employees and then set the task according to the motivational level, capabilities and other skills of the employees. Liter

## **2.2.3 The Monitoring, Performance and Evaluation**

It is the most important step of the MBO in which the managers are required to monitor the performance of the employees in order to enhance the effectiveness of the results. Moreover, the evaluation on a continuous basis can enhance the performance and efficiency of the organization. In that particular process, the managers evaluate the following elements.

- The managers identify the valuable and less costly programs in order to get the highest result and maximizing the profit as well.
- Used zero-based budgeting technique and enhances the efficiency by using the best control processes.

## **2.2.4 The Evaluation of Performance**

The performance evaluation is the utmost duty of the manager, and without the proper evaluation, it is very difficult to get maximum form the employees. Moreover, the manager evaluates the performance of the workers so as to accomplish the desired objective for the organization.

### **2.2.5 The Feedback Process**

The feedback process is vital for the organizational perspective and from the employees perspective as well. The feedback about the performance of the employees can enhance the skill and motivational level of the employees. Moreover, the particular step allows the managers to set bonus and rewards for the outstanding employees

### **2.2.6 Organizational Performance Appraisal**

The performance appraisal allows the manager evaluate the performance of the employees and take action of the performance of the employees. The performance appraisal method is vital for the organization in order to select the reward and bonuses structure.

## **2.3 Chaos Theory**

The chaos theory refers to the unpredictability of the systems which can disturb the overall system and create a situation of the uncertainty. In the management, the particular theory is very much effective in order to handle the complex situations such as the depression phase or the complex. Moreover, the challenges and the high and immense competition and the employees retention during the depression. The approaches of the chaos theory that brings improvement In organization is as follows.

## **2.4 Employee Empowerment**

The employee empowerment is one the main element of the organization. The organization faces the situation of Chaos in the form of depression and recession,

where the competitors are in continuously doing downsizing and terminate employees in order to cut cost. Moreover, in the certain situation, the trust on the employees are very much important, and the employees empowerment is also the part of the trust.

## **2.5 Innovation and Competitive Edge**

The innovation is one of the major sources to compete others. Moreover, the competition in the software market is the major risk for an organization. The organization continuously bring innovation in the management structure and product, and this act allows them to compete others.

The growth and the sustainable development is vital for the organization. Moreover, to achieve the growth on a consistent basis, it is vital for an organization to maintain the best management and leadership structure in order to cope up the situation. Moreover, the challenges are both from the external and internal side. The certain growth and management factors in the context of organization condition that needs the action of leadership are as follows.

The economic condition includes the recession rate, depression rate and other factors such as GDP and GNP. Moreover, it is the duty of the manager, and the leader is to motivate employee and manage the communication level that increase the fulfillment level of the employees. As a whole, the management and leadership strategies played a vital part in order to cope up the economic conditions and retain the growth and sustainable development.

## **2.6 Competition and Transformational Programs**

The competition and the high presence or rivals is the huge and biggest challenge for the management, and the leadership and management have to play a vital

role in order to get an edge over others through the innovation. In the context of organization, the HR manager believes on the skillful employees in order to maintain high success and profit margins. As a whole, the managers are much busy in the practiced programs of the employees in order to get a growth and sustainable development. However, the certain theories of management are very much applicable to the growth and development of the company on both external and the internal level.

## **2.7 MBO and Sustainable Growth and Development**

The MBO is the approach through which the effectiveness and efficiency of the organization are increased through sustainable and proper evaluation of the employees. The particular approach is used by managers to check the performance of the employees. In that particular scenario of the organization, the Hr. managers follow the process of the MBO by continuously motivating the employees. Moreover, the evaluation of the employees performance is also the duty of the management. The organization follow the process and decide the bonuses and rewards according to the situation. As a whole, the MBO theory is very much applicable and play a vital role in the growth and the sustainable development.

On the basis of the above discussion and the analysis, the certain conclusion is drawn, the managers and leaders are very much important for an organization. Moreover, their role in the company can specify the success and the profitability index of the company. Moreover, the certain strategies and approaches are very important and vital for organization in order to cope up the situation. The Organization has to survive in the condition of the strong competition and immense competition. The representatives goal is the essential piece of the association. The recognizable proof of the objective is the obligation of the supervisor. The chief

should be mindful of the capacities of the representatives and after that set the undertaking as indicated by the motivational level, abilities and different aptitudes of the workers. Besides, in organization, the chiefs are in charge of the determinations of the assets and the day and age that used to achieve the set objective. The leaders and management want to develop a positive change in the organization. The positive hierarchical changes involve advancement, inventiveness, new innovation, and change in the innovation. In any case, the workers are a significant piece of the association, and the majority of the associations utilized different strategies and methods to dispose of that specific issue. For example, the associations utilized strategies, for example, shared finding, common commitment, and shared commitment to guarantee positive changes. The shared commitment is an idea of disposing of the accomplishment of hierarchical change through the common commitment of workers. The commitment is completely founded on trust, trustworthiness, and results of the change. As a whole, the change in the organization through MBO and the chaos theory is the point of difference of the organization. On the basis of the above discussion and the analysis, the certain conclusion is drawn, the managers and leaders are very much important for an organization. Moreover, their role in the company can specify the success and the profitability index of the company. Moreover, the certain strategies and approaches are very important and vital for organization in order to cope up the situation. The Organization has to survive in the condition of the strong competition and immense competition.

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### **2.7.1 Moderating Role of Uncertainty Avoidance**

To comprehend transformational leadership, it is specific to have a concise look at the full range theory of leadership (Kreitner and Kinicki, 2007). The transformational leader is the one who has an influence on his follower to compromise on their self-interest over the larger interest of organization while elevating the followers level of need on Maslow's (1954) hierarchy from lower-level concerns for safety and security to higher-level needs for achievement and self-actualization (Bass, 2008). Transformational leadership gives promotion to best quality joint relationships among team members in an organization (Chun, Cho, & Sosik, 2016). Transformational leadership has direct involvement with the followers (Antonakis & Atwater, 2002). These leaders stay connected with their followers inspire them and motivate them to get maximum output in the meantime (Arnold, Turner, Barling, Kelloway, 2007). Transformational leaders impact their followers by focusing on promotion (Kark & Van Dijk, 2007). Transformational leaders focus on

the skills of supporters to give promotion to a brighter vision of future (Judge & Piccolo, 2004).

The full-go hypothesis of initiative is utilized as an all-encompassing system for the current examination as it's utilized as sabotaging hypothesis for groundbreaking administration, which upgrades inspiration and confidence by associating the representative's feeling of personality to an undertaking and the aggregate character of the association (Salter, Harris, and McCormack, 2014). The four significant parts of the hypothesis, which spread the full scope of basic characteristics of a decent pioneer, are:

- Individualized Consideration: how much the pioneer goes to every supporter's interests and needs and goes about as a guide or mentor
- Intellectual incitement: how much the pioneer difficulties suspicions, faces challenges, and requests supporters' thoughts.
- Inspirational inspiration: how much the pioneer expresses a dream that is engaging and moving to adherents.
- Idealized impact: The degree, to which the pioneer gives a good example to high moral conduct, ingrains pride and gains regard and trust. The degree, to which the pioneer gives a good example to high moral conduct, imparts pride and gains regard and trust (Bass & Avolio, 1994).

### 2.7.2 Mediating Role of Job Satisfaction

Transformational leadership stresses the associations that happen among pioneers and adherents (Bass, 2008). transformational leadership permits adherents to satisfy their personal circumstance, limit working environment anxiety, and accentuation on the accomplishment of authoritative destinations which incorporates improved quality, better client support, cost-enhancement, and expanded efficiency

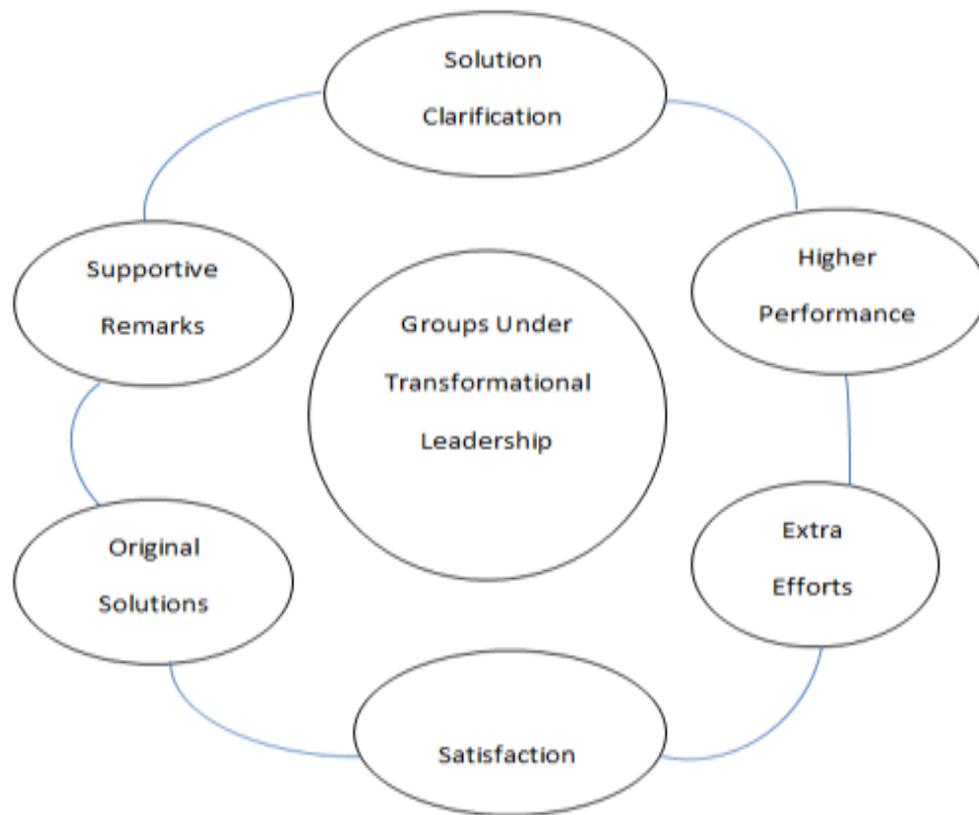


FIGURE 2.1: Group under Transformational Leadership

(Sadeghi & Pihie, 2012). Empirical research bolsters the idea that Transformational leadership positively influences follower and Project Success (Diaz-Saenz, 2011). Transformational leadership applies various techniques through a legitimate arrangement of impetuses and disciplines to accomplish consistence of followers (Jung & Avolio, 1999). Transformational leadership has a positive correlation with Project Success (Waldman, Ramirez, House, and Puraman 2001). Qualitative creativity can be improved by the Transformational leadership by giving intelligible shape and quality (Herrmann & Felfe, 2014). Transformational leadership increases continuation dedication (Clinebell et al., 2013). Transformational leadership has a positive relationship with effective dedication (e.g., Clinebell et al., 2013). Human resource department is vital for the purpose of job satisfaction. Human resource planning is the process of identifying and managing the current

human resource needs of an organization. Moreover, the identification of the future needs is one of the major functions of the human resource planning process. The facility management is the management discipline in which the employees are facilitated in order to run the system of the organization in an efficient manner.

The human resource planning has the number of functions in the organizations. Firstly, the human resource is responsible for the right recruitment at right time and place. For instance, the human resource department ensures that right person is allocated for the right function in an organization. Secondly, as the business grows the human resource department is responsible for identifying the future need of the organization. In the facility management, the human resource is responsible for the employee motivation level.

The persuading level of the employees is a vital element in order to ensure the efficient working of the systems in an organization. Employees motivation is a concept that relates to the performance of the employees, their commitment level and their fulfillment level in the organization. In addition to this, the fulfillment level of the workers relates to the bonuses rewards and other benefits. The specific task is allocated to each and every employee. Moreover, the resources are also provided where needed

The flexible working environment is very much necessary in order to engage employees and compel them to work for the success of an organization. The employees are an asset and the backbone of the company. Furthermore, without the positive engagement of the employees, it is very much impossible to attain the high place. Moreover flexibility in the working environment is concerned, the flexible working environment and the employee incentives allow the individuals to work more earnestly and the prizes and rewards and the persuasive factor for the worker. There are explicit offices that are intended to keep up a decent connection among workers and staff. The office the executives program is exclusively liable for the coordination and keeps up a decent connection among bosses and workers. Their

essential obligation is to determine working environment questions and deals with the sound workplace which is advantageous for representatives and association too.

The skillful employees are the backbone of each and every organization. Moreover, the skill acquisition. Moreover, the skill is acquired through the proper training programs, and the training programs for the employees betterment are the sole responsibility of an organization. The pay per knowledge program motivates the employees to acquire new skills in order to get good pay. Moreover, the knowledge of the employee is beneficial for the organization. That particular program allows the employees to switch over the role in the hour of need. T

Here are a few explanations behind the high turnover rate and the absence of prepared workers. Initially, Hr. Division doesn't follow the correct framework at the hour of enlistment. Besides, the preparation and improvement program doesn't refresh. Additionally, that specific shortcoming powers the representatives to move. For that specific reason, the association needs to build up specific approaches which are advantageous for the association and the representative also.

The Hr. overhead includes the costs that are involved or related to the Hr. department. Moreover, the overhead includes the absenteeism cost and other lacks the human resource team. However, the absenteeism and worker turnover rate is the consequence of the quantity of components. Right off the bat, Hr. Office doesn't follow the best possible framework at the hour of enrollment. Also, the preparation and improvement program doesn't refresh. In addition, that specific shortcoming powers the representatives to move. Finally, there is no particular framework for the future improvement of representatives.

The job satisfaction is very important concept. This concept was first coined or introduced from the Hawthorne. The Hawthorne studies of the late 1920s and early 1930s which were carried at Western Electricity Company in Chicago. Results indicated that employees emotions can influence their working behaviors.

Job satisfaction and productivity is linked with the psychological factors and social relationships (Ribbons & Judge, 2002).

Satisfaction of job is an attitude of a person towards his or her job; employees are very essential and important part of the organization and are considered as the back bone of the organization. If employees are getting whatever they are wishing then they will feel satisfied. Job satisfaction helps in employees satisfaction and increases the morale of the employees

## **2.8 Project Success**

Project Success includes the genuine yield or consequences of an association as estimated against its expected or wanted outcomes (Richard et al. 2009). Accomplishing these organization's long-term ultimate objective (e.g., profit) will rely on the degree to which the Project Success is achieved (Katou and Budhwar, 2007). Studies have recommended that effective organizational practices can help in the improvement of Project Success to face emerging challenges (McGrath and MacMillan, 2000). Project Success considers the function of leadership with the moral domain as an individualistic variable (Andr de Waals 2010). Project Success is the calculation of an organization development which shows the achievements of an organization (Hamon 2003). The behavior of transformational leadership plays a significant role to achieve competitor edge in Project Success (Nemanich and Keller, 2007). Some studies have shown that corporate leaders and management desired to have Project Success (Kieu, 2010; Babakus et al., 2003). The sharpness or organization has a positive relationship with Project Success (McCann et al. 2009). Past researches have shown some organizations that implemented a few selected staff, large training and practices of performance management to achieve maximum Project Success (Youndt et al., 1996; Moideenkutty et al., 2010; Dimba, 2010). There is an impact on the practice of human resource on organizational

performance, showed that a few selected staffing, authorities and wide training are important for Project Success (Moideenkutty et al., 2010). Organizations have to change their strategies according to the change in competition rules (Walker, 2009) and organizations must have a continuous change in strategies to have a competitive edge (Fleisher, and Bensoussan, 2003). Culture influence Project Success through inner integration and outer focus (Eren, Alpkan, and Ergn, 2003).

The specialists have been attempting from the 1970s to comprehend the idea of undertaking achievement and the variables which add to the accomplishment of the task (Ika, 2009). ). Notwithstanding the way that there is no understanding through its suggestions (Judgev & Muller, 2005). As the four numerous long periods of assessment has recognized an extent of achievement factors which can be applied during the presence cycle to fabricate the chances of endeavors to be successful, along these lines a wide number of progress standards were recognized which can be pertinent after the task to investigate the achievement of the venture (Muller and Judgev, 2012). Notwithstanding this, the accomplishment rate is low and isn't up to the evident wants (Judgev and Muller, 2012). Fundamentally, the endeavor accomplishment is a multifaceted thought. It contains the two sorts of activities for example present moment and long haul ventures. In present moment, it implies the achievement of the executives of the task with productivity and in the long haul, it implies accomplishing foreseen results from the activities which implies the adequacy of the undertaking and its effect (Judgev et al., 2001). As per the Muller and Turner (2007), to get the common comprehension of the undertaking achievement it ought to be characterized as far as proportions of accomplishment and these rules ought to be quantifiable (Muller and Turner, 2007).

Really the aware of proportions of errand accomplishment has been made from the direct triple prerequisite model which is in any case called the iron triangle. It intertwines a spending plan, enlargement, and time. Somewhat, it combines

further extents of accomplishment like the association of information, worth, and fulfillment of accessories (Atkison, 1999; Judgev& Muller, 2005; Judgev&Muller, 2012; Shenhar&Dvir, 2007). Typically, money related course of action, time, and quality were utilized to assess the accomplishment of the task (Pinto &Selvin, 1987; Mullaly, 2006; Papke-Shields et al., 2010). The undertaking is viewed as a gainful undertaking when the ensured cost is near the arranged spending plan, the task cutoff times meet with the overviewed time, and the wants meet all the necessities which were created by all the assistants.

To compute the errand accomplishment various models were made by various experts. The acclaimed and all things considered recognized are by Pinto and Slevin (1988), Shenhar et al., (2002), Hoegl and Gemuenden, 2001, and Turner and Muller, 2006, these all models were worked with the distinctive underlying assumptions. Pinto (1988) developed a framework for progress that covers the suitability of the affiliation, specific, and various leveled authenticity. Freeman and Beale (1992), the layout of progress joins the accomplishment, viability, accomplishment with respect to specific, legitimate consequences, managerial implications, benefit, personal growth, and execution of the business. While Shenhar et al., (2001) explained each adventure has its essentials and they required undeniable accomplishment factors. These segments depend on the possibility of the endeavor and its objections.

In the identical time length, the subject of undertaking accomplishment gets notable among the researchers (like Belassi&Tukel, 1996, White and Fortune, 2002). The parts can be amassed into condition related components. It suggests where the endeavor is executed (Fortune and White, 2006; Hyvari, 2006; Jha&Iyer, 2006), factors related to people (Tishler et al., 1996), factors related to the strategy and instruments (Jessen and Andersen, 2000; Khang& Moe, 2008, Shenhar et al., 2002) and the parts related to the particular condition (Sausser et al., 2009). As there is no usually recognized importance of the endeavor setting. Abowd et al.,

(1999) described the setting of the assignment as such information which can be accumulated into the conditions of the endeavor for instance physical characteristics and mental properties. The experience of the past undertakings exceptional criticalness remembering the earth for which the endeavor is executed. These two assessments are under the chance of physical attributes of the undertaking, while in the psychological qualities contains the social condition of the task, excited circumstance or the informational condition.

Shenhr et al., (2001) clarifies that experience achievement isn't just basic for the undertaking life cycle yet it additionally impacts the acknowledgment of the task and the creation as well. The specialists have seen that the risk o experience increments considering the nonappearance of the best right hand setting and the party. That is the clarification the structure of the achievement factors was created (Judgev and Muller, 2005).

Be that as it may, the meaning of undertaking achievement is a test on account of complex tasks on the grounds that these kinds of ventures have long serious time and task size is considerably plentiful (Toor and Ogunlana, 2010; Wang and Huang, 2006). While by and large, the specialists have an agreement on the two components to characterize the task's prosperity. The primary segment is models of progress and the subsequent one is basic achievement factor (Muller and Judgev, 2012; Turner and Huang, 2006).

The standards of progress concentrated on the proportions of destinations like satisfying courses of events, extension, and financial plan. Nonetheless, this measure has generous analysis explicitly on account of complex ventures. The considerable analysis I in light of the fact that these rules are excessively streamlined ideas and they can't adapt to the experience of and complex undertakings (Toor and Ogunlana, 2010). Despite Judgev and Muller (2005) fought that this premise has gotten fail to address the wide extent of factors that are considered as markers of progress. While on the contrary side essential accomplishment factors focused

on the fragile points of view like the social aptitudes of the gathering, client satisfaction, and satisfaction of accomplices since they give the certified picture of the dynamic improvement of the endeavor accomplishment (Judgev and Muller, 2005; Pinto, 1990). While Turner and Zolin (2012) are of the view that the components of accomplishment like budgetary arrangement, time, and augmentation can without a very remarkable stretch be assessed before the fulfillment of the endeavor. Furthermore, these guidelines can be used to measure the headway of long stretch and complex undertakings.

Khan et al., (2013) joined these models subject to the structure of the most recent forty years. It is the superset model of the task achievement subject to the standards of progress apparent by evident professionals. This model has a congeniality between the hard factors and delicate factors and has 25 parts under explicit assessments. The model has coming about assessments, experience reasonability, dynamic inclinations, experience impact, associate fulfillment, and future potential.

Mazuer et al., (2014) has focused on the people related components for the accomplishment of the assignment. They fought that, directly off the bat, correspondence should be reasonable with inside and outside accomplices, and besides unexpected issues and complexities should be regulated effectively as they occur during crises. Thirdly there should be clarity of vital the assignment and at last, social assistance to the extent the top organization uphold is key (Pinto, 1990). The inspectors are of the view that these fragments are the most ideal approach to manage augment accomplishment. Effectively both Davis (2014) and Mazuer et al., (2014) obviously saw that these parts are the novel degrees of the endeavor accomplishment, basically in the condition of complex undertakings.

Chang et al., (2013) have featured that in huge activities it's ordinary that the objections are obscurely depicted toward the start of the drawn out endeavors. while the irrefutable and fascinating objective prompts huge undertaking achievement.

While Mazur et al., (2014) combat that especially the top association maintain is the most central bit in the presence case of an undertaking from the meaning to the satisfaction. Affiliations face different difficulties during experience the board and they have to think about the new difficulties (Csei-Bryon, 2010). In addition, the undertaking achievement is the eager idea and it relies upon the purpose of the individuals who measure it (Jha and Iyer, 2006).

Barclay and Osei-Bryson (2010), were of the view that the best test to the endeavor is the dark and murky destinations and the irregularity in the craving for accomplices. Furthermore, the proportions of accomplishment for each errand is interesting, it suggests it varies starting with one envision then onto the next endeavor since it depends upon the sensible situation and the distinctive perspective of accomplices (Toor and Ogunlana, 2010). Considering this suspicion, several specialists like de Vries (2009) and Chou Yang (2012) have seen that assistants have a solid impact. Notwithstanding the way that examiners have no comprehension of the models of progress (Jha&Iyer, 2006). The explanation for it that there are different sections which have an impact on the accomplishment of the undertaking like situational factors which are inside to the association and outer elements which mean the nature wherein the endeavor is executed and they have an effect on the eventual outcome of the task and its flourishing (Papke-Shields at al., 2010). Despite the way that this idea has been sentenced a ton and as indicated by the examiners its and deficient (Yu et al., 2005). While the examiners have done various endeavors to satisfy the necessities by a get-together two verifiable strategies. The first is by advancing standard rules besides, is contemplating the spending plan and quality components of task cost (Yu et al., 2005).

The survey of the writing proposed that venture the executives should be centered around proficiency and viability. However, Raunair and Rawski (2012) confirm that the inability to purposely deal with the fundamental activities can restrain

the serious advancement of the business. That is the reason because of the complexities of the ventures and the nonattendance of the accord of the scientists, the iron triangle despite everything utilized as a prevailing proportion of the accomplishment of the task (Pake-Shields, 2010). As per Agrwal and Rathod(2006), these models are as yet considered as critical to assess the venture accomplishment from the expert's perspective and it has been utilized in numerous examinations once in a while alone and once in a while in consolidating with different measures. The presentation or accomplishment of the undertaking can be assessed by the arranged cost, time, and quality. The quality measurement can be separated into two standards for example satisfying specialized details and requests of partners. Activities can be viewed as effective when it meets the above necessities and halfway achievement can be viewed as when some of them satisfied by the venture. Kakabadse et al., 2009 cited that because of the multifaceted changing condition past styles of administration seem to keep down undertaking achievement henceforth there is a call for new initiative methodologies styles dependent on participative laws to have the option to deal with the quick pace of changes.

Sausser et al. (2009) found that difficulties looked by complex tasks are for the most part associated with administrative, instead of specialized concerns. Thinking about this, venture the executives abilities and administration aptitudes might be the most huge variables of effective undertaking results (Kaulio, 2008; Mller et al., 2012).

In building up our focal contentions, we note the job of laborers in dynamic has been featured as of late similar to a focal factor in how effective pioneers oversee on an everyday premise (Jordan and Lindebaum, 2015). Today pioneers manage or include, yet additionally ought to be more responsive to input from laborers and should join the supportability plan with "hearts and psyches" everything being equal (Rok, 2009).

Han et al. (2012) suggest assessing venture achievement utilizing eight things for three primary gatherings, for example, achievement factors, achievement models, and their connection between them. Despite the fact that clarifying task accomplishment in profoundly complex ventures where the period for its finish is long and the undertaking size is broad stays a genuine concern (Toor and Ogunlana, 2010). In this way Stiakakis and Sifaleras (2013) suggested achievement or positioning framework joined of administrators, number of workers, R&D, consumption, net deal, and its working benefit. This framework isn't good for non-benefit or open assistance associations

Project is a temporary activity which is carried out to create a product, service or process that is unique in nature (PMI, 2013). According to (Turner & Muller, 2003, p. 7), a project is a temporary organization to which resources are assigned to undertake a unique, novel and transient endeavor managing the inherent uncertainty and need for integration in order to deliver beneficial objectives of change. Projects are powerful strategic weapons, initiated to create economic value and competitive advantage (Shenhar et al., 2001, p. 699) and have become modus operandi of almost every organization (Jugdev & Muller, 2005). According to (PMI, 2017), it has been forecasted that US \$ 20.2 trillion will be contributed to GDP by project-oriented industries. Research has shown that projects act as a catalyst to bring about change in the business processes (Berssaneti & Carvalho, 2015; Beileu et al., 2015). Hence, project-based organizations have come into existence where projects are considered as means to achieve organizational goals and strategic objectives i.e. profitability, market share or advancements in technology (Anantatmula, 2010; Baccarini, 1999). Project success depends upon whether the results of the project are in line with the strategic objectives of the organization or not (Serrador et l., 2015; Shenhar et l., 2001; Shenhar et l., 1997). The strategic objectives can be achieved with the selection of right projects (Jonas et l., 2012). Over the decades, project success has been researched widely within the

field of project management (He et al., 2019; Cserhati & Szabo, 2014; McLeod et al., 2012). However, there is lack of unanimity among researchers upon common definition of project success (Howsawi et al., 2014; Jugdev & Muller, 2005) and existence of common success criteria (Jha & Iyer, 2006). Howsawi et al. (2014) states that success is one of the eventual objectives of any project endeavor besides others. According to (Baker et al., 1997, p. 903), a project is considered successful if it meets the technical performance specifications and/or mission to be performed, and if there is a high level of satisfaction concerning the project outcome among key people in the parent organization, key people in the client organization, key people on the project team, and key users or clientele of the project effort, the project is considered an overall success. According to (Baccarini, 1999), project management success and product success are the two prominent factors related to project success. De Wit (1988) mentioned that a successful project is the one that fulfills the requirements and if everyone involved within project (i.e. organization, project team and client) is satisfied with the outcome of the project. The same author further states that project objectives are the most befitting criteria for project success. Project success lies in the eyes of beholder (Muller & Jugdev, 2012, p. 768). The extant literature has classified project success into success factors and success criteria (Muller & Jugdev, 2012, p. 758). Rockhart (1982, p. 4) first introduced the term Critical Success Factors (CSFs) which are the few key areas of activity in which favorable results are absolutely necessary for a particular manager to reach his or her goals. In every project, CSFs are considered as a measure for projects success (Geoghegan & Dulewicz, 2008) and are also used to evaluate approaches in the implementation of a project to increase the odds of success through proper allocation of scarce resources (Kheyroddin, 2018; Hwang & Lim, 2012). Project success has been conceptualized as either uni-dimensional or multidimensional construct (Carvalho & Rabechini Jr, 2017; Mir & Pinnington, 2014). Measurement of projects success criteria is done in several ways (Serrador & Turner, 2015). The criteria for project success varies from one project to another

because of difference in its size, complexity and uniqueness (Mir & Pinnington, 2014) and depend upon in which context the projects are carried out. In other words, one size does not fit all (Shenhar et al., 2001, p. 704). Conventionally, projects success has been gauged in respect of triple constraint of cost, time & scope but other factors have also been categorized as contributing factors related to projects success (Pinto & Slevin, 1987). Hence, different success factors were identified to gauge the projects success. Pinto & Slevin (1987) developed ten CSFs that were determined empirically to understand the successful execution of a project. From these ten factors, (Pinto & Slevin, 1987) developed an instrument called Project Implementation Profile which helped project managers to determine the success of a project. Similarly, research conducted by (Hwang et al., 2012) identified success factors which were categorized into four factors as project characteristics, contractual agreements, project participants and interactive processes. (Shenhar et al., 2001) highlighted four dimensions of success that were categorized into project efficiency, impact on the customer, business and direct success, and preparing for the future. Besides identifying critical success factors, different models and frameworks have also been proposed by many researchers to evaluate project success. (Shenher & Dvir, 2007) proposed a model to determine projects success that includes efficiency (timely completion of project in allocated budget), impact of project on customer (meeting customer requirements that ultimately leads to customers satisfaction), impact on projects team (regarding motivation, loyalty etc.), results of project on business (i.e. profit, achieving growth & share in the market etc.) and future preparation (for increasing the capability of organization in terms of obtaining new technology, penetration in new markets etc.). Westerveld (2003) proposed The Project Excellence Model to integrate projects success criteria and CSFs into single model. It is comprised of twelve areas that are fundamental in managing a project which can be applied in any situation and to various phases of the project. Similarly, (Turner, 1999) has proposed seven forces model for project success. The Pentagon Model was devised by (Rolstadas

et al., 2014) to analyze the performance of project organization carrying out mega projects. It can be used as a tool to share lessons learned among different projects. (Turner & Zolin, 2012) also suggested a model related to project success based on the perception of several stakeholders of project over multiple time frame. A four-level model was proposed by (Howsawi et al., 2014) for evaluation of success in project. Similarly, Todorovic et al. (2015) examined the framework for analysis of projects success and found that the documentation of previous completed projects, if appropriately maintained, can lead to a success in future projects. Likewise, (Baccarini, 1999) proposed a four level Logical Framework Method for defining and understanding project success. Research has shown that an organizations selection of methodology of project management impacts the quality of a project and therefore failure or success of project is dependent on it (Joslin & Muller, 2015; Rolstadas et al., 2014). Similarly, (Carvalho et al., 2017) examined the influence of sustainability management of project on success and concluded a positive association between them. (Serrador et al., 2015) used the terminology project efficiency instead of project management success in their study and empirically determined the relationship between the two. (Berssaneti & Carvalho, 2015) investigated the relation of project management maturity with success and found a significant relation with triple constraints but not with customer satisfaction. McLeod et al., (2012) investigated project success from subjective perspective and concluded that stakeholders evaluate projects success on the basis of their perception about the end results of the project. Time frame and criteria of project success also matters. According to (Lim & Mohamed, 1999), as everyone involved in a project has different expectations, therefore the success criteria also differs accordingly. Furthermore, the same authors categorized project success into macro and micro. From micro point of view, a project is successful if it has achieved its objectives (time, cost, quality). From macro point of view, success in project is judged by its completion along with the satisfaction of client. Project managers style of leadership is also a determinant for a successful project (Aga et al., 2016;

Prabhakar, 2008) because it motivates the team members towards the successful accomplishment of a project. Other factors that determine success are planning (Dvir & Lechler, 2004), coordination (Jha & Iyer, 2006), clearly defined project mission, support of top management, dedication of project manager (Bersanetti & Carvalho, 2015; Anantatmula, 2010), trust (Jiang et al., 2016), project management performance (Mir & Pinnington, 2014), goal clarity (Raziq et al., 2018), project governance (Joslin & Muller, 2016), communication skills (Day, 2000), cost management (Varajao et al., 2014) and stakeholders perception (Davis, 2016; Baccarani, 1999)

## 2.9 Hypothesis

Transformational leadership helps to increase job performance of workers in an operational organization. Intellectual thoughts to problems are drawn by transformational leadership in an operational organization. The employees believe that transformational leadership can improve presentation in the operational associations (Rowe et al. 2005). Many researchers have noticed that transformational leadership can work both on single and group level in the operational organization. Transformational leadership increases the level of commitment, loyalty and followers performance to improve the operational routine in an organization.

H1: Transformational Leadership has positive impact on project success.

Financial performance is acute to the continuance of an organizations operation, its capacity to perform its task and its long-term constancy. It is not sustainable to maintain high financial performance without competitive reward as it could lead an organization on higher risk and it can disturb an organizations financial strength (Moideenkutty et al., 2010). It has been proved that the training of transformational leadership can expressively improve financial performance. High financial

performance is dependent on the skills of transformational leadership in an organization. Several studies show how the abilities of transformational leadership affect the financial performance of an organization. The identification of transformational leadership dimensions and financial performance is very important and also the relation of transformational leadership with new product development, its sales, and profitability (Moideenkutty et al., 2010).

H2: Job satisfaction mediates relationship between Transformational Leadership and project success.

Transformational leadership is one of the critical aspects which influence the creativeness of staffs and their ability to give thoughts for operational organization. There is the similar position of Transformational leadership, and a negative relationship of Transformational leadership is shown in some studies with an operational organization based on idea generation (Nederveen, Pieterse, Van Knippenberg, Schippers, & Stam, 2010; Rank, Nelson, Allen, & Xu, 2009). Transformational leadership concerns with specific results in the operational organization, the ideas are given by the followers in an operational organization are influenced by Transformational leadership style. Transformational leadership is helpful for the organizations to fulfill their goals more successfully by linking the performance of job performance to esteemed rewards and guaranteeing the essential resources to get the task complete (Zhu et al., 2005).

Transformational leaders work in the running system; his preference is to avoid risk, focus to time restriction and skills to increase the financial performance of the organization. Transformational leader fulfills the needs of employees to meet the financial performance expectations in an organization.

Transformational leaders explain the structure of the task in the correct method to perform things in a certain route that keeps a dependency upon the leader for the solution of financial problems. Transformational leaders pay proper attention to the discussion of resources and give salary bonuses for the motivation of their

employees to get maximum financial performance in an organization. Transformational leadership enhances motivation levels of employees. Moreover, the economic productivity is dependent on consummation levels of the personnel. Minor motivation from leader enhances the performance level of the employees. The leader is who enhances the commitment level of the employees (Moideenkutty et al., 2010).

H3: Uncertainty avoidance highly moderates relationship between intellectual Transformational Leadership and project success.

## 2.10 Theoretical Framework



FIGURE 2.2: Transformational Leadership

# Chapter 3

## Research Methodology

### 3.1 Research Design

Project methodology is a way to accomplish projects objectives. Different types of research methodologies exist that include Qualitative and the Quantitative. Qualitative research focuses on obtaining data through conversational communication its concerns with the behavior and perception of the target audience concerning the particular topic. Qualitative research has not depended on a solitary methodology and doesn't have a place with a solitary zone (Denzin & Lincoln, 2005). It draws on ideas in phenomenology, interactions, and various traditions to draw the attention on quality rather than quantity (Brewer, 2003). While, Quantitative methodology focuses on obtaining data through close-ended and in the statistical way it concerns with the numerical figures. It very well may be named as a sort of exact investigation into a social marvel or human issue, testing a hypothesis dependent on factors that are estimated with information and dissected with measurements to decide whether the hypothesis is pertinent and on the off chance that it clarifies

The matter under consideration (Gay & Airasian, 2000). It is a descriptive type of research, and collected primary data through a questionnaire tool. The participants which are going to select for data collection purpose is relevant to the sector, and their opinions are valuable from research perspective. Quantitative researcher normally starts from the main problem of personal interest; researchers must focus on research questions related to the study, which needs proper concentration, developing hypothesis and study of research literature (Neuman, 2006). The requirement of study designing is making decisions about the case to measure the concerning factors and to identify that what technique of research can be used (Neuman, 2006). Quantitative method alludes to systemize questionnaires that are applauded by individuals which are recognized by multiple types of sampling (Dudwick, Kuehnast, Jones and Woolcock, 2006). The quantitative researcher has to track and confirm the information carefully, mostly numbers in one form and usually the data transfer to the computer so it can be readable (Neuman, 2006). Quantitative data is helpful to relate the variables and result; this data is useful for others to find accurate outcomes by independent analysis (Dudwick, Kuehnast, Jones and Woolcock, 2006).

## **3.2 Population and Sample**

The current investigation seeks after to accentuation on the constructional ventures in Pakistan, the number of inhabitants in the examination is the task directors and subordinates of this division. The example for the most part encases the administrative degree of various associations. Information will be created through a self-regulated paper-and-pencil review. Just about 300 surveys will be disseminated. The comfort examining strategy will be utilized because of time confinements. The introductory letter will demonstrate that the examination is

being directed for scholastic exploration purposes just and is planned for giving an away from of authority and impression of workers about their pioneer and task group and some different variables influencing the accomplishment of the undertaking. Individuals will be ensured of the mystery of their responses and security so the respondents don't stop for a second to fill in the study definitively.

### **3.3 Instrumentation**

The data will be gathering through embraced polls from various sources. The idea of the things remembered for the poll is with the end goal that every one of them for example Groundbreaking Leadership, work fulfillment, Uncertainty Avoidance, and Project Success must be filled by the representatives/subordinates rating their task chiefs/pioneers. All the things in the survey were reacted to utilizing a 5-focuses Likert-scale where 1 (firmly dissent) to 5 (unequivocally concur), except if in any case expressed. Surveys additionally comprise of four segment factors which incorporate data with respect to the respondent Gender, Age, Qualification and Experience.

#### **3.3.1 Transformational Leadership**

The 14 thing scale created by Wang and Howell (2010) will be utilized to gauge the impression of representatives about their Transformational Leader's conduct. The reactions will be acquired through 5 focuses Likert scale going from 1= Strongly Disagree to 5=Strongly Agree. The things of the scale are My pioneer Encourages colleagues to invest wholeheartedly in our group, Says things that cause us to feel glad to be individuals from this group, Says positive things about the group, Encourages others to put the premiums of the group in front of their inclinations, Emphasizes the uniqueness of the group, Articulates a convincing vision

of things to come for our group, Talks hopefully about the eventual fate of our group, Talks energetically about what should be practiced by our group, Communicates an away from of where our group is going, Fosters coordinated effort among colleagues, Encourages bunch individuals to be "cooperative people.", Develops a group mentality and soul among colleagues, Gets the group to cooperate for a similar objective, Resolves rubbing among colleagues in light of a legitimate concern for collaboration.

### **3.3.2 Job Satisfaction**

We used a Ten item scale by Macdonald, S., & MacIntyre, P. (1997)., for subordinates/employees to assess the Job satisfaction. The responses will be obtained through 5 point Likerts scale ranging from 1= Strongly Disagree to 5= Strongly Agree. The sample items are do you feel you are always as clear as you would like to be about how you are supposed to do things on this job? Do you feel you are always clear as you would like to be about what you have to do on this job?

### **3.3.3 Project Success**

A fourteen item scale will be used to assess Project Success developed by Aga, Noorderhaven and Vallejo (2016) scales. The rating scale ranged from 1 (Strongly disagree) to 5 (Strongly Agree). The items are "The project was completed on time, The project was completed according to the budget allocated," "The outcomes of the project are used by its intended end users," "The outcomes of the project are likely to be sustained, The outcomes of the project have directly benefited the intended end users, either through increasing efficiency or effectiveness, Given the problem for which it was developed, the project seems to do the best job of solving that problem, I was satisfied with the process by which the project

was implemented, Project team members were satisfied with the process by which the project was implemented, The project had no or minimal start-up problems because it was readily accepted by its end users,” ”The project has directly led to improved performance for the end users/target beneficiaries,” The project has made a visible positive impact on the target beneficiaries,” Project specifications were met by the time of handover to the target beneficiaries,” ”The target beneficiaries were satisfied with the outcomes of the project, Our principal donors were satisfied with the outcomes of the project implementation.

### **3.3.4 Uncertainty Avoidance**

The four item scale developed by (Ming-Yi Wu, Maureen Taylor & Mounghu Chen, 2001). The rating scale ranged from 1 (Strongly disagree) to 5 (Strongly Agree). The items are It is very important to follow organizational rules even if I think it is in the organization best interests if I break the rules?, It is significant for me to work in a very much structured activity circumstance here the duties and necessities are clear? It is very important for me to have long term security of employment?, It is very important for me to have little tension and stress on the job?.

## **3.4 Research Philosophy**

The research philosophy is concerning with the technique of data collection and the hypothesis design. Two basic terms of research are called ontology and epistemology is included in this philosophy. Both are concerned with the difference between what is true and what is believed to be true. The rationalist believes that it is the reality which is true and there is no requirement to check over the

positive reality. On the other hand, analyzing the facts and figures is the concept of interpretation, by which result can be drawn.

### **3.5 Population**

The population is an sum total of all objects, subjects or members which are similar to a set of specifications (Polit and Hungler, 1999). The questionnaire is distributed among the companies of power sector of Islamabad, Pakistan.

# Chapter 4

## Results

### 4.1 Descriptive Analysis

The basic representation of data is called descriptive analysis; this analysis concerns the whole sample through age, gender, and experience. Mean, median and mode is the most common form of descriptive statistics. It concerns with the types of data collection; descriptive analysis aims to review sample.

TABLE 4.1: Descriptive Analysis

	<b>Age Limit</b>	<b>Frequency</b>	<b>Percent</b>
<b>AGE</b>	15-20	50	25.0
	20-35	150	50.0
	35 and above	100	25.0
	Total	300	100.0
<b>GENDER</b>	Male	200	200.0
	Female	100	100.0
	Total	300	300.0

### 4.2 Reliability Test

Reliability test shows the reliability of results. The reliability test is a statistical approach to analyze the reliability of results (McKinnon 2015).

TABLE 4.2: Reliability Analysis

Variables	Cronbach's Alpha
<b>Transformational leadership (TL)</b>	.774
<b>Project Success (PS)</b>	.777
<b>Uncertainty Avoidance (UA)</b>	.869
<b>Job Satisfaction (JS)</b>	.707

The reliability of the first five questions under the label of TL is .774 which demonstrates that the items are reliable and capable of producing good results. Additionally, the reliability value of the items under the label PSS is 0.777 which is fairly good and significant. However, the five items under the label UA have the reliability value of 0.869 and JS is .707. As a whole, all the items are reliable enough to give significant and stable results.

### 4.3 Hypothesis Testing

The hypothesis is the technique from which the results of sample test can be tested. All statistical tests help to test the assumptions (William, 2000). The correlation test helps to get the relation amongst dependent and independent variables. Other than that regression analysis is conducted to get the nature of the connection between two variables.

#### 4.3.1 Correlation Analysis

In research, correlation is dependence of a variable upon another variable. It concerns with at least two variables in which one is dependent on another variable. Correlation is a tool for examining the relationship between two continuous variables (Mukaka, 2012).

TABLE 4.3: Correlation

Sr No	Variable	1	2	3	4
1	TL	1			
2	PS	.642**	1		
3	UA	.882**	.780**	1	
4	JS	.885**	.642**	.966**	1

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

### 4.3.2 Correlation

In the above table, the Transformational leadership is independent variables and abbreviated as TL . The correlation value of variable itself is always 1. The correlational value is shown in two asterisks (\*\*). The 0.966 is more than the desired value of 0.01. This shows that Project Success heavily relies on Transformational leadership.

Moreover, the correlational value between UA and PS is 0.780 which is far above than the significant level. It is interpreted that, there is a significant positive relationship between Transformational Leadership and project success with the mediating effect of job satisfaction.

### 4.3.3 Regression Analysis

Quantitative analysis for testing the hypotheses is regression analysis. It describes concept of association amongst dependent and independent variables. In regression analysis, error which is concerned with one observation has no association with the error from any other observation.

### 4.3.4 Model Summary

TABLE 4.4: Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 <sup>a</sup>	.644	.644	.59378

a. Predictors: (Constant), TL

b. Dependent Variable, PS

In the above table of regression, the (R) represents the regression between the independent and dependent variable which is .803 in the case. The value of (R) shows the relation of the independent and dependent variable. Moreover, the R square shows the degree of relationship between the two variables which is .644 in this particular case. This value is significant and indicates a strong and high

degree of positive relation between the independent and dependent variable. The Adjusted R square is 0.811 (R=0.811)

TABLE 4.5: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	150.213	2	75.106	213.025	.000 <sup>b</sup>
Residual	34.199	97	0.353		
Total	184.412	99			

a. Dependent Variable: PS

b. Predictors: (Constant), , TL

P-value is significant enough which .000 and less than the desired standardized value of alpha which is equal to 0.05, therefore the researcher can accept and reject the hypothesis. According to the results, P value for F=213.025 is .000 that means the developed hypothesis is highly significant at that level. From the above statistical results, it is clear that the significance level is below the desired value therefore it is concluded that variables TL and TFL are significantly and positively linked with dependent variables which are OP and FP therefore we will accept the hypothesis for variables AT, TV, TS. Variables TI and FJ are least associated with job satisfaction therefore we will reject the hypothesis for TI and FJ.

TABLE 4.6: Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.905	.19		-4.771	.000
TL	1.091	.062	.813	17.473	.000

a. Dependent Variable: OPSS

Beta coefficients TL and are 0.905, 1.091 and 0.254. The P value of both variables are significant which is 0.000 < 0.05 proves the acceptance of Hypotheses H1, H2.

### 4.3.5 Mediation Analysis

Mediation is the phenomenon that briefs the relationship of independent and dependent constructs (Hair et al., 2016). For our study, the objective of mediation

analysis is to test Hypothesis 4 which states that Job Satisfaction (JS) acts as a mediator between Transformation leadership (TL) and project success (PS).

TABLE 4.7: Mediation Analysis

<i>Path</i>	<i>Path</i>	<i>Std.</i>	<i>t</i>	<i>P</i>	<i>Bootstrap Results</i>	
<b>Relationship</b>	<b>Coefficient</b>	<b>Deviation</b>	<b>value</b>	<b>value</b>	<b>LLCI</b>	<b>ULCI</b>
TL ⇒ PS	0.468***	0.068	6.899	0.000	0.305	0.581
TL ⇒ JS	0.548***	0.051	10.734	0.000	0.425	0.634
JS ⇒ PS	0.200***	0.058	3.426	0.001	0.086	0.313
TL ⇒ JS ⇒ PS	0.110***	0.034	3.201	0.001	0.047	0.181

#### 4.3.6 Moderation Analysis

Moderation is a phenomenon when a third variable, refers to as moderator, moderates the relationship of independent and dependent variable or even changes the strength of the relationship between therefore mentioned variables (Hair et al., 2016). In this current study, the uncertainty avoidance moderates the relationship of transformational leadership and project success

TABLE 4.8: Moderation Analysis

<i>Path</i>	<i>Path</i>	<i>Std.</i>	<i>t</i>	<i>p</i>	<i>Bootstrap</i>	
<b>Relationship</b>	<b>Coefficient</b>	<b>Deviation</b>	<b>value</b>	<b>value</b>	<b>LLCI</b>	<b>ULCI</b>
Moderating	-0.031	0.051	0.623	0.533	-0.082	0.34
Effect 1 ⇒ PS		0.069	6.471	0.000	0.32	0.587
JS ⇒ PS	0.190***	0.069	2.759	0.006	0.055	0.322

## 4.4 Discussion

Leadership is the backbone of any organization and it play a fundamental role in the success of an organization. People are motivated and committed if the leadership is competent enough to fulfil the requirements of employees. The traditional approach of autocracy is not suitable for an organization because of the autocratic nature and negative reinforcement. The results show that leader play a vital role in maintaining the healthy environment of an organization. However, organization policies create an impact on the performance of employees and leader (Zhu et al., 2005).

TABLE 4.9: Hypothesis

SR. No	Hypothesis	Status
1	Transformational Leadership has positive impact on project success	Accepted
2	Job satisfaction mediates relationship between Transformational Leadership and project success.	Accepted
3	Uncertainty avoidance highly moderates relationship between Transformational Leadership and project success.	Accepted

# Chapter 5

## Conclusion and Recommendation

### 5.1 Conclusion

By, literature and results, deduction is concluded that Transformational leadership creates strong cooperation in an organization due to which it becomes easier for an organization to achieve its goal more efficiently. The transformational leader encourages the workforce actions regularly with values common to all members which improve the environment in an organization. Furthermore, the particular indicates that cost-effectiveness and profitability is not the sole feature that controls organizational performance. The transformational leader also sacrifices for the sake of desired goals in an organization. Human psychology and expert tactics are dealt by transformational leadership in an organization. The transformational leader works on the skills and abilities of members in an organization for their grooming in concerning department. Transformational leaders are not the one with dominating behaviors with other.

They guide the members of the organization, motivate them and give them direction to work more efficiently. These leaders are the role models for the members of an organization, who motivate the members to boost their morale, so they remain committed to the organization. Transformational leadership also has a vital contribution in an Project Successas these leaders focus on the achievement of desired goals. These leaders are concerned with the reward system as they give

salary bonuses to the members of the organization for motivation. This type of leadership increases the level of job performance. Transformational leader deals with the stable environment with minimum competition; they have the authority to give a reward to those workers who perform well and give punishment to those who do not perform well.

## **5.2 Recommendation**

Leadership imparts a vital influence on organizational performance. Nowadays, some leaders are biased, and racism is a big issue in many organizations, due to which followers in the organization get demotivated which affects the goals of an organization badly. The leaders should not be biased in an organization, and they should focus on giving equal rights to all of them to build a proper team in the purpose of achieving the goals more efficiently. Leadership has a positive relationship with the hierarchical presentation, the conduct of pioneers should be certain, so they merit regard from staff. Organizations aim to survive in its best by improving the skills and abilities of members and for this purpose motivation of members is necessary for the consistency and hard work. Transformational leaders should build a proper team for efficient teamwork by motivating the followers, these leaders should sacrifice themselves for the sake of organization, and their behavior should not be selfish like focusing on personal incentives rather than focusing on the performance of the organization.

Transformational leaders guide a critical part in an organization as well; these leaders have the authority to give rewards to the followers who perform well and give punishment to those who do not perform well. Transformational leaders should not be biased in any case, and they should understand their responsibility in an organization. These leaders should motivate the followers by giving them salary bonuses in the purpose of getting maximum output. Both types of leadership should have the ability to plan their policies from which maximum output can be obtained from minimum input in an organization more efficiently.

## **5.3 Future Gap**

In this specific research, the relationship between leadership and Project Success is observed by two sides which are in nature termed as transformational and Transformational leadership. Whereas the Project Success relies on other dimensions as well such as team leadership, strategic leadership and facilitative leadership. These areas need to be addressed to make that zone worthier in the context of research. The sampling technique and the data collection tool used in that specific research is based on the convenience of researcher. Time restriction is another aspect that limits the scope of research. Other techniques and tools can increase the scope of specific study in the future.

### **5.3.1 Limitations**

There is a number of variables in this research which needs to be discussed to get appropriate data. The research includes some variables, so the study remains focused. The researcher is using simple random sampling although there are some flaws in this method, but instead of flaws, this method has some advantages as well. Firstly, time is short, and other techniques of sampling are time taken, for that the most appropriate technique is simple random sampling (Singh, 2016). Secondly, the implementation of this method is easy and manageable. This type of sampling affects the accuracy of the conclusion. Moreover, the accuracy of the conclusion is dependent on the relevance data.

## **5.4 Research Implication**

The study significantly contributes to a different sector of organizations because it would suggest a way to avoid racism and biasedness of leadership. This study is extending the literature review in concerning topic as well as discussing new facts about the effect of leadership on authoritative execution. This study will help the concerning departments to identify new ways of bonding between leadership styles with followers in an organization that is necessary for accomplishment of

aims. This study also provides ways of motivation, how a leader keeps his followers motivated because demonization of followers affects the goals of organization badly, this study describes the concept of punishment as the followers realize that they will be punished if they do not perform well. This study helps the concerning department to clearly understand correlation between the leadership approaches and the organizational performance.

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# Appendix A

CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY,  
ISLAMABAD

Department of Management Sciences

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## Questionnaire

Dear Participant,

I am students of MS/M-Phil Project Management at Capital University of Science and Technology Islamabad. I am conducting a research on impact of “ **Impact of Transformational Leadership on Project Success by Considering Job Satisfaction as a Mediator and Uncertainty Avoidance as Moderator**”.

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.

Thanks a lot for your help and support!

Sincerely,

**Junaid Nawaz Janjua**

MS (PM) Research Student

Faculty of Management and Social Sciences

**Capital University of Science and Technology,  
Islamabad**

**Please Provide Following Information****Gender**

Female	
Male	

**Age**

18 -25		26 - 35	
36 - 50		51 and above	

**Qualification**

Matric		Intermediate	
Graduate		Post-Graduate	

**Experience**

1	2	3	4
0 - 5	6 - 10	11 - 15	>15

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

### Transformational Leadership

	Transformational Leadership					
	My Leader					
1	Encourages team members to take pride in our team.	1	2	3	4	5
2	Says things that make us feel proud to be members of this team.	1	2	3	4	5
3	Says positive things about the team	1	2	3	4	5
4	Encourages others to place the interests of the team ahead of their own interests.	1	2	3	4	5
5	Emphasizes the uniqueness of the team.	1	2	3	4	5
6	Articulates a compelling vision of the future for our team.	1	2	3	4	5
7	Talks optimistically about the future of our team.	1	2	3	4	5
8	Talks enthusiastically about what needs to be accomplished by our team.	1	2	3	4	5
9	Communicates a clear direction of where our team is going.	1	2	3	4	5
10	Fosters collaboration among team members.	1	2	3	4	5
11	Encourages group members to be team players.	1	2	3	4	5
12	Develops a team attitude and spirit among team members.	1	2	3	4	5
13	Gets the team to work together for the same goal.	1	2	3	4	5
14	Resolves friction among team members in the interest of teamwork.	1	2	3	4	5

### Uncertainty Avoidance

1	It is very important to follow organizational rules even if I think it is in the organizations bestinterests if I break the rules	1	2	3	4	5
2	It is important for me to work in a well-designed job situation where the responsibilities andrequirements are clear.	1	2	3	4	5
3	It is very important for me to have long term security of employment	1	2	3	4	5
4	. It is very important for me to have little tension and stress on the job	1	2	3	4	5

**Project successes:**

1	I receive recognition for a job well done	1	2	3	4	5
2	I feel close to the people at work	1	2	3	4	5
3	I feel good about working at this company	1	2	3	4	5
4	I feel secure about my job	1	2	3	4	5
5	I believe management is concerned about me	1	2	3	4	5
6	On the whole. I believe working is good for my physical health	1	2	3	4	5
7	All wages are good	1	2	3	4	5
8	All my talent and skills are used at work	1	2	3	4	5
9	I get along with my supervisors	1	2	3	4	5
10	I feel good about my job	1	2	3	4	5

**Job satisfaction**

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 process 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 minimal or start-up problems because it was readily accepted by end users	1	2	3	4	5
10	The project has directly led to improved performance for the end user/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 specification were met by the time of handover to the target beneficiaries	1	2	3	4	5
13	The target beneficiaries were satisfied with the outcome 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