Examining the Relationship Between Leadership Styles and Industry Type on Project Success

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Abstract

This research aims to examine the relationship between leadership styles and industry type on project success. Industry type refers to a group of productive organizations or enterprises, which supply or produce goods, sources of income, and services. Whereas, Dicle and Köse (2014) elucidated that industry type is an economic sector that delivers a distinct value and includes services, products, art, knowledge, and infrastructure. The industry is a collection of businesses that are included in manufacturing, producing, or handling similar types of services and products. The industry type and sector evaluate the complexity of the project, and lack of project size, project management knowledge, skills, expertise, and diversity in the industry can create issues for the overall industry. Therefore, leadership styles and industry types are crucial project success factors and their relationship can play a significant role in the effective management of a project. This research has been completed by the primary quantitative methods.

Keywords: *Success Factor, Leadership Styles, Industry, Project Management*

Introduction

Features of every project are different and the roles and impacts of industry type and leadership styles are also different in a project, which determines the completion of the project (Damayanti et al., 2019). According to Nanjundeswaraswamy and Swamy (2014), leadership style can be defined as a technique or method for delivering directions, motivating individuals, and applying plans. However, Giltinane (2013) explained that leadership style is a leader's representative attitude when motivating, directing, managing, and guiding individuals or a group of individuals. Sethuraman and Suresh (2014) further added that leadership styles can aspire to social change and political movements, and motivate others to create, perform, and innovate. With regards to its link with project success, Yang, Huang and Wu (2011) stated that styles of leadership have a direct and positive impact on the success of the project as effective leadership practices lead to meeting the requirements of individual team members, which increases the efficiency of team members. Similarly, Aga, Noorderhaven and Vallejo (2016) discussed that leadership style plays a key role in creating a cooperative and innovative environment relating to success, which in turn encourages the effective completion of projects. Therefore, leadership styles and industry types are crucial project success factors and their relationship can play a significant role in the effective management of a project.

Research Problem

The main issue of this research was interlinked with the lack of research with regards to the relationship or correlation between leadership styles and industry type and their influence on the management of projects to accomplish success (Damayanti et al., 2019). Due to a lack of assessment of the relationship between leadership styles and industry type, conflicts between researchers can be found in the literature as some researchers such as Zhu and Kindarto (2016); Mir and Pinnington (2014); Aronson, Shenhar and Reilly (2010) indicate that leadership and industry type directly impact the project success while other researchers such as Liu and Cross (2016); Dayan and Di Benedetto (2009) suggest that leadership and industry type minorly effect on the success of the project. Therefore, the results of the correlation between the success of the project, leadership styles and industry type have not been explicitly agreed upon, which contributes to confusion in the relationship between the two.

The practicality of this problem can be seen as a lack of implementation and assessment of the relationship between leadership styles and industry type in a range of businesses, organisations, and industries based on types of projects including non-construction and construction projects, infrastructure, IT (Information Technology), finance, product development, sports events projects, and irrigation services. Therefore, this study addresses problems and gaps and

develops a focus on identifying the aspects, implications, and factors related to the impact of the relationship between leadership styles and industry type on project success, particularly, in the construction industry.

Aim and Objectives

This research aims to examine the relationship between leadership styles and industry type on project success. Therefore, the objectives are:

- To investigate the relationship between leadership styles and industry types.
- To identify the factors pertinent to leadership styles and industry types that impact project success.
- To examine the impact of the relationship between leadership styles and industry type on project success in the construction industry.
- To provide recommendations as to how the relationship between leadership styles and industry types can be strengthened to enhance project success.

Research Questions

- What is the relationship between leadership styles and industry types?
- What are the factors pertinent to leadership styles and industry types that impact project success?
- What is the impact of the relationship between leadership styles and industry type on project success in the construction industry?
- What are the recommendations as to how the relationship between leadership styles and industry types can be strengthened to enhance project success?

Research Rationale

The main rationale for carrying out this study is to examine the relationship between leadership styles and industry types to achieve project success. The lack of research in this area exists as past studies have majorly been focused on the impact of leadership styles on project success (Khan, Ali and Umar, 2019; Blaskovics, 2014) and project management in different industries (de Carvalho, Patah and de Souza Bido, 2015; Siang and Yih, 2012). Due to this gap, the relationship between leadership styles and industry type on project success has not been explored effectively and in-depth (Barrantes-Guevara, 2013). This introduces an open question as to what degree it is necessary to assess the relationship between the two in order to achieve success while also managing the project effectively. Therefore, there is a need for obtaining a better attribution and perception to identify the factors pertinent to leadership styles and

industry type that impact project success. Additionally, it has become essential to comprehend real implications and details more insightfully and effectively.

Significance of Research

Suitable leadership has been identified as a significant contribution to the success of any firm and business (Ahmed and Abdullahi, 2017; Naeem and Khanzada, 2017). These companies vary from each other based on the nature of work being done and the structure of that company. In recent years of project management as per the identification by Safapour, Kermanshachi and Jafari (2020), the integration of unqualified employees has been identified as one of the most significant skills of leaders for project success. Which leadership styles in the past have greatly been identified as the sole perpetrators of project success. Therefore, this study evaluating leadership styles in a variety of industries contributes to the extension of knowledge significant to project success. On the other hand, leadership style is not the only responsible aspect of project success; it is also dependent on the nature of the sector in which it is initiated (Fayaz et al., 2017; Hussein, 2018; Ullah et al., 2017). This portrays that the difficulties of businesses have changed in recent years and knowledge demand along with complexity has increased on the project level in the construction industry. The increased level of intricacy of projects in the construction industry identified in a study by Marnewick, Erasmus and Nazeer (2017) has made it harder to quantify and manage a project which has amplified the chances of its failure. Therefore, this study assessing a variety of aspects of the construction industry is significant for increasing the rate of success of projects in current intricate business settings.

Hypothesis:

H1. Teamwork, has a positive relationship with the project's success

H2. Competency has a positive relationship with the project's success

H3. Leadership, has a positive relationship with the project's success

H4. Environmental aspects, have a positive relationship in the project's success

H5. Resources Procurement has a positive relationship in the project's success

H6. Environmental aspects, has a positive relationship in the project's success

H7. Coordination for communication, has a positive relationship in the project's success

H8. Teamwork, has a positive relationship in the project's success

Literature Review

The section reviews the effect of a connection between authority style and industry type on project achievement. Further, ways of reinforcing administration styles and industry types for project achievement are perceived and fundamentally inspected. A reasonable structure has

been fostered that presents the connection among free and subordinate factors related respect to the examination peculiarity. In addition, a theoretical framework has also been established to develop a brief groundwork of literature. Moreover, gaps in the literature are also presented, which were identified during the conduct of the literature review. Lastly, the chapter ends with a brief, thoughtful, and succinct chapter summary.

In order to better understand the topic of research, which is leadership styles and industry type impact on project success, it is important to present a theoretical basis. For leadership styles, contingency theory argues that decision making is affected by external functional relationships between environment, management and performance (Boehe, 2016). The contingency theory of leadership, therefore portrays, that leaders are influenced by several contingent factors, like uncertainty, complexities of processes, organisational goals and missions (Boehe, 2016). On the other hand, Salehzadeh et al. (2015) believe that Situational Leadership is more appropriate for project success, as it allots a different leadership style for different people, instances and organisations. When applied in an organisational context, situational leadership proves pertinent for follower competence and leadership commitment (Thompson and Glasø, 2015). Therefore, this theoretical model works for the betterment of both perspectives of project leaders and project members or followers. A well-formed systematic leadership style can be advised by integrating the two styles of contingency and situational, in which the leader can be influenced by the environment, management and performance aspects, but at the same time also showcase a different style of leading based on changes in external factors.

As the sort of industry changes, the inner variables, subsystems, cycles and partners change also. This prompts intense differences inside various fields that require versatile initiative styles to be utilized for various prerequisites of various industry types. As per West et al. (2015), the authority style required inside the medical care industry ought to be centred around proof-based approaches, in which an uplifting vision, arrangement of hierarchical targets and strong individuals the executives ought to be key credits of a pioneer.

The role played by leadership affects the outcome of project success or failure, in regards to the level of efficiency reached by teamwork. Yeung et al. (2012) agrees and state that aligning skills of team members with leadership can achieve efficiency in reaching goals that in turn lead to improved performance. Zacher and Rosing (2015) highlight the aspect of innovation in ensuring efficiency of teamwork and states that success can be achieved through ambidextrous leadership that assures flexibility. Therefore, team effectiveness along with

effective and collaborative workings of a project contributes towards accomplishing project success.

The study of Setoodegan and Eslami (2019) analysed different leadership styles and their impact on time management skills within team members. Conclusion of this study indicates that task-oriented leaders are most proficient in meeting deadlines on time, while humanistic leaders are somewhat correlated with better time management and non-interventional leaders are not associated with time management at all. Therefore, time management and competency for deadlines is a factor that affects completion of a project that in turn impacts the success factor of the project.

Attitude of leadership is also directly related to the success of the project, as supportive, constructive, or destructive approaches taken by the leader affect the motivation level of employees. Wang et al. (2016) further highlight that leadership can instil the value of trust among staff members, which motivates them towards self-improvement through seeking feedback. In this way, a leader can mediate instances of stress and conflict, and eventually develop trust-based relationships that garner project success. Miao, Humphrey and Qian (2016) stated that a leader as a mediator can provide objectives and remove disputes and issues to facilitate as well as empower the decisions being made with regard to the completion of the project.

Procurement methods have a positive relationship with construction innovation, technology and value management (Naoum and Egbu, 2015). Based on this, if a construction project has an optimal resource procurement strategy and is further supported by value, technology and innovation, then success is inevitable. Bao et al. (2019) further presents the idea of sustainability in resource procurement and state that lean supply chains can achieve success through recycling policies that save cost. Therefore, critical success factors for the construction industry are resource quality and quantity after procurement, which are affected by organisational strategy.

In the construction industry, key factors of the external environment that including political stability, economic growth, technological advancement and environmental sustainability all affect project management, and subsequently impact project success (Liu et al., 2015). If construction projects are inclusive of these factors and ensure compliance with market trends, then project success can be achieved. In terms of the political and economic factors, they affect project success for the construction industry as aspects of resource availability and cost of completion are affected by them (Liu et al., 2015).

In the early phase of construction projects, it is of utmost importance that managers and leaders understand the importance of communicating and coordinating project details with key stakeholders (Al Nahyan et al., 2019). This is due to the fact that increased coordination leads to more involvement, which enables knowledge sharing. Wu et al. (2017) further differentiated between formal and informal communication during construction projects and found that willingness to formally interact during the implementation phase leads to improved conflict resolution. Therefore, it can be stated that communication and coordinated steps are needed at each phase of the project, although for different reasons.

Relationship between leadership styles undertaken by team leads and industry type based on specifications of project has a positive or negative impact on the success of a project. For instance, leadership style in construction projects has a direct relation with employee engagement, as leaders that are trusted and fairly communicate details are likely to have a more dedicated workforce (Yao et al., 2017). This indicates a positive relationship between leadership and the construction industry, as labourers, managers or investors show increased vigour and are more absorbed in their work when leadership is effective.

Conceptual Framework

Literature Gap

In the wake of exploring the writing for this review, it tends to be expressed that a writing hole is available in the current collection of information. The investigation of Golmohammadi (2015) has introduced a hypothetical comprehension of initiative styles and their conceivable effect on project achievement, with the assistance of limitation hypothesis. The specialists have given the effect of the connection between authority styles and the development business, yet the review depends on the development area of South Africa, consequently it can't be summed up. Subsequently, by gathering the factors of the development business, project achievement and the connection between initiative styles and industry, this study has filled a hole present in the writing.

Methodology

Research Philosophy

Positivism theory for this research allowed the researcher to observe the reality of the researched subject with factual existence accessed through the use of observation and inclusion of measurement. This outlook through factual knowledge is considered dependable in a practical environment such as the construction sector more than an interpretive approach towards research which is used in this research. Zuo et al. (2018) leadership in the construction sector is focused on objectives therefore the positivism framework allows researchers to collect data unique to these objectives solely. Therefore, the researcher utilised the positivism research approach in this research focused on the construction industry.

Research Approach

For this research, the deductive approach was found to be most suitable as stated by Kim, McCunn and Lew (2017), it allows researchers to lay off a strong foundation through initiation with a compelling theory. The adoption of a deductive approach for this research supported the use of established facts and testing them according to current research criteria developing results of greater authenticity. The use of the deductive approach also allowed the researcher to develop results generalised across all projects initiated in the construction field which often varies in types.

Research Design

The researcher for this research adopted a quantitative natured design which allowed the researcher to extract objective information regarding the research subject which helps the researcher to understand facts and figures regarding the success rate of construction processes. The quantitative design allowed the researcher to gather numeric data developed in management and business studies such as this one for gaining a more realistic perception of this sector's operations and factors that are actively responsible for the failure of these operations.

Data Collection Method

Construction projects in the sector are changing according to the demands of consumers along with the needs for new infrastructures, therefore, aspects of the success of projects in this sector are also varying (Arefazar et al., 2019). Due to this, the researcher selected the primary data collection method in this research to get the most recent data regarding the role of leadership in the success of construction projects. Statistical data collection through surveys enhanced the opportunity of quantifying the rate of influence of leadership styles as well as

type on industry on the success of projects and developing accurate results generalised across all kinds of projects in constructions.

Sampling Size and Technique

Covid-19 has caused significant loss in the construction industry, for its resurrection project managers are dedicating their skills and attention towards overcoming losses (Khahro et al., 2020). 100 project managers from a variety of construction industries were assumed to be an appropriate sample size for this research in order to avoid redundancy in data due to the sample being too large which causes loss of data and resources in research.

Data Analysis Method

The use of SPSS for carrying out statistical analysis enabled the researcher to map out targeted aspects of the company's progress and identify factors of project success from incomprehensible numeric data. This method of interpretation also provided the researcher with an opportunity to assess separate influences of leadership methods and types of industry on projects which can lead to the more efficient development of recommendations.

Ethical Consideration

The ethics of researchers play a crucial role in the determination of the authenticity and validity of the research (Connelly, 2014; Driscoll, 2011). In this research primary method of data collection was used therefore researcher's foremost ethical consideration was attaining the consent of survey participants. Participants' willingness for this research was obtained through the use of a consent form which elaborated the purpose of the research. Wallace and Sheldon (2015) identified that the beneficence of research to participants is an ethical value that determines the credibility of their resources. Therefore, the researcher while directing the current research question kept participants under consideration. The researcher also secured the identities of participants for maintaining their privacy through coding their names and utilising these codes throughout the research process.

Time Horizon

This research has an aim to be accomplished in a limited time period which was around 1.5 years. During this time the researcher had the focus on the achievement of the research objectives.

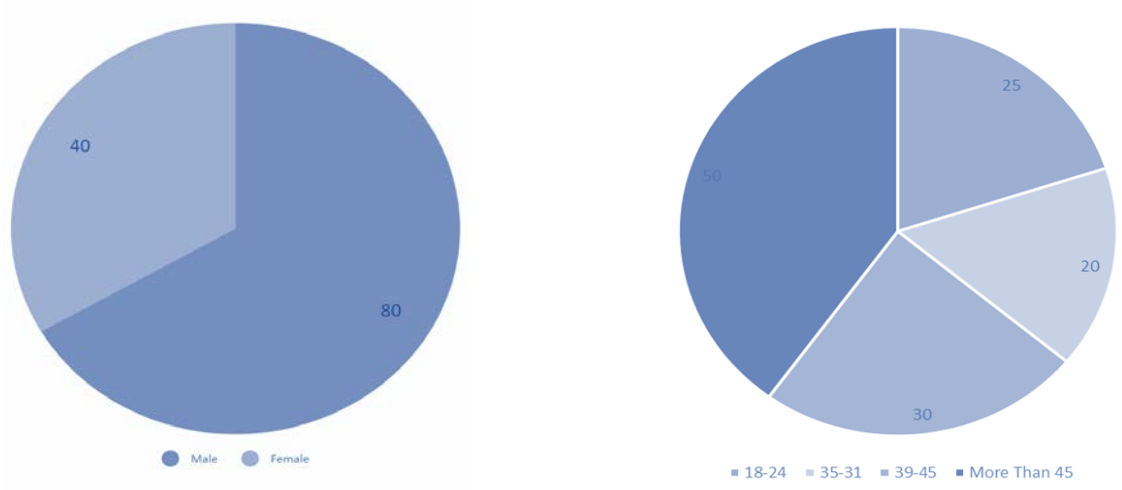
Limitations of Study

In this research, limitations are majorly posed by the use of the quantitative design of research and the use of the survey method of data collection. The researcher's decision to adopt a quantitative design developed a risk of overlooking significant details regarding project success as it according to Queirós, Faria and Almeida (2017) only focuses on surface factual

information and cannot collect in-depth data. Secondly the use of surveys as per the identification of Coughlan, Cronin and Ryan (2009), often develops a risk of delivery of random answers due to the close-ended nature of it. Similarly, during this research process, the researcher found it impossible to assess the genuineness of participants' responses.

Data Analysis

Eighty males and forty females participated in this survey. Twenty-five participants were in the age group of 18-25 years, twenty participants were in 35-31 and 30 were 39-45. It was noted that more than fifty participants were of the age of more than forty-five years.



Regression Analysis

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	Coordination for Communication, ResourcevProcurement, Environmental Aspects		Enter

a. Dependent Variable: Project Success
b. Tolerance = .000 limit reached

Here all the variables have been entered, where the dependent variable was Project Success and the independent variables were Coordination for Communication, Resource Procurement and Environmental Aspects

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.113[a]	.013	-.013	1.40849

a. Predictors: (Constant), Coordination for Communication, Resource Procurement, Environmental Aspects

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig,
		B	Std. Error	Beta		
1	(Constant)	2.768	.464		5.958	.000
	Resource Procurement	.026	.087	.028	.300	.764
	Environmental Aspects	.079	.089	.083	.896	.372
	Coordination for Communication	-.076	.094	-.074	-.806	.422

a. Dependent Variable: Project Success

Here some variables were excluded from the analysis including teamwork, competency as well as the leadership. Thus, the remaining variables for the analysis were Coordination for Communication, Resource Procurement, and Environmental Aspects. where the dependent variable was project success.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.998	3	.999	.504	.680[b]
	Residual	230.127	116	1.984		
	Total	233.125	119			

a. Dependent Variable: Project Success
b. Predictors: (Constant), Coordination for Communication, Resource Procurement, Environmental Aspects

In the Anova model it has been explored that in the case of the regression the p-value is greater than 0.05 which indicates that it is greater than 0.05 which explored that they are not significantly correlated with each other.

Correlation Analysis

The correlation of teamwork with the Competency as well as the leadership is significant having the following p values -.100 as well as -.001. Competency with the leadership as well as the teamwork is significant having the following p-values -.100 and -.009. however, they are negatively correlated with competency. Leadership has a significant correlation with teamwork as well as the competencies since their p-values are less than 0.05. Resource procurement has a significant relationship with the other variables. In addition to this, the environmental aspects and the coordination for communication have a significant

connection with the other variables as well. In the case of the project's success, it has been noted that it has a significant relation with teamwork and leadership since their p values are less than 0.05. Meanwhile, they have insignificant relation with competency.

Correlations				
		Teamwork	Competency	Leadership
Teamwork	Pearson Correlation	1	-.100	-.001
	Sig. (2-tailed)		.276	.993
Competency	Pearson Correlation	-.100	1	-.009
	Sig. (2-tailed)	.276		.925
Leadership	Pearson Correlation	-.001	-.009	1
	Sig. (2-tailed)	.993	.925	
Resource Procurement	Pearson Correlation	1.000**	-.100	-.001
	Sig. (2-tailed)	.000	.276	.993
Environmental Aspects	Pearson Correlation	-.100	1.000**	-.009
	Sig. (2-tailed)	.276	.000	.925
Coordination for Communication	Pearson Correlation	-.001	-.009	1.000**
	Sig. (2-tailed)	.993	.925	.000
Project Success	Pearson Correlation	.020	.081	-.075
	Sig. (2-tailed)	.832	.379	.415

Correlations				
		Resource Procurement	Environmental Aspects	Coordination for Communication
Teamwork	Pearson Correlation	1.000**	-.100	-.001
	Sig. (2-tailed)	.000	.276	.993
Competency	Pearson Correlation	-.100	1.000**	-.009
	Sig. (2-tailed)	.276	.000	.925
Leadership	Pearson Correlation	-.001	-.009	1.000**
	Sig. (2-tailed)	.993	.925	.000
Resource Procurement	Pearson Correlation	1	-.100	-.001
	Sig. (2-tailed)		.276	.993
Environmental Aspects	Pearson Correlation	-.100	1	-.009
	Sig. (2-tailed)	.276		.925
Coordination for Communication	Pearson Correlation	-.001	-.009	1
	Sig. (2-tailed)	.993	.925	
Project Success	Pearson Correlation	.020	.081	-.075
	Sig. (2-tailed)	.832	.379	.415

In the above table the relations of the variables have been explored where it has been summarised that when the P-values of the relation are less than .05 has a positive relationship with the others. however, where the p-values are greater than .05 is remarked as insignificant.

Correlation Between the Dependent and Independent Variables

Correlations		
		Project Success
Teamwork	Pearson Correlation	.020
	Sig. (2-tailed)	.832
Competency	Pearson Correlation	.081
	Sig. (2-tailed)	.379
Leadership	Pearson Correlation	-.075
	Sig. (2-tailed)	.415
Resource Procurement	Pearson Correlation	.020
	Sig. (2-tailed)	.832
Environmental Aspects	Pearson Correlation	.081
	Sig. (2-tailed)	.379
Coordination for Communication	Pearson Correlation	-.075
	Sig. (2-tailed)	.415
Project Success	Pearson Correlation	1
	Sig. (2-tailed)	

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

In the mentioned above pictures, it has been noted that in the case the relationship of the teamwork with the project success is.020 which is significant thus the hypothesis can be accepted. whereas the competency has insignificant relation with the project success since the p-value is greater than 0.05. the correlation between leadership as well as project success is a significant vehicle having a -.075 p-value. Resource Procurement has a significant correlation with the project success while having the.020 p-values. The environmental aspect has an insignificant correlation with the project's success while having a p-value which is greater than 0.05. Coordination for communication is significantly correlated with the project's success but has a negative relation the p-value is -0.75.

HYPOTHESIS	P-VALUES	RESULT
H1: Teamwork, has a positive relationship with the project's success	0.02	Accepted
H2: Competency has a positive relationship with the project's success	0.081	Rejected
H3: Leadership, has a positive relationship with the project's success	-0.075	Accepted
H4: Environmental aspects, have a positive relationship in the project's success	0.081	Rejected
H5: Resources Procurement has a positive relationship in the project's success	0.020	Accepted
H6: Environmental aspects, has a positive relationship in the project's success	0.081	Rejected
H7: Coordination for communication, has a positive relationship in the project's success	-0.075	Accepted

Conclusion and Recommendations

conclusively the aim of this research was to examine the relationship between leadership styles and industry type on project success. in line with this research has designed to focused on the exploration of the relationship in between the dependent as well as the dependent variables and a few relationships has been accepted in this research. based on the acceptance of this research it has been noted that the relationship between leadership and the construction industry also leads to added insight into managerial strategies for safety measures. This means that construction projects that are inclusive of proper safety leadership roles lead to increased compliance with the safety protocol among team members. The findings of this research have provided that it has an impact on job satisfaction, social implications and quality of work can be improved for the better with the help of different leadership styles for different organisational needs. Future researchers are recommended to work on the missing aspects of this research as well as skied to adopt the different methods to find more adequate researchers.

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