

**Impact of Team Focused Transformational Leadership on Project Success  
Through Leader Member Exchange (LMX) and Moderating Role of Team  
Cohesiveness.**

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CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY,  
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This is to certify that Mr. Usman Kaleem Paracha has incorporated all observations, suggestions and comments made by the external evaluators as well as the internal examiners and thesis supervisor. The title of his Thesis is Impact of Team Focused Transformational Leadership on Project Success Through Leader Member Exchange (LMX) and Moderating Role of Team Cohesiveness.

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Dr. Sajid Bashir  
(Thesis Supervisor)

*Dedicated to*

*Loving Memories of My Beloved Father*

*Muhammad Kaleem Paracha (late)*

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## **ABSTRACT**

The present study tests the impact of team focused transformational leadership on project success with mediating role of leader member exchange and moderating role of team cohesiveness. Data were collected from 209 employees working on different construction projects in different cities of Pakistan using a questionnaire.

Results indicates that team focused transformational leadership is a significant predicator of project success in construction projects. Similarly the mediating role of leader member exchange and moderating role of team cohesiveness was also established. Implications and future research directions are also discussed.

**Key words: Team focused transformational leadership (TFL), Leader member exchange (LMX), Project success, Team cohesiveness, Pakistan**

# CHAPTER 1

## **Introduction:**

Project success can be assessed by examining the degree to which project goals and expectations are met (Chan et al., 2002) and it varies in different industries (Banki et al., 2009; Ng et al., 2009). Effective project management requires following projects objectives wisely by planning, controlling and organizing resources effectively. The factors which generally contribute towards project failure like time-pressure, imprecise communication, confirmation bias, workload, human error, decision making, teamwork, stress, fatigue and lack of proper leadership have been extensively studied in research (De Bakker, Boonstra, & Wortmann, 2010; Griffin & Page, 1996). The successful projects have defined standards and criteria which are completed within that pre determined criteria (Chan & Chan, 2004).

Leadership have a prominent role in determining the fortunes of projects. Pinto and Trailer (1998) identified key characteristics of an effective project leader such as integrity, problem solving in unique manners, having patience for uncertainty, flexible management style and most importantly active communication skills. Positive leadership have got researcher attention due to its strong impact on the achievements of organization. Positive leadership includes authentic leaders, ethical leaders, empowering leaders and transformational leaders (Banki & Walker, 2011; Lee, 2009; Turner, & Müller, 2005; Prabhakar, 2005).

From last two decades, transformational leadership theory is considered most prominent leadership theory (Antonakis & House, 2002). Rafferty & Griffin (2004) found that

transformational leadership enhances follower's obligation and self-efficacy. Team Focus Transformational leadership was found a significant perpetrator in building team at projects which ultimately increase individual as well as team performance (Aga, Noorderhaven, & Vallejo, 2016). When leader of a project team consider his team members important and pay close attention to their needs and have the complete knowledge of their strengths and weaknesses then he is in a position to get the best from them. Transformational leaders improve team's effectiveness through transfer of confidence in the team members and polish their skill in order to accomplish project's goals. Sohm (2013) concludes that transformational leaders have the tactics through which they can motivate their followers in order to achieve full of their potentials. TFL have strong relationships with their follower based on affective trust and faith in the leader cognitive ability and authenticity (Zhu, Newman, Miao, & Hooke, 2013). Team focus transformational leaders considers the need of the team members before his own and also establish strong and healthy relationship followers. Such relationships are based on trust and both leader and followers are involved in certain form of relational exchanges.

LMX is found one of the most important theory in the literature of leader and follower relationships. Through high quality LMX both the organizations and its members are reaping the benefits of effective relationship. Those employees who were found in high quality LMX with their leaders are found considerable contributors to the success of the organizations (Graen & Uhl-Bien, 1995). When leader are found to engage in relational exchanges with their followers, then followers are respond in same manner due to norms of reciprocity and such relational exchanges boost the morale of the followers, increase their job satisfactions

which ultimately give rise to their performance at work (Wang, et.al., 2005). LMX high quality between leader followers assures strong and healthy relationship through which leader can utilize their follower upto their full potential by taking their consent as well because the followers have high liking tansies towards their leaders (Dulebohn, Wu, & Liao, 2017). Through high quality LMX Leaders are found to be more powerful and influential because they can communicate with the team members and assign them responsibilities and authorize them more effective and efficiently. That will increase chances of project success because of good communication and job satisfaction level of team members (Rezvani, et al., 2016).

Cost, time, and quality are the main criteria for accomplishing the project successfully. (Ika, 2015). And this criterion can't be met without effective teams, while Transformational leaders are the key to success because team focus transformational leaders are helpful in building teams and create cohesiveness amongst the team members as well as with their leaders (Fung & Cheng, 2016). Team cohesiveness is the degree to which employees are dedicated to one another in the achievement of mutual team goals(Carron, Bray, & Eys, 2002).Team members and their role cannot be ignored in failure or success of any project so the cohesiveness in the team members are as important as other resources in successful completion of the projects. Michaelsen et al. (2007) concluded that team cohesion is helpful in providing supportive and encouraging environment which is conducive for learning and also helpful in attaining the goals of the team (Thompson et al., 2015). So, team focus transformational leaders will be handy in developing high quality LMX which will ensure

project successful completion, while the team cohesiveness will also increase the level of success by interacting with high quality LMX.

## **1.2 Gap Analysis**

The Transformational leadership is an important variable which has been extensively researched, however team focus transformational leadership is relatively less explored especially in project management literature. Team focused transformational leadership is helpful in team building and create cohesion amongst the members of the group. In Recent call to Dong, Bartol, Zhang, and Li, (2016) suggested further studies for team focused transformational leadership in multiple setting and specifically in non western/US contexts. The present study attempts to fill this gap by studying team focused transformational leadership in projects, that too in a unique context of Pakistan.

## **1.3 Problem statement**

Transformational leaders are considered the key to success in different projects, and researcher are trying to identify different explanatory mechanisms and as a results a number of mediators are proposed like team cohesion, trust, job satisfaction, scheduling and effective communication and empirically proved in the relation of TFL and success of project. But the Group/Team focus transformational leadership impact on project success not been explored so far. Additionally LMX as an explanatory mechanism between Team focuses transformational leadership and project success is still unidentified.

While the moderating effect of team cohesiveness on the relationship of high quality LMX and project success has not been tested in Pakistani context. As all projects success are dependent on human resource so through effective human resources which is possible due to

high quality LMX and cohesion amongst the members, without these factors projects can't be completed on time with limited resources.

#### **1.4 Research Questions**

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

***Question 1:*** Does Team Focus Transformational Leadership leads to Project Success?

***Question 2:*** Does there any relationship between Team Focus Transformational Leadership and Leader Member Exchange (LMX)?

***Question 3:*** Does High quality Leader Member Exchanges (LMX) increases the chances of Project Success?

***Question 4:*** Does High quality Leader Member Exchanges (LMX) plays mediating role in relationship of Team Focus TFL and success of Project?

***Question 5:*** Does team Cohesiveness necessary for the success of projects? And how Team cohesiveness can influences the relation between LMX and Project success?

## **1.5 Research Objectives**

Ultimate purpose of current study is to explore the relations between Team Focus TFL, Leader Member Exchange (LMX) and Project success. Furthermore the Team Cohesiveness is added as moderator on relationship of LMX and Project success. Brief description of this study objectives is;

1. To discover the connection between Team Focus Transformational Leadership and Project Success.
2. To discover the connection between Team Focus TFL and (LMX).
3. To explore the relationship between high quality Leader member exchanges (LMX) and Project success.
4. To study the mediation effect of LMX in the relation of Team Focus TFL and Success of project.
5. To study moderating effect of Team Cohesiveness on relationship of LMX and Project Success.
6. To test and establish the proposed relationships in the developmental and construction projects of Pakistan.

## **1.6 Significance**

The present study will provides support to researchers to enhance the domain of team focus transformational leadership in project focused organizations. This study will also aid practitioners in promoting team focus transformational leadership, which will helps in reducing the chances of project failures and will keep the project based organizations to functions effectively. Good leadership is the need of all organization and without effective leadership survival for organization is very difficult for organizations in this competitive era. While projects based organization competence as a combination or need more in terms of leadership because they have to work in a constant pressure of limited resources and time and effective leadership can help them to meet these challenges. Transformation leaders motivate employees, empower them work and make them ready for the present and upcoming challenges. Project leaders ability as a mixture of awareness, talents (aptitude to do something), and main disposition features purposes, behaviors, self confidence that give superior results (Crawford, 2007)

Currently Pakistan is in upgrading stage after fighting awful fight against terrorism. Different countries such as China, Russia and other European Countries are investing in many different developmental and game changer projects in Pakistan such as CPEC in order to solve trade difficulties, environmental issues, energy crisis and agricultural problems etc. Team focus transformational leadership is the helpful idea for experts of developmental area to hold and acquire the determined production from their competent team members because leader member exchange will increase employee's capability to eliminate undesirable

approaches in organization such as disappointment at job, anxiety, expressive collapses, and pressure and to produce determined results even in unfavorable condition.

This study will be also supportive in developing a mutual trustworthy environment by leader with their followers. Transformational leaders are always found to be trusted by their followers and the followers of such leaders have high leader's identification. This study will raise awareness in the developmental sector of the Pakistan and the leaders of project based organizations and they will work on about strengthening team cohesion by attracting employee minds and hearts in order to minimize internal conflicts which will increase the project efficiency. The Transformational project manager can create organization citizenship behavior in which employees perform more than their job description and such managers also considers employee needs which results in high leader member exchange relationship which ultimately reduce negative behavior of worker. Team attachment, synergy, supportive environment will be helpful for team cohesiveness. Team cohesiveness becomes the reason healthy and psychological satisfaction of workers effective commitment between team members and project manager that will finally become the reason of project success.

Current study will inspire researchers to discovery out those performs that can use to shape and progress effective leadership skills of the individuals in order to suppress the negative feeling of employees on work. Current study will inspire theorist to check the ultimate effect of team focus transformational leadership with different concepts like leader member exchange, organizational citizenship behavior, creativity etc, in order to find something novel and worthy.

## **1.7 Supporting theory**

Many theories like Social exchange theory (Cropanzano, & Mitchell, 2005). LMX theory (Graen, & Uhl-Bien, 1995), Situational leadership theory (Hersey, Blanchard, & Natemeyer, 1979). Transformational leadership theory (Bass, 1995) and Broaden and Build theory (Fredrickson, 2004) can be used to support the present study but Full range theory derived Bass and Avolio, (1994) comprehensive work on transformational leadership is used as an overarching framework for the present study.

### **1.7.1 Full range theory of Leadership**

This theory is used as an overarching framework for the present study as it's used as undermining theory for TFL, which explains the process of leader and follower motivation, by giving employees self-confidence and recognition in the group and also towards the organizational identity as a whole (Salter, Harris, & McCormack, 2014). The four main aspects of this theory which articulates the characteristics of a good and effective leader are:

- Individualized Consideration: it is the level to which leader considers the need and wants of each follower as master or trainer.
- Intellectual stimulation: it refers to the level of leader by taking challenges and personal risk by considering the input from the followers.
- Inspirational motivation: it is the level of leader by presenting an attractive and desirables mission and vision to the followers.
- Idealized influence: it is the level by which leaders have high ethical standards having pride and harness the hearts and minds of the followers (Bass & Avolio, 1994).

The team focus transformational leadership is more concerned about the group's member needs and aligns their values with the organizational values. team focus transformational leadership put his stakes behind and work for achieving group tasks and they always work at front in order to encourage their followers, team/group focus TFL always comes with new ideas which are attractive to the team members and they are motivated to implement these ideas successfully, and all of the above team focus transformational leadership set a high set of ethical standards and they serves as role model for team members. All these characteristics of team focus transformational leadership will helps in building high quality relationships with their followers which will further ensure the successful implementation of the projects.

## **CHAPTER 2**

### **Literature review**

#### **2.1 Team focused transformational leadership**

Burns (1978) firstly introduce transformational leadership in leadership literature, a new style of leadership that introduce changes in the work environment and transforming their followers, their norms and values and also the whole organizational environment. Based on the emotional and cognitive relationship with follower a new style of leadership along with transformational leadership was also introduced based on transactional exchanges with followers (Bass, 1985). However, different studies have identified the importance of transformational leadership at workplace, especially in those organizations which are project based (Gundersen et al., 2012).

Literature of the TFL revolves mostly around four different factors that compositely make transformational leadership these are: 1) inspirational motivation, it is practiced when leader comes with an attractive vision, which is strongly appealing to the followers and also providing them the path to achieve it. 2) Intellectual stimulation, it is encouraging behavior of leaders which simplify the complexity of processes and encouraging the employees creativity and innovative ideas. 3) Idealized influence, it ignites the follower affection towards their leader and increase the follower identification with their leader. 4) Individualized concern, it is in the form of leader support when needed and also polishing the knowledge, skills and abilities of the followers (Lindgren & Packendorff, 2009; Bass, 1999; Avolio et al., 2004).

TFL promotes development of their followers and their coordination with others in doing so they promote the motivation level of employees, which influence individual and collective outcomes (Mullen, Kelloway, & Teed, 2017; Avolio, 1999; Yukl, 2002). TFL communicate and motivate the followers about desirable outcomes and also raise the expectations about performance for teams (Gardner et al., 2005; House, Spangler, & Woycke, 1991). Team focus TFL helps and encourage subordinates about group goals due to which they often sacrifice their individual goals for the sake of broader picture. Team focus TFL put his stakes first on risk which encourage employees to take proactive steps in achieving organizational mission and vision (Avolio, & Yammarino, 2013; Bass, 1997).

TFL develops employees' confidence, self-esteem and boost their moral, because of all these TFL have strong influence on their followers and followers feel confidence in the achievement of their goal (Bass, & Stogdill, 1990; Yukl, 2002). Evidence in the past literature that TFL is considered most effective than other style of leadership and it gives higher results than others almost in all situation (Dong, Bartol, Zhang, & Li, 2016; Howell & Avolio, 1993; Lowe et al., 1996).

Irrespective of these encouraging and positive result TFL effect is mainly studied on individual focus. However, a new stream of research is now focusing on team focus TFL in order to find out the group and organizational level outcomes of TFL in different settings (Mullen, Kelloway, & Teed, 2017; Smyth & Ross, 1999; Tracey, 1998). Because more organization are now focusing on groups and teams in order to improve coordination because it's necessary for accomplishing organizational goals(Gilbert, Horsman, & Kelloway, 2016), teams are now considered building block for achieving organizational goals due to which

practitioners and researchers are showing their keen interest in group level process and leadership styles (Bass, 1985). The concept of organizational behaviors provides different results in groups than individual level studies. The present study is focusing on team specific TFL, which will encourage researcher to study different individual level concepts in group settings.

McDonough (2000) argue four different types of leadership styles which are influential in building teams. These four characteristics are, first effective leaders needs to delegate and communicate responsibilities by defining role boundaries to the team members and allow them to perform in these boundaries. Second, leaders in projects need to transformational by empowering team members to identify, explore new ways to perform their role and make their own decisions. Third, effective leaders in project encourage knowledge-sharing environment in teams so that rational decision can be taken, which helps in solving problems of the project and exploring new ways of doing things. Fourth, effective leaders increase the commitment in team members by engendering positive belief and coordinating climate, which is key to project success. Team focus transformational leadership have all these four qualities (Srivastava, Bartol, & Locke, 2006).

So, team focus TFL creates an environment which is conducive to learning and achievement of organizational goals and objectives. Sohmen (2013) concluded that effective leader direct their followers towards goal attainment in cooperative manner. Even though project team members are competent and have abilities to work they will not be able to perform in absence of good leadership, because leader is the key to the performance of team members (Burke et al., 2006). A team focus TFL in projects will make to followers to perform

beyond their formal role through traditional interventions like goal identification and setting, role clarity, promoting coordination and problem solving approach (Klein et al., 2009). These approaches of team focus transformational leadership results in a motivated and empowered teams which are able to identify and achieve organizational goals by synergizing their efforts rather than individual output (Sohmen, 2013; Burke et al., 2006).

Team focus TFL promote two way communication process in which information flow effectively and is helpful in achieving project goals (Piccolo & Colquitt, 2006). Yang et al. (2010) articulates that secrets of successful completion of projects lies in good teams and TFL is helping in building and developing effective teams and they are using different techniques which ensure successful completion of projects (Klein et al., 2009).

## **2.2 Project Success**

Historically the literature of project management defined the success of project in accomplishment of specific action performed inside limitations of performance, cost and time, well-known as 'triangle of iron' (Irimia-Diequez, Medina-Lopez & Alfalla-Luque 2015; Zwikael & Smyrk 2011; Chen 2015). Though meeting the cost, performance and time restraints of projects doesn't always strengthen the success of project (Turner, 2014) and that restraints are not extended sole factors of the success of project (Toor & Ogunlana 2010).

It is also possible to accomplish the success of a project when even the management has been not competent or failed (Wilkinson, 2016; Munns & Bjeirmi 1996). Over the passage of time that has been revealed the management of project and success of project are not essentially straight related, are altered and separate, and are frequently confused

(Baccarini 1999;Turner, 2014). Effective project management may also not be bright for the prevention of failure of project (de Wit, 1988) the failure of project contains, when invention not being used primarily envisioned, couldn't be promoted, and didn't acquire its profit on investments to client (Munns & Bjeirmi 1996; Davis, 2014).

May a project which appears be successful but in reality it could be in failure because of interior conflicts occurred by changing in scope, changes in design or additional funding needs (Creasy, & Carnes, 2017). It happens in projects of local government when new portion of infrastructure revealed to community and welcomed as success project, though its designs can be altered numerous spells, but extra finance was vital to the completion of that projects. Samples of project that was well defined as a successful regardless of not actually accomplished in time period, or may actually completed out budget, such as the oil project Fulmar North Sea; Concorde and the Thames Barrier. These are the projects that were considered successful, though these project's control side were failed (Munns & Bjeirmi 1996; Rezvani, Chang, & Wiewiora, 2015). These conditions, teams of project were recognized to success of project that may not be justified, and when in differing situations project teams may be responsible for the failure of projects (Rezvani, Chang, & Wiewiora, 2015).

The failure or success of the projects is more significant than the management of project was success (Morris& Pinto 2010). The owner/stakeholder of the project with failure of project will not working to be gratified by fact that management of project were successful. Failures of project recommends that some of the projects are ruined from the start and could not have been commenced (Avots, 1969).

Usually, Management of project has been connected with arenas of engineering and construction, whereas success of project standards are well-accepted, objective, and calculable, generally by orthodox triangle principles of budget, time, and consent with terms of client's references, quality. Diallo and Thuillier (2005) stated that However, project management has developed global currently in the sector of services, also in the areas like socially working projects and capacity building. The PMI(Project Management Institute) states that success of project is harmonizing the challenging demands for project's time, quality, cost and scope, also meeting the fluctuating expectations and apprehensions of stakeholders of projects (PMI, 2008).

Ika (2015) specifies that the 'triangle of iron' such as time, performance and cost subject the concept for success of project criteria in time of 1960 to 1980, various other standards were additional more newly. That includes benefits to organizations, end user's gratification, stakeholder's benefits, project personnel's benefits, organization's strategic objectives, and success of businesses. However there is not any harmony on success of project's criteria in area project management's fiction, the working by Khang and Moe (2008) and Morris (2010) are relevant and broad for project of development. Criteria set out by some of these authors comprise significance, sustainability, efficacy, effect, and competence. Significance refers to degree to that project ensembles the urgencies of targeted groups, beneficiaries, and donors. Sustainability states to degree that whether project's benefits are probable to endure after the findings of donor has been quiet. Efficacy refers to degree to that project in which project encounters its goals. Effect refers to negative and positive changes twisted by projects, indirectly or directly, unplanned or planned. Competence refers to degree

to that project practices slightest costly resources potential to accomplish desired consequences.

Creasy and Carnes, (2017) stated that success of project has been designated as presence ambiguous, variable, and complex during the life cycle of project. It's difficult to define the criteria of making performance. Project as success or 'nonsense' otherwise without qualification (De Wit, 1988). Morris and Pinto (2010) says further to the description of success as word 'slippery' that depend upon what is to be calculated, from who, in which interval surroundings. Various authors recommended many ways of the adding to triangle of iron for the measurement of success, generally through additional factors of success. Success factors are divided into primary and secondary factors. Primary factor includes customer acceptance, quality, cost and time. Whereas secondary factor includes new chances, no interruption, and strategic alignment providence (Albadvi, & Hosseini, 2011).

Kerzner (2009) improves the definition of success of project that now contains completion of project within specific interval, within specific financial plan, further condition includes within the customer' acceptance, with commonly decided upon fluctuations in scope of project and without troubling the main flow of work of organization. Some definite factors that works against actual measurement, which commonly led to creation of recognized metrics, i.e. milestones touched, percentage used, equal units and project completed percentage (Belassi & Tukel, 1996) Even in literature project management that defines the success spotted. A European Strategic Regional study of 28 the success of project was allocated in 4 different types (Wolf & Hanisch, 2014).

Wolf and Hanisch (2014) stated that high groupings were occupied to that projects that having the ordinary percentage goals accomplished more than 71%. Whereas low grouping of success involved projects that having average percentage lesser than 65%. That accepts project which have further half of aims more than 50% and were not to be reflected success (Wolf & Hanisch, 2014). Belassi and Tukul (1996) stated a dissimilar study of the organizations of UK they had 44 respondents that claims their projects had been considered success. Though, after following searching, 14 of 44 recognized their projects was failed/unsuccessful to encounter performance standards. Which displays that inconsistency of anything practitioners and literature regulate to the success of projects. Built upon literature, a cause for uncertainty in calculating success of project is associated to lack of absolute list of failure/success factors (Belassi&Tukul1996; Gefen, Gefen, & Carmel, 2016). Success dimensions also can vary during life cycle of a project (Larsen & Myers 1999; Jugdev & Müller 2005).

### **2.3 Transformational leadership and success of project**

The leadership studies in organization are widely discussed and its importance can't be denied in any form of organization, however project based organization face scarcity of research on leadership (Turner and Müller, 2005; Söderlund, 2011). The leadership studies in contextual setting of project are not in abundance and there are still many avenues needs to be explored (Turner & Müller, 2005). So the studies of transformational leadership will reflects different results in project based organization than ordinary permanent organization (Keegan & Den Hartog, 2004).

However it is well established in literature that transformational leadership can ensure successful completion of projects but team specific transformational leadership and different underlying mechanisms are still unexplored (Avolio, 2009). Piccolo and Colquitt (2006) also stated that the role of transformational leaders in the literature of project management is not well addressed, and also the mediating links between project success and leadership style also needs to be studied. Keegan and Den Hartog (2004) also found some mixed results while studying transformational leadership in context of project and they call for more studies to identify different conditional and intervening variables in this particular relationship. Avolio et al. (2004) also stated that more empirical studies are needed to explore that how transformational leadership predicts different work behaviors.

The present study is focusing on team specific TFL, such leadership style helps in building effective teams, increase team cohesion and bring synergy in efforts of team members working on same project. Kozlowski and Ilgen (2006) also found that transformational leaders are playing a key role in building teams, so team focus TFL have a significant impact in predicting different attitudes and behaviors at workplace (Anantamula, 2010; Turner et al., 2008). The prior research that good behavior of project manager plays a vital role in bringing success to the projects (Zwikael & Unger-Aviram, 2010). TFL is thus helping the individual to build their confidence level and with high morale, they perform beyond expectations due to satisfactory relations with their leader.

Team focus TFL develop cohesion in team and strong interpersonal ties, which assist in sharing ideas and bringing out intellectual capabilities of employees in different projects, team focus TFL develop the follower ability to manage themselves. Such environment is then

strongly in favor of successful project completion (Burke et al., 2006). Project based organization were often found in field of construction and engineering in past, but now organization are involved in different types of developmental projects. But still the criteria for success of project is still a puzzle, because in construction and engineering projects it is objective and measurable, but in other projects like IT and others it needs to be studied from the perspective of clients and other stakeholders (Diallo & Thuillier, 2005). Now project success can be defined as satisfying the demands of all stakeholders of the project within time, quality and in cost effective manner (Khang & Moe, 2008).

As discussed prior that the role of project manager is critical to project success, his behavior will determine the successful criteria for project completion (Zwikael & Unger-Aviram, 2010). Team focus TFL will inspire and motivate their follower and they will contribute to the success of project in multiple manners. Like the subordinate will set their objective and will come forward will new ways of doing things done. Followers of TFL also surpass the expectations regarding their performance and do their jobs in cost and time effective manner with high quality (Burke et al., 2006). On the base of previous literature and current argument the following hypothesis is proposed;

*H1: Team Focused Transformational Leadership positively and significantly related to Project Success.*

#### **2.4 LMX as a mediator**

Generally, LMX assess quality of work in affiliation between supervisor and their subordinates and the main focus remains on dyadic relationships which develop among the

leaders and their supporters separately (Liden, Sparrowe, & Wayne, 1997). According to leadership theory, leader don't develop the same kind of relationship with there all followers. It changes with each supporter accordingly and these changes of relationships establish the quality of relation with followers. In most of previous studies on LMX based on one-dimensional measure to make LMX operational, and don't included the scale items which represents leader linking. Liden and Maslyn (1998) in multi-dimensional LMX-MDM scale is an exception in which they include the dimension which represents the followers linking for his leader.

LMX was initially proposed on the base of role theory (Graen, 1976; Graen & Scandura, 1987) latterly it was linked to the one of the popular theory based on exchange relationship that is social exchange theory (Liao, Liu, &Loi, 2010). LMX focus on the relational and transactional interactive exchanges and their quality between and supervisor and subordinates. On the base of LMX it is stated that leader often divide there followers in two categories, in group and group instead of treating subordinates equally.

High quality LMX is conceptualized on base of mutual obligation and exchange relationship in terms of their contribution in this particular relationship (Gouldner,1960; Liden et al., 1997). However, low quality LMX is only based on transactional exchanges and stated role of both leader and followers specified in job description. In such relationship both parties play their formal role (Blau, 1964). Relationship between leader and follower based on relational exchanges is more fruitful than the relations based on economic exchanges because high quality relational exchanges leads to positive outcomes for both individual and

organization such as job satisfaction, trust, commitment, OCB and task performance (Cropanzano & Mitchell, 2005; Uhl-Bien & Maslyn, 2003).

In management, the role of leader and leadership remains always very important. While studying the leadership field, the approach (Leader-member Exchange Theory, LMX) which is used to test the relationship quality among leaders and their followers been admired since long (Yammarino, Dionne, Chun & Dansereau, 2005). In 1970s, Dansereau and Graen with their colleagues presented the LMX theory and initially it was referred as the Vertical Dyad Linkage (VDL) (Davis, 2014). The basic objective of LMX theory can be stated as to find the right way for the leader to manage their followers by experimenting different form of exchanges (Martin et al, 2016). This leads various quality relationships among leaders and every follower. Researchers have presented in their previous studies the relation between the LMX quality and the leader followers.

Keeping in mind the above mentioned reviews about LMX, we can come to this point that we already achieved well-enough understanding about LMX. And it affects different types of outcomes and also it supported so many facet of LMX theory. On the other hand, we also believed that there are some vital theoretical questions regarding the relationship between work performances, project success and LMX are still somehow unanswered. In this research we are explaining main three research issues which contribute to LMX literature significantly.

First, although the link between LMX, contextual performance and task has already been established (Dulebohn, Bommer, Liden, Brouer & Ferris, 2012), previously no meta-analysis focused among the counterproductive performance and LMX i.e., harmful behaviors

that damage others in organization, such as staff misuse, stealing even though numerous studies investigating this part of performance. LMX quality is directly proportional to the follower outcomes which means if the LMX quality increases, the followers affection for their leader increases (Martin, Epitropaki, Thomas & Topakas, 2010; Anand, Hu, Liden & Vidyanarthy, 2011).

*H2: LMX mediates the relationship between Team focused Transformational leadership and project success.*

## **2.5 Team Cohesiveness as a moderator**

When the group members are inter-related to one another creating an effective intra-group communication is called as team cohesiveness (Lee, Gabelica, & Fiore, 2016; Shaw 1976). In the result it increases performance of a team (Weaver et al., 1997; Dionne et al., 2004; Evans & Dion, 1991; Mullen & Copper, 1994). Kaplanali and Bostan (2010) also shows that team cohesiveness also increases by playing video games collaboratively, it has been noted that effectiveness of team cohesions used for educational activities, but games shouldn't be used (Looi & Ang, 2000; McKeerlich et al., 2011; Burgess, Slate, Rojas-LeBouef, & LaPrairie, 2010).

More lessons have been executed for which proves that collaboration is affected through games (Bluemink, Ham al ainen, Manninen, & Jarvela, 2010), Collaboration is affected through level of presence (Diallo & Thuillier, 2005). Collaboration is affected through building of team (Ellis, Luther, Bessiere, & Kellogg, 2008). Collaboration is affected through

style of leadership (Kaplançali & Bostan, 2010). Collaboration is affected through group work (Roberts, Wolff, Otto, & Steed, 2003).

To remain the group members in the group due to the different forces acting on all the team members is a group cohesion which is a variable of team process (Festinger, Schachter, & Back, 1950; Mott, & Peuker, 2015). The most studied and most related mediator is cohesion in the literature of a team that is why we stay to concentrate on cohesiveness, (Friedkin, 2004). Those groups that shows more cohesiveness are more persistence whatever they faces the difficulties, and this leads them to a greater performance, (Evans & Dion, 1991; Beal et al., 2003; Mullen & Copper, 1994; Gully, Devine, & Whitney, 1995). Cohesion is multidimensional which is consisting of social and task focused, however it is not necessary that the task and social cohesion will have the same roles to play (Mullen & Copper; Picazo, Gamero, Zornoza, & Peiró, 2015; Chiochio & Essiembre, 2009). Rather, it has been found that both of them consistent in a team effectiveness and performance. If it a shared task commitment, it can be task cohesion and if it is an established social bonds, it can be social cohesion (Mathieu et al., 2008; Barrick et al., 1998).

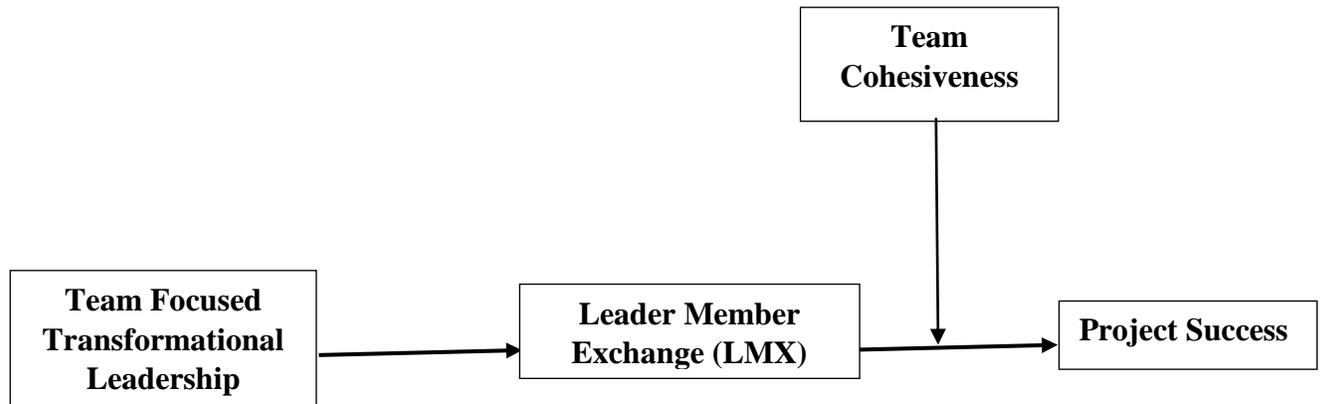
Carron et al. (1998) give cohesion description, “it is a vibrant process that is shown in propensity for team to staying composed and to be with unity in detection of its influential goals or to contentment of supporter’s emotional essentials”. If we use model of comparison to relate all the cohesion definitions stated previously, it should be noted that all of these definitions use terminology looks same, based on a same place. Paskevich et al. (2001) defined cohesion definition, in terms of being dynamic, affective, and possessing instrumental

elements. It is an entity that pushes the members together. Brehm et al. (2002), contains elements of affective needs, as it consist forces terminology presence put organized that will have essentials of ecological, multi-dimensional, and individual needs being met.

Dunn and Holt's (2004) give definition of cohesion have the elements of multidimensional, environmental, and personal aspect. Paskevich et al. (2001) definition of cohesion also have the aspect that multidimensional, environmental, affective, and personal components. All these definitions are having the same aspect of Carron et al. But if we move forward, suppose at least loosely based on Carron, Brawley and Widmeyer, (1998). Original definition. That can appear from many images and descriptions, whether the team is shaped for social motives, business motives, or athletic motives, the team distinctiveness and group cohesiveness may be an important contact on permanence and success of group. On base of previous literature the following hypothesis is proposed;

***H3: Team Cohesiveness moderates the relationship between LMX and Project Success; such that if Team Cohesiveness is high than the relationship between LMX and Project Success would be strengthened.***

## 2.6 Conceptual Framework



*Figure 1.1: Conceptual Framework of Team Focused Transformational Leadership on Project Success through Leader Member Exchange (LMX) and Moderating Role of Team Cohesiveness.*

# CHAPTER 3

## RESEARCH METHODOLOGY

### 3.1 Population and sample size

For this study, the people included are employees that are working in the different project based organizations. The questionnaires were distributed in many housing societies of twin cities Rawalpindi and Islamabad. Where the different constructional and development project were going on and that were the projects of DHA Valley Islamabad, different projects of Gulberg green Islamabad, from different project team member of Bahria town phase 8 Rawalpindi, different developmental projects team members of airport housing society sector 4 Rawalpindi and member of constructional projects team of New York Villas of Bahria Enclave Islamabad.

The data were collected between April 2017 to June 2017. For data collection the management of organization were informed about the purpose of study and after their approval was sought and then questionnaires were distributed. For collection of data, the following questionnaire for evaluating four variable of our concerns i.e. Team focused TFL, LMX, Project success and Team Cohesiveness, Questionnaires was in English and were circulated and described according to the education level of them for their better appreciative among 350 employees in 1<sup>st</sup> time lag and 302 filled questionnaires were received back and then in 2<sup>nd</sup> time lag 302 questionnaires were administered to the same employees and 263 responses were collected back. Among those 263 responses 209 completely filled questionnaires were screened out with valid response rate of 60%.

### **3.2 Sampling technique**

For researcher it's impossible to collect data and analyze it from each and every person of population, sampling were collected in direction to make study reasonable and collected data that is the most well representative of entire population. To assess the appearances of entire population, sampling method used in current study were drained on the foundation of accessibility to researcher. The convenience sampling, total member's populations are nominated on base of comfort and contact with them. To purpose of collection of the data. Convenience sampling comes under the umbrella of non-probability sampling.

This is that type of the sampling which is regularly drawn in research studies that passed out in the social sciences and it consents selective collection of data on the source of accessibility of subject to be considered. As sampling technique convenience sampling were also chosen in direction to meet resources limitations and time restraints. Thus it's supposed that the data were collected from people that are representative of entire population of the employees that were working on the several projects of constructional and developmental in twin city of Rawalpindi and Islamabad in Pakistan.

### **3.3 Instrumentation**

Adopted questionnaires were used in the present study, which were used in previous studies in top tier journals. Scale were adopted for variables in the present study, their details are presented below;

#### **3.3.1 Team Focused Transformational Leadership**

The 14 item scale developed by Wang and Howell (2010) will be used to measure the perception of employees about their Team Focused Transformational Leaders behavior. The responses will be obtained through 5 point Likert scale reaching from 1= Never to 5= Always. The items of the scale are “My leader Encourages team members to take pride in our team,”“Says things that make us feel proud to be members of this team,”“Says positive things about the team,” Encourages others to place the interests of the team ahead of their own interests,”“Emphasizes the uniqueness of the team,”“Articulates a compelling vision of the future for our team,”“Talks optimistically about the future of our team,”“Talks enthusiastically about what needs to be accomplished by our team,”“Communicates a clear direction of where our team is going,”“Fosters collaboration among team members,”“Encourages group members to be “team players.”,”“Develops a team attitude and spirit among team members,”“Gets the team to work together for the same goal,”“Resolves friction among team members in the interest of teamwork.”Reliability of the scale found reliable with Alpha .76.

#### **3.3.2 Leader Member Exchange (LMX)**

We use eleven items scale by Liden and Maslyn (1998), for employees/subordinates to evaluate the Leader Member Exchange (LMX). The responses will be obtained through 5

point Likert scale ranging from 1= Never to 5= Always. The sample items are “I like my supervisor very much as a person,” “My supervisor is the kind of person one would like to have as a friend,” “My supervisor is a lot of fun to work with. Loyalty,” “My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question,” “My supervisor would come to my defense if I were “attacked” by others,” “My supervisor would defend me to others in the organization if I made an honest mistake. Contribution,” “I do work for my supervisor that goes beyond what is specified in my job description,” “I am willing to apply extra efforts, beyond those normally required, to further the interests of my work group. Professional respect,” “I am impressed with my supervisor's knowledge of his/her job,” “I respect my supervisor's knowledge of and competence on the job,” “I admire my supervisor's professional skills”. The reliability of scale reported in results .89.

### **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”. Cronbach alpha reported .84.

### **3.3.4 Team Cohesiveness**

The four item scale developed by (Jarvenpaa, Shaw, & Staples, 2004). The rating scale ranged from 1 (Strongly disagree) to 5 (Strongly Agree). The items are “I feel that I am a part of the team”, “My team works together better than most teams on which I have worked”, “My teammates and I help each other better than most other teams on which I have worked”, “My teammates and I get along better than most other teams on which I have worked”. Alpha value .91 reported reliable.

### **3.4 Data analysis tools**

For analysis of collected data SPSS and AMOS were used. Reliabilities and correlation were carried out through SPSS. Confirmatory factor analysis (CFA), regressions analysis, mediation analysis and moderation analysis were carried out through AMOS. To test the general relation its significance and direction were found through correlation analysis. The confirmatory factor analysis was performed to check model fitness, while regression analysis were performed to regress dependent variable on independent variable, and mediator.

Mediator was also regressed through independent variable. In order to check the impact of control variable ANOVA was performed in SPSS.

**Table 3.1 Instrumentation sources, Items & Reliabilities**

<b>Variable</b>	<b>Source</b>	<b>No. of Items</b>	<b>Reliability</b>
<b>Team Focused Transformational Leadership (IV)</b>	Wang and Howell (2010)	14	.76
<b>Leader Member Exchange (Med )</b>	LidenandMaslyn (1998)	11	.89
<b>Team Cohesiveness (Mod)</b>	Jarvenpaa, Shaw and Staples (2004)	4	.91
<b>Project Success (DV)</b>	Aga, Noorderhaven and Vallejo (2016)	14	.84

### **3.5 Sample Characteristics**

Total numbers of respondent were 209. The ratio of male respondent was 85.2% (178) and for female the ratio was 14.8% (31). According to results, majority respondents were male employees. This represents the general perception of about Pakistani culture where males are dominant.

Employees' having ages in-between 18 to 35 were supposed to be young. From 209 respondents, 40 respondents' ages were in between 18 to 25 years with percentage of 14.4%. 149(71.3%) respondents' ages were from 26 to 35 years. There were only 22(10.5%) responded ages were between 36 to 40 years and 8 (3.8%) were above 40 year.

As for the educational level of the respondents in terms of number of years, 58 (27.8%) were intermediate, 108 (51.7%) were Bachelors, 39 (18.7%) were Masters and there were only 4 (1.9%) respondents having MS/Mphil degree.

As age table have reflected that most of the respondents were young, So respondent having experience of 1 to 5 years were 99 (47.9%), 6-10 year experience respondents were 92 (36.4%), while the respondent having experience more than 10 years were only 18.

**Table 3.2 Gender**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Male	178	85.2	85.2
Female	31	14.8	100.0

**Table 3.3 Age**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
18-25	40	14.4	14.4
26-30	98	46.9	61.2
31-35	51	24.4	85.6
36-40	22	10.5	96.2
41-above	8	3.8	100.0

**Table 3.4 Qualification**

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	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Inter	58	27.8	27.8
Bachelor	108	51.7	79.4
Master	39	18.7	98.1
MS/Mphil	4	1.9	100.0
Inter	58	27.8	27.8

---

**Table 3.5 Experience**

---

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
1-5	99	47.4	47.4
6-10	92	44.0	91.4
11-16	15	7.2	98.6
17-22	3	1.4	100.0

---

### **3.7 Analytical Techniques and Tools**

Different statistical test were performed like Descriptive statistics, ANOVA, reliability, Confirmatory factor analysis (CFA), correlation analysis and regression analysis were carried out through two different software SPSS and AMOS. SPSS is often used to perform different descriptive test because it's considered one of the best software to perform such type of test. Correlation, Reliabilities and ANOVA were also performed through SPSS software. Confirmatory factor analysis was carried out through AMOS in order to check the fitness of 4 factor model its results are portrayed in next chapter. The regression analysis of independent and dependent variables was carried out through AMOS, because AMOS is good software for generating estimates. Mediation and moderation analysis were also performed through AMOS.

# CHAPTER 4

## RESULTS

### 4.1 Descriptive Statistics

Descriptive statistics table is the basic representation of the data collected and analyzed in this research like sample size, maximum value, minimum value, mean value and standard deviation of the data. Descriptive statistics also present large sum of data into arranged and summarized form. The details of data collected under this research investigation are presented in the table as below.

**Table 4.1: Descriptive Statistics**

<b>Variable</b>	<b>Sample Size</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Team focused transformation leadership	209	1.00	5	3.4364	.96
Leader member exchange	209	1.00	5	3.4956	.95
Team cohesiveness	209	1.00	5	3.2932	.97
Project success	209	1.00	5	3.2189	.91

Variables names are in first column, the second column contains the sample size of the study, third & fourth column represents the minimum and maximum values for the mean calculation for the collected data. For all four variables 5 liker scale ranges from 1 to 5 used. The independent variable i.e. team focus transformational leadership has a mean of 3.4364

and a standard deviation of 0.96. The dependent variable Project success shows a mean and standard deviation values of 3.2189 and .91 respectively. The mediator of this study, LMX turned up a mean of 3.4956 and a standard deviation of .95 whereas the moderator of the study, team cohesiveness of creativity has these values as 3.2932 and .96 respectively.

**TABLE 4.2****Competing different models with hypothesized 4 factor measurement model**

<b>Model</b>	$\chi^2$	<b>Df</b>	$\chi^2 / \text{Df}$	$\Delta \chi^{2a}$	$\Delta \text{Df}$	<b>CFI</b>	<b>IFI</b>	<b>TLI</b>	<b>RMSEA</b>
<b>Hypothesized Measurement Model (4 Factor Model)</b>	<b>834</b>	<b>696</b>	<b>1.199</b>			<b>.98</b>	<b>.98</b>	<b>.92</b>	<b>.03</b>
Alternate Model 1: Combined "LMX and Project success" (3 Factor Model)	2227	699	3.187	1393	3	.84	.83	.78	.10
Alternate Model 2: Combined "TFL and LMX" (3 Factor Model)	2125	699	3.04	1291	3	.85	.84	.79	.09
Alternate Model 3: Combined "TFL and Team cohesiveness " and then combined "LMX and Project success " (2 Factor Model)	2655	701	3.78	1821	5	.79	.78	.74	.11
Alternate Model 4: All factors combined (1 Factor Model)	5921	702	8.43	5087	6	.46	.43	.43	.18

Note: n=209; Values are differences of each of the alternative measurement models with the hypothesized model.

\*\*\*p<.001

## 4.2. Confirmatory factor analysis and competing models

Confirmatory Factor Analyses (CFA) of all four constructs including Team Focus Transformational Leadership, LMX, Project success and Team Cohesiveness was performed to check the fitness of Hypothesized 4 factor model before testing directing and mediating relation. Table 4.2 representing that the 4 factor model was fit with ( $\chi^2 = 834$ ,  $df = 696$ ,  $\chi^2/Df = 1.19$   $p < .000$ ; CFI = .98, IFI = .98, TLI = .92, RMSEA= .03).

Alternately, 3 factor model by combining LMX and Project success was less fit ( $\chi^2 = 2227$ ,  $df = 699$ ,  $\chi^2/Df = 3.187$ ,  $p < .000$ ; CFI = .84, IFI = .83, TLI = .78, RMSEA= .10) with respect to 4 factor model. Change in chi-square was 1393. Change in degree of freedom was recorded 3.

In Table 4.2 shows another 3 factor alternate model, combining TFTL and LMX comparison with four factor model also found less fit with values ( $\chi^2 = 2125$ ,  $df = 699$ ,  $\chi^2/Df = 3.04$   $p < .000$ ; CFI = .85, IFI = .84, TLI = .79, RMSEA= .09) and the change in chi-square and degree of freedom were 669 and 3 respectively.

3<sup>rd</sup> model represents the comparison of 4 factor model with 2 factor model by combining first two variable TFTL, Team Cohesiveness and LMX, Project Success shows the less fit of 2 factor model with values ( $\chi^2 = 2655$ ,  $df = 701$ ,  $\chi^2/Df = 3.78$   $p < .000$ ; CFI = .79, IFI = .78, TLI = .74, RMSEA= .11). The change in chi-square value and degree of freedom were 1821 and 5.

Combining all items on single variable to create 1 factor model and then comparing the values with four factor model. Comparison with four factor model results shows the worse fit ( $\chi^2 = 5921$ ,  $df = 702$ ,  $\chi^2/Df = 8.43$ ,  $p < .000$ ; CFI = .46, IFI = .43, TLI = .43, RMSEA= .18).

### 4.3. Correlation analysis

Table 4.3 represents the values of mean, Standard deviation, reliability and inter-correlation among all the variables of the study. The correlation between independent TFTL variable and dependent Project Success are also significant to moderate level, which confirms that there is no issue of auto correlation and linearity of model.

**TABLE 4.3**  
**Correlations Analysis**

Variable	1	2	3	4
1 Team focused transformational leadership	-			
2 Leader member exchange	.494**	-		
3 Team cohesiveness	.102*	-.260**	-	
4 Project success	.328**	.431**	.218**	-

*\*p<.05, \*\*p<.01*

Team focused transformational leadership (TFTL) was found positively and significantly correlated with Leader member exchange (LMX) ( $r=.494^{**}$ ,  $p=.000$ ). Team focused transformational leadership (TFTL) was also found significantly correlated with Project Success (PS) ( $r = .328^{**}$ ,  $p=.000$ ). Results shows negative and significant existence of correlation between Leader member exchange and Team Cohesiveness ( $r = -.260^{**}$ ,  $p = .000$ ) and positive and significant correlation with Project Success ( $r = .431^{**}$ ,  $p = .000$ ). Finally the correlation between Project Success (PS) and Team Cohesiveness (TC) was also found significant results ( $r = .218^{**}$ ,  $p=.000$ ).

Dependent variable Project success was regressed through independent TFTL and Mediator LMX using SEM in AMOS. Later mediator LMX was regressed through IV TFTL and Interaction term, results are stated below in table 4.4.

**TABLE 4.4 Standardized Direct path coefficients of the hypothesized model**

<b>Direct Paths</b>	<b>Estimate</b>	<b>SE</b>	<b>CR</b>	<b>P</b>
TFL → Project success	.328	.07	5.01	.000
TFL → LMX	.494	.06	8.20	.000
LMX → Project success	.356	.073	5.00	.000
Team cohesiveness → Project success	.324	.060	5.565	.000
LMX * Team cohesiveness → Project success	.225	.051	3.999	.000

**b. Standardized Indirect path coefficients of the hypothesized model**

<b>Indirect Paths</b>	<b>BC 95% CI</b>			
	<b>Indirect Effect</b>	<b>Lower Limit</b>	<b>Upper Limit</b>	<b>P</b>
TFTL → LMX → Project success	.123	.065	.200	.000

Note: n=217; Bootstrap sample size=2000, BC 95% CI= Bootstrap confidence Intervals

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .00$

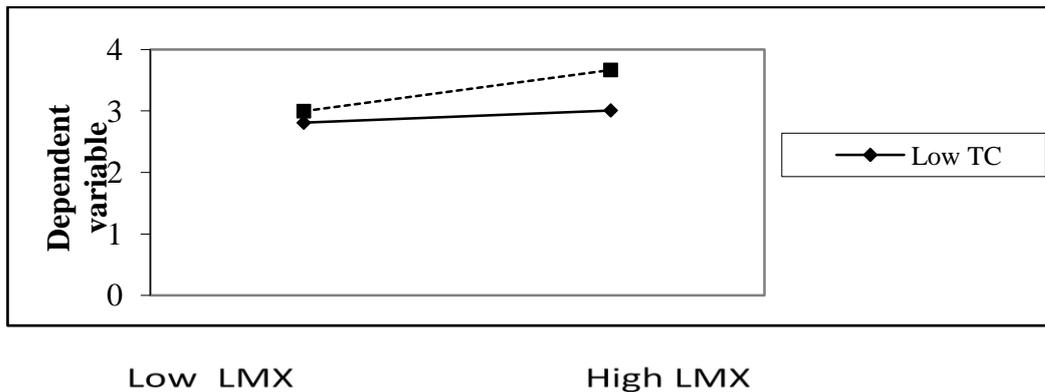
**4.4. Structural Model Results**

It is already established that the hypothesized 4 factor model is the best fit ( $\chi^2 = 834$ ,  $df = 696$ ,  $\chi^2/Df = 1.19$   $p < .000$ ; CFI = .98, IFI = .98, TLI = .92, RMSEA= .03). To test the mediation, it was supposed to check mediation through different paths. First path was tested from direct path that was from independent variable TFTL to dependent variable Project Success. Results of mediation found reliable ( $\beta = .328$ ,  $p < .000$ ). In

second path from independent variable TFTL to mediator LMX, first hypothesis was tested and the value of beta ( $\beta = .421, p < .000$ ) found reliable. In third path from mediator LMX to dependent variable project success, the results were found reliable as per beta value ( $\beta = .541, p < .000$ ). In 4th path, from moderator team cohesiveness to dependent variable project success results found reliable and the value of beta ( $\beta = .324, p < .000$ ) was .324. In last path, interaction term created through multiplying mediator LMX means and moderator team cohesiveness means and standardized the values. Mediation tested through interaction term to dependent variable project success and the result ( $\beta = .204, p < .000$ ) shows the reliability.

Structure Equation Model (SEM) technique used for testing hypothesized relationship through AMOS.

**Figure 4.1 Mod Graph**



Dependent Variable: Project Success

TC: Team Cohesiveness

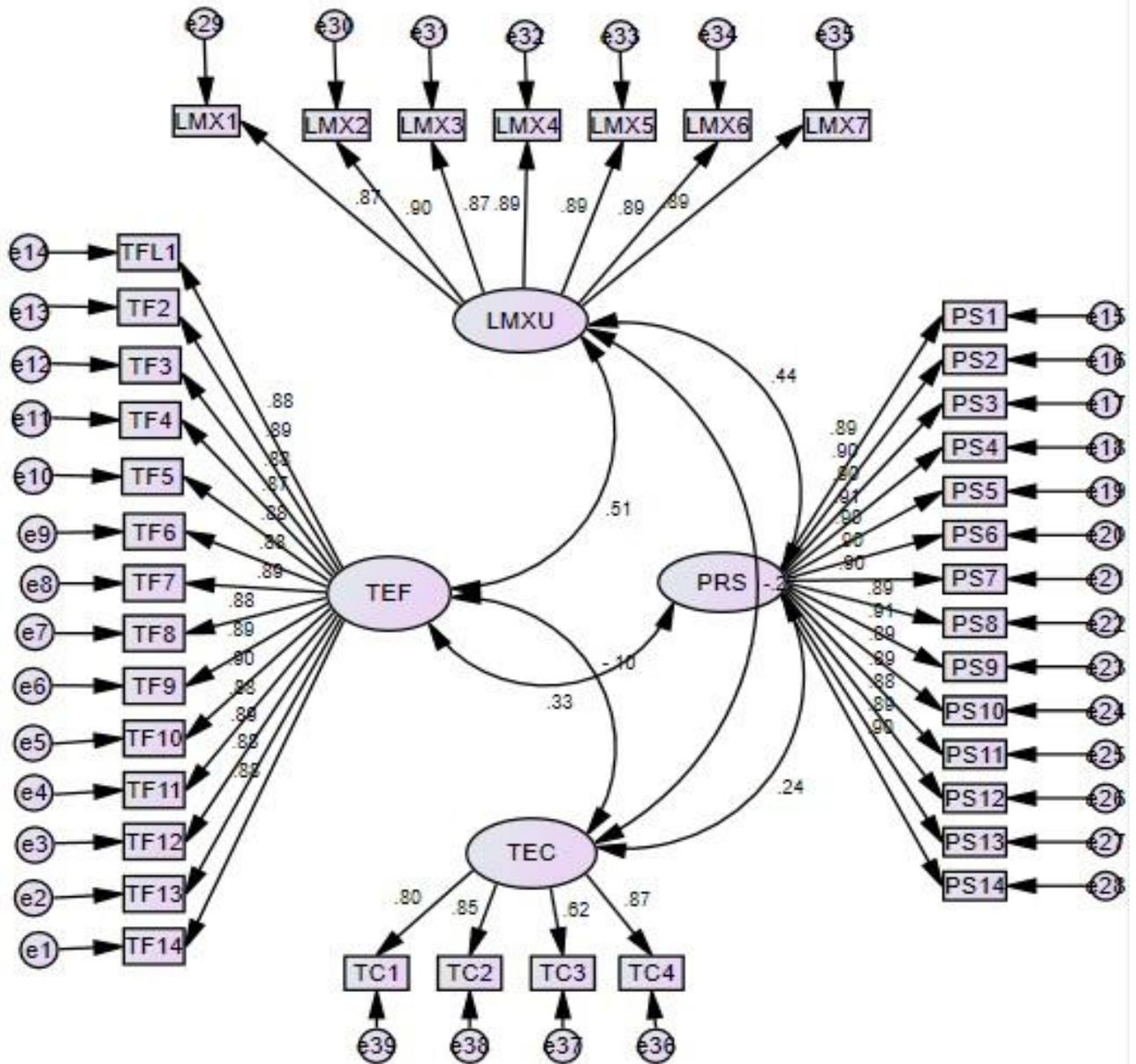
LMX: Leader Member Exchange

#### 4.5. Mod Graph

To check the moderator effect between LMX, team cohesiveness and project success, the mode graph was calculated. The positive relation was proposed between the LMX and project success would be stronger in the presence of team cohesiveness. The

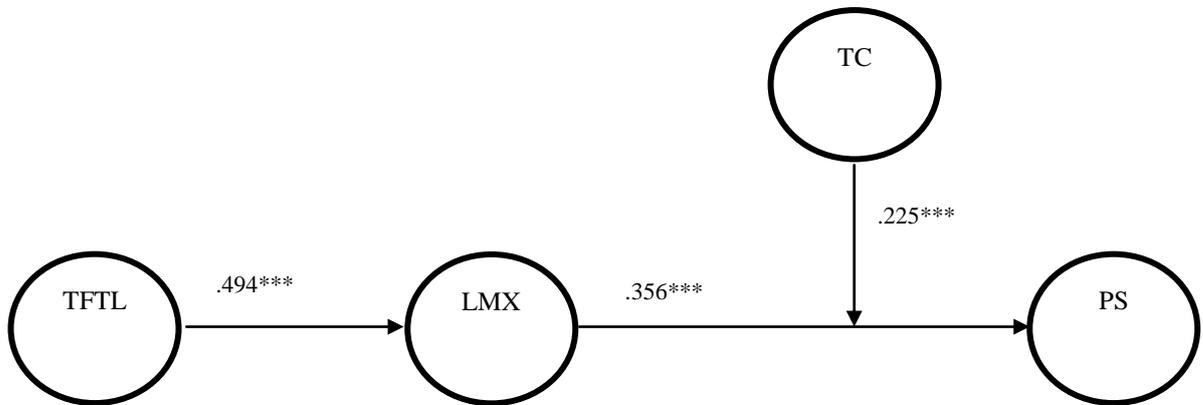
graph reflects the same results, if the team cohesiveness is low then the slope of graph is not steep. In other case, when the team cohesiveness is high, the relation between LMX and Project Success becomes stronger and the slope line steeper than the moderator value.

FIGURE 4.2  
Measurement Model



**FIGURE 4.3**

**Hypothesized Structural Model and Structural Equation Model (SEM) Results**



N=209; Full structural model showing direct and mediating effects. Mediation relations running from Team Focused Transformational Leadership to Project success through LMX. Standardized regression weight values on paths and asterisks indicate significance values.  $R^2$  values show the percentage variance for each path.

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**Table 4.5: Hypothesis Results Summary**

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**H1:** *Team Focused Transformational Leadership positively and significantly related to Project Success.(Accepted).*

**H2:** *LMX mediates the relationship between Team focus Transformational leadership and project success.(Accepted).*

**H3:** *Team Cohesiveness moderates the relationship between Leader Member Exchange (LMX) and Project Success; such that if Team Cohesiveness is high than the relationship between Leader Member Exchange (LMX) and Project Success would be strengthen.(Accepted).*

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## CHAPTER 5

### DISCUSSION, CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

This chapter aims to elaborate the current study's outcomes, which is reported in earlier chapter. These will also effort to validate and narrate the outcomes with further studies and emphasize the important findings of existing study that is dissimilar from studies accompanied earlier. This part also purposes to reply all research queries and to deliberate hypothesis established against it.

#### 5.1 Discussion On Research Question No 1:

First question of current study is trying to reply was stated in number 1 chapter:

***Research Question 1: Does Team Focused Transformational Leadership leads to Project Success?***

***H1: Team Focused Transformational Leadership positively and significantly related to Project Success.***

First hypothesis of the study is well supported by results. As it was hypothesized that team focused TFL will increase the chances of project success, leader role is critical to the successful completion of any project. There are different style of leadership but transformational leadership is considered as one of the most important, style of leadership. Such leaders are considered more powerful and effective in time of making changes in organization. Such leaders always seek for important changes in organization and also take their followers in making such decisions. Transformational leaders always come with an articulated vision, which is attractive desirable and achievable in eyes of subordinate. Transformational leaders make beneficial contribution to the success of organization in

multiple ways, like presenting vision and ways to achieve it through motivating and encouraging followers and also build a coordinating and helping environments for work. Team focused TFL increase group cohesion through multiple techniques like increasing motivation, task performance and contextual performance as well. Such leaders encourage group identity and making followers mind to surrendering their self-identity.

Team focused TFL serves as role model for the followers in group by inspiring them in the better interest of project, they provides a kind of psychological ownership to their followers by identifying their needs and strengths and guide their behavior towards team performance which results in successful completion of project. The pioneer of transformational leadership also states that the relationship between such leaders and their followers is based on strong ethical and moral principles, which increase motivation of both at work as results they are able to perform jointly in the better interest of organization.

By articulating an attractive vision Team focus TFL are in good position to inspire their followers by changing their attitudes, perceptions and behaviors by directing them towards the common goal of the organization or project. It is not as other form of leadership like transactional leadership is focusing on economic and transactional exchanges but team focus TFL are able to change the personality of employees by presenting challenging task and attractive vision.

Team focused TFL have an idealized influences and they work as an example for their follower and directing their effort in the favor of team and organization. Transformational leaders promote supportive environment which is helpful in achieving different desirable outcomes like job performance of followers, creativity, organizational

citizenship behavior of employees. All such kind of behaviors are in favor of project based organization and helps them in achieving their goals in effective and efficient manner. Team focus transformational leadership have strong moral values and care for the employees, and employees reciprocate such behaviors of leader in form of high level of trust in their leaders, respecting them and also admiring the role of their leaders.

Team focused TFL transform the lives and ways of working of their followers by giving them new direction to perform their role for the benefits of organization which will in turn helps in achievement of their own goals. Team focus TFL are studied on the base of their influence on followers and such inspiration of followers reflect from their level of affection, loyalty and trust in their leader. Under the leadership of such TFL followers are willing to perform beyond expectation and their formal role and they use their full energy and put all their efforts in their work role. The followers of such leaders are able to increase the chances of success in different project completion. Because the followers sacrifice their self interest in front of collective interest of team and organization. Such attributes of the followers is the results of leader behavior and way of leadership, Team focused TFL also putt their stakes at work in the better interest of team goals.

Team focused TFL get high level of trust and respect from their followers and the level of commitment of followers are also high as a result they work hard and smart for achievement of success in different project, they are working on under the supervision of transformational leadership. One of the characteristic of transformational leadership is individual consideration, Team focus TFL have strong consideration for follower needs and wants and they also encourage the new ideas and methods brought to work by their followers due to their intellectual stimulation ability in their leadership style. Followers of

such leaders also bring innovation and creative ideas for the promotion and success of different projects.

One of the important characteristic of transformational leader is challenging status quo position, they also encourage their followers to come up with new ideas and presenting ways of doing things in new ways. By providing supportive environment organizational members are encourage to engage in creative work performances and leaders also provide incremental and psychological support when its needed. The four components of transformational leadership are highly effective, these four components are, leader serves as a role mode (idealized influence), having ability of motivating the followers (inspirational motivation), strong concern for the needs, feelings and emotions of followers (individualized consideration), and also the ability to increase the intellectual level and knowledge, skills and abilities of their followers. Leaders with these four tetrad of positive aspects are considered highly influential in the project based organization.

Team focused transformational leadership covers numerous aspects in organization. like triggering motivation of employee intrinsically, developing their skills, increase moral standards of employees, initiating changes, increasing maturity level of employees, crating supportive climate for project success, motivating followers to sacrifice their self interest and focus team goals, promoting coordination and cooperation among team members, consistent with his words and action, coaching their subordinates, transforming lives of the subordinates, and also considering the input of followers through task significance. All these discussed outcomes due to team focus transformational leadership ensure the successful completion of different task and projects in organization. Therefore, such leadership style are encouraged in order to promote project and organizational success.

### **5.1.2 Discussion On Research Question No 2, 3 and 4:**

The question number 2, 3 and 4 were about the mediating role of LMX, which was postulated in the 1st chapter of the present study were answered by the results in 4<sup>th</sup> chapter, the questions were;

**Question 2: Does there any relationship between Team Focused Transformational Leadership and Leader Member Exchange (LMX)?**

**Question 3: Does High quality Leader Member Exchanges (LMX) increases the chances of Project Success?**

**Question 4: Does High quality Leader Member Exchanges (LMX) plays a mediating role in the relationship of Team Focused TFL and success of project?**

For finding solution to the 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> question, the following hypothesis was generated and discussed;

***H2: LMX mediates the relationship between Team focused Transformational leadership and project success.***

Second hypothesis of the present study was also found significant and accepted by the present study as question the 2<sup>nd</sup> and 3<sup>rd</sup> question were based on the basic assumptions of mediation which were satisfied before test mediating role of LMX. The role of leader in developing high quality relation with followers is well documented in previous literature. The studies on affect and liking of supervisor and subordinate have got the interest of researcher in 1980's and 1990's. Researchers of all the time have articulated the critical role of effect and liking in the dyadic relationship of supervisor and subordinates (Tsui & Barry, 1986). Leader role is considered central to develop these

liking and affection from followers, which further results in favorable outcomes in line with organizational goals.

Team focused TFL have individualized consideration for all their followers and show respect and care to the needs of followers. They also serve as role model in term of morality, ethics, justice and fairness both on the job and off the job as well. They also encourage and help in sorting out their problems and solving them in effective way. Such leaders also develop their follower in term of their personality, knowledge, skills and ability. Due to all such contribution from the leader side, employees reciprocate in term of positive attitudes, like trusting their leader, unquestionably following them, they have strong loyalty and respect towards their leader, their leader and organizational identification is high, commitment to organization and leader. Such attitudes leads to positive behaviors of employees like organizational citizenship behavior, personal initiative, voice behaviors, low intention of turnover and task performance. All such attitudes and behaviors based on high quality LMX are in favor of organization and make the successful completion of projects in all type organization.

High quality LMX is considered dyadic in nature and based on working relationship, but Team focus TFL build it in form of affect and liking, which also exist outside the organization too. LMX have been discussed in literature with multiple conceptual framework but six components of LMX have got majority consensus among researcher (Schriesheim, Castro, & Cogliser's, 1999). These six components are 'support from both sides' mean supervisor supporting subordinates in different issues and work related matters, as a response subordinates support their leaders in achieving organizational goals. 'Mutual trust' supervisor trusting their followers and backing their decisions in different organizational matters and employee also show unquestionable

loyalty and obedience due to trust in leader. 'Liking' employee have a strong affection towards their leaders and their leader are their role model due to his personal and situational attributes. 'Latitude' leader provides freedom to their followers in making decision on their own in organization, which boast the intrinsic motivation and moral of followers. 'Attention' leader give proper attention to the needs and wants of their employees and employees also respond in similar fashion by putting their complete effort and zest in the work in order to bring successful completion of different projects. Last "Loyalty" it's the main outcome of effective leadership style, by getting the loyalty of employees organization becomes self-sufficient and the sustainable competitive advantage to organization. So all the outcomes of high quality LMX are in favor of project-based organization and helps them in achieving their goals and objectives.

In LMX relationship leaders divide their followers in out-group and in-group on the base of their attitudes, behaviors, work performance, interest and similar characteristics with their leader (Graen & Uhl-Bien, 1995). The in-group members are the focus of the present study and are called with the repeated label of high quality LMX. The in-group members receive special treatment from their leader in form of better appraisals, rewards and benefits. However, they are under the constant pressure of leader expectation from them. Based on self-fulfilling prophecy or Pygmalion effect, employees also work in the pattern, which is desirable to their leaders, and they are motivated in that direction. Team focus TFL build high quality relationship with their followers based on trust, loyalty, respect and affiliation and such relationship leads to organizational success.

High quality LMX based on loyalty and trust results in enhancing employee task and contextual performance. High quality LMX is highly required in project-based organization in order to meet the challenges of resources, quality and time. High quality

LMX leads to different desirable behaviors, like affective commitment with organization and the leaders, job engagement by putting vigor and absorption in their role by dedicating their full potential. decrease turnover intention and increase loyalty with organization, increase satisfaction of employees with job and their supervisor, increase justice perception in term of rewards and procedures, and all above task performance and OCB, which is the willingness of employees to engage in extra role behavior beyond their formal role in the organization.

Though LMX relationship is based on different individual level constructs (personality, impression management, assertiveness, perception of organizational support, etc) but the role of transformational leader is the prime indicator in building such relationship with their followers. As discussed above high quality LMX perception leads to desirable behavior at wok which is beneficial for organization success in many ways, like responding to the customer or clients needs and wants, those organization who have competent and motivated employees better respond to market demands than those who have weak LMX ties. Apart from that, high quality LMX leads to innovative behavior and creativity at workplace because employees feel comfortable with their leaders and they always come with interesting ideas and bring new methods of doing thing effective in cost and time effective manners. Such relationships are building block for project success due to increase coordination and communication between leader and followers. Any type of project success could be achieved by promoting mutually trusted relationships in organizational environment.

### **5.1.3 Discussion On Research Question No 5:**

The 5<sup>th</sup> question of the study aroused in the 1st chapter, the present study was aiming to answer was;

**Question 5: Does team Cohesiveness necessary for the success of projects? And how Team Cohesiveness can influences the relation between LMX and Project success?**

For finding answer to the aforementioned question the following hypothesis was generated and tested;

**H3: Team Cohesiveness moderates the relationship between LMX and Project Success; such that if Team Cohesiveness is high than the relationship between LMX and Project Success would be strengthen.**

Results of the present study were found in line with proposed hypothesis based on previous literature. Team cohesiveness is required among organizational members in order to perform the organizational activities. In project management team cohesion plays a critical role because the time for completion of project is limited, resources are scarce and quality is also on stakes, so team process is the only way to meet with all those challenges in such short course of time with limited resources and considering the quality as well. Team cohesion is the phenomenon in which group members are bonded together emotionally and psychological, supporting their teammates instrumentally and psychologically for the achievement of team goals (Mudrack, 1989). Team cohesiveness is comprised of three important factors these are (1) team members are committed to achieve team goals and objectives, (2) team members are stick together for achievement of team purpose, (3) they have strong identification with their team and have team spirit and pride. Previous literature have also found significant relation between project success and team cohesiveness.

Team cohesion is the fundamental factor for the effectiveness of teams it increase job embeddedness of employees by increasing their links and fits in the teams and they are less inclined to leave the organization. Such stickiness with each other makes them united for the achievement of common team goals. These links and fits bond employees to one another and team as a whole. Cohesion in team are inclined to focus on processes not person, each and every member of the team is respected and commitment to process objective and goals of team is the main center of attraction. Team cohesion increase the morale of employees due to good communication channels and supportive environment. Team cohesion leads to effective teams due to commitment and dedication of team members towards group goals which in turn contribute to success of projects in different sectors.

Organizations also design different practices to create and develop cohesiveness in team for increasing the level of collaboration and participation of team members for building team identity which is required for organizational efficiency. Team cohesion increase the level of gratification and appreciation among team members, which boost their confidence level and helps in learning new skills and knowledge for the betterment of team. Trust, loyalty, commitment and morale level also enhances with such appreciation in team, which ultimately results in the successful completion of projects.

Team cohesion along with good relationship with supervisor will make the functioning of organization smooth, because there will be no chances of internal conflicts and organizational members will be satisfied on their job and such satisfaction will also spillover to their normal life. So team cohesion and high quality LMX improves the physical and mental health of employees due to available support from their supervisor as

well as other team members. Such strong bonding with supervisor and co-workers helps employees in managing their emotional and psychological concerns with satisfaction. The employees in such environment are able to work in diverse conditions due to sound mental health. As far as project based organization are concerned they are under constant pressure of clients demands and time pressure and such employees are helpful to deal with such situations. Employees working in such supportive climate on both side from supervisor and colleagues are energetic, calm under stressful situation, and can better serve the purpose of organization in accomplishment of different projects.

High quality LMX combined with team cohesion will multiply the chances of project success because employees who are satisfied from all sides will work with more potential and zest for the achievements of project objectives. As far as project success is concerned, it's the achievement of project goals and objective with minimum cost and time effective manners in the eyes of all stakeholders. The key stakeholders to the project are employees, managers, clients and community. Team cohesiveness and high quality LMX can ensure the satisfaction of all stakeholders. Effective relationship with supervisor will promote trust in both employees and supervisor, team cohesion will also work for well being of employees and it will decrease the tension of supervisor dealing with internal conflicts. As both these phenomena are helping in time and resource saving, so the unnecessary transaction cost and wastage of valuable resources will be reduced and due to delivery of project on time, with allocated resources and quality will pleased the clients of the project. Team cohesion and high quality LMX serves the bigger cause of serving community by developing their employees, both physically and psychological, which helps them to prove themselves good citizen of the community.

The successful implementations of projects can be ensured through supportive environment, increasing collaboration, effective communication channels, mutually trusted relationships, and respect for one another, appreciation and suggestion for improvement. Team cohesiveness and High quality LMX jointly can help organization to get the desired results from their employees. Employees working in such environment will thrive at their job by developing their skills and knowledge through learning and also work with their full potential. Such environments helps employees in finding meaning in their work, their sense of attachment towards group goals increase and they also align their goals to organizational goals. Hence, most of the previous literature revolves around such statements that no organization can perform better than the skill and knowledge of their employees. Through such environment organization can get the best from their employees which helps them in achieving financial objective and completion of different projects organizations are involved in.

## **5.2 IMPLICATIONS AND RECOMMENDATIONS**

### **5.2.1 Theoretical implications**

The present study have several theoretical implications.

Studies of leadership have got significant attention of researchers nowadays, and development of positive psychology after 2000 significant contribution are made in the leadership studies and different theories are presented but transformational leadership is still considered the most influential leadership style in all context. The present study seeks to extend the literature of transformational leadership by studying it team focused nature. Future researchers are encouraged to conduct more studies in different cohort on team specific transformational leadership in organization.

Project management is gray area for researcher to contribute. Team focus transformational leadership with different underlying mechanisms like role breadth self-efficacy, self-esteem etc should be conducted to explore the field of project management from both financial and cognitive perspectives.

The present study have taken team cohesion along with high quality LMX considering employees relation both their supervisor and colleagues, future researcher should consider more level like family support, top management support etc to find out the multi-level perspective of support on project success.

Studies without contextual consideration are not complete because the employees attitudes and behaviors are shaped by the culture, in which they have grown up and still working in. the present study have no cultural variable. Therefore future researchers are encouraged to contribute in different culture and also include cultural dimensions in their model to identify the contextual differences on the particular relationship.

The present study is focused on construction industry, which can raise question on the generalizability of results. Future research should consider this issue by focusing on the project of different sectors because the success criterion varies from sector to sector.

### **5.2.2 Practical implications**

The present study has numerous practical implications that offers good ideas for organizations to elaborate in developmental and constructional project.

This present study is suggesting many practical nature involvements to managers, organization and employees. Such as most of organization in developmental industry and constructional industries are based on project, the team focus transformation leadership is grace of the leadership style which is well-suited to cultural principles in developmental industry and constructional industry of Pakistan. The inspiring and teamwork aspect of transformational leaders are boosting progress and expansion in developmental industry and constructional industry whereas the trustworthiness is satisfying in cultural viewpoint. This study inspires practitioners to improve team focus TFL grace in their team leaders, managers in direction to confirm the success of projects.

This study also inspires practitioners to implicate their leaders and employees/subordinates in high level LMX work in direction to get novelty and quality work for attainment of competitive advantage in competitive market. This present study also inspire practitioners to give LMX in practice of sympathetic, inspiring leadership and resourceful employees for completion of project's success. Developmental industry and constructional industry needs improvement while dealing through dissimilar projects. Because respectively the project always have something different to deal through in this case the team cohesiveness

workforce is a competitive superiority for organization through performing and finishing the projects in time and inside the allotted resources and on contracted quality.

### **5.3 Limitations**

This study tried for overcoming and eliminate existing imperfections in many aspects but it has few limitations which are essential be deliberate and practical in upcoming.

The one of the main limitation of present study was time bound because data was gathered from various sources but in two time. Upcoming studies should deliberate multisource data at different time lags in direction to find healthy results in future studies.

This present study takes team focus TFL, as an independent variable, upcoming studies would deliberate different dimension of Team focus TFL individually with success of project.

Present study is focused on Team focus TFL, which is widespread due to cultural significance but current study have not deliberate any of the cultural dimension, upcoming studies should reflect cultural dimensions beside with team focus TFL and project's success.

This Present study was conducted in developmental industry, constructional industry and data was collected from different project based companies and housing societies, that question generalizability of study. In future scholar should collect data from the multiple industries in direction to discover out the effects of team focus TFL in different segments.

## **5.4 CONCLUSION**

The present study was project focused and examine the impact of team specific practices like team focused transformational leadership and team cohesiveness. Furthermore the underlying mechanism of team specific TFL on project success through LMX was studied. The present study was conducted in employees of different construction project of Rawalpindi and Islamabad. The conclusion of the study is that, by focusing on team specific processes project success in different organization can be achieved. Organization could improve their level of success in different projects with competent, collaborative and team specific leadership, who will promote effective relationships with their followers by building strong ties, and developing skills of employees. Team specific practices like cohesion and collaboration can also increase the success of projects in construction sector along with good and effective relationship with their supervisor. The present study is conclusive that organization can enhance their practices through the social relations. Social exchange theory also postulates that relational exchanges are long lasting than transactional exchanges. So those style of leadership, which promotes interpersonal relations at work are more influential in project based organization in order to ensure success.

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## Capital University of science and technology Islamabad

Department of Management Sciences

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 **Team Focused Transformational Leadership on Project Success through Leader Member Exchange (LMX) and Moderating Role of Team Cohesiveness**. You can help me by completing the attached questionnaire, you will find it quite interesting. I appreciate your participation in my study and I assure that *your responses will be held confidential* and will only be used for education purposes.

Sincerely,

**Usman KaleemParacha**

### Questionnaires

	<b>Team Focused Transformational Leadership</b>					
	<b>My Leader</b>					
TL1	Encourages team members to take pride in our team.	1	2	3	4	5
TL2	Says things that make us feel proud to be members of this team.	1	2	3	4	5
TL3	Says positive things about the team	1	2	3	4	5
TL4	Encourages others to place the interests of the team ahead of their own interests.	1	2	3	4	5
TL5	Emphasizes the uniqueness of the team.	1	2	3	4	5
TL6	Articulates a compelling vision of the future for our team.	1	2	3	4	5
TL7	Talks optimistically about the future of our team.	1	2	3	4	5
TL8	Talks enthusiastically about what needs to be accomplished by our team.	1	2	3	4	5
TL9	Communicates a clear direction of where our team is going.	1	2	3	4	5
TL10	Fosters collaboration among team members.	1	2	3	4	5

TL11	Encourages group members to be “team players.”	1	2	3	4	5
TL12	Develops a team attitude and spirit among team members.	1	2	3	4	5
TL13	Gets the team to work together for the same goal.	1	2	3	4	5
TL14	Resolves friction among team members in the interest of teamwork.	1	2	3	4	5
	<b>Leader Member Exchange (LMX)</b>					
LMX1	I like my supervisor very much as a person.	1	2	3	4	5
LMX2	My supervisor is the kind of person one would like to have as a friend.	1	2	3	4	5
LMX3	My supervisor is a lot of fun to work with. Loyalty	1	2	3	4	5
LMX4	My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.	1	2	3	4	5
LMX5	My supervisor would come to my defense if I were “attacked” by others.	1	2	3	4	5
LMX6	My supervisor would defend me to others in the organization if I made an honest mistake. Contribution	1	2	3	4	5
LMX7	I do work for my supervisor that goes beyond what is specified in my job description.	1	2	3	4	5
LMX8	I am willing to apply extra efforts, beyond those normally required, to further the interests of my work group. Professional respect	1	2	3	4	5
LMX9	I am impressed with my supervisor's knowledge of his/her job.	1	2	3	4	5
LMX10	I respect my supervisor's knowledge of and competence on the job.	1	2	3	4	5
LMX11	I admire my supervisor's professional skills.	1	2	3	4	5
	<b>Project Success</b>					
PS1	The project was completed on time	1	2	3	4	5
PS2	The project was completed according to the budget allocated.	1	2	3	4	5
PS3	The outcomes of the project are used by its intended end users.	1	2	3	4	5
PS4	The outcomes of the project are likely to be sustained.	1	2	3	4	5
PS5	The outcomes of the project have directly benefited the intended end users, either through increasing efficiency or effectiveness.	1	2	3	4	5
PS6	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
PS7	I was satisfied with the process by which the project was implemented.	1	2	3	4	5
PS8	Project team members were satisfied with the process by which the project was implemented.	1	2	3	4	5
PS9	The project had no or minimal start-up problems because it was readily accepted by its end users.	1	2	3	4	5

PS10	The project has directly led to improved performance for the end users/target beneficiaries.	1	2	3	4	5
PS11	The project has made a visible positive impact on the target beneficiaries.	1	2	3	4	5
PS12	Project specifications were met by the time of handover to the target beneficiaries.	1	2	3	4	5
PS13	The target beneficiaries were satisfied with the outcomes of the project.	1	2	3	4	5
PS14	Our principal donors were satisfied with the outcomes of the project implementation.	1	2	3	4	5
	<b>Team Cohesiveness</b>					
TC1	I feel that I am a part of the team.	1	2	3	4	5
TC2	My team works together better than most teams on which I have worked.	1	2	3	4	5
TC3	My teammates and I help each other better than most other teams on which I have worked.	1	2	3	4	5
TC4	My teammates and I get along better than most other teams on which I have worked	1	2	3	4	5

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

**Please provide following information.**

	1	2
<b>Gender</b>	Male	Female

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

	1	2	3	4	5	6
<b>Qualification</b>	Metric	Inter	Bachelor	Master	MS/M.Phil	PhD

	1	2	3	4
<b>Experience</b>	0 – 5	6 – 10	11 – 15	>15