

RELATIONSHIPS AMONG PROJECT MANAGER'S LEADERSHIP STYLE, TEAMWORK AND PROJECT PERFORMANCE

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ABSTRACT

Aim: The purpose of study is to investigate a project manager's leadership styles and its impact on project performance and the mediating role of teamwork in the Ngo's of Afghanistan.

Methods: This study utilize direct interviews and mailed questionnaires to gather data on the impact of leadership style on project outcomes in Afghanistan, Used Structural Equation Modeling (SEM) with analysis of the results providing recommendations for future research.

Results: The evaluation includes analyzing the results of the structural model, representing the relationships between variables and displaying coefficients and R-square values.

Conclusion: This study confirms the positive impact of leadership style on collaboration, project performance, and stakeholder satisfaction, highlighting the importance of effective leadership in achieving successful project outcomes.

Recommendation: Project Manager should focus on develop specific leadership behaviors, encourage teamwork and collaboration, and prioritize stakeholder satisfaction for improved project performance.

Keywords: Project manager, leadership style, teamwork, project performance.

1. INTRODUCTION

The effective project management is crucial for the successful execution of diverse projects, understanding the relationships among a project manager's leadership style, teamwork, and project performance becomes essential. The unique challenges faced by project managers in Afghanistan, such as political instability, security concerns, and cultural dynamics, make it imperative to explore how leadership style and teamwork impact project outcomes in this context.

A project manager's leadership style plays a pivotal role in guiding and influencing the project team towards achieving project objectives. The leadership style adopted by project managers can vary, ranging from transactional leadership, which focuses on task-oriented activities and rewards, to transformational leadership, which emphasizes inspiration, motivation, and fostering a shared vision. Understanding the impact of different leadership styles on project performance is crucial for

identifying effective strategies that can enhance project outcomes in Afghanistan.

Teamwork is another critical factor in project success. In the Afghan context, where projects often involve multiple stakeholders, effective collaboration and coordination among team members become paramount. The ability to establish strong teamwork, promote open communication, and encourage collaboration can significantly contribute to project efficiency, productivity, and overall success.

Therefore, this study aims to explore the relationships among a project manager's leadership style, teamwork, and project performance within the specific context of Afghanistan. By examining these relationships, valuable insights can be gained to inform project management practices and strategies that are tailored to the unique challenges and dynamics faced in Afghan projects. The findings of this research can provide guidance for project managers in Afghanistan to effectively leverage their

leadership style and foster teamwork to maximize project performance and achieve successful project outcomes.

Research objective:

The research objective is to investigate the relationships among a project manager's leadership style, teamwork, and project performance in Afghanistan, with the aim of understanding how different leadership styles impact teamwork dynamics and how teamwork influences project outcomes. The research seeks to provide insights and recommendations for enhancing project performance through effective leadership and teamwork strategies.

Hypothesis:

H1: A project manager's Transactional leadership style has positive effect on Teamwork

H2: A project manager's Transformational leadership style has positive effect on Teamwork

H3: Teamwork has positive effect on Project Performance

H4: A project manager's Transactional leadership style has positive effect on Project Performance

H5: A project manager's Transformational leadership style has positive effect on Project Performance

H6: Teamwork has positive effect on Stakeholder Satisfaction

H7: Project Performance has positive effect on Stakeholder Satisfaction

2. Literature Review:

According to Febrian, W., & Nurhalisah, S. (2024). The understanding of the factors influencing employee performance. While workload was found to have no significant impact, work stress was identified as a significant factor affecting employee performance. The study also suggests that authoritarian leadership style alone does not significantly influence employee performance. However, the combined effect of workload, work stress, and authoritarian leadership style was found to have a significant impact on employee performance. These findings provide valuable insights for organizations to consider when managing workload, addressing work stress, and adopting leadership styles to enhance employee performance.

Due to Kesting, P., Ulhøi, J. P., Song, L. J., & Niu, H. (2015). Which develop a framework that organizes these insights into four dimensions: people, means, effects, and goals/outcomes for innovations. By utilizing this framework, the paper examines publications on different leadership styles and their relationship with innovation. The reviewed leadership styles include directive and participative leadership, interactive leadership, charismatic leadership, transformational leadership, transactional and instrumental leadership, strategic and CEO leadership, as well as shared and distributed leadership.

According to Nanjundeswaraswamy, T. S., & Swamy, D. R. (2014). Underscores the importance of effective leadership styles in reducing attrition rates and achieving organizational goals. The review also highlights the significant impact of leadership styles on employee performance and the quality of work life. Finally, it suggests avenues for future research to further explore the relationship between leadership styles and organizational outcomes.

Al Khajeh, E. H. (2018). highlights the critical role of leadership styles as determinants of organizational performance. The review emphasizes the positive impact of democratic, transformational, bureaucratic, and autocratic leadership styles, while cautioning against the detrimental effects of charismatic and transactional leadership styles. It calls for further research and recommends that organizations adopt leadership styles that empower individuals and contribute to organizational success. Du, S., Swaen, V., Lindgreen, A., & Sen, S. (2013). This research provides valuable insights into the relationship between leadership styles and institutional CSR practices. By identifying the positive influence of transformational leadership and the moderating role of stakeholder-oriented marketing, the study contributes to advancing both theory and practice in the field of CSR. The research findings have important implications for organizations seeking to enhance their CSR initiatives and optimize organizational outcomes through effective leadership strategies.

Bono, J. E., & Judge, T. A. (2004). It emphasizes the consistent correlation between extraversion and transformational leadership, while highlighting the overall weak associations between personality traits and both transformational and transactional leadership. The meta-analysis underscores the importance of future research focusing on narrower

personality traits and exploring non-dispositional determinants to advance the understanding of leadership behaviors.

Bryant, S. E. (2003). This provides valuable insights into the interplay between leadership and knowledge management. By examining the role of transformational and transactional leadership in knowledge creation, sharing, and exploitation, it contributes to both the leadership and organizational knowledge literatures. The findings have practical implications for leaders and organizations seeking to enhance their knowledge management processes and gain competitive advantages.

Khan, N. (2017). This study contributes to the understanding of leadership strategies in higher education institutions. By comparing adaptive leadership theory and transactional leadership theory in the context of environmental readiness, leadership complexity, and followers' motivation, it provides insights for leaders seeking to navigate the challenges of the complex higher education landscape. The recommended blended leadership strategy offers practical guidance for effective leadership in this unique context.

(DuBois, M., Hanlon, J., Koch, J., Nyatuga, B., & Kerr, N. 2015). This study contributes to the understanding of leadership in the context of project management. By analyzing the impact of various leadership qualities on project success, it emphasizes the significance of a well-rounded leadership approach. The findings provide valuable insights for project managers and practitioners, highlighting the qualities that can contribute to more efficient and successful projects.

Situational leadership underscores the necessity for leaders to adjust their approach based on the specific circumstances of their team or organization. It entails evaluating the team's or organization's competence, motivation, and skills to determine the appropriate leadership style. The leader analyzes the situation and selects a style that aligns with the team's or organization's developmental level. Unlike other leadership styles, situational leadership emphasizes adaptability and the willingness to modify one's approach rather than adhering to a fixed, dominant style. The primary objective of a situational leader is not self-interest but rather the growth and effectiveness of the team and organization (Riaz, A., & Haider, M. H. 2010).

A project requires the presence of a project manager who assumes the responsibility of leading the project and the project management team. The project manager plays a crucial role in ensuring that the project is completed within the designated timeframe and budget. This statement aligns with (Wysocki's 2007)

Research Methodology:

Data Collection Method: in this study used max method for data collection which are direct interviews and mailed questionnaires to gather data on the impact of leadership style on project outcomes in various project of Ngo's Sectors in Afghanistan. The combination of interviews and questionnaires allows for both qualitative insights and quantitative data.

Sampling: A purposive sampling and snowball techniques are used for the selection of participants who have experience with project leadership in Construction, humanitarian, education and health projects in Ngo's Sectors in Afghanistan.

Data Analysis Technique: Structural Equation Modeling (SEM) used to analyze the collected data. SEM is a statistical technique that examines the relationships among variables and provides a comprehensive understanding of the underlying constructs. It allows for the assessment of both direct and indirect effects of leadership style on project outcomes.

Results Analysis

The analysis of the SEM results will involve examining the path coefficients, standardized coefficients, and significance levels to determine the strength and significance of the relationships between variables. The results of the structural model are shown in the figure below that represents the model of all five variables (Transactional leadership style, Transformational leadership style, teamwork, project performance and stakeholder satisfaction) with their respective R-square values inside the circle of constructs. It also shows the paths, designated by an arrow, between the variables which represents the precedence of the model. The coefficients between the constructs are displayed on every path arrow.

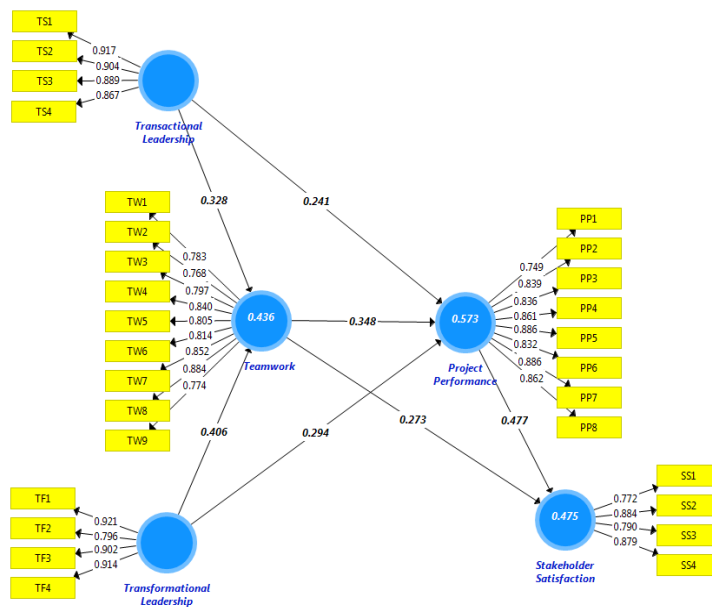


Figure 1. Structural Model Algorithm Results

Analyzing the above model, it can be seen that the R-square value of teamwork that is preceded by variables of transactional and transformational leadership style is 0.436, the R-square value of project performance that is preceded by transactional and transformational leadership style and teamwork

is 0.573, and the value of R-square for stakeholder satisfaction that is preceded by teamwork and project performance is 0.475.

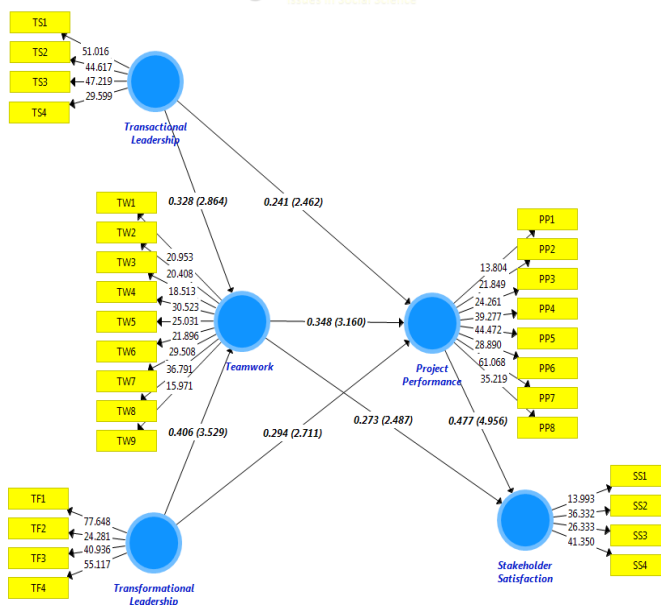


Figure 2. Structural Model Bootstrapping Results

Analyzing the path coefficients and their significance level it can be seen from the model that the path coefficient values between transactional leadership style and teamwork presents significant results for t value 2.864 (greater than 1.960) and P-values < 0.01. The path coefficient values between transactional leadership style and project performance presents significant results for t value 2.462 (greater than 1.960) and P-values < 0.05.

the path coefficient values between transformational leadership style and teamwork presents significant results for t value 3.529 (greater than 1.960) and P-values < 0.01. The path coefficient values between transformational leadership style and project

performance presents significant results for t value 2.711 (greater than 1.960) and P-values < 0.01.

For the other paths, the significance of t value 3.160 and P-values < 0.01 was analyzed between the constructs of teamwork and project performance which is also above the limit of 1.960. The value of path between teamwork and stakeholder satisfaction was obtained a significance of 2.487 and P-values < 0.05, and the value of path between the project performance and stakeholder satisfaction was obtained 4.956 and P-values < 0.01 which is also above the limit of 1.960.

<u>Paths</u>	<u>Path Coefficients</u>	<u>T Statistics (O/STDEV)</u>	<u>P Values</u>
Transactional Leadership -> Teamwork	0.328	2.864	0.004
Transformational Leadership -> Teamwork	0.406	3.529	0.000
Teamwork -> Project Performance	0.348	3.160	0.002
Transactional Leadership -> Project Performance	0.241	2.464	0.014
Transformational Leadership -> Project Performance	0.294	2.711	0.007
Teamwork -> Stakeholder Satisfaction	0.273	2.487	0.013
Project Performance -> Stakeholder Satisfaction	0.477	4.956	0.000

Table 1. Path Coefficients, T- statistics and P- Values

<u>Hypothesis</u>	<u>Path Coefficients</u>	<u>T Statistics</u>	<u>P- Value</u>	<u>Decision</u>
H1: A project manager’s Transactional leadership style has positive effect on Teamwork	0.328	2.864	0.004	Accepted
H2: A project manager’s Transformational leadership style has positive effect on Teamwork	0.406	3.529	0.000	Accepted
H3: Teamwork has positive effect on Project Performance	0.348	3.160	0.002	Accepted
H4: A project manager’s Transactional leadership style has positive effect on Project Performance	0.241	2.464	0.014	Accepted
H5: A project manager’s Transformational leadership style has positive effect on Project Performance	0.294	2.711	0.007	Accepted
H6: Teamwork has positive effect on Stakeholder Satisfaction	0.273	2.487	0.013	Accepted
H7: Project Performance has positive effect on Stakeholder Satisfaction	0.477	4.956	0.000	Accepted

Table 2. Summary of hypothesis results and decision

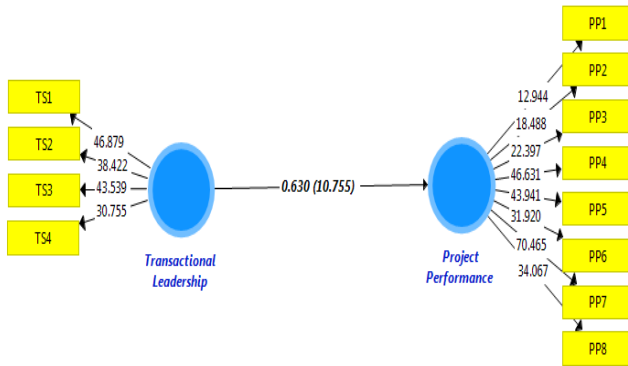


Figure 3. Total effect of transactional leadership on project performance

Figure 3, shows the total effect (path c) of transactional leadership on teamwork. The total effect of transactional leadership on project performance is significant (path coefficient = 0.630, t statistics = 10.755), which shows that mediation is possible among transactional leadership and project performance.

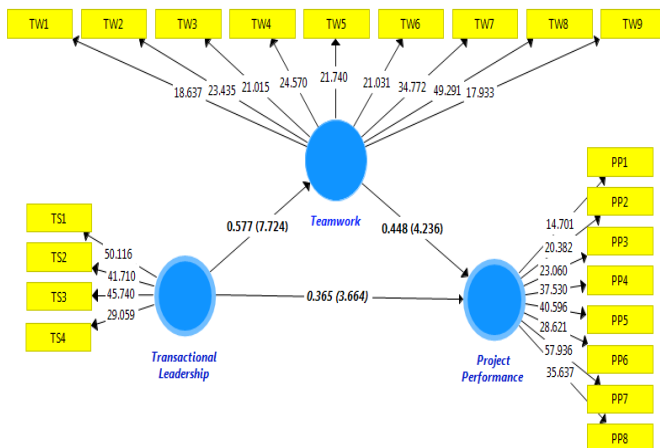


Figure 4. Direct and indirect effects of transactional leadership on project performance

Figure 4. Shows the total effect of transactional leadership on project performance is the sum of the direct (c') and indirect effects (a*b). Figure shows the direct effect and its significance of transactional leadership on project performance (path coefficient = 0.365, t statistics = 3.664), which is reduced from 0.630 to 0.365 while entering the mediating variable. Thus, we can say that teamwork partially mediates the relationship between transactional leadership and project performance.

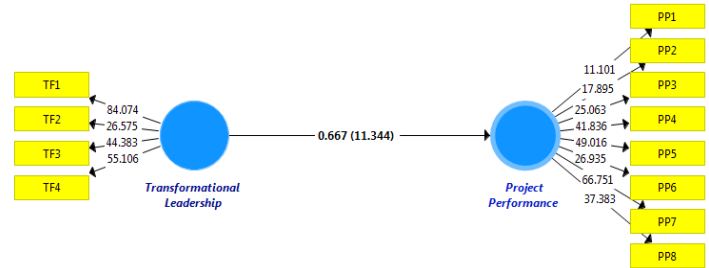


Figure 5. Total effect of transformational leadership on project performance

Figure 5. Shows the total effect (path c) of transformational leadership on teamwork. The total effect of transformational leadership on project performance is significant (path coefficient = 0.667, t statistics = 11.344), which shows that mediation is possible among transformational leadership and project performance.

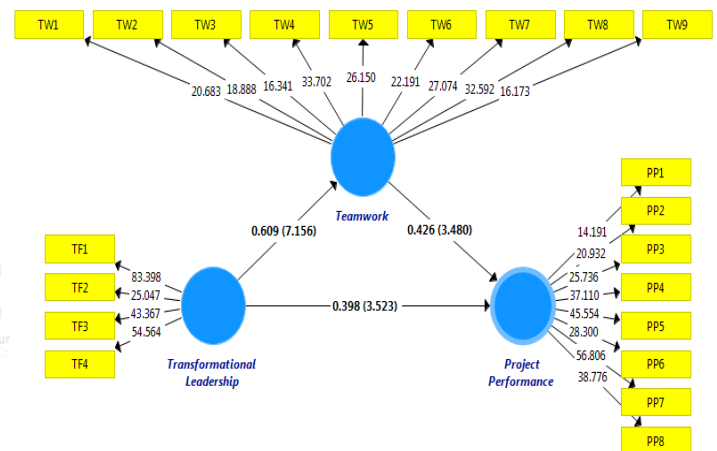


Figure 6. Direct and indirect effects of transformational leadership on project performance

Figure 6 shows the total effect of transformational leadership on project performance is the sum of the direct (c') and indirect effects (a*b). Figure shows the direct effect and its significance of transformational leadership on project performance (path coefficient = 0.398, t statistics = 3.523), which is reduced from 0.667 to 0.398 while entering the mediating variable. Thus, we can say that teamwork partially mediates the relationship between transactional leadership and project performance.

Conclusion:

This study highlight the strong relationship between leadership and collaboration, indicating that project managers with transactional and transformational leadership styles can enhance team communication, collaboration, and cohesiveness. Furthermore, the findings demonstrate a positive link between

collaboration and project performance, suggesting that high levels of collaboration can contribute to the success of projects. The study also confirms the mediating role of collaboration on transformational leadership. The results provide guidance for project managers in developing specific leadership behaviors and determining which leadership styles to adopt in their projects. However, the lack of information regarding top management's involvement in project practices has hindered the implementation of different leadership styles. Despite this challenge, the benefits of leadership behavior remain significant and should be further explored to improve project outcomes.

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