ANALYSING THE ROLE OF MANAGEMENT SKILLS, LEADERSHIP STYLES, AND CRITICAL FACTORS IN ACHIEVING SUCCESSFUL PROJECT MANAGEMENT OUTCOMES IN STRUCTURAL ORGANIZATIONS

by

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DISSERTATION

Presented to the Swiss School of Business and Management Geneva

In Partial Fulfillment

Of the Requirements

For the Degree

DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT GENEVA

JANUARY, 2025

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Dedication

This dissertation is dedicated to my family members, whose boundless love, guidance, and sacrifices have been the cornerstone of my success. Their unwavering belief in my potential has inspired me to push beyond my limits and strive for excellence in all my endeavors. They have been my constant source of strength, patience, and encouragement throughout this journey, and I owe this achievement to their relentless support.

To my husband and extended family, thank you for your understanding and encouragement during the times when my commitments to this research took precedence over family gatherings and shared moments. Your steadfast support has meant the world to me.

I also dedicate this work to my teachers and mentors who have nurtured my intellectual curiosity and helped me grow both personally and professionally. Their guidance has shaped my academic pursuits and provided me with the tools and knowledge to undertake this challenging yet fulfilling journey.

Lastly, this work is dedicated to all those who aspire to excel in the field of project management and leadership. May this study serve as a small contribution to the collective knowledge that advances our understanding of these disciplines and inspires innovation, collaboration, and excellence in professional practice.

Acknowledgements

I would like to express my heartfelt gratitude to those who have supported me throughout this journey. First and foremost, my deepest appreciation goes to my supervisor, Dr. Sagar Bansal, for his unwavering guidance, constructive feedback, and invaluable encouragement. His expertise has been instrumental in shaping the direction and quality of this research.

I am profoundly thankful to the faculty and staff at the Swiss School of Business and Management Geneva for their academic and administrative support, which provided the foundation for this work. Special thanks to the respondents and participants who generously shared their insights, making this study possible.

To my family and friends, your patience, encouragement, and belief in my abilities have been my anchor during challenging times. I am forever indebted to my parents for their love, wisdom, and sacrifices, which have enabled me to reach this milestone.

Lastly, I dedicate my gratitude to all my peers and colleagues who inspired me with their dedication to learning and excellence.

ABSTRACT

ANALYSING THE ROLE OF MANAGEMENT SKILLS, LEADERSHIP STYLES, AND CRITICAL FACTORS IN ACHIEVING SUCCESSFUL PROJECT MANAGEMENT OUTCOMES IN STRUCTURAL ORGANIZATIONS

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2025

In structure organisations, this research seeks to understand how leadership styles, critical success factors, and management abilities all play a part in producing desirable project management results. Finding out what managers need to know, how leadership and team management styles affect projects, and what variables contribute most to a project's success were the main goals. A qualitative and quantitative approach is used whereby data from the key stakeholders in the form of closed-ended questionnaires is used alongside literature, reportage, and case studies. Convenience sampling helps to make the study convenient and feasible, while quantitative research employs the use of SPSS (Statistical Packages for Social Sciences) to analyses patterns, relations and trends. The findings underscore management competency areas, including communication, analysis and decision-making, and risk management as variables that play a significant role in defining the outcomes of projects. Transformational and collaborative leadership styles were identified as the most effective in motivating teams and improving performance, whereas transactional leadership produced mixed results. Moreover, the identified key success factors, including the involvement of key stakeholders, availability and distribution of resources, and

organisational commitment, were found to be crucial in improving project performance. Several studies identified clear communication structures and well-established rules to enhance project efficiency and cooperation. The research concludes that effective project management necessitates attending to several facets of the management process and using best practices in leadership and management. They provide recommendations for enhancing managerial behaviours and communication with and within structured projects as well as advancing the theory of project management by capturing the interaction process of a project environment as depicted by the managerial competencies, leadership styles, and organisational structures.

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Abbreviations	Full Form
SMEs	Small and Medium-Sized Enterprises
PMSS	Project Manager Skills Scale
SGI	Standish Group International
NYCAP	New York City Automated Payroll System
CSFs	Critical Success Factors
AEC	Architectural, Engineering, And Construction
GVT	Global Virtual Teams
MSS	Multi-Structures-Scales
CBS	Cloud-Based Software
ISPs	Internet Service Providers
PMO	Project Management Office
BRM	Benefits Realization Management
PPM	Project Portfolio Management
SPI	Software Process Improvement
NGO	Non-Governmental Organisation
HRM	Human Resources Management

CHAPTER I:

INTRODUCTION

1.1 Background of the Study

Project management has emerged as an art of delivering change to realise organisational objectives, especially for structural organisations undertaking massive, elaborate, capital-keen projects (Marcelino-Sádabaet al., 2015). The conditions of high dynamics of modern industries make application of project management methodologies, tools and templates for timely and efficient implementation of the projects according to the set standards and within the specified budget and quality parameters even more crucial.

Thus, in structural organisations with stiff pyramid structures and set working procedures, a project's success can best be defined as a function of its ability to combine competent managing, proper leadership, and challenge success factors (Gutterman, 2023). These elements combined guarantee that all the teams involved in a project respond in harmony; and that organizational goals and objectives are achieved within the stipulated time and most efficiently.

Back in a historical context, management skills were largely confined to planning and resource control. This is reinforced by the fact that increasing complexity of work undertaken on projects has expanded necessary competencies to include confrontation, flexibility, and effective interaction with the parties involved (Stouten, Rousseau and De Cremer, 2018). Likewise, leadership has emerged as key factor distinguishing work environment, motivation and creativity as well as outputs. Starting from the transformational leaders who work with their team’s spirits up to the utilitarian, bureaucratic, or transactional leaders who strictly control the project’s structure and motivate with reward, the character of leadership can make a decisive difference (Khan *et al.*, 2020).

It’s pivotal to identify serious success factors that include, communication, stakeholders, and risks management, all of which define the environments of a project (Venczel, László Berényi and Hriczó, 2021). Many of these factors help in the building of achieving the project goals, particularly in structural organizations where processes need to conform to the standards and/or policies of the enterprise.

However, practice in structural organizations remains a problem in delivering successful projects, even when there are improvements in project management best practices. Problems like lack of management skills, Leadership problems, and lack of applicable solutions to conventional success factors normally affect the result of the project (Toor and Ogunlana, 2009). Learning these seven factors as key elements of project management performance is critical in the creation of strategies for increasing success rates of projects; consequently, this study is important to current organizational environment (Pinto and Slevin, 1987).

1.1.1 Project Management's Evolution Through Time

Since the beginning of human history, project management has existed. Despite the many obstacles and unknowns that could have caused a project to fail, many difficult ones have been finished in the past (Tabassi* *et al.*, 2019a). Massive manpower, extensive planning, meticulous execution, and a great deal of time and effort were all requirements for many of these undertakings. Unfortunately, there is scant record of their procedures and methods despite all of these remarkable achievements. (Thimbleby, 2013). In the 1950s, businesses started to methodically use procedures and tools for complex projects. The US Navy was instrumental in developing and documenting the foundational principles of contemporary project management practices and approaches. Other notable initiatives, including Manhattan Project, also played a vital role in shaping modern project management standards (Morjane, Bannari and Gharib, 2022). Tools for managing large-

scale projects were developed and used more extensively throughout the 1960s, when lofty goals like sending a man to the moon were being pursued. In the 1970s, technical developments allowed software companies like Oracle to create project management software. Morris (2011) Smaller businesses began using computers for project management in the 1980s, when personal computers became more affordable. Major project management technologies including PRINCE2 and CCPM were launched in the 1990s. Academic institutions began to grant degrees in project management around the turn of the third century. In addition, many businesses and organisations have adopted project management practices, methodologies, and technologies (Irfan *et al.*, 2021). While the future of project management is uncertain, there is now no better tool for dealing with complex problems like population growth, resource depletion, and globalisation than project management. (Seymour and Hussein, 2014).

- **Project Management in Ancient History**

According to the Project Management Institute, a project is "a temporary group activity designed to produce a unique product, service, or result" and project management is the "application of knowledge, skills, tools, and techniques to project activities to meet the project requirements" (Rose and Indelicato, 2009), This means that people have been working on projects since beginning of time. Amazing structures like Stonehenge, the Great Wall of China, the Coliseum, the Hanging Gardens of Babylon, and the Pyramid of Giza were created by the creative minds of architects and engineers throughout history. In addition to overseeing the project, those experts were carrying out their primary responsibilities as engineers and architects. The capacity of engineers to assume the position of project manager and carefully plan and carry out every stage of the process, from conception to closing, was essential to the success of these projects(Giri, 2019). Each of these projects required someone to manage hundreds of thousands of people for years

on end, keep everything stocked, keep things going, and, of course, match the commander's expectations for the final product.

The field of project management was not developed in the 20th century, unlike what many people think. Instead, it is a field that can be traced back to several projects that have used project sponsorship, teams of project managers, tried-and-true project procedures, and a natural understanding of PMBok®'s Nine Knowledge Areas. Morris (2011)The researcher maintains that these undertakings would have failed miserably had a solid grasp of these ideas not been practiced. Furthermore, four common misconceptions regarding historical undertakings are debunked in the book: Projects in the past often used ideas that aren't relevant to modern ones, had infinite expenditures without a corresponding economic return, relied heavily on slave labour, and had time constraints that modern projects simply don't have (Garel, 2013). If you read the book, you'll know that modern project management is an evolutionary by-product of a practice that has been around for a long time for humans. Gradually, as one major effort comes to a close, one's understanding, abilities, resources, and methods are enhanced, making room for the subsequent monumental undertaking.

History is littered with tremendous undertakings, but very little in the way of documentation or records of their predecessors. The reasons behind this are multi-faceted. In the first place, the educated elite cared more about the end product than the process of making it (Dillery, 2003). The fact that often unskilled artisans were tasked with carrying out these undertakings further added insult to injury. The specifics of how these tasks were carried out were often kept hidden within a certain tribe or family that had mastered the trade and passed it down through generations (Kozak-Holland, 2011). Ancient Project History: From Mesopotamia to the Roman Empire provides a plausible justification for the dearth of documentation. Project management, according to the author, lacks the

documentation of other well-documented fields like economics, mathematics, medicine, architecture, and theoretical science "Because the term project is not prevalent in ancient texts, the field of the project has been more elusive than these other professions." (Walker and Dart, 2011).

- **Modern Project Management: When Did It Start?**

When precisely contemporary project management began is a topic on which there appears to be little consensus. When and how modern project management began is a topic on which various writers have presented conflicting viewpoints. In this paper, we will go over the various perspectives on how modern project management got its start.

Henri Foyal and Henry Gantt are credited with creating project management, according to An Introduction to the History of Project Management: From Earliest Times to A.D. 1900, authored byPadayachee (2011). The management fields owe a great debt to Fayol and Gantt, even though some may dispute this assertion. From 1841 to 1925, French engineer Henri Fayol was employed by an iron and steel industry. This enterprise, the largest in the nation, was crucial to the rearmament of the French army in the decade preceding World War I. While Fayol was the company's successful leader for many years, he had a keen interest in management issues. Laub (1999) Based on his observations, Fayol came up with five managerial functions that he thought were applicable everywhere. According to Fayol, these tasks were carried out by all managers on a daily basis, though to different degrees. The five pillars of management according to Fayol are as follows: planning, organising, commanding, coordinating, and controlling. Managers can look to Fayol's fourteen principles for direction on how to carry out these five responsibilities. Many felt that Fayol's theory failed to adequately represent the real challenges that managers confront daily, which led some to criticise his work. However, management benefited greatly from Fayol's research. As an example, the publication "Fayol's essentials

of management are not refuted but are rather reinforced by more current findings" (Fayol survives test of time). The research finds that Fayol's writing is timeless. (Fells, 2000)". Despite their limitations, the five functions do a good job of outlining the most critical aspects of management and giving a high-level summary of the most significant things that managers deal with consistently. (Seymour and Hussein, 2014).

1.1.2 Importance of Project Success in Structural Organizations

Project success is a key functionality in structural organizations since it determines its efficiency, reputation, and more profoundly, consecutive development. Public relations organizations are usually involved in executing large projects that demand time, money and resources to achieve organizational objectives (Mir and Pinnington, 2014). The best practice makes an assurance of achieving the most out of each resource and worked for usage in completing a project while conforming to the strategic direction bearing the stamp of approval of the client (Almarri and Gardiner, 2014). Besides, it improves organizational functioning, increases team motivation, and establishes the standard for future work. In modern conditions, success of project work, on the one hand, is not only useful for improving operational performance but also critical to company's competitiveness, innovation activity, and stability (Modise, 2023).

Research in management and strategy has delved deep into the causes of success and performance at the organisational level. Some studies have investigated the correlations between organisational performance and variables including organisational structure. (Hunter, 2002; Nahm, Vonderembse and Koufteros, 2003; Chen and Huang, 2007). However, because they have mostly been examined from the perspective of long-term organisations, little is known about how elements like organisational structures affect short-term project management. Apart from a few of studies, such as Hyväri (2006), which examine influence of several structures on including functional, project success, matrix,

and project structures, among others Yazici (2009) When considering other aspects, like the culture of the organisation, very little is known. Formalisation and centralisation are two aspects of organisational systems that have been the subject of some research. (Milosevic and Patanakul, 2005; Li *et al.*, 2010). Nevertheless, the majority of these studies either disregard the potential impacts of these factors on project success or examine their effects alone. Therefore, there is a lack of knowledge regarding factors that contribute to or hinder project performance/success in any particular organisational structure. What's more, there is also no agreement on direction of effects/association between these two factors (for example, see). (Crowston and Howison, 2006; Liu *et al.*, 2008).

Building on the last point, it's common known that information sharing has the potential to substantially boost a company's efficiency and prosperity. (Toral, Martínez-Torres and Barrero, 2010; Pangil and Moi Chan, 2014; Gibson, Dunlop and Cordery, 2019) Although most people think that sharing information is important for project businesses to succeed and for project teams to grow, opinions vary on the exact connection between information sharing and organisational structure. Chen & Huang (2007); Gaspary et al. (2020); Gibson et al. (2019) As said before, there is a lot of research that shows how information sharing can improve organisational performance. However, it sis not always clear which parts of an organization's structure promote knowledge sharing and which parts hinder it. (Willem and Buelens, 2009; Sandeep and Rayees, 2014). This makes one wonder if there is any evidence that information sharing has a role in the correlation between certain aspects of an organization's structure and the success of individual projects. In this case, it is acceptable to assume the presence of a possible connection; nonetheless, it must be examined.

In light of the above-mentioned disagreement, it is reasonable to suppose that association between knowledge exchange, organisational structure, and project success is

subject to certain inherent uncertainties. Contrary to what is said in project management research (especially when it comes to organisational structures), research on project success has placed a heavy emphasis on contingencies (Müller, 2003; Teller *et al.*, 2012). A big flaw exists here. For instance, in field of project management, there is a trend towards ignoring the setting of government agencies. While it is true that public and private organisations are vastly different, research on project management as a whole fails to make a clear distinction between the two. (Gasik, 2016). Additionally, research on public sector project management is far less extensive than that on private sector project management. (Wirick, 2009).

- **Organizational Structure**

Although there are other possible components to an organisational structure, the three most typical are integration, formalisation, and centralisation. Employees' degree of vertical or horizontal integration about their work is what we mean when we talk about organisational integration (Germain, 1996), In a company, "vertical integration" means that lower-level employees collaborate closely with those in higher positions. In a company, "horizontal integration" indicates that individuals collaborate on pertinent initiatives while working at the same level or beneath them in the organisational hierarchy. Chen and Huang (2007) High levels of integration promote social connections and, by extension, information exchange, according to the research Van Den Hooff & Ridder, 2004).

The term "formalisation" describes how standardised an organization's policies, procedures, and standards are for employee conduct. Employees are anticipated to adhere rigidly to the policies and processes in a highly regimented organisation. Standardisation, according to the research Robbins & DeCenzo, 2008). makes workers less likely to be open to considering other options. But there's also research that ties formalising an organization's innovative capability positively. (Daugherty, Chen and Ferrin, 2011).

The location of an organization's decision-making power is known as its level of centralisation (Robbins and DeCenzo, 2008). The ability to make decisions is focused in a small number of people or positions in a highly centralised organisation, whereas in a decentralised one, people are given more leeway to make their own choices. Similar to how formalisation can limit employees' agency, a highly centralised setting might impose a limiting belief in their ability to make decisions outside of their immediate supervisors.(Damanpour, 1991). found that in a highly centralised setting, employees are less likely to participate and communicate with one another. In a highly centralised organisation, social contacts and knowledge transfer are minimal. (Chen and Huang, 2007).

- **Project Success**

The "iron triangle" of time, money, scope, and quality is the standard method for assessing a project's success. However, the iron triangle may not be the main determinant of a project's success. Since projects vary by sector and are distinct from one another, there are a number of elements that could affect a project's success. As an example, Müller & Turner 2007, demonstrate that different types of projects have different success criteria; for example, complex projects or projects with a fixed contract mostly depend on client satisfaction. When developing project success criteria, it is important to consider the needs of a wider range of stakeholders, especially in high-performing initiatives or when there are many stakeholders.

The assessment of project success therefore arises from the project management performance, the servicer performance and functional performance of the organisation. according to some other research Morris & Hugh, 1987, To determine if a project was successful, some research considers the net operation value of the product and net cost of executing project (Yu et al., 2005). Conventional metrics for time, money, and quality, as well as associations between project's most essential stakeholders, are believed by some to

be most serious determinants of a project's success Wang & Huang (2006). Project efficiency, defined as completing a project within selected time and budget, is a critical success factor, according to Serrador & Turner (2015) They also imply that other success factors, like stakeholder requirements and customer acceptance, are strongly related to project efficiency. For a project to be considered a success, it must adhere to PMBOK (2017), and meet all of project's critical stakeholders' expectations in terms of scope, budget, timeliness, and quality. (Raziq *et al.*, 2020).

1.2 Management Skills

Management competencies are generic human assets without which people cannot manage projects and organizational operations effectively. Indeed, these skills encompass a wide array of skills, but they can be grouped as technical competence, management and leadership, communication, decision-making, and problem-solving as far as key performance is concerned (Alvarenga *et al.*, 2019). As seen, effective project management entails these skills to overcome problems of managing people, resources and time.

In its simplest form, technical skills relate to the proficiencies required to comprehend and operate on the procedures inherent in a given project. Some of them include mastery of the tools, and techniques that will guarantee compliance to the set processes as well as meeting the set objectives (Md Nasir *et al.*, 2011). However, these elements are not enough, management skills also involve a set of interpersonal competencies. Knowledge area such as communication for example plays a critical role in the provision of information, delegation of tasks and general management of the affairs of a given group about the project. Several studies, therefore, show that communication is essential in any project to facilitate proper coordination and to also ensure that goals are articulated and objectives are properly managed from the initiation of a project up to its achievement (Galvis Ardila, Colmenares and Rueda-Varón, 2023).

It is clear from table that leadership skills are important in mobilizing and directing subordinates to achieve the set projects in an organization. A project manager has to lubricate the working system, give the team confidence and be able to defuse tension in case of emerging disputes (Fokina *et al.*, 2023). Leadership therefore does not only mean coordination and informing the followers but also means knowing all members strengths and weaknesses. Management skills also include decision-making as among the very important aspects. Managers are supposed to provide timely and relevant decisions and then assess the consequences that are likely to be incurred in both the short and long-term plans (Musaigwa, 2023).

Efficiency and flexibility are also some of the basic concepts of project management and an effective problem-solving method must be used. There are unpredictable difficulties along the way; availability of resources, alteration of project requirements or even some extraneous circumstances (Olsson, 2006). Experience tells a manager that there are always unexpected circumstances and an effective manager must know how to adapt. Also, time-bound management and organization and other collaborative factors so that the deadlines are met and resources are utilized properly (Fredberg and Pregmark, 2022).

1.2.1 Definition and Key Components of Management Skills

Management skills could be explained to mean those competencies that enable a person to steer an organization towards the attainment of its laid down objectives. These skills include components like planning and organising skills that encompass the ability to establish goals and priorities as well as ways of coordinating resources and people, and Leadership skills that address the issue of motivating and directing others (Duchek, 2020). Despite the, it can be hectic when delegating duties, sharing ideas and information, and transparency is vital. Problem-solving helps in solving problems whereas decision-making

helps to make the right decisions in taking choices Adaptability helps to work in changeable scenarios. Delegation means that the leader must provide tasks to members of the team according to their speciality to make them productive, while time management means that deadlines must be met productively (Talanker, 2016). Emotional intelligence enhances good working relationship and confidence while technical skills enable the managers to comprehend complex work and how to supervise it. Combined these components allow the managers to increase productivity, overcome obstacles, and obtain organizational goals (Ikart, 2023).

The majority of the research on innovation in the social sciences, psychology, and economics has concentrated on managerial and employee actions as well as organisational traits and leadership styles. (Valentine, 2008; Zheng, Yang and McLean, 2010; Rangus and Slavec, 2017). Although SMEs require more adept asset management due to limited resources, neoclassical evolution of economic theory acknowledged that managers could exert control over innovation by acting on various mechanisms in the production function (Narula, 2002). Nevertheless, there is a dearth of research in sociology that delves deeply into the topic of management abilities sufficient for innovation. Although Portes (2010) analytical framework is a significant advance, it is overly preoccupied with a theoretical split between cultural and social structure in its pursuit of knowledge about the connection between culture and innovation. Values, conventions, and roles shape a culture, whereas social structure describes the formal hierarchies that exist amongst individuals. These results suggest that managerial innovation can be better understood if we take into account the significance of organisational culture and management expertise.

Since managers rely on internal organisational resources to accomplish their objectives, the cultural backdrop has an impact on their leadership style. Managers make broad, high-level judgements on innovation processes and other critical elements like

corporate culture. Managers strive for a culture of innovation and organisational culture that generates excellent results for their companies. Executives are in high demand because they need to be able to lead teams, innovate in their demeanour while collaborating across disciplines, and increase the organization's capacity and effectiveness (Whitney and Trosten-Bloom, 2016; Lam *et al.*, 2021).

It refers to choosing objectives and designing the approaches that will be used to achieve those objectives. The organizing function in management involves coordination of all the activities by breaking them into sub-goals and determining responsibilities and resources to cover all aspects of the project. Major concepts and practices include stimulating performance and directing people to achieve organizational goals; stressing leadership and communication in promoting productivity. The controlling function ensures that the ongoing performance of an organisation is benchmarked against the goals that have been set, and adjustments are done if there is need the controlling function is carried out by keeping track of activity performance with regards to the set goals and making corrections where necessary.

Some of the output that is associated with this process include; the realization of organizational objectives, provision of goods &services, increased productivity and increased potency. The feedback from the customers or competitors in the form of responses provides an opportunity to correct wrong moves; making the process more refined. This cyclical approach gives a good opportunity for a dynamic, responsive and goal-oriented management system.

The issue with management approaches that foster innovation is that new inventions frequently necessitate sweeping organisational changes (Fagerberg, 2006). For example, firm-wide cultural attitudes towards innovation, the most pressing issue that businesses are actively attempting to address. For a company to succeed in knowledge-

intensive sectors, it must invest in its employees' skill sets so it can build and improve its capabilities. Leithwood (2012) When it comes to many less developed innovation systems, the problem is actually more pressing. Industries lag behind regions and countries due to a lack of innovation and absorption capability. Cooke and Piccaluga (2005) This forces governments and managers to come up with solutions or revaluate their approaches to changing the situation. Analysing the impact of managerial abilities and cultural factors on peripheral innovation system enterprises' management strategy measurement is one angle from which to approach this type of problem.

Explaining why enterprises in the periphery innovation systems do not possess or do not have an efficient innovation model is of utmost importance. When members (particularly managers but also employees) fail to commit to new behaviours that speed up innovation and growth, things might get nasty (Perez, 2012). However, when the actors are combined, the outcome remains unchanged. This is the case, for example, in the industrial fabric of peripheral innovation systems or in specific industries where there isn't enough industrial agglomeration or where “small and medium-sized enterprises” (SMEs) have a low absorption capacity to transform knowledge into innovation. In such workplaces, it's also more difficult for employees to share the many different kinds of knowledge— tacit as well as explicit—that are necessary to keep up with emerging global trends and make a greater contribution to mission development. (Fernández-Esquinas *et al.*, 2016).

Organisational culture and managerial abilities are important factors that influence innovation performance in a company, as was evident from the prior debate. However, there has been a dearth of research on managers' abilities to describe innovation, put innovation strategies into action, and influence the results of innovation. Few studies have examined how managers may significantly improve their contributions to innovation in the workplace, which is a vacuum in the literature. Which of the following descriptions best

describes your degree of manpower agreement skill competence and its impact on innovation? Also, don't forget to think about how certain cultural factors are making this process better. (Pedraza-Rodríguez *et al.*, 2023).

1.2.2 Importance of Management Skills in Project Management

This study supports view that management skills are relevant in project management as they help in the deployment of resources, activities and people to meet the intended objectives of project. With these abilities, project managers can plan, implement and control the progress of different projects and see to it that projected goals are achieved in the right skills, time frame and budget-norms and scope (P. *et al.*, 2023). Goal clarity, role specification, and designing well-structured processes require good planning and organization skills; otherwise, someone may get confused or be inconvenienced. Management skills are equally important since they entail encouraging people to work, to come up with a common unity to accomplish the objectives of the project (Bird and de Jantscher, 1992).

It is crucial to establishing and maintain efficient communication to ensure that information is passed between consumers, clients, and a project team. It call for an objective agreement, aids in the realization of transparency and assists in the management of problems effectively (Rane, Achari and Choudhary, 2023). Critical thinking and problems solving are important for handling the obstacles and risks associated with projects, helping managers evaluate plans, choose the most effective course of action and apply practical measures that will reduce risks and increase returns.

Flexibility is another important factor, which allows managers to address such unpredictable events or issues, as clients' needs change, or lack of resources, and stay on schedule. Effective management of such time means that the tasks have been accorded their rightful priority and that there is continuous progress in the course of the project (Gagan

Deep, 2023). Moreover, technical content knowledge enables the managers to grasp certain aspects concerning development and execution of a project and thereby support and monitor the proceedings better.

In project management, it is crucial to strike a balance between these skills with a view to ensuring that an organization has control over the project's life cycle. This proficiency ensures managers effectively deploy the resources, engage the team and meet project goals thus supporting organizational success (Cristina *et al.*, 2024). Lack of management skills leads to many more projects being stuck on the wrong track, over budget, or not meeting their expectations; which confirms their importance to project management (Bukoye *et al.*, 2022).

The ability of project managers is put to test in construction projects due to inherent indecision and persistent problems. Every project is different in a lot of ways and is limited in different ways by different requirements, which can change as the project progresses. There is a vast supply chain and inherent fragmentation in the building business. There are several organisations who are interested in a single project and its success, including the client, consultants, contractors, community, government representatives, employees, and project team members. Consequently, project managers are tasked with completing tasks by coordinating the efforts of a varied group of individuals, over whom they exert minimal direct influence (El-Sabaa, 2001). In this difficult and uncertain setting, project managers play a vital role as central nervous system that connects and drives all project parts to a successful conclusion. Project managers require a specific set of abilities to carry on such a weighty and intricate duty. The necessary abilities of effective project managers have been suggested by research.

Since its inception, this three-skill method has been featured in and discussed in a great deal of media. By way of illustration, Peterson & Van Fleet (2004) discovered that

Katz's work had a significant influence on organization literature. Half a dozen books on management theory from the 1980s and fifteen publications on management theory from the 2000s were reviewed. What this means is that "Katz's work was specifically referenced by almost all of the early works and by most of the more recent books" (p. 1301). El-Sabaa (2001) Using the three-skill method to examine the professional development and experience of ideal project managers, and Eloranta et al. (2001) emphasised relevance of Katz's work in construction project management.

According to another survey, being authentic, truthful, and convincing is crucial in today's job. Finding the right position on the right topics at the right time is crucial for making the most of opportunities when they arise. Detienne and Teshima (2007) Organisations are fundamentally political venues where coalition building, exercise of power and influence, limited resources, competing interests, and playing politics flourish to get things done. In other words, they need to play politics if they want to succeed. (Pinto, 2000; Detienne and Teshima, 2007). Construction project management is rife with politics, especially because of the many stakeholders involved. It is common for project managers to lack a solid foundation of authority, forcing them to rely on their influence to manage the expectations of stakeholders and acquire resources from other departments. For this reason, the ability to negotiate and strategies in order to accomplish conflicting project goals with constrained resources necessitates political acumen. The success of their projects often hinges on the project manager's ability to retain strong political links inside the business. (Botter, 1982).

Individual viewpoints, work history, and the unique environments in which projects function are just a few of the many aspects that impact how a project is perceived as successful (Ciric Lalic *et al.*, 2022). For some project managers, success is seeing their projects through to completion within allotted time and budget, which in turn guarantees

happy customers. (Atkinson, 1999; Carvalho, Patah and de Souza Bido, 2015a). A different set of criteria may be most important to other people, such as the ability to communicate well, work together productively, and include stakeholders. Understanding what makes a project successful is essential as the area of project management becomes increasingly complex and varied. The topic of what makes a major project management success factor has been the subject of a great deal of scholarly research. Research exploring link between project managers' competences and successful completion of projects has proliferated over the last several decades. Consequently, competency lists have evolved into huge "shopping lists," as stated by (Frank Cervone, 2014; Alvarenga *et al.*, 2019) highlighted the significance of efficient project communication, admitted that his study only touched on possible communication-related problems, and recommended that future studies investigate this subject further. A technical performance model for project teams was also suggested by Wen-Hsing and Cross; this points to the necessity for more investigation into people-oriented influencing elements in the future. (Liu and Cross, 2016). Tereso et al. (2019) emphasised private sector project management and advocated for a decision-making model that takes into account the traits of individuals in charge of execution. According to a literature review, human-centered elements, such as project managers and teams, are crucial success factors for each given project.

Although this overarching idea has been the subject of much study, the importance of project managers' competencies has received far less attention. Competencies of the project manager frequently stand out as a crucial factor in determining success in an environment where numerous variables impact project outcomes. (Maqbool *et al.*, 2017). This competency set covers a lot of ground, including technical knowledge, administrative abilities, communication skills, leadership style, and knowledge of various methods and technologies. Since the research looks at the project manager's involvement in making sure

the project is successful, it uses a lot of information from the scientific literature on project management and human resource management. It summarises and condenses the writings of many authors who have written about this subject (Amoah and Marimon, 2021). Finding the talents and abilities that impact the project's success and the extent to which these impacts are felt is essential, given that people—and the project manager in particular—are the most important resource for any project. This is where the bulk of value of this work resides (Pant and Baroudi, 2008). Regardless, there isn't a complete assessment tool that takes into account all of this expertise and how it influences project outcomes in the current research. The primary goal of this study is to close this gap in the literature by developing and evaluating a brand-new assessment tool known as the "Project Manager Skills Scale" (PMSS) (Carvalho, Patah and de Souza Bido, 2015b). The study outlines five dimensions: "technological and methodological competencies," "communication skills," "technical knowledge," "management skills," and "management style leadership." A project manager's communication skills are evaluated in the first component, and their technical expertise is evaluated in the second dimension to determine how crucial it is to the project's successful completion. The third component is a summary of the project manager's managerial skills, which are very important for effective implementation. "Management style competencies," the fifth dimension, assesses how well a project manager knows different approaches. In the fourth aspect, "management style leadership," we take a look at the project manager's management style and key attributes to see how they may help get the job done most efficiently according to the plans. Finally, the fifth component, 'communication skills,' provides a synopsis of managerial expertise, technical understanding, and management (Tahir, 2020). The goal of developing this scale was to help researchers and businesspeople gain a deeper and more nuanced knowledge of how project manager abilities affect project outcomes. Doing so should help with project

manager development, training, and selection while also adding to the theoretical foundation of project management research. The main aim of our peer is to summarise critical roles of project managers using primary and secondary sources of evidence. (Ciric Lalic *et al.*, 2022). This is crucial since there are many examples of poor project execution, even though project management is common. This study's research paradigm is well grounded on existing literature and scholarly research. Conversely, it adds to the existing body of knowledge by centering on abilities and skills related to project management, which have not received enough attention in former research (Đajić *et al.*, 2024).

1.2.3 Challenges in Developing and Applying Management Skills

Management skills are learnt through practice as it is a complex and difficult process because of the increasing complexity of workplaces and requirements toward managers. Two potential problems include a Shortage of managerial knowledge since new technologies emerge into the market frequently and fast-changing technology implies that managers must keep abreast with the changes (Pawar and Dhumal, 2024). Moreover, achieving a good combination of hard skills and soft competencies such as interpersonal and intrapersonal skills, teamwork and emotional intelligence as well is a challenging aspect since they are learned and practised in a context and in a constant basis. The specific difficulty that frequently appears is the issue of change: people, teams, or the whole organization may not wish to accept new management principles or introduce novel approaches and solutions (Maulana, Dewi and Maryam, 2024).

This makes the workforce relatively diverse culturally and by generation; which means managers have the additional task of understanding different ways of communicating, different attitudes and different standards to form a strong and unified team (Vuchkovski *et al.*, 2023). Another principal difficulty is time demands; managers frequently have to juggle many roles, ranging from planning to operational work, and there

may be slight opportunities to enhance and apply abilities independently. Furthermore, conflict or underperformance resolution within a team is a challenge to a managers problem solving capacity as well as their capacity to handle stress due to the interpersonal relations that are often at the core of such problem (Greer, Van Bunderen and Yu, 2017).

External conditions like market change, economic condition fluctuations or sometimes clients themselves are also unpredictable and these events put lot of pressure on the management skills as how to handle this and overcome the situation that emerges from these conditions (Settembre-Blundo *et al.*, 2021). Managers may also experience constraints of an organisational nature like structuralism, lack of resources or equipment or lack of support to enhance their skills to enable them to practice their skills optimally.

To overcome these challenges, the manager requires practical training; a master, a coach or just a positive organizational culture within which the person can improve her or his skills. Mitigation of these challenges enables organizations to equip their managers and enable them to exercise mastery so that performance, unity, and sustainability can result (Zhang *et al.*, 2023).

Figure 1.1: Challenges of Management Skill, Source: Original work by Author

Most of these problems affect the successful completion of projects hence this image depicts the main issues in project management. The first challenge is general

objectives and hard-to-define key performance indicators; thus, it is hard for the teams to synchronize their actions. Together with this, there is no communication between the employees, thus miscommunication happens resulting in low productivity and differing goals. This is exacerbated by budgetary concerns since this is a problem that ushers in resource challenges that in turn distort the achievement of organizational goals and objectives. Another significant constraint is the lack of skill within the team members and this poses a big issue because the team will not deliver as expected in technical or strategic perspectives.

These problems are worst in teams because accountability is missing; there is always confusion as to who is responsible for what. When the project's requirements start to expand beyond the original goal, they cause added confusion and can easily ruin the schedule. Besides, ineffective risk strategies keep projects open to various risks, and unrealistic time frames create stress and harm the quality and employees' motivation. Lastly, inability to involve many of stakeholders in the project narrows interconnection between project output and stakeholder expectations resulting in low value addition and satisfaction with the resultant projects.

Responding to these practices implies organisation, efficient management, and clear communication with the requisite engagement of stakeholders at various developmental stages of the project.

Intellectual capital and human resource are terms that describe the worth of an organization's people. All businesses nowadays are placing a greater emphasis on these metrics. Return on investment and profitability in today's business world are hinged on the calibre of an organization's workforce. (Pande, 2016). A company's personnel are its most valuable asset. Overall Excellent Optimistic, principled, and morally upright individuals make up the human race. Workers are a company's greatest asset, but they don't always get

the kindness and respect they deserve from their supervisors. Just two A manager's attitude should serve as an example for all of their subordinates. (Covey, 2019). One should consider the relationships between superiors and subordinates as being similar to those between persons who provide and receive power (Storm, 1992). Any organization's success can be increased by adhering to a certain human resource plan that comprises a predetermined number of people management policies. (Patterson M G, West M A, Lawthorn R and Nickell, 2003). Since the 1990s, there has been an increase in interest in HRM and how it affects businesses and employees. Through the application of various HR techniques and their leadership activities, line managers significantly influence how employees view human resource management, according to the people management idea. (Knies, Leisink and van de Schoot, 2020).

These days, senior managers in a lot of businesses require their managers to use resources as efficiently as possible, which means working with fewer people and spending less money. Occasionally, this might result in conflicts at work that need to be managed appropriately. Social psychology is essential at work. Co-workers, clients, and management all interact in social settings within organisations. Managers should come up with creative strategies to encourage and guide their team members if they wish to maximise their performance. Workers' attitudes towards their managers and co-workers might be shaped by their social environments. To preserve profitability, organisations require motivated and productive individuals to fulfil their duties effectively (Fisher and Gonzalez, 2013). People management is now likely one of the most crucial soft leadership competencies.(Dutta and Chaudhry, 2021).

Companies' approaches to staff selection, training, and development are changing in response to rapid pace of technological change. Currently, HR is providing computerised solutions to both employees and organisations to boost organisational performance. These

solutions could improve worker engagement and offer a stimulating educational environment. In addition to aiding retention and guaranteeing efficient personnel management, HR is in charge of hiring the ideal workforce complement to fulfil the organization's vision and goal. Employee performance is positively impacted by improving their skills and competencies, according to research. (Mdhlalose, 2020; Mohamud, Ma'rof and Mohamed, 2023). which is why the new strategy in corporate practice involves enhancing fundamental skills to improve organisational performance. Among these fundamental abilities are analytics, strategic leadership, and "advanced skills in decision-making, problem-solving, and design thinking." (MIHALCEA, 2017).

Over the past decade, there has been a meteoric rise in the amount of research around talent management. Despite this, there is no real direction on how to handle personnel management. In a haphazard attempt at talent attraction and retention, many organisations use a blended talent management strategy (Azkha Rinaldhy, 2021). Little is known about what makes a good strategic talent management program. This is especially important for companies that are trying to grow globally while meeting personnel management issues, as well as those that are dealing with constant change, new technology, different generations of workers, and a lack of essential skills. To fill these gaps, this study will offer insights into people management difficulties and how to handle them. The goal is to help organisations embrace talent management practices so they may establish and cultivate a sustainable competitive advantage. (Urme, 2023).

An organization's biggest problem in today's technologically advanced and economically competitive world is managing its people resources. With the rise of digitisation came a greater demand for the few quantitative analysts who are now available, making it all the more important for organisations to find ways to hold on to these talented individuals(Fapohunda, 2014). In today's cutthroat economic climate, talent management

has become an increasingly pressing issue for companies. Workplace expectations have grown and are still rising in today's modern economy, and this is true even for quantitative analysts. (Xulu and Parumasur, 2023).

1.3 Leadership Styles

Leadership styles therefore point to how leaders undertake to steer the employees in organizations with a view of achieving business goals. Both style types are unique to the specific personality, values, and needs of the leader [and] his team and organization. The key leadership styles that are commonly known are as follows: transformational, democratic, transactional, autocratic, and, laissez-faire. Autocratic leadership on other hand is characterized by control-based decision power and the leader always dictates instructions (Huang *et al.*, 2022). Though it is useful in cases of acute need in decision-making this style may sometimes stifle creativity and involve the employees. Democratic leadership, in turn, focuses on the environment and welcomes team participation, encourages creativity, and sharing of ideas among the members. However, decision-making may be dragged in events that require speed, especially in the equation process of this style (Hassnain, 2023).

Transformational leadership potential is based on the willingness and ability of the leaders to encourage others to work beyond expectations, for example, the use of visionary appeal and personal example. Strategist also writes that this style is best suited for change management in an organization and the development of culture (Jun and Lee, 2023). On the other hand, Transactional Leadership is written down on structures, incentives and consequences for desired performance; therefore, it is ideal for the establishment of short-term objectives and procedure enforcement but not ideal for innovation. The decentralized leadership style, where leaders do not oversee their workers too closely, allows the workers

to solve problems on their own and this is useful where you have a team of experts but may be dangerous where you have a group of novices (Wamalwa, 2023).

Leadership style proves or fails to prove effective based on certain aspects including organizational culture, team, and nature of activities and risks. Many successful managers use a contingency approach focusing on use of different leadership styles depending on the context (Vidal *et al.*, 2017). The overarching goal of this research is to provide empirical evidence of the ways in which various leadership styles influence employee performance and attitude in order to bring about long-term organisational success (D. C. K. Gomathy, 2023).

1.3.1 Impact of Leadership Styles on Team Dynamics and Project Outcomes

The leadership used in projects greatly determines the flow of work and the success and achievements made by the teams. Good leadership is therefore key in promoting a good and healthy state as well as the motivation of the workers as well as clear communication which is vital for project success (Rahmadani *et al.*, 2020). For instance, transformational leaders motivate employees to embrace certain cultural values, creativity and focused objectives which in turn serve to enhance productivity and imagination. Democratic individuals encourage participation by respecting the contribution of a team hence enhancing trust and commitment among members (Shang, 2023). On the other hand, the autocratic leadership style, which directional and authoritative, yet can stifle the imagination and demoralise the workers if they lack input on the decision-making processes. This means that while laissez-faire leadership, which allows employees to manage themselves, may work well with experienced self-motivated people, may lead to confusion to people in inexperienced teams (Hughes *et al.*, 2018). Transactional leadership relies on both carrots and sticks to motivate people, a system that while it guarantees productivity for ordinary work and gets work done to the expected standards may not foster

growth and creativity as might be required in complex organizations. The chosen leadership behaviour also determines how conflicts are handled, deadlines are addressed and how cohesion within the group is maintained, all of which determine the success or otherwise of project (Dartey-Baah and Ampofo, 2016).

In any organisation, building high-functioning teams takes time, effort, and perseverance through inevitable challenges. Leadership is essential throughout the whole team development process, from formation to performance, as Brian Sholtes, Brian Joiner, and Barbara Strebel have all highlighted. Not all teams use same leadership style to help them grow and mould into high-functioning, creative units, but all teams do go through these stages of team development, with the only difference being the amount of time spent transitioning through each stage. The leadership of a team is usually the first thing that gets blamed when the team fails. (Morrison-Smith and Ruiz, 2020). Collaborative achievement is a result of everyone's efforts. This suggests that team failure might be due to members' shortcomings as well as the group's incapacity to function in harmony. (Zaccaro, Rittman and Marks, 2001). This suggests that most team failures owing to performance may have their origins in an absence of adequate leadership and direction.

When people come together to form teams, their backgrounds, skills, and goals all start to blend together. Within a relatively brief period, teams are anticipated to demonstrate proficiency in a range of intricate and rapidly changing settings. The role of leadership in these fast-paced teams is to set, clarify, and disseminate team objectives as well as a plan for reaching them (Harshitha Gadirajurrett *et al.*, 2018). It is possible to accomplish the set goals by using any one of a wide variety of methods and leadership styles. As we go on, we'll talk about transformational leadership, which is one of the most common approaches. "Team members look up to transformational leaders because they set an example of how to work together effectively and efficiently through the free flow of ideas and information."

(Choi, Kim and Kang, 2017). When compared to other leadership styles, this one stands out thanks to its unique set of advantages. To further narrow down the options, we will also review the findings of a study that assessed influence of Transformational Leadership on team performance. This will help us choose the leadership style that offers the most beneficial framework for team growth and efficiency. (Harshitha Gadirajurrett *et al.*, 2018).

Project management that gets results is now critical to every company's profitability. Many factors affect final product of a project, but leadership and team dynamics are often mentioned as crucial (Siddiqui *et al.*, 2023). One of most important criteria in determining a project's success is having strong leadership (Hussain and Khayat, 2021; Iqbal, 2022). Leadership style, which includes a leader's approach and actions when inspiring and leading their team, can have a major influence on project outcomes (Rehman *et al.*, 2020; Mansour *et al.*, 2024). This research digs further into the subject of leadership styles, collaboration, and project completion to help readers comprehend the ways in which leadership affects project outcomes.

Researchers still don't fully understand how various leadership philosophies affect project outcomes through the moderating effect of teamwork, despite the abundance of literature on the subject (Yang, Kuria and Gu, 2020). This study evaluates the direct effect of several leadership styles, including transactional, transformational, and laissez-faire, and measures project performance using objective metrics like satisfying timetables and budget objectives. It aims to fill this information vacuum (Altaher *et al.*, 2024).

There is a pressing need for fresh approaches and methods in the present day to raise the bar on project completion quality. As client expectations change and evolve at a rapid pace, project managers must be nimble to meet their demands. They must discover innovative ways to enhance the efficiency and quality of their initiatives in order to remain competitive in the present severe economic climate (Zhao, Fan and Chen, 2021). The

project manager's leadership style has a significant influence on the project's performance, outcome, and innovation. The success or failure of a project is mostly dependent on the budget, the project's economic worth, and the quality of its execution. A company's performance quality, as well as its traditions, culture, climate, and approach to skill utilisation, are influenced by the leadership styles that prevail inside the company. According to studies, a leader's actions shape the project's environment, which in turn boosts the likelihood of a successful innovative project deliverable. (Tabassi *et al.*, 2017). Hasan et al. (2019) investigated effects of transactional, Laissez-faire, and transformational leadership styles on the quality performance of projects. Nevertheless, they utilised three novel projects from separate clientele from a research standpoint. This might indicate that the initiatives have nothing in common at all. Consequently, this void is an aim of the present study. To fill that void, this study will re-evaluate how the software industry's Laissez-faire, transactional, and transformational leadership styles affect project quality performance. (Bonkoungou, Raisinghani and Idemudia, 2022).

1.3.2 Relevance of Leadership Styles in Structural Organizations

Strategic management of leadership styles is very vital in structural organisations because leadership styles affect organisational culture, worker output and organisational functioning. It is imperative to understand that nature of the leadership practice depends on the needs that an organization has since it can help solve various problems to foster success (Ashley-Osuzoka, 2024). For example, transformational leadership is most valuable when an organization needs to innovate, focus or be directed through change, and structurally review its focus; conversely, transactional leadership is crucial when an organization requires stability, conformity, and discipline (Aarons, 2006). Democratic leadership that Favors an organization’s structures and participating manners suffices to foster teamwork

and employee involvement, which are useful for solving multifaceted problems and attaining organizational objectives.

As with most leadership styles that allow people to take charge of their work, allowing highly skilled employees to take initiative and be as creative as they want to be has been deemed effective by most firms – although one might imagine that such a leadership style may need to be moderated from time to time to prevent things from getting out of hand or allowing workers to become overly lazy (Ali and Ullah, 2023). Leadership styles can also be used to answer the needs of organizations to explain changes among them, the environment, technology, and workforce diversity. For one, situational and issue-based leadership that focuses on use of various leadership styles ensures that structural organisations harness their employee's best potential and enjoy the best decisions which raises their productivity. Acquiring knowledge of leadership as well as being capable of using the right type of leadership to suit different occasions will prepare organizations to have a motivated staff, improved relations with stakeholders as well as develop a positive growth of organizations in the face of growing competition (Priyashantha and WIN, 2016).

On a meta-theoretical level, general systems theory could be linked to the premise that leadership styles are influenced by organisational structure. A key tenet of this theory is that organisms function best when seen as a whole, rather being broken down into its component pieces (Lopreato and von Bertalanffy, 1970), (De Gilder and Ellemers, 2017). According to the theory, there is a two-way street where people shape their surroundings (Kast & Rosenzweig, 1981; Lopreato & von Bertalanffy, 1970). Leadership styles and organisational structure are considered as having a two-way street in this study, which lends credence to the idea that the theory is deterministic (Teece, 2018).

To fully understand this study, it is required to consider some additional hypotheses. According to trait theory, leaders' actions are dictated by their inherent

personality qualities (Lord, de Vader and Alliger, 1986), but situational theory posits that leaders adapt to the people and circumstances around them (Blanchard, Zigarmi and Nelson, 1993). The person-organization-fit (P-O fit) theories (French, Rodgers and Cobb, 1974), are even more applicable to this study because they postulate that organisations and their personnel are compatible when they share basic traits. It follows that the idea of attraction-selection-attrition (Schneider, Goldstein and Smith, 1995), is even more relevant; according to this theory, people are drawn to and want to work for companies where they feel a strong P-O fit (Gregory, Albritton and Osmonbekov, 2010). The theories of reciprocity, on the other hand, provide a clear explanation for why organisations do eliminate outliers. (Steyn, 2020).

The ability to gauge one's own leadership impact on subordinates' motivation is an essential talent for every leader (Saleem, 2015). Leadership followership can be impacted by this. When followers or employees do not respect their leader, it can be discouraging and even cause them to consider leaving. Leadership, according to certain studies (Ali Larik and Karim Lashari, 2022). has an effect on workers' happiness on the job, and happiness in turn impacts leadership? These results demonstrate that an organization's culture or conduct influences employees' levels of happiness on the job as well as their desire to stay or go. In spite of the pitiful sum, excellent leadership can inspire workers to give their utmost at any given moment

Leadership is directly related to organisation and its activities. The ideals, culture, adaptability, and drive of a workforce are all shaped by executives. It generates a functional approach, characterised by efficacy and executability. To be clear, leaders are not exclusive to certain types of organisations; they may be found in every group. (R A B Ia N Journ and Ness An D M A N A Ge Ment R E V Ie, 2015). Thus, leaders motivate their teams and organisations to succeed by setting an example. It has been demonstrated, however, that

organisational performance can be moderated by the employment of suitable leadership at a certain moment. They must never lose sight of fact that leadership is lifeblood of every company. As per the findings of Armstrong (2009), leadership entails how leaders attain leadership. According to experts, it's a specific tactic employed by bosses to inspire their teams to reach their objectives. In modern companies, leadership is crucial. How a manager or supervisor acts and interacts with their staff and co-workers while carrying out their leadership responsibilities is an important part of leadership. (Nicholas, Sunday and Akpabio, 2023).

1.4 Critical Factors in Project Management

Project constraining factors are the factors that define success or failure of a project by affecting its planning and implementation. Scope statements are just as critical; they point to the idea that goals and objectives should be well-defined since they serve as project compasses and guides to performance (Shabir, 2023). Last but not least, communication is another vital element of project work; team members, clients, and the management must have a clear understanding of all vital facets of the project, as well as the expectations, developments and modifications embraced during various phases of project delivery cycle (Butt, Naaranoja and Savolainen, 2016). Human, financial and technological resources must be correctly apportioned and controlled to avoid time wastage and high cost. The aspect of skill leadership is critical in this case since the management has a central role in motivating groups, addressing issues of conflict and boosting collaboration thereby improving production and unity in groups (Wang, 2023).

Time management is just as important as deadlines have to be met for stakeholders' trust and to prevent budget disasters. Risk management is another determinant, again involves the nature, evaluation, control of prospective problems that may pose a threat to the project. It is critical to control scope for a project to avoid scope expansion that adds to

the creation of many outputs that may not directly fit the project objectives. It is feasible to collect opinions and concerns, and ensure stakeholders' satisfaction is as engagement is directly related to the acceptance and success of any project (Dwivedi and Dwivedi, 2021).

Quality assurance is critical in a way that production delivers only the best and that involves checking if they match what is required. Also, flexibility is essential for missiles in the current volatile contexts where the project manager can address the changes in the client's needs, markets, or other issues a project may encounter (Tálamo, 2008). They give us the capacity to continue our observation and assessment and sort out improvements where they are required. The above critical factors enable project managers to man oeuvre through the tough PESTEL factors and make the right decisions that will enable him/her to complete project deliverables successfully and help organization achieve its objectives and meet expectations of the stakeholders (Venczel, László Berényi and Hriczó, 2021).

1.4.1 Role of Organizational Structure in Defining Success Factors

The organizational structure needs to identify success factors of projects, besides general success of the organization because structure determines how projects are carried out, and how communication, decision-making and responsibility are handled. A clear structure helps demystify the expectations of every member to the completion of the project and overall organizational objectives (Hayat *et al.,* 2022). It facilitates the right reporting structure, it helps managers to assign tasks which leads to efficient resource utilization of both human, financial and technological resources. The structure also impacts speed and quality of decision making for instance a mechanistic structure offers a facilitated direction and decisiveness, whereas an organic structure provides an integrated, creative mechanism that responds to change more quickly (C. K. Gomathy, 2023).

Flows within the structure are important to help open and integrate all levels of the organization. When such channels are clearly open and outlined they reduce confusion and

enhance cooperation whilst at the same time keeping all stakeholders aware of the current and future developments (Shakeri and Khalilzadeh, 2020). Further, the distribution of authority and accountability within an organization lays down convenient frameworks for handling risks and solving conflicts as well as for meeting compliance requirements and other project deadlines and quality specifications.

The flexibility of the organizational structure also establishes that as the ability to react to the changes, internal or external, whether it is a market environment or introducing new technologies, which determines competitiveness (Kalogiannidis *et al.*, 2022). For instance, a centralized organization structure may hamper the efforts of addressing emerging challenges and opportunities more proficiently as compared to a decentralized functional structure that hails better organizational flexibility (Away *et al.*, 2021). Moreover, the structure affects motivation and commitment; clear career paths with clear line of authority provide the necessary motivation needed for job performance.

Good coordination, adequate allocation of resources, and fast and accurate decision-making are complicated challenges that must be overcome to successfully undertake a project (Secundo *et al.*, 2022). According to George *et al.* (2024) For projects to be completed effectively and efficiently, organizational structure is essential. The backbone of any well-run project is its organisational structure, which governs functional and hierarchical associations among team members. (Lazakis and Van Der Meer, 2023)

The assignment of roles and duties is just one aspect of organisational structure that impacts project management processes including communication, collaboration, and decision-making (Zhang *et al.*, 2024). Hu *et al.* (2024) a project team can benefit much from a well-chosen organisational structure, but if the two aren't compatible, problems can arise that slow down the process. This study is to examine function of organisational structure in project management within this framework. Project implementation and

organisational structure are interdependent; this research will analyse case studies and literature to determine the aspects that impact this relationship (Bagherian *et al.*, 2024). Everyone involved in project management is hoping that by learning more about this interplay, they would be able to make better strategic judgements when planning and carrying out their projects. (Nizma *et al.*, 2024).

These criteria have been widely used to quantify project success; they are called the "iron triangle" (J. Pinto& Slevin, 1987) or “triple constraints” (Yaghoobi, 2018) On the other hand, opinions vary as to whether or not these standards are too stringent (Berssaneti and Carvalho, 2015). Some scholars have contended that these metrics are insufficient and have proposed other ones, such as pleased customers and a prosperous company, to guarantee the project's success (Ika, 2009; Ralph and Kelly, 2014). However, some scholars think "iron triangle" metrics are too stringent and have consolidated them into a single evolution metric: financial output. All things considered; those three metrics are still the gold standard when evaluating a project's success.

Only 29% of the projects studied were deemed successful in 2015, according to “Standish Group International” (SGI) (CHAOS, 2005), This indicates that 52% of the projects were either overbudget, not finished on schedule, or produced unsatisfactory outcomes. Furthermore, 19% of the projects were never used once they were implemented or were cancelled during development. Concerns regarding project failure arise, for example, if it is discovered that the "New York City Automated Payroll System" (NYCAP) ultimately cost $360 million, but the initial budget estimate was $66 million, which is 5.5 times the initial budget. (CHAOS, 2005).

There has been an effort to determine the circumstances that can result in a successful project, or "critical success factors" (CSFs), to comprehend the low success percentages of projects. A CSF is described as a small set of criteria that, when met,

guarantee that an individual, department, or organization will perform well enough to compete successfully. (Otoom *et al.*, 2019).

1.4.2 Challenges in Addressing Critical Factors in Complex Projects

Managing crucial aspects in integrated processes is challenging because the main projects under consideration always call on different teams and interests and often occur in volatile conditions (Sithambaram, Nasir and Ahmad, 2021). Another limitation in this setting is the problem of the scope factor whereby there is an undesirable encroachment of the work's scope beyond what was originally planned. They opine that when organizing any intricate project, it is challenging to ensure that each stakeholder's objectives are well understood as conflicting interests arise in large projects. Added to this is that many projects experience resource constraints such as budget, skills, and equipment, forcing the project manager to balance projects (Irfan *et al.*, 2019).

Other pertinent difficulty is risk management, since complex projects are more exposed to issues – technical defects, market and regulation changes, and so on. Tackling these risks involves a comprehensive risk analysis that calls for development of preventive measures which at time may be difficult to formulate because of time or lack of resources (Aven, 2016). Maintaining stakeholders' involvement is equally challenging because different stakeholders may have different expectations and needs that need to be renegotiated to remain consistent with a project's objectives (Hamdan, Andersen and de Boer, 2021).

Scheduling becomes another problem since any complication, set in any of the stages in the project, can roll down causing complications on other subsequent phases. Moreover, sustaining the morale within a team is tough in multifaceted projects due to shift working, a lengthy duration, pressurized conditions, and fluctuating environments that result in burnouts within the crew (Kozlowski and Ilgen, 2006). Faced with externality,

like technological enhancement or changes in customer needs, there is an additional challenge of dynamism and effectiveness in decision making (Bohlmann *et al.*, 2013).

Anyone involved in a project—the owner, the planner, the engineer, the contractor, or the operator—can consider the endeavour a success if their expectations were satisfied. Nevertheless, it's important to note that participants' expectations may vary (Albtoush *et al.*, 2022) Researching project success and CSFs is typically seen as a crucial path to enhance the efficiency of project delivery. (W.M. Chan and M. Kumaraswamy, 2002). There are inherent risks in building anything. Using their existing methods of project management, firms in the construction industry cannot ensure that their projects will be successful. A well-managed and controlled construction project is nearly certain to be a success. Time and money overruns, poor quality, poor planning, and poor execution are the long-standing issues with traditional project management approaches. There has to be an increase in player-based research studies since CSFs are better at assisting with decision-making. Building project outcomes are heavily influenced by the choices made by "architectural, engineering, and construction" (AEC) firms, which play a pivotal role in both the design and construction phases. (Forcada *et al.*, 2008). To date, there hasn't been a comprehensive examination of the essential success factors from the perspective of project managers. This issue necessitates thorough research. (Alias *et al.*, 2014).

While there is no universally accepted definition of success in project management, one criterion is that the project's performance must be sustainable and continuous in terms of both time and money (Jugdev and Moller, 2006) and (Ika, 2009). The concept of project success is complex, and there have been recently published detailed evaluations that highlight both the concept and its differentiation from project management success. On top of that, Papke-Shields et al. (2010) Take this distinction into account while choosing metrics for their research on evaluating project management performances and methods.

The scheduling and control of project operations in a well-coordinated, time- and cost-effective way is linked to project performance targets, ensuring that the project can be completed within the predetermined scope. Given that a project is a tool for accomplishing goals, this emphasises how important it is to comprehend and meet those goals. "The process of controlling the achievement of the project objectives by applying a collection of tools and techniques" is the definition of project management, which highlights significance of project management performance and concept. (Munns and Bjeirmi, 1996). Factors that contribute to project failure have been extensively studied by many scholars. These factors include an inadequate project foundation, the wrong manager, unclear discussions, insufficient technical project management, time, money, customer satisfaction, and management model. The reason why project management approaches are related to successful projects is that successful and unsuccessful projects are really just two sides of the same coin. With an eye towards the future and the needs of the client, they deduced that project management is highly quantifiable in terms of time, money, and quality. advises against equating project management's time, money, and quality goals with project success. Additional research that distinguishes project success from project management success includes (Baccarini, 1999). Additionally, J. K. Pinto & Mantel (1990) made and followed the same distinction that is linked to the capable notions of external efficiency and the project implementation procedure. While external efficiency encompasses both client pleasure and the project's perceived worth, the first idea is unquestionably linked to project management success. Munns & Bjeirmi (1996) had out significant research on the distinctions between projects and project management, and they provided detailed explanations of these discrepancies. A project, according to their definition, is "achievement of a specific objective, which involves a series of activities and tasks which consume resources." (Taherdoost and Keshavarzsaleh, 2016).

1.5 Research Problem

Project management is a critical success factor and driver of competitive advantage across structural organizations with the overall goal of achieving organizational goals. That being the case, it is across the specification that most intended projects have not achieved the required objectives because of poor management skills, leadership, and inadequate focus on significant success factors. The issue is in knowing what specific competencies are crucial for project delivery, how the pattern and choice of leadership affect employees and results, and what important factors are likely to increase project success within rigid environments. Moreover, management capabilities interacting with the dynamic structural organisations complicate tendencies for defining project success standards. This study aims to fill these gaps to establish a framework for managing the basic competencies, understanding the role of leadership styles and identifying major determinants of successful project performance in structural organizations to improve structural project performance.

1.6 Purpose of Research

This study aims to identify abilities that management teams need to possess to effectively implement projects in structural organizations, assess effects of team management and leadership on the overall performance of a project and finally, examine factors affecting project success. In a highly competitive and fast-changing world, structural organizations are under pressure to manage their projects to contain cost, produce quality and satisfy stakeholders. The objectives of this research are to establish what specific competencies teams carry out effectively when managing the challenges of project delivery, including decision-making competencies, communication competencies, resource competencies, and problem-solving competencies. Besides that, it explores the impact of leadership type, from transformational to transactional, on individual as well as team behaviour, productivity levels, and project success. By directing itself towards the

organizational context, the research aims to identify strategic ingredients of project management success, which are risk management, planning, stakeholder engagement and flexibility. Finally, it is intended to contribute practical suggestions that structural organizations could apply to improve project management approaches, and leadership development, and sustain organizational and strategic objectives.

1. To identify the essential skills required by the management team for successfully executing projects in a structural organization.
2. To evaluate the influence of team management and leadership styles on project outcomes in a structured organizational framework.
3. To analyse the key factors influencing the success of project management within structural organizations.

1.7 Significance of the Study

The value of this study is in possibility improve the appreciation of key competencies in management, types of leadership, and key factors of success in managing projects in structural organizations. This paper will establish that in the current world where organisations are faced with more and complex environments, project management has emerged as one of the key tools which help organisational stakeholders in the delivery of strategic change. In so doing, this research proposes to fill gaps in current knowledge through outlining: the key competencies needed for specific project deliverables, including planning, communication, and resource mobilisation. Thus, the present research focuses on influence of leadership on team dynamics and project performance to establish the effectiveness of the approach based on the adaptation of the work process within the framework of defined structures. also gives important practical insights into issues of risk management, stakeholders' engagement, and scope control, which are factors that determine the success of the executed project, as well as indicating the main issues faced

by structural organizations. The study results can help managers, leaders, and policymakers design suitable approaches, learning environments, and organizational interventions based on the nature of the modern PM function. Finally, this research contributes positively to increased organizational productivity, successful project completion, and sustainable and continued organizational growth in various competitive markets.

1.8 Research Purpose and Questions

The objectives of this research are to evaluate the abilities required to oversee organisational structures and project activities, to evaluate the connection between team management and leadership styles and project results, and to examine the aspects that are essential to project success. Within these components, the research wants to find best practices and ways for better coordination and understanding of the project work within structural organizational context and requirements. The results will provide practical implications for improving management, leadership and project execution to achieve sustainable development and increase the competitiveness of structural organisations.

Research Questions

1. What skills should the management team have to execute the project successfully?
2. How would the team management and leadership eras affect the project's outcome in a structural organization?
3. What elements specifically affect the results of project management?

CHAPTER II:

REVIEW OF LITERATURE

2.1 Role of management skills in organizational success

Busso, Park and Irazoque (2023) They perform a meta-analysis of 68 distinct management skills training programs and 44 studies in order to pinpoint program features that can result in more successful public policies encouraging business expansion and entrepreneurship. They evaluate the impact of these interventions on firm performance by combining 431 estimations. According to our research, managerial skills development programs often improve management practices, company productivity, profitability, and survival. They also look at how program efficacy is impacted by participant and program requirements. According to their research, business training programs that emphasise marketing, finance-accounting, soft skills, and human resources—especially those run by neighborhood organizations—generally lead to improved firm performance. Furthermore, compared to programs that were not properly targeted, training prospective managers and entrepreneurs in industries like manufacturing, services, or agriculture had a higher chance of producing change. Last but not least, our findings suggest that programs with both male and female participants are more likely to benefit from managerial training interventions.

Lopushniak et al. (2022) Management procedures have changed dramatically as a result of pandemic and the battle in Ukraine. As a result, there are now more demands placed on managers' general and professional competencies. The higher education system should therefore be refocused to take into account the demands of labor market and new difficulties. The purpose of this research is to determine the need for workers with contemporary management skills in the public and commercial sectors, as well as to give theoretical and methodological foundations for modernising Ukraine's higher education

standards. This study used statistical analysis and grouping to examine 4,500 job postings from employment websites in order to determine the demand for management skills in the Ukrainian labour market. To confirm their demand amongst Ukrainian enterprises, a pool of 101 specialists with over three years of management experience was compiled using expert and sociological methods. There is a strong focus on current management competencies. Professional activity expertise (100%), leadership skills (71%), digital skills (65%), organisational and communication skills (59% each), and strategic skills (52%), as well as great frequency with which they appear in job adverts, provide evidence of their demand. Revisions to the standards could be theoretically and methodologically underpinned by a model of managerial abilities that emerged from this process. Furthermore, results of this comparative study demonstrated that no specific abilities are required to fulfil the requirements for master's training.

Golibjon, Ruzimurodovich (2020) This researcher examines the cognitive level and corporate-individual needs of managers through the lens of andragogic principles, continuous monitoring mechanisms, information and methodological systems, information and educational portals, and integrated information systems for development of managerial competence. Also describes the management team's approach to the education sector, as well as their abilities and growth inside the education system. Having competent management on staff at a university means being well-versed in all aspects of management and having skills to put those skills to use. It also means having the personal and social qualities that matter, being able to make decisions on one's own in clear and non-standard situations, being able to self-govern, and being prepared to take responsibility for one's actions.

Nunez et al. (2018) Leadership concerns have evolved to meet the increased demands of economic globalisation. These days, it's crucial for a manager or administrator

to have the tools at their disposal to create the synergy among their team members that will allow them to accomplish the set goals for the company. Results from a descriptive/quantitative study that looked at this crucial component in SMEs in Barranquilla, Colombia, are given here so that we can examine the evolution of managerial abilities and how it is going. We can see three key areas of focus thanks to the results: management training, positive leadership advancement, and training in organisational control and monitoring.

Tovmasyan (2017) A company's management team is the glue that holds all of the many operations together. Management entails all activities of leading a group of people to achieve a common aim by coordinated application of various resources, including but not limited to organizing, planning, motivating, and controlling. In every management procedure, managers have the last say. In addition to establishing objectives, they are responsible for organising and planning the events, inspiring participants, and keeping tabs on progress. They must also take responsibility for both themselves and the employees. For this reason, studying and talking about managers' functions, personality qualities, and how these affect management is essential. H. Mintzberg lays forth the fundamental responsibilities of managers in this brief piece. Essential management abilities are outlined. Also covered are the mental components, including Carl Jung's psychological kinds and the temperament types of managers. Conducting a study through surveys and interviews with managers and employees from various fields, they sought to understand function of managers and influence of managers' psychology on the management process. In analysing the survey data, the article makes it clear that managers' psychology is one of many aspects influencing the efficacy of management and the decision-making process. Also, they have developed and presented a manager model that illustrates the connections between management process and the most important managerial attributes. More research in this

area, as well as ways to enhance organisational management, might benefit from the key findings.

Lucy Ojode, Mammo Woldie (2017) They argue that the best way to help students develop their professional abilities is to expose them to real-world situations that build upon their academic knowledge. As a stand-in for the applicable critical abilities of good managers, they look at decision-making. Undergraduate business students will be taught managerial decision-making skills through the reinforcement of abstract conceptions. They propose practical experience, as in a simulation, where students apply business concepts to gain a feel for management decision-making and the inner workings of a company as an alternative to apprenticeship. Decision-making instruction often follows a logical process that includes the following steps: identifying a problem or objective, brainstorming potential solutions, selecting the best one, putting it into action, and finally, assessing the results. Students may be able to memorise a decision-making process with the help of this learning method, which emphasises theory. But students need chances to participate and practice to enhance their skills. With the suggested method, students can practice making logical decisions in real-time and see their skills improve step-by-step.

Kiambati and Itunga (2015) overarching aim is to conclude a connection between effective management and long-term business strategy. The study's foundation was the growing demand for thorough strategic planning in Kenyan organisations of all sizes and in all industries. Research on evidence-based strategic planning is very lacking, according to a review of the relevant literature. Both governmental and commercial entities participated in this survey. The findings showed a positive and statistically significant relationship between the development of business strategies and management competency. One management consequence of the outcomes is a greater focus on managing abilities.

2.2 Management Skills in Project Execution

Ballam (2023) As a result of rapid technological advancement and fluctuating customer needs, project management has grown increasingly complex. High-performing project teams are essential to achieving effective project outcomes, and this must be recognised. The purpose of this study is to examine the advantages of improving one's teamwork skills in industries where workers collaborate regularly to achieve objectives. Methods for project management, team dynamics, and skill improvement were all carefully reviewed. In addition, surveys and interviews were conducted with key company executives to collect empirical data. Teamwork abilities were significantly linked to project success, according to research. Statistical examination of the survey results provided credence to the idea that spending money on training team members' abilities greatly improves the outcome of projects. The results show that developing stronger teams is an essential part of project management. Departments and cross-functional teams in companies of any size rely on strong team abilities to achieve their goals. Various initiatives, such training workshops and agile project management practices, can help organisations cultivate a culture of creativity, flexibility, and continual development. Keeping a competitive advantage and successfully managing the ever-changing difficulties that firms face requires a focus on team skill development, according to the report. As project complexity increases, industry stakeholders must recognise the importance of having both technical expertise and soft skills within project teams. Project managers may improve project delivery, risk reduction, and industry performance in the long run by focussing on team capabilities. This study argues that project management practices need a paradigm shift, with a focus on the importance of team capabilities as a key differentiator for organisations' growth and success.

Aloshan et al. (2022) The Saudi Arabian construction industry is rapidly expanding and is among the biggest in the Middle East. This area has been designated for multiple

programs and will get major funding as part of the Kingdom's Vision 2030. Disagreements with existent infrastructure assets near project's alignment are common in modern infrastructure projects. When it comes to infrastructure projects, one of the main causes of schedule and budget overruns and/or major design changes is the poorly managed resolution of utility conflicts. Effective coordination management for co-located infrastructure assets helps overcome this difficulty, saving time and money by preventing needless redesign and rebuild. The financial viability of infrastructure projects will be enhanced as a result. This research examines method of managing current utilities while carrying out infrastructure projects by reviewing published guidelines and conducting interviews with building practitioners who have prior experience with the issue. The current state of affairs is to be better understood. In addition, a survey is administered to seasoned professionals from various project stakeholders, consultants, including owners, and contractors, to evaluate the identified problems with present procedures and efficacy of proposed solutions for better management of current utilities. Lastly, this study provides advice on how to handle any conflicts with current assets in order to carry out infrastructure initiatives in the future.

Ybañez and De La Cruz (2022) This study examines the structure of projects, the difficulties of multitasking, and the problems that arise for both traditional and virtual teams as they carry out their tasks. The purpose of this study is to address skills shortage in building, project engineering, and management implementation by learning about the value of technical labour in the company. Because it is a one-of-a-kind endeavour, the project team must handle it with extreme technicality. Projects with same scope and structure can have vastly differing environmental, metrical, and functional demands. Working on other tasks is difficult in and of itself. While there is some variation in format, the design guidelines are there. When comparing the traditional and virtual MSS

organisational structures, to determine the most effective means of optimising, innovating, and multitasking project personnel, direct technical members, and staff, the process model makes use of model-based optimization. A portion of the research will center on "global virtual teams" (GVT) and software collaboration, namely “cloud-based software” (CBS). The “multi-structures-scales” (MSS) approach can be a original, enhanced, and diverse strategy for improving team performance, reliance on technology, and resource utilization. Utilizes both the collective and individual efforts of project team members to maximize organizational productivity. The MSS concept is to decrease labour costs and individual engagement, but it doesn't imply that difficulties like labour issue, technical staff, challenges, and disputes won't arise. Consequently, the business organisation would fortify the project team structure in this implementation to execute several projects, even into long-term employment and operations. Even within the same sort of project, the PE/S might work on different stages at the same time. But a project manager can do more than just that with any type of project. Furthermore, the study found that PS and PM work best with no more than three projects; beyond that, poor performance evaluation and subpar product outcomes are inevitable. There needs to be more research and study on this subject so that it can be better applied in the field.

Akhwaba (2020) Globally, the telecommunications and internet service industries have seen tremendous change in the past decade. In today's world, when data is king and voice traffic is on the rise, optical fibre has become the technology of choice for transmitting ultra-fast internet. Still, there are a lot of obstacles to building fibre optic infrastructure, and projects often fail due to factors like ill-defined scope, inadequate stakeholder management, and incompetent leadership. This study aimed to answer that question by investigating the effects of project possibility on stakeholder management, leadership skills, and successful completion of fibre optic infrastructure projects through

the use of a cross-sectional survey design using the pragmatist paradigm. A document review guide, interview questions, and a questionnaire were all utilized to collect data. After conducting a census, a total of 187 individuals were chosen for the survey. These individuals represented the fiber optic infrastructure divisions of two mobile telecommunications companies, four "internet service providers" (ISPs), and two policy-making and regularity bodies in Nairobi County, Kenya. Both descriptive and inferential statistics were used to examine the numerical data. The content analysis was used for the qualitative data. New research suggests that project scope moderates the effect of leadership skills and stakeholder management on the rollout of fibre optic infrastructure. Contributing to an existing body of knowledge on project management, this study deepens our comprehension of project scope. The findings could be useful for professionals in construction and mobile telecommunication industries, as they could provide strategic guidelines for efficient and long-term implementation of fibre optic infrastructure.

Tahir (2020) Many things must come together for a project to be a success. A project manager's ability to effectively plan, carry out, and assess the project's progress is directly related to their hard and soft talents, because of which the project's success is enhanced. The objective of this research was to identify and evaluate how project managers' soft skills affected the final product. The research used a quantitative technique and a cross-sectional design. They use convenience non-random sampling to gather our data. Among the talents possessed by a project manager, the abilities to effectively communicate (β=.394, P<.05), develop a strong team (β=.618, P<.05), and solve problems (β=.424, P<.05) are the most important for a successful project outcome. In addition, the hypothesis that coordination abilities are related to interpersonal skills was not confirmed. According to the R-squared value, the soft skills of project managers can account for up to

78.3 percent of the variance in project success. Based on our findings, companies should prioritise a project manager's soft skills.

Akhwaba (2020) Leadership abilities and stakeholder management as a whole were the primary research foci because of the potential impact on fibre optic infrastructure implementation. This study used a cross-sectional survey approach, which is typical of pragmatist research paradigms. Out of a total of 187 people who could have participated, 187 were randomly selected from among functional staff members of fibre optic infrastructure divisions of two mobile telecommunications companies and four ISPs in Nairobi County, Kenya. To collect quantitative data, they used a self-administered structured questionnaire. To get qualitative data, they used interview guides and document review guides. Many regression analyses were conducted for inferential statistical purposes. It was shown that the successful implementation of fibre optic infrastructure is greatly impacted by effective leadership and proactive management of stakeholders. Because of this, businesses should include stakeholders from the very beginning of a project through to its final disposal. Companies in the mobile telecommunications and internet service industries should also institute training programs to hone leadership abilities of project managers, teach employees how to effectively communicate and resolve conflicts, and generally raise the bar for change management. Similar and equivalent research should be carried out in other nations worldwide, according to the suggestion

Zikovska (2019) Project management is an essential tool for businesses looking to broaden their product offerings domestically and internationally. Among the many benefits brought about by this new way of project management are the following: a reduced time to realisation, improved coordination, enhanced focus on customer problems, simplified assignment of tasks, streamlined organisational structure, and rapid adaptation to changing environments. A project manager carries out their duties by executing a set of procedures,

which are represented as discrete parts with clearly established relationships. Here are the five most common categories used in project management: Planning, Initiation, Monitoring, Realization, Control, and Closing. To accomplish goal of project, it is essential to analyse processes, their subprocesses, and how they are interdependent. Topics of particular importance are methods for defining the WBS diagram and project scope management. Choosing an appropriate methodology, which lays out the steps to take to investigate a topic, is crucial to effective project management. Several approaches have been examined: The term "project management" encompasses a wide range of practices, including the "basic principles of planning, deployment, and work control," quality management (which ensures the final product meets quality standards), and parallel realisation (the simultaneous execution of several tasks to achieve a common aim), among others. The goal of change management is to improve final product so that it better meets the needs of the user. Risk management is identifying, assessing, and mitigating possible risks to a project so that it may continue as planned. The merits of each strategy were considered, and the most appropriate option was selected. If a technique is good at integrating processes, then it will have these traits: an ideal amount of detail, a standardized approach to planning, user-friendliness, cost control and deployment, applicability to all projects, room for advancement, company-wide acceptance, and the use of standardized phases throughout project life cycle based on good work ethics. In Kerzner's view, projects don’t manage methodologies; rather, it is an organisational culture that fosters faith in a technique that determines how effective it is.

Awabdeh (2017) Organisations confront a growing threat from rising levels of competition as the global economy moves towards a more globalised market. Because of the complexity and high demands of the construction business, these effects can be amplified even further. In the building sector, project managers are essential because they

are in charge of the project and the entire team working on it. Finding strategies for project managers to enhance their team management abilities and improve team performance is becoming increasingly crucial for businesses in order to stay ahead of the competition and complete projects on schedule. The effectiveness of individuals contributing to project's delivery team is proportional to likelihood of the project's success. Therefore, the project manager might lead team more effectively and increase this beneficial effect by improving their people management skills. Interpersonal and leadership abilities are examples of the "soft" talents needed in project management. Determining what constitutes a successful project is essential for gauging the impact of soft skills in project management. So, instead of using the time, money, and quality metrics that have been traditionally used as a metric for project success, we look at project success as a second variable that is a measure of several interactive criteria. This study investigates the phenomenon of soft skills in project management, including leadership and interpersonal abilities, and it delves into definition and evaluation criteria of project success. After research is provided, a survey of UAE construction industry practitioners is conducted to conduct the quantitative analysis. The goal is to show that having good soft skills as a project manager can improve the odds of a construction project in UAE being successful.

Ameri (2016) Numerous companies, both public and private, are actively seeking innovative methods to simplify the execution of their projects. One such entity is "project management office" (PMO), an offshoot of the more complex PMI framework. Researchers in this exploratory and causal study set out to determine how well seven potential PMO roles served as independent variables in helping public sector organisations in United Arab Emirates put their strategic plans into action. This study is part of a larger effort to better understand how “project management offices” (PMOs) and other departments work together to carry out projects according to the organization's long-term

goals. A comprehensive survey based on Likert scales has been designed to address all elements of research questions and hypotheses. As business hubs in the Abu Dhabi and Dubai Emirates, 19 project-based public organisations had the survey link emailed to them before it was broadcasted to their 450 employees who were actively involved in the different projects. While 366 people clicked on the survey link, only 268 really filled out the form to the best of their abilities. A quantitative analysis was conducted on the received data using multiple regression. It was not surprising that 95% of the targeted organisations developed their own PMO, according to the analysis outputs. Robust examination into the interconnections between the several PMO responsibilities in carrying out the strategic plan of the hosted organisations was made possible by the prominent position of PMO, and it uncovered numerous variables with statistically significant links. From the perspective of the PMO, the five primary functions that contribute to the implementation of strategic plans are as follows: (i) strategic management; (ii) developing competencies and methodologies for project management; (iii) monitoring and controlling project performance; (iv) organisational learning; and (v) improving organisational structure and communication. Twelve primary metrics were established to evaluate performance of PMO. The results of this study were used to build a conceptual PMO model that can adapt to different business domains and project management methodologies, and they also served as a springboard for further research. This paper suggests areas for future research and has some consequences for people working on PMO applications.

2.2.1 Critical management skills for successful project execution in structural organizations

Sony and Naik (2020) The term "Industry 4.0" describes the present tendency towards more automation and data interchange in production technology, which is a symbol of the 4-th industrial revolution. This researcher aims to analyse the research

question about active implementation of Industry 4.0 in organizations. The researchers in this study thoroughly examined 84 publications using a technique for systematic literature reviews developed by Tranfield, Denyer, and Smart. Readings from the literature are analyzed using descriptive, category, and theme software. Ten essential components must be in place for the organisation to successfully adopt Industry 4.0, according to this study. Based on these 10 CSFs, ten new avenues for investigation into this field are proposed. To help with implementing Industry 4.0, this study can be utilized by organisations. Companies may ensure their long-term viability throughout the transition to Industry 4.0 by concentrating on these 10 areas. Despite the existence of literature evaluations on Industry 4.0, this study adopts a critical method to analyse and pinpoint the crucial components that will govern the implementation's success.

Radujković and Sjekavica (2017) Looking at project management success from both a scientific and practical perspective is a fascinating endeavour. Different models of good project management have evolved throughout history, reflecting the varying degrees of thought surrounding successful project management. The study's overarching goals are to examine the state of project management in Croatia right now, define success in project management, compare and contrast public and private project management, and assess existing models of project management. It also notes that project management success differs from project management. An extensive literature evaluation is provided, along with analysis and synthesis of the most intriguing content. Additionally, practical guidelines that are applicable are established.

Demirkesen and Ozorhon (2017)A building project's success depends on a number of project management factors. Good project management starts with the integration of people and processes in building projects, which is why integration management is of utmost importance. Investigating and quantifying the nature of the relationship between

integration management and its components can help researchers better understand how integration management affects construction project managers' performance. Project management performance is measured by time, money, quality, safety, and client satisfaction. As for integration management, it is suggested that the following components be included: development of a project charter, integration of knowledge and processes, integration of staff and supply chain, and integration of updates. Building industry experts were surveyed using a questionnaire, and data from 121 projects was evaluated using structural equation modelling. A program named SPSS AMOS was used to analyse the data. Integration management significantly affects project management performance, according to the research. This study contributes to body of knowledge in project management by providing an overview of integration management concepts, demonstrating impact of addition management on performance, and proposing some approaches and resources to improve addition throughout a project. Professionals in the field may find value in the developed framework if it incorporates the proposed features and follows the strategies for building stages.

Serra and Kunc (2015) Projects, such as information technology initiatives, are typically necessitated by business plans that involve organizational change. Organizations use project, portfolio, and program management methodologies, yet they still can't put their strategies into action. Utilize "Benefits Realization Management" (BRM) to bridge gap between strategy planning and performance and guarantee adoption of the most valuable projects. Nevertheless, real proof of its efficacy is lacking. Examining outcome of BRM practices on project success rate, this study includes survey data from practitioners in Brazil, the UK, and the US. The conclusion drawn from our research is that BRM practices are strong indicators of future success in the company's strategic value development

initiatives. These findings provide more evidence that BRM techniques can help businesses successfully implement their goals.

Kaiser, El Arbi and Ahlemann (2015) Aligning a project portfolio with strategic goals is a typical practice in “project portfolio management” (PPM). Previous studies mostly looked at PPM as a way to maximise the total impact of a portfolio of projects. They contend that a company's structural alignment with PPM requirements is more crucial than competent project selection methods for successful PPM and, by extension, effective strategy implementation. Their analysis of how major shifts in strategy affected project selection and internal structure is based on three real-life examples from Germany's construction sector. Our case study provides the theoretical groundwork for their explanation of how project selection and evaluation criteria impact organisational structure via the information needs these criteria generate. Integrating our theory with existing organisational theories allows them to evaluate if it aligns with acknowledged schools of thought on organizational design. They bring two things to the table. The first thing they do is provide a theory that actually makes sense by bringing together strategy execution, data processing inside organizations, and structural adaptation. Furthermore, they offer a fresh viewpoint on PPM by presenting structural alignment as an additional prerequisite for effective PPM, expanding the scope of PPM beyond simple project selection methods.

2.2.2 Role of soft skills and technical skills in project management outcomes

Ibrahim, Boerhannoeddin and Bakare (2017) examined how training in soft skills and the specific approach used to teach them affects workers' productivity on the job. The authors of this study delve into the current tendencies in training and performance evaluation research within companies that prioritise the development of technical abilities for staff training and performance reviews. Because of the high and long-lasting effect that developing employees' soft skills has on their performance, this study set out to change

direction of worker training and development initiatives. The researchers in this study used quantitative methods. A small number of private enterprises in Malaysia had their managers and executives surveyed using questionnaires. The purpose of the survey was to gauge the level of competence among managers, executives, and supervisors from different companies in Malaysia who had recently participated in a short-term program to improve their soft skills. A "time-space" or pause was used between each session of these soft skills training programs, rather than a straight line. Eight hundred ten workers from nine different companies made up the study's target demographic. There was a 95% confidence interval around the selection of the 260 trainees from the population, and the margin of error was 0.05. The correlations between trainer-adopted approach, trainees' development of soft skills, and trainees' success on the job were estimated in this study using regression analysis. The findings show that training methods and the acquisition of soft skills are two important factors in predicting employee performance. Managers should rethink how they teach soft skills to their staff, according to authors. The results show that "time-spaced learning" effectively removes the barrier to training transfer.

Cimatti (2016) This term "soft skills" has recently exploded in popularity, and it describes a wide range of transferable abilities that people bring to any given situation. These include things like people skills, the ability to communicate effectively, a positive attitude, and capacity to work well with others. Hard Skills are the actual talents to do a given job or activity; Soft Skills are more generalised and are thought of as supplementary to Hard Skills. A candidate's soft skills are crucial for each job application since they are strategic for personal and professional success. When hiring new staff, companies often look at candidates' soft skills rather than their hard skills, especially fresh college grads. This is true even for technical occupations like engineering since a collaborative work environment and strong teams are necessities for any competitive business. Thus, the

quality of the firm as a whole is more important than the materials selected and the technology employed, the skill of the workers who fabricate them, or any one factor that directly impacts product quality in any given industry. The people resources involved and their capacity to work together successfully towards a common goal—the success of the company—are crucial to this attribute.

Ramazani and Jergeas (2015) Managing projects in today's complicated workplace requires skills that are not currently taught in schools. This study examines viewpoints of working project managers to assess evolution of project management and how educational institutions may better train future outstanding project managers. An analysis of Calgary-based oil and gas project managers' perspectives is presented in this qualitative study. The research concludes that schools should focus on these three areas to train the next generation of project managers: 1) learning to think critically in order to handle complicated situations, 2) honing non-technical aspects of project management, such as leadership and interpersonal skills, alongside technical ones, and 3) getting project managers ready to work on actual projects. The authors state that for project managers to go from excellent to outstanding, there needs to be a greater effort from education and training institutions.

De Carvalho, Patah and de Souza Bido (2015)This research aims to investigate the ways in which "project management" (PM) affects project success in terms of time, money, and profit margins. The project's complexity is assessed using a contingency method that takes into account four factors, including influence of industrial sector and nations. The research strategy comprised a three-year longitudinal field survey in three nations (Chile, Argentina, and Brazil) with company units from ten distinct industries; a total of 1,387 projects' worth of data were examined. To put the study hypotheses to the test, structural equation modelling was employed. Schedule, which is a response variable, has a positive

and statistically important link with project management enablers training and capability development initiatives. Both the margin and the timeline for a project are greatly impacted by its complexity. A substantial explanatory impact is revealed by both cross-country and cross-industry studies.

De Carvalho and Rabechini Junior (2015) research attempts to clarify relationship between successful project completion and efficient risk management, considering the influence of project complexity as a dependent variable. There are some hard skill and some soft skill components to this method as well. The theoretical groundwork for this methodology is a literature study, and the empirical validation is a survey that use structural equation modelling. A field research with 263 projects spread across 8 sectors was used to evaluate the hypothesis. As part of the research, which also involved examining internal business documents about the success of projects, project managers and risk managers were interviewed. In order to understand the moderating influence of project difficulty, the structural model presented here offers a way to correlate the hard and soft components of risk management with project success. Most notably, 10.7 percent of the influence on project success is attributed to the "soft" side of risk management. Additionally, soft side lends credence to hard side, since a notable association was discovered, which accounts for 25.3% of the hard side's impact.

2.2.3 Management competencies required for project success in structured organizations

Errida and Lotfi (2021) This study's overarching goal is to catalogue the elements that contribute to effective change management and to analyse how these elements play out in the context of a Moroccan construction firm. This was accomplished through the use of both a literature review and research activity. To determine what variables, influence the success of change management, 37 different models of organisational change management

were examined in detail. Furthermore, the parameters that were found were evaluated using a research action technique. To ensure that example company's organisational change efforts were implemented successfully, we defined and grouped several aspects that influence organisational change management into 12 distinct groups. Although further studies are required to determine how these criteria apply to other types of organisations and industries, this study does a good job of integrating several organisational change models to explain what makes change management successful. Managers may improve the effectiveness of organisational change projects by learning what elements contribute to success.

Abubakar *et al.*(2019) An analysis of the current literature on Industry 4.0 reveals that effective information management and decision-making processes play a pivotal role for businesses. Based on a survey of the literature on management, this essay lays out the groundwork for a system of knowledge management and a methodology for making decisions. Collaboration among organisational members, T-shaped abilities, learning, and IT support are all enabling aspects in knowledge management. This research presents a framework that supports link between these characteristics and organisational success, with the knowledge generation process acting as a mediator. Additionally, the paper suggests that the kind of decision-making, whether intuitive or rational, will act as a moderator between the process of knowledge generation and the performance of organisations. To better comprehend the topic in a business setting, the authors offer a series of propositions that outline an agenda for empirically-driven study and explain the connections between the main factors.

Musawir *et al.*(2017) Project managers are under increasing pressure to prove their initiatives' worth to the money-giving entity. Yet, a solid procedure for achieving such strategic value is usually missing from initiatives. Despite the literature's general agreement

that effective project governance is essential to enabling benefits to be realised, there is a lack of evidence in this field. Therefore, to investigate the relationship between successful project completion, benefit management, and effective project governance. The contributions of twenty-one subject-matter experts in project governance were used to build and validate a measure of good project governance. After that, 333 projects from around the world were surveyed to investigate the hypothesized linkages. Effective project governance promotes project performance through an increased benefit management approach and direct improvements. Further, the best practices in project management and governance are outlined to ensure a project's success. These include things like creating and keeping tabs on a solid project business case. The theory that emerges from the resultant model lays the groundwork for a technique that clarifies how good project management improves project outcomes and makes it possible to achieve strategic goals via projects.

Wu *et al.*(2017) how building projects fare when there is a dispute between different parties involved in communication process. Structural equation modelling was utilized to evaluate conceptual model utilizing empirical data. Improving team communication amplified beneficial effect of task conflict, which in turn increased the likelihood of project success. Team members were unable to effectively communicate with one another due to interrelated process and interpersonal conflicts, which in turn reduced the likelihood of a successful project outcome. While formal communication and communication willingness were positively correlated, informal communication and project success were negatively correlated. So, it's important to make sure that different project teams are more open to communicating and that formal communication is improved when building projects are underway. A structured communication framework must be put

in place to ensure that task conflict can be capitalised on while process and interpersonal conflict may be minimised.

Joslin and Müller (2015) This research delves into the topic of project governance context and how it affects the link between using a "project management methodology" (PMM) and successful project completion. Respondents from 254 different countries filled out the cross-sectional online poll. Factor and moderated hierarchical regression analyses were used for the data processing. The results of the study, which account for 22.3% of variation in project performance, show that PMMs with sufficient coverage are more likely to be successful than PMMs with excessive requirements on project manager's time and energy. This link is mediated to some extent by project governance. By shedding light on why PMM is chosen in various governance scenarios, the results should be useful for project management practitioners. Learning more about PMMs and how they contribute to project success could help academics.

2.2.4 Skill gaps and challenges in project management frameworks

Menon (2024) This study aims to examine the obstacles that organisations have while trying to follow the best practices for project management and to determine which ones are the most successful. Implementing best practices allows organisations to steer clear of typical pitfalls and get optimal project results. The steps include creating a PMO to serve as the project's nerve centre, deciding on a suitable methodology, training project managers to meet challenges, and keeping an eye on potential threats like change and risk. Organisations may also overcome typical obstacles and drive projects to success by evaluating implementation challenges using a key success factor methodology. Problems might arise when dealing with issues including unhelpful upper management, ineffective stakeholders, an inefficient “project management office” (PMO), inadequate project planning, and human-related variables. To guarantee that their initiatives are well-

grounded and on the correct path to achieve their objectives, organisations should address these obstacles.

Tabassi *et al.*(2019) Adversity often presents opportunities for growth and progress. Improved resource management abilities and a growing corpus of knowledge in project management are crucial to the timely and accurate completion of projects. The overarching goal of this research is to describe in detail the most significant difficulties encountered by project managers in the twenty-first century. This was accomplished utilizing a systematic review examination of PM characteristics. In last fifteen years, 256 articles have been published with a focus on project management (2003-2018). In our review of the literature, we identified over 125 variables related to project challenges and 18 main impediments. Uncertainty and a wide range of difficulties are inevitable in project management. each number of factors might give birth to problems, each one of which can have far-reaching consequences for projects and domain of project management generally. Issues with scope management, IT, customer satisfaction, team dynamics, lean management, innovation, communication, and quality impact every industry. Traditional thinking in the subject of project management is woefully inadequate when it comes "soft" skills necessary for the job, such as the capacity to adapt and the trait of patience. This research provides researchers with the necessary information to tackle important difficulties in project management. Project managers' skills and the organization's maturity, including certain parts of its culture and learning, are required for such endeavours.

Patacsil and S. Tablatin (2017) proposes a skills gap methodology that employs internship participants' first-hand accounts to quantify the IT skills gap from both the students' and employers' points of view. Although the questionnaires were adapted, validated, and pilot-tested to suit the study's needs, they were originally produced based on previous research. IT students participating in internships served as research respondents,

while industry partners served as internship supervisors for IT students in their respective fields. The selection of internship IT students was based on their internship experience, which gave them a solid understanding of the company's requirements. The results show that both communication and teamwork are important "soft skills" that graduates in information technology should have. Additionally, the results demonstrate that there was no change in the respondents' views on the importance of good interpersonal skills. However, the results of hard skills showed that there was a great deal of disagreement on how important they were, which contradicts this assessment. When compared to the importance IT students placed on hard skills, the industry placed a moderate premium on them. The analysis suggests that the school should strengthen its foundational courses in both hard and soft skills.

Martens and Carvalho (2017) Numerous studies have addressed project management and sustainability, but more work is required to examine how these two subjects cross. This research looks at sustainability via the lens of the three bottom lines: social, economic, and environmental. Focussing on project managers' points of view, it aims to understand the relevance of sustainability and identify key aspects of project management. An exhaustive literature review incorporating bibliometric and content analysis was carried out to grasp the primary themes. Further, exploratory factor analysis was applied to a survey that was administered to project managers. Based on the data, the four essential components that stood out were: managing stakeholders, economic and competitive advantage, environmental legislation and resource conservation, and the sustainable innovation business model.

Hornstein (2015)The effect that organisational changes have on the success or failure of project implementation should be included in project management protocols and updated PM training. The researcher examines relevant literature to support an argument

that project managers should be knowledgeable about "organisational change management" (OCM). Additionally, it is highly recommended that PM-certifying organisations such as PMI and IPMA incorporate OCM education within the certification process for new PMs.

2.3 Leadership Styles and Their Impact on Project Outcomes

Al Khajeh (2018) Leadership is a major component in every organization's success or failure. To achieve organisational goals, leaders employ a variety of leadership styles, each with its unique method of motivating and directing workers. Examining how different leadership styles affect firm production is main objective of this study. Democracy, transformational, authoritarian, charismatic, and transactional leadership styles were the ones they used to categorise leaders. The results of study demonstrate that many leadership styles, including authoritarian, democratic, transformational, and bureaucratic approaches, all have positive effects on organisational performance. On the other hand, transactional and charismatic styles of leadership are detrimental because they limit employee agency and opportunity. This research makes use of primary and secondary sources. Using a survey instrument based on a questionnaire, the primary study has been conducted using a quantitative technique. To accomplish the study goals, secondary research has been carried out by reviewing existing literature. The results showed that transactional, bureaucratic, and charismatic leadership styles were all negatively correlated with company performance. Leadership styles such as transformational, authoritarian, and democratic were found to be positively associated with organizational success. A leadership style that encourages people to grow professionally has been proposed as an approach that firms should use.

Sahu, Pathardikar and Kumar (2018) offer the results of a study that looked at how psychological attachment, company branding, and employee engagement mediated the

connection between transformative leadership and intention to leave. An empirical study in India sought to quantify transformational leadership, employee engagement, corporate branding, and psychological connection. Four hundred and five full-time workers from IT organisations participated. This study used a structural and measurement model to assess data from paper surveys as well as internet surveys. When executives embrace a transformative leadership style, employees are less likely to want to stay with the company, according to the results. The connection between transformational leadership and company branding is moderated, to a large extent, by employee involvement. As a mediator, employer branding connects leadership with psychological attachment. Concerning the high voluntary turnover in India's IT businesses as of late, study's consequences are crucial. Employee engagement, employer branding, and psychological connection may be enhanced via the leadership of transformational teams. Teams would benefit greatly if their leaders had training in transformational leadership, which would allow them to create a personal connection with their staff. So far, research conducted in India has not examined transformational leadership in either its theoretical or practical forms, nor has it explored the connection between psychological attachment, organisation branding, and employee engagement.

Gibbs, Sivunen and Boyraz (2017) Despite the abundance of literature on virtual teams and their processes, researchers have failed to systematically investigate the effects of different team configurations and types on these processes. Different team arrangements exist, including functional versus project-based teams, teams with different types of activity, and student versus organisational samples. This matter because previous studies on virtual teams have relied on student samples—which are more manageable—under the premise that these results will apply to real-world organisational virtual teams. This article takes a look back at the literature on virtual teams over the past 15 years and analyses 265

publications based on team type and research strategy. Using these criteria as a basis, they examine various systematic distinctions in three domains of study: leadership, cultural composition, and technology usage. Finally, they formulate hypotheses to direct future research in these areas. Our results highlight the need for researchers to be more forthright with the biases inherent in certain study designs and techniques, as well as how these biases affect our understanding of virtual teams in the future.

Aga, Noorderhaven and Vallejo (2016) Despite empirical evidence supporting transformational leadership's impact on project performance, our understanding of the mechanisms behind this effect is limited. They propose that link between transformational leadership and fruitful initiatives may be due to the importance of teamwork. Our data analysis of 200 development project managers in the Ethiopian non-governmental sector revealed that team-building lessens the impact of transformational leadership on project results. The theoretical and practical implications of these findings are discussed.

N, Iqbal and N (2015)Examining how various leadership styles in the workplace impact productivity was the goal of the research. The purpose of this study is to provide light on how three different leadership styles—autocratic, democratic, and participative—affect workplace efficiency. With these overarching goals in mind, the research set out to examine influence of three distinct leadership styles on organizational performance: autocratic, democratic, and participative. Qualitative methods were utilised in the research. There will be an incorporation of secondary sources. This is so that readers may have a thorough understanding of the issue and all of the factors contributing to it through the conversation that is provided. In contrast, secondary research will make use of materials such as reports from earlier studies as well as articles from periodicals and journals. For this secondary study, we will rely on previously published articles in journals and books. It is possible to say that the interpretation will be qualitative. To back up the study goal,

many academic perspectives on influence of each independent variable on dependent variable are given. Autocratic leadership works in the here and now, while democratic leadership works over all time horizons, the authors found. With a participation leadership style, you get the best out of your staff in the long run. The discussion concludes with a few suggestions.

Amanchukwu, Stanley and Ololube (2015) The assumption that quality of a nation's educated leaders determines how far that nation may progress inspired this study. Leadership in its broader context and its efficacy in enhancing school administration are the foci of this theoretical discussion. This critical analysis takes a look at how theories around educational leadership in school administration have evolved recently. It starts with a brief review of leadership's description and idea from a research, theory, and practice perspective. What follows is a survey of leadership thought, including several philosophies, approaches, and styles. After each segment, current problems are highlighted along with potential solutions. This study concludes that success is ensured through the proper and comprehensive application of these methods, styles, and principles in school administration because there is a long history of excellent educational leadership that offers a fantastic opportunity to advance educational leadership and management practices and policies by embracing and applying fundamental ideas and styles of educational leadership.

Donate and Sánchez de Pablo (2015) analyse how knowledge-oriented leadership fits into "knowledge management" (KM) programs that attempt to develop new ideas. A method of assessing the assumptions that emerge from a review of company's knowledge-based perspective is "structural equation modelling" (SEM) study by "partial least squares" (PLS). Only specific kinds of empirical data pertaining to technology can be used using this approach. The study's findings indicate that the relationship between knowledge-oriented leadership and innovation performance is mediated by KM practices. Consistent

with earlier research, the results demonstrate that the presence of this type of leadership promotes the growth and implementation of KM exploration and exploitation (i.e., storage, transfer, and application) practices, even though KM practices alone are crucial for innovation goals. One important consequence is that the company's product innovation performance can be enhanced by using KM methods and this new development.

2.3.1 Effect of leadership styles on project team performance in structured organizations

Oubrich *et al.*(2021) This study examines how leadership style, organisational structure, and HRM practices relate to knowledge concealing. As additional mediating factors of these repercussions, organizational justice and competitive work environment are also taken into consideration. 224 experts filled out a detailed survey that mirrored the impacts that were hypothesized. In this work, they use partial least squares regression to evaluate these assumptions. They find that Organizational Justice is necessary for Leadership Style and Organizational Design to minimize Knowledge Hiding. Even though human resource management procedures might make workers less likely to stow away information in fair situations, they can encourage it in a cutthroat workplace. This study adds to current literature on knowledge management as it investigates how the structure and climate of an organization, as well as other organizational characteristics, interact to influence the concealment of information. To lessen the prevalence of information concealment, they suggest that managers strike a balance between fairness and competition.

PAAIS and PATTIRUHU (2020) investigate the connection between employee performance and overall work satisfaction at Wahana Resources Ltd. Scholars of "human resources management" (HRM) may make use of this study as a critical assessment. 155 workers were selected to comprise study's sample using balanced stratified random

sampling. At the same time, data was gathered through a survey and analysed using Amos's Structural Equation Modelling. While organizational culture and employee motivation both had a positive and large effect on performance, the data showed that neither factor significantly affected workers' happiness on the job. While performance is unaffected, leadership has a major influence on employee satisfaction at work. The coefficient of determination calculation results shows that leadership, culture, and motivational variables affect job satisfaction by 57.4 percent and employee performance aspects by 73.5 percent. Various extra-study variables influence remaining variables. Improving staff motivation, leadership, and organisational culture is necessary to boost work satisfaction. Workers will always give their all when they're happy in their jobs.

Alrowwad, Abualoush and Masa’deh (2020) examine how innovation and intelligent capital function as intermediaries between transformational and transactional leadership philosophies and organisational performance in banks located in Irbid, Jordan. A response rate of 85.14 percent was achieved from a survey that was intended for 350 participants, yielding 298 usable cases. A structural equation model was used to assess study hypotheses, together with descriptive data to give background on the respondents. The results show a favourable correlation between organisational success and both transactional and transformational leadership styles. The findings also provide credence to the idea that creativity and intellectual capital mediated association between transactional and transformational leadership styles and organisational effectiveness. The current research gives managers concrete evidence that the Jordanian banking industry benefits from robust intellectual capital across all three dimensions, which in turn strengthens their capacity to foster both radical and incremental innovation. To top it all off, inspiring your team to greater heights requires a leadership style that works. Studies have demonstrated that leadership styles significantly impact employee performance and results; nevertheless,

this is rare research that delves into the connections between leadership styles, innovation, intellectual capital, and organisational performance. Moreover, no other study has ever used the Jordanian banking industry as a test bed for the concept.

Veliu L, Manxhari M, Demiri V (2017) The leadership style has a important influence on how people feel about and engage with the organization. Companies rely on dedicated workers to help them stay afloat in face of intense competition in the marketplace. Finding an effective leadership style to accomplish organisational goals is main focus. There was an investigation of association between leadership style and productivity in workplace. The researchers hope that this study will shed light on how various leadership styles impact company output. Determine which leadership style has a beneficial effect on staff performance by conducting this research. The study's population consisted of managers from Kosovo's private sector, namely at medium and large-sized enterprises. For this study, we utilised questionnaires to gather data, and we developed and evaluated the components based on previous research. Research tools included structured questionnaires and statistical software for social sciences was utilized to examine the collected data. The last step is to choose the most effective leadership style based on the results obtained from the employees.

Dana Al Rahbi, Khalizani Khalid (2017) This research fills a need in the literature by examining the correlation between team motivation in Abu Dhabi's healthcare industry and the dynamic theory of leadership, it encompasses the authoritarian, democratic, and laissez-faire leadership styles. To build the model depicted in the conceptual framework of the study, they look at the most popular perspectives on team motivation and current theories of leadership styles, considering culture as a moderator. The model provides an introductory look at several ideas and how they affect team motivation. In addition to the studies that link leadership styles to team motivation, we now know which style is more

important in the long run when it comes to employee performance and retention. As far as we are aware, this is first study to investigate how each of the four leadership styles influences team morale.

2.3.2 Transformational vs. transactional leadership in project management

Primadi Candra Susanto *et al.*(2023) overarching goal is to classify potential variables with an impact on Company's Development Organization. Determine whether there is a relationship between the variables in this research analysis and synthesis of a literature study on organisational commitment, servant leadership, transformational leadership, and transactional leadership by looking at the research findings of the variables being evaluated. This study used a literature review strategy to find references on variables in various foreign newspapers. This research summarizes articles retrieved by detailing the interdependencies among the variables. The research set out to do just that by combining a literature review with a qualitative approach to examine 20 carefully chosen papers that dealt with variables and reported their findings. Several publications have an impact on the study's findings, and more research using the same factors, maybe with other items, is required.

Hansen and Pihl-Thingvad (2019) investigate relations between various leadership philosophies and innovative employee behaviour. In the context of implementing an ambitious innovation plan in a large Danish municipality, they inspected the connection between creative behaviour and transactional and transformational leadership styles. The researchers pooled information from two sources to assess the leadership styles of direct supervisors and the creative behaviour of employees. As per findings, innovative behaviour has a positive correlation with both transformational leadership and verbal rewards, which are components of transactional leadership. Creative responses are more likely to come from followers when a leader combines verbal rewards with transformational leadership.

Kittikunchotiwut (2019) This research looks at connection between entrepreneurial attitude, transformational leadership, and organisational innovation, as well as the mediating role of transactional leadership. The information was gathered from 135 software industry professionals in Thailand through the use of a questionnaire. Using SEM, they examine the positive relationship between organisational innovation and transformational leadership through the concept of entrepreneurial orientation. Organizational innovation and transactional leadership are positively correlated, and entrepreneurial attitude serves as a mediator between the two.

Potter *et al.*(2018) Leading figures in the construction business must adapt to changing social, economic, and environmental regulations, according to the available literature. Research on leadership in several fields has revealed that powerful leaders often have a high degree of emotional intelligence. There is a dearth of studies that focus on construction project managers alone and investigate the connections between EQ and leadership style. To better understand the association between leadership style and emotional intelligence, this study aimed to determine the leadership style that is most commonly employed by project managers in the construction business. To achieve these aims, the researchers used an online questionnaire with both open-ended and closed-ended items. Project managers from the UK and New Zealand who are now employed in the building business made up study group. Results: Most of project managers surveyed had a transformational leadership style. The probability that a project manager would use a transformational leadership style was positively correlated with their emotional intelligence. The findings offer a standard for the construction industry to use in identifying and training project managers who are emotionally intelligent and up to the task. This research adds originality and value to the field. Improving leadership qualities in the construction business was proposed, along with adequate techniques for finding, hiring,

and training project managers. Other suggestions included secondment and mentorship alternatives.

Aga (2016) Research on transactional leadership's effect on project performance is somewhat limited, even though it is thought to be a necessary component for transformational leadership to function. Utilising data from 224 development projects in Ethiopia's "Non-Governmental Organisation" (NGO) sector, this study investigates correlation between transactional leadership and successful project completion. Project objective clarity serves as a moderator in this relationship. The study's results show that in transactional leadership, contingent incentive has a positive correlation with project performance. In addition, the degree to which project objectives are defined precisely influences the strength of the correlation between contingent reward and project performance; specifically, projects with well-defined objectives are better able to use contingent reward as a predictor of success than those with less precise objectives. Discussion centres on potential future research topics, study limitations, and implications of the results.

Tahir (2015)The aim of this research was to compare and contrast the effects of transformational and transactional leadership styles on corporate outcomes after first examining characteristics that both styles share. To get the necessary data, this study considered interviewing a sample of 800 people. Members of corporate tactical and operational management teams make up the sample. The study's assumptions were tested using OLS estimation after factor analysis was used to identify most important traits of each leadership style. Research indicates that transformative leadership attributes and organisational effectiveness are positively correlated. These traits include intellectual stimulation, inspiration, motivation, and high morale encouragement. The study goes on to say that when it comes to transformational leadership, the individual consideration act has

little to no influence on performance of the organization. Finally, the empirical research shows that transactional leadership significantly lowers organizational leadership, while transformational leadership significantly boosts performance. According to the research's findings, transformative leadership has the biggest impact on business success. To be successful, a transformative leader must be affable, intellectually curious, inspiring, motivating, and supportive of positive morale.

2.3.3 Leadership styles and their influence on project success in structural organizations

Günzel-Jensen, Jain and Kjeldsen (2018)Leadership as a social process involving a group of people is a hot topic in management and healthcare theory and practice right now, and ideas like dispersed leadership have been making waves in this area. The purpose of this research is to find out whether employees' opinions of their own agency in decentralised leadership and in three different types of formal leadership (transformational, transactional, and empowering) are influenced by how they regard the organization's performance. Results from a large-scale survey of 1,147 employees at one of Scandinavia's biggest public hospitals demonstrate that all leadership styles significantly raised workers' sense of agency under decentralised leadership. In addition, the connection between formal leadership styles and distributed leadership was not clearly mediated by organisational efficacy, although there was a negative correlation between workers' perceptions of dispersed leadership's agency and organisational efficacy. Even though employees may favour taking part in leadership duties when they feel company is failing to accomplish its objectives, these findings highlight the significance of official leaders in enhancing employee engagement in different leadership roles.

Rezvani *et al.*(2016)Complex projects are proliferating across several industries, posing significant problems in their own right. Investigating the relationship between "emotional intelligence" (EI) and project success in the context of project managers is the goal of this field research. The authors examine how trust and job satisfaction operate as mediators in the relationship between emotional intelligence and effective project completion, and they develop and assess a model that makes this connection. According to data gathered from 373 project managers in the Australian military, emotional intelligence (EI) positively impacted project success, job satisfaction, and trust. Emotional intelligence (EI) and successful project completion were found to be mediated by trust and job satisfaction. The importance of trust and work satisfaction for project managers should be recognised by top management, according to their results. These factors can enhance project success, especially in difficult project settings.

Lee, Shiue and Chen (2016) There is a lack of study on how information sharing impacts the successful implementation of "software process improvement" (SPI), even though several studies have highlighted significance of interaction between knowledge management and SPI. This study adds to our understanding by creating a new model to investigate how information sharing affects SPI success, how knowledge sharing affects success in different organizational cultures, and how top-level management support affects success in SPI. This study uses 118 samples obtained from Taiwanese organizations that have been approved by SPI to empirically test model. The numerical technique used is “partial least squares” (PLS). The findings point to a larger correlation between clan-type organisational culture and information sharing about SPI success than hierarchy-type culture. Understanding the role of SPI information sharing in mediating the connection between clan culture and support from upper management is shown within the framework of SPI success. The findings also have a significant bearing on how we conceptualize the

elements that lead to fruitful information exchange in SPIs, such as company culture and backing of upper management.

Boies, Fiset and Gill (2015) Numerous theoretical and empirical studies have found a connection between transformative leadership and creativity and effectiveness of teams. However, it is unclear what mechanisms underlie this connection. To ascertain the intervening mechanisms inherent in this connection, 44 teams engaged in a resource-maximization challenge had their leadership styles experimentally altered. Teams were either given a control condition, intellectual stimulation, or inspirational motivation from a leader. Our research shows significant disparities between leadership communication methods and team performance (creativity and objective task performance). Depending on the desired objective, these findings imply that distinct aspects of transformative leadership should be prioritised. Additionally, our findings support a sequential mediation model in which team trust and general communication are two ways that leadership affects team outcomes. With implications for team building and leadership development, this study proposes ways via which transformative leaders may influence team results.

Todorović *et al.*(2015) The most significant issues with knowledge management in a project context are insufficient documentation of previous project outcomes and insufficient analysis of project success. Researched here is the potential for project success analysis to serve as a model for improved knowledge management inside projects. Experimenters looked at how the project success analysis framework affected knowledge management on the job. A total of 103 project managers from different Serbian companies contributed to the data collection in 2013. Research demonstrates that the implementation of project success analysis significantly aids in knowledge acquisition and transfer in a project environment through the development of crucial success aspects, key performance indicators, and performance-measuring mechanisms. An integrated framework for project

success analysis is a novel knowledge-based approach to project management that is revealed by the research.

2.3.4 Comparative analysis of leadership styles in the context of structural organizations

Oubrich *et al.*(2021) examined effects of HRM procedures, organisational design, and leadership style on knowledge hiding. Two more factors that are thought to mediate these effects are organisational justice and a competitive work environment. An thorough survey comprising questions related to the hypothesised impacts was completed by 224 professionals. The study's findings, which were tested using partial least squares regression, demonstrate that organisational design and leadership style only lessen knowledge hiding when organisational justice is established. HRM procedures may encourage such behaviour in a highly competitive workplace, but they can also lessen employees' intention to conceal information in circumstances with high degrees of justice. Thus, by investigating the combined impact on knowledge concealing of organisational elements that accurately depict an organization's structure and climate, this study adds to body of literature on knowledge management. Practically speaking, they advise managers to strike the ideal balance between fairness and competition to lessen knowledge concealment.

Işık (2021) Throughout history, leadership has been a major subject of study. Leaders' actions have a direct or indirect impact on employees' behaviours, and employees respond accordingly. Given the highly competitive climate, the banking industry, like other businesses, needs strong executives who can maintain their competitive edge and guarantee their survival in the marketplace. Analyzing corporate leader types, specifically in the banking industry, is the goal of this study. The "Four Framework Theory" by Bolman and Deal is one of the leadership theories that are then examined. The study's second section

likewise applies Bolman and Deal's theory to investigate how Kayseri's private and state bank employees view the types of leadership that their organization is thought to embody. Data is analysed based on demographics and the type of institution (private or state).

Xie (2020) In today's organisations, leadership has a significant impact on learning and growth. It has been discovered that several leadership philosophies are beneficial for creating a learning organisation. This empirical study examined how transformational and servant leadership affect learning organizations—those that continuously change through learning and development strategies—in the context of SMEs in China. We used structural equation modelling to evaluate four assumptions. The findings indicate that transformational leadership is a powerful predictor of learning organisations, but servant leadership has no discernible association with either. This study contrasts two distinct leadership philosophies for academics and professionals and offers theoretical and practical implications. In particular, by analyzing a structural model with three latent variables—transformational leadership, servant leadership, and learning organisation—this work contributes to our knowledge of relationship between learning organisation and leadership style.

CHAPTER III:

METHODOLOGY

3.1 Overview of the Research Problem

Project management is a critical success factor and driver of competitive advantage across structural organizations with the overall goal of achieving organizational goals. That being the case, it is across the specification that most intended projects have not achieved the required objectives because of poor management skills, leadership, and inadequate focus on significant success factors. The issue is in knowing what specific competencies are crucial for project delivery, how the pattern and choice of leadership affects employees and results, and what important factors are likely to increase project success within rigid environments. Moreover, management capabilities interacting with the dynamic structural organisations complicate tendencies for defining project success standards. With the intention of improving structural project performance, this study attempts to close these gaps by developing a framework for managing fundamental competencies, comprehending the function of leadership styles, and identifying key factors that contribute to successful project performance in structural organisations.

3.2 Operationalization of Theoretical Constructs

In this study, the process of variable measurement means that concepts from the theories; Management Skills, Leadership Styles, Key Project Management Factors and

measures of Project success are defined and made measurable during the operationalization process. The present approach corresponds to the theoretical concepts with actual evaluation to make the study more systematic and scientific by identifying specific facets that defines the overall success of project management in structural organizations (Babbie, 2020).

The component of management skills is measured by facet like communication, problem solving, managing risks, technical knowledge, and decision making." These dimensions are on a five-point Likert scale, with statements referring to particular behavioural indicators, including communication of project objectives, dealing with project problems, and management of risk controls.

Transformational, transactional, and situational leadership are measured based on assessment of behaviours while democratic/ autocratic leadership. Some of the items are motivating team members, giving feedback regarding performance, having high levels of both directiveness and supportiveness, and including the project team members in decision making processes in order to incorporate the various leadership styles and the effectiveness of each in a project's success (Northouse, 2018)

The key project management factors are captured through statements regarding stakeholder management, resource management, time management and organizational culture within which some of the practices include; efficient use of available resources, constant management of constraints faced in projects, and communication with stakeholders. They are used to capture the procedural activities or the aspects of environment that are relevant to project success.

The key success factors of projects are defined through definitions that point to the quality of deliverables, budget and time, satisfaction and durability of the project effects. Assertions like "All work products were produced in accordance with project specification

and quality requirements," and "the project output is in line with the strategic plan of the organization" are the best examples of effectiveness measures.

Finally, items evaluating the team performance and project outcomes address communication, conflict identification and management, decision making and power, and management feedback and appreciation of the team. These provide a backdrop to infer on the outcomes of these factors to optimize the probability of successful project performance as well as team satisfaction.

The quantitative approach of this study asserts that the theoretical framework of the study is articulated as operational constructs by specific survey items and validated scales for measuring these constructs so that the structural complexity of project management can be deconstructed and analysed in a research study (Cresswell, 2014).

3.3 Research Purpose and Questions

This study intends to improve the outcomes of successful project management by determining the importance of "management skills," "leadership," and other critical components in structural organisation management. Since bureaucracy, top-down approaches, and formal structures hinder flexibility, adaptation, and effective project delivery, this is the main fault that structured organisations face. There is therefore the need for effective management and leadership to help overcome these challenges on projects. The following are the research's goals: Finding the skill profile for managing successful projects is the first step. Then, different leadership behaviours and their consequences on project performance are defined, and finally, the essential success metrics are evaluated.

It is the research aim to identify how managerial competencies and leadership styles influence project quality, team performance, and success. Furthermore, it seeks to draw attention to internal and external factors that are; communication, decision-making, resource management, and organizational culture in relation to the achievement of stated

project objectives. In addressing these facets, the study will yield useful information on how structural organisations can improve project management practice in terms of efficiency, effectiveness and sustainability.

Lastly, this research aims at providing solutions and best practices for managers and leaders of structure organizations who often face obstacles when managing for project success and delivering on project objectives. The results of the study will extend the knowledge in project management and provide guidelines for enhancement of managerial practices and leadership in the structured systems.

More specifically, the following research questions need to be addressed:

1. What skills should the management team have in order to execute the project successfully?
2. How would the team management and leadership eras affect the project's outcome in a structural organization?
3. What elements specifically affect the results of project management?

3.4 Research Design

The current study uses a mixed-method research technique to investigate how leadership, management abilities, and important variables contribute to successful project management outcomes in structural organisations. The used research approach is the mixed-method approach that allows the study to use both breadth and depth approaches since the first one is focused on the use of numbering data and the second is based on contextual data. This design can be particularly used when investigating questions that evolved from some measurable characteristics and patterns together with participants' sentiments and perceptions toward the defined area (Creswell and Plano Clark, 2018).

A paradigm for independent research is the mixed-methods approach. Consequently,Creswell In actuality, a mixed-methods research design is one that follows

its own paradigm and employs methodical investigation. As a technique, it assumes certain philosophical positions that provide direction for the procedures of gathering and interpreting data from several sources in a single research. There are several advantages to using a mixed-methods strategy, particularly when addressing complex research problems. This is because it draws from both interpretivism and post-positivism to meaningfully integrate qualitative and quantitative data.Fetters Naturally, this also offers a justification, a certain amount of methodological flexibility, and a thorough comprehension of "the smaller cases. “Maxwell Put another way, researchers can increase the range and depth of their answers to research issues by using mixed approaches and results and consequences of the topics they study can be applied to the entire population (Enosh, Tzafrir and Stolovy, 2015)Researchers may more easily collect data from a large number of participants using the quantitative technique, for example, increasing the possibility that findings can be applied to a broader population.

The convergence of both paradigms results to a systematic methodology in achieving the formulated research objectives based on the cited reference to their strengths. Quantitative Methods enable the identification of patterns at association and causal inference, while qualitative methods enable incorporation of a textual and contextual richness of the properties influencing project success. That way, the study method enables a more balanced view of the phenomena to be study where on one hand there is evidence data, and on the other there are first-hand experiences (Tashakkori and Teddlie, 2010).

Moreover, the study design allows for methodological triangulation; comparing findings from source to achieve a high degree of methodological reliability and validity. This approach also enables the identification of both convergent and divergent views as a way of getting a multiple perspective view of the outcomes of project management. Because of the flexibility which such design promotes the model can be useful in

investigating relationships between management skills, leadership styles, and organizational factors; as well as the dynamic and contextual nature of structural organizations.

3.5 Population and Sample

The target population in this study encompasses professional employees that work in structural organizations, involved in project management, which include project managers, team leaders, organizational leaders and other relevant officers who have a stewardship role to play in the project delivery system and determinants of project success. These people are chosen since they have active roles in managing and executing projects which makes them suitable for analysis of core aspects related to the success of project management. The 300 respondents that comprise the study's sample size were selected using a convenience sampling technique. Convenience sampling is sometimes known as unintentional or haphazard sampling. Using a nonprobability or non-random selection technique, study participants are chosen for the sample according to particular practical criteria, such as proximity, availability at a particular time, or willingness to participate(Dörnyei and Griffee, 2010). It also describes the types of people who are easy for the researcher to contact in terms of demographics. Lisa M. Given & KristieSaumure (2008) Because components may be included in a convenience sample simply because they are physically or administratively adjacent to the researcher's data collection site, convenience samples are often called "accidental samples." By focusing on a well-defined group directly related to the research question, this sampling strategy ensures that the findings are still meaningful and applicable to the targeted organizational context.

3.6 Participant Selection

Criteria	**Inclusion**	**Exclusion**

Professional Role	Participants directly involved in project management (e.g., project managers, team leaders, organizational leaders).	Individuals with no direct involvement in project management or decision-making roles.
Organizational Affiliation	Professionals working in structural organizations (e.g., construction, engineering, or similar industries).	Professionals from non-structural organizations or industries unrelated to project management.
Experience	Minimum of 1 year of experience in project management or related roles.	Individuals with less than 1 year of professional experience in project management.
Geographical Scope	Participants from structural organizations operating in accessible locations for data collection.	Individuals from locations outside the study's geographical scope or inaccessible for data collection.
Availability	Individuals willing and available to participate in the survey or interview.	Individuals unwilling or unable to commit to survey or interview participation.
Consent	Participants providing informed consent to participate in the study.	Individuals not providing consent or withdrawing consent at any stage of the study.

3.7 Instrumentation

In this research, a structured questionnaire Weller (2014) was used as the main data collection tool to enable the research to quantitatively establish possible correlations between the management and leadership factors and project success factors in structural

organisations. Great care was exercised in developing the questionnaire to ensure that it collected information regarding the independent variables of management skills, leadership style, team management practices and key project management factors, as well as the dependent variables of project success and team performance.

The questionnaire contained several parts, and each of them was devoted to the set of variables. Regarding demographic data, the respondents filled in their age, gender, level of education, years of experience and current organizational position. Further sections assessed feelings about crucial management competencies (communicational, problem-solving, risk, technological, decision-making), examined the frequency and effectivity of different kinds of leadership (transformation, transaction, situational, democratic, autocratic) and explored team management strategies concerning cooperation, conflict and delegation. Furthermore, questions relating to project management important facets including; stakeholder management, resources, time management, and organizational culture were also included in the questionnaire. A scale from 1 (strongly disagree) to 5 (strongly agree) was used to assess the items in order to gauge participant agreement and prevent misunderstandings. This allowed for statistical analysis of the data (Jebb, Ng and Tay, 2021).

3.8 Data Collection Procedures

The data collection for this particular study adopts a structured technique to enhance the efficiency of data collection matched with research goals. Primary data is collected questionnaires that capture constructs such as management skills, leadership styles, and critical factors influencing the success of project. Due to, the nature of the topic explored in the study, the questionnaire contains mostly closed-ended questions with Likert scale to enable easy quantification and establish patterns, relations and trends. A cross sectional descriptive research design is employed whereby 300 respondents are employed

and are obtained through a convenience sampling that is easy and convenient to pull through. They are all working, experienced project managers employed in structural organizations, and as such, make perfect participants for the research in question. The survey is delivered online using platforms such as Google Forms and Microsoft Forms to allow wider coverage or reach out and simplicity the process of completing the form in cases where the ability to accept electronic data is not available, physical means are used (Cresswell, 2014).

More specifically, secondary data is also gathered when the results from the primary data collection are then complemented and validated. This includes both published articles including journal articles, books and industry reports as well as cases studies that was researched and published by scholars. Employing Scopus, Web of Science, and organizational databases, information on project management, leadership dynamics, and organizational factors are collected (Bryman, 2012). This secondary data strengthens the study by supplementing the main research evidence and theoretical and empirical support.

Therefore, with a lot of regard to ethical consideration, the collection of the data is conducted. It also aims at providing the participants with information concerning the study's objectives, processes and the participant's freedom to decline to continue participating at any one time. Digital or written consent is sought in every case to meet the standards of ethical practice. For reasons of confidentiality, all the feedback obtained from the participants is kept anonymous while data is secured. It is all individual and voluntary; there are no rewards given in order to compel people into the activity (Flick, 2018).

3.9 Data Analysis

Statistical software known as the "Statistical Package for the Social Sciences" (SPSS) would be used to analyse the quantitative data from the structured questionnaires in order to find patterns, relationships, and trends that could aid in understanding the factors influencing project management success in structural organisations. SPSS is one of the most commonly applied statistical programs as it has reliable possibilities for the application of both descriptive and inferential analysis necessary to carry out a quantitative study (Cohen *et al.*, 2013).

In order to display demographic variables and survey results, the analysis began by utilising frequency and percentage distributions, as well as measures of dispersion, such as standard deviation, and measures of central tendency, such as mean and median. Descriptive statistics is a range of procedures which makes it possible to briefly characterize some dataset, for instance, its mean, dispersion, and shape. They give an understanding and observation of data to establish resemblances and differences. These descriptive statistics were useful in giving a general picture of the participant's demographics and on their overall perception of the numerous factors that are likely to enhance success in management of the projects (Pallant, 2016).

After that, correlation analysis would be used to examine the casual link between the management skills, the styles of leadership and the key success factors within the organization. The analysis of correlation in research is a quantitative technique used to determine direction and degree of a linear association between two variables as well as computation of the correlation. In its simplest concept, correlation analysis involves the determination of the change of one variable when the other changes. This was acceptable to gain insights into the varied techniques in management and leadership and how they relate with successful project performances(Cohen *et al.*, 2013) .

Also, regression analysis would be used in order to test the level of association of the discovered factors to the level of project success. Regression analysis therefore can be described as that collection or pool of statistical techniques employed in estimating the relationship between one variable or dependent factor and one or many other variables or independent factors. It could be used in the course of analysing the level of association between multiple variables and also in the establishment of future relationship between the variables. (B. G. Tabachnick & L. S. Fidell, 2013).

In order to evaluate how well the data supports the study's theoretical framework, the results were finally evaluated in light of the research objectives and hypotheses. This thorough method to data analysis guarantees that the results are pertinent to the study issue and statistically valid, offering insights that might guide future project management procedures in structure organisations.

3.10 Research Design Limitations

These are the study's limitations, even if the research design employed was scientific enough to pinpoint and analyse the factors that influence project management effectiveness in structure organisations. Most significant method limitation relates to the use of convenience sampling; while quite simple and easy to employ this method is likely to result to sampling bias. Additionally, it should be mentioned that some of the participants may not be applicable to the other project managers and stakeholders in structure associations(Etikan, 2016). Nonetheless, Convenience samplingEtikan, Musa and Alkassim (2016) can access only some categories of the respondent and there are some categories where people are over-sampled while there are others where people are under-sampled.

One more limitation is connected with the use of structured questionnaires and therefore, with the reliance upon the respondents shares of the environmental issues.Based

on respondents' self-reports may accrue socially desirable responses that contain decision-makers perceived rather than actual opinions or experiences. This could have an influence on the credibility of the collected information and, hence, the credibility of the outcomes (Podsakoff *et al.,* 2003).

The third flaw in this study is its cross-sectional design, which makes it difficult to analyse changes over time because the data were collected at a single moment in time. Independently, the findings regarding project management outcomes highlighted that the nature of outcomes tends to change from one period to another due to dynamic factors which a longitudinal design could identify (Bryman, 2012).

Additionally, while SPSS has the capacity of generating sound statistical instruments, the use of Quantitative approach may not capture a range a qualitative factor that shape the contextual conditions to support project management success. For example, understanding organizational culture or leadership issues can give more information which is hidden behind the numbers (J. W. Creswell, 2014).

Nevertheless, the research contains limitations, which can be explained as follows: Notwithstanding the aforementioned drawbacks, the study's design, methodological approach, and use of both quantitative and qualitative data demonstrated that it provided a thorough grasp of the research topic. However, future studies could combine probability sampling methods, use of longitudinal designs, and supplement given quantitative analysis by utilizing qualitative methods to provide a more enriched understanding of nature of project management success.

3.11 Conclusion

The present work aims to investigate how certain management skills, leadership styles, and other key factors effective in structural organization can contribute to effective project management outcomes. Due to the structured nature of the research design used in

study, success of the project demonstrates how particular factors – communication, planning, and leadership – affect project success. The outcomes accent the role of leadership behaviours that support collaboration, trust and motivation of workers, as well as the managerial competencies directed toward the effective use of resources and achievement of organisational goals. They help organizations that are interested in developing frameworks to improve the levels of project management maturity to sustain operational excellence.

Similarly, this type of study underscores importance of translating research findings into practice to overcome the problems inherent in dynamic and/or complex projects. These findings of the collected data analyzed by SPSS make this research show some relationships and patterns that have practical implications to the project stakeholders. However, convenience sampling and the use of self-report measures, along with the operationalisation of the variables, indicate that the scope of the study has to be expanded by new research that uses larger and more diverse populations.

Finally, this research contributes to project management body of knowledge by establishing supporting leadership, management, and critical organizational factors that empirically relate to project outcomes. This backs up the argument that businesses should consider leadership and management abilities from a long-term perspective since, in the case of structural organisations, these abilities are critical to repeat project delivery success. To better understand how systems, develop in project management initiatives, future study may use quantitative and cross-sectional research methodologies.

CHAPTER IV:

RESULTS

4.1 Reliability Analysis

Table 4.1: Reliability Statistics

Cronbach's Alpha	N of Items
.984	49

The reliability study presented in Table 4.1 reveals a high Cronbach's Alpha value of 0.984 for 49 items, signifying exceptional internal consistency. This indicates that the items accurately assess the same fundamental construct, offering substantial evidence for the scale's dependability in this context.

4.2 Frequency Analysis

4.2.1 Demographic Details of the Respondents

Table 4.2: Demographic Details of Respondents

		Frequency	**Percent**
Age	18–24 Years	158	52.7
	25–34 Years	120	40
	35–44 Years	13	4.3
	45–54 Years	5	1.7
	55 Years and above	4	1.3
Gender	Male	278	92.7
	Female	22	7.3
Educational Qualification	High School	3	1
	Bachelor’s Degree	21	7
	Master’s Degree	274	91.3
	Doctorate	1	0.3

	Other	1	0.3
Industry Type	Construction	3	1
	IT/Technology	268	89.3
	Manufacturing	1	0.3
	Healthcare	6	2
	Finance	14	4.7
	Other	8	2.7
Years of Experience in Project Management	Less than 1 year	3	1
	1–3 years	159	53
	4–7 years	117	39
	8–10 years	8	2.7
	Over 10 years	13	4.3

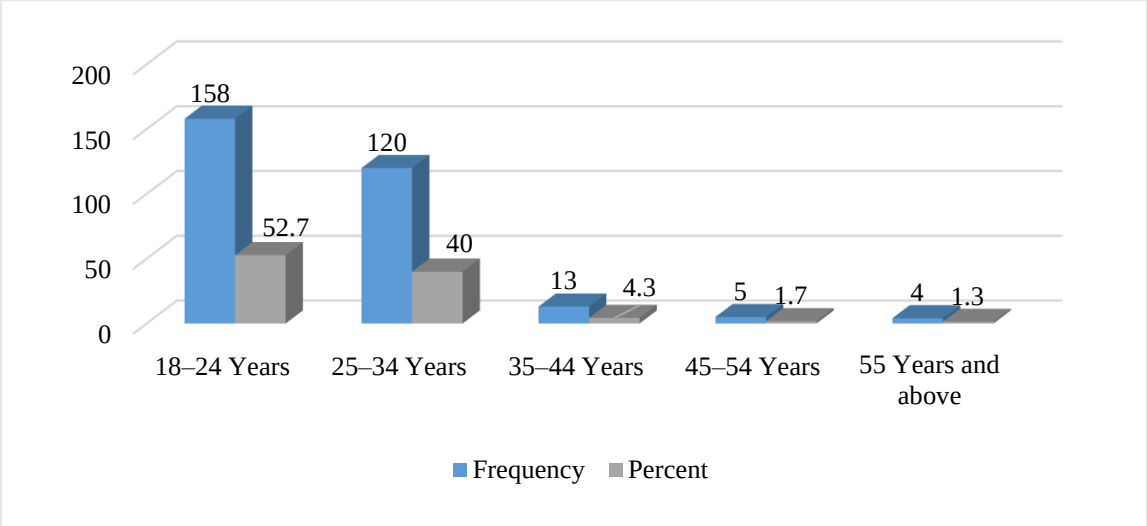

Figure 4.1: Age

The above figure 4.1 indicates that the majority of respondents (52.7%) are from the 18–24 years age group, followed by the 25–34 years group, which accounts for 40% of the sample. Together, these two groups represent a significant 92.7% of the total respondents,

highlighting a strong presence of younger individuals in the survey. The older age groups, including 35–44 years (4.3%), 45–54 years (1.7%), and 55 years and above (1.3%), collectively make up a very small proportion of the respondents. This suggests that the survey or study primarily engaged younger demographics, possibly due to their higher relevance or accessibility to the subject matter.

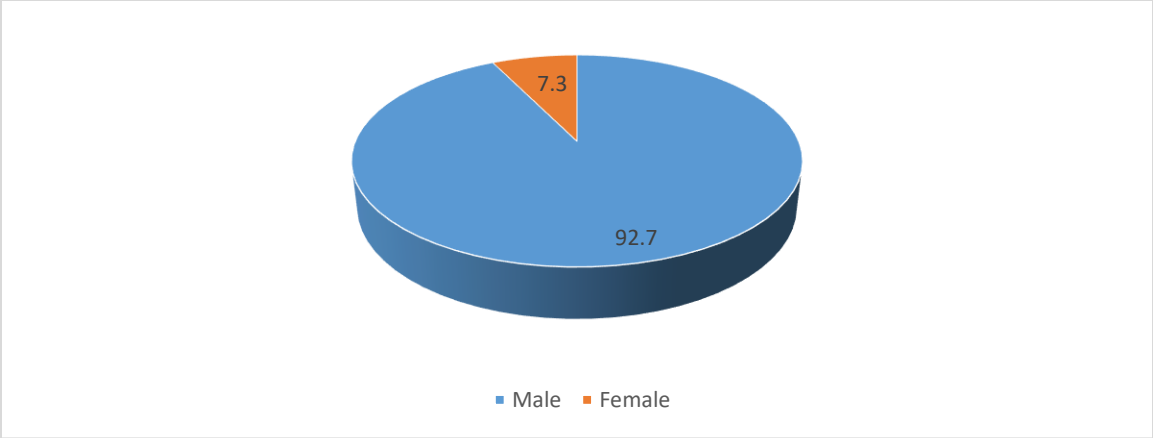

Figure 4.2: Gender

The Figure 4.2 illustrates a considerable gender disparity among the respondents, with 92.7% identifying as male and merely 7.3% as female. This indicates a strong male dominance in the sample, which may suggest that the survey topic or context is more male-oriented, or that males were more likely to participate compared to females.

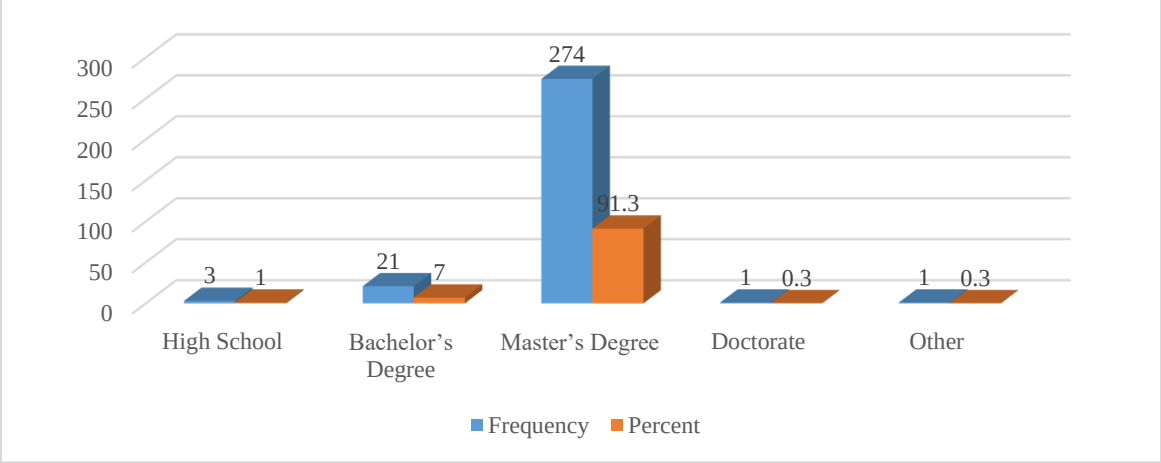

Figure 4.3: Educational Qualification

The above figure 4.3 represents the educational qualifications of the respondents, where the majority, 91.3%, hold a Master's Degree (274 respondents). This is followed by 7% with a Bachelor's Degree (21 respondents), while only 1% have completed High School (3 respondents). Additionally, 0.3% of the respondents hold a Doctorate (1 respondent), and another 0.3% fall under the Other category (1 respondent). This indicates that the sample is highly educated, with most respondents possessing advanced degrees.

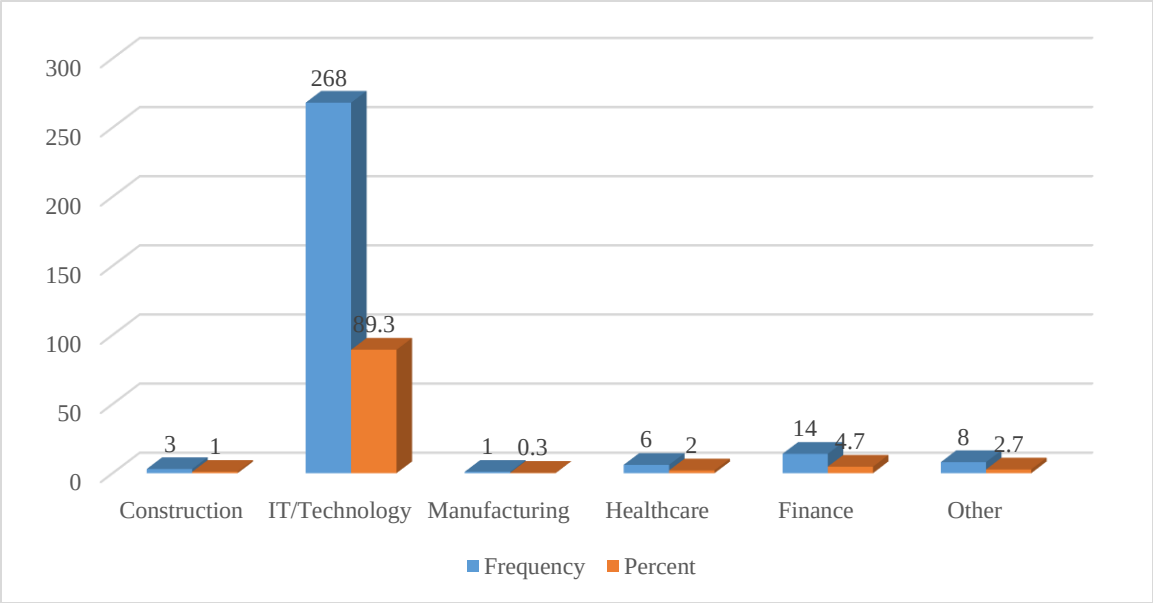

Figure 4.4: Industry Type

The above figure 4.4 represents the industry type of the respondents, where the majority, 89.3%, belong to the IT/Technology sector. This is followed by Finance with 4.7% and Healthcare with 2%. Other sectors, including Construction (1%), Manufacturing (0.3%), and Other industries (2.7%), make up a small portion of the sample. This indicates that the respondents are predominantly from the IT/Technology sector, suggesting the survey topic or focus may have strong relevance to this industry.

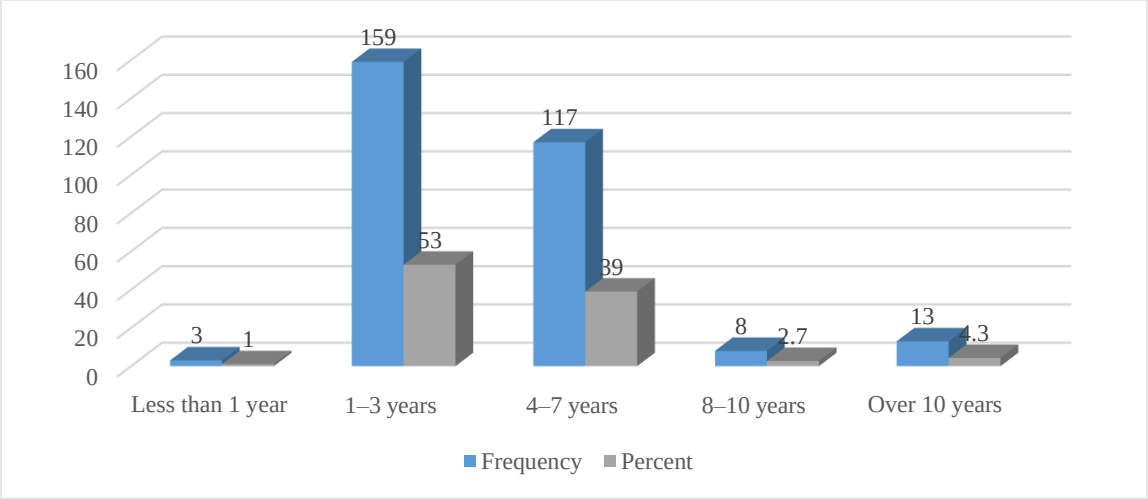

Figure 4.5: Years of Experience in Project Management

The above figure 4.5 represents the years of experience in project management among the respondents. The majority, 53%, have 1–3 years of experience, followed by 39% with 4–7 years of experience. A smaller percentage, 4.3%, have over 10 years of experience, while 2.7% fall within the 8–10 years category. Only 1% of respondents have less than 1 year of experience. This indicates that most respondents have early to mid-level experience in project management, with fewer participants having extensive experience.

4.2.2 Management Skills

Table 4.3: Management skills

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The management team effectively communicates project goals and expectations.	Frequency	3	1	163	110	23
	Percent	1	0.3	54.3	36.7	7.7

Communication within the project team is clear and consistent.	Frequency	3	2	258	10	27
	Percent	1	0.7	86	3.3	9
The management team demonstrates the ability to resolve project-related challenges effectively.	Frequency	4	1	162	107	26
	Percent	1.3	0.3	54	35.7	8.7
Creative solutions are implemented for complex project issues.	Frequency	3	2	262	9	24
	Percent	1	0.7	87.3	3	8
The management team has contingency plans for addressing project risks.	Frequency	3	2	109	160	26
	Percent	1	0.7	36.3	53.3	8.7
Risk mitigation strategies are effectively communicated to all team members.	Frequency	3	3	8	262	24
	Percent	1	1	2.7	87.3	8
Technical expertise is used to improve project quality and efficiency.	Frequency	3	3	7	263	24
	Percent	1	1	2.3	87.7	8
The management team provides clear technical direction to team members.	Frequency	3	1	7	166	123
	Percent	1	0.3	2.3	55.3	41

The management team makes timely and informed decisions during the project lifecycle.	Frequency	4	1	105	166	24
	Percent	1.3	0.3	35	55.3	8
Decisions made by the management team positively impact project outcomes.	Frequency	3	2	8	164	123
	Percent	1	0.7	2.7	54.7	41

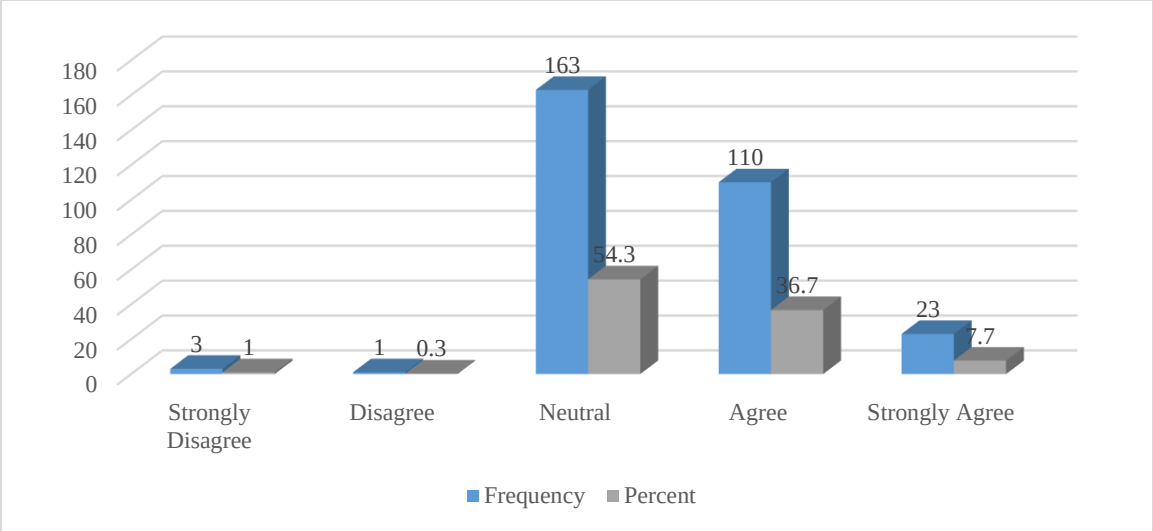

Figure 4.6: The management team effectively communicates project goals and expectations.

The above figure 4.6 represents respondents' perceptions of the management team's ability to effectively communicate project goals and expectations. The majority of respondents, 54.3%, remained neutral, while 36.7% agreed that the management team communicates effectively. A smaller percentage, 7.7%, strongly agreed with the statement. On the other hand, very few respondents disagreed (0.3%) or strongly disagreed (1%). This specifies that while a significant portion of respondents hold a neutral stance, there is a notable level

of agreement regarding the management team's communication, with only minimal dissatisfaction expressed.

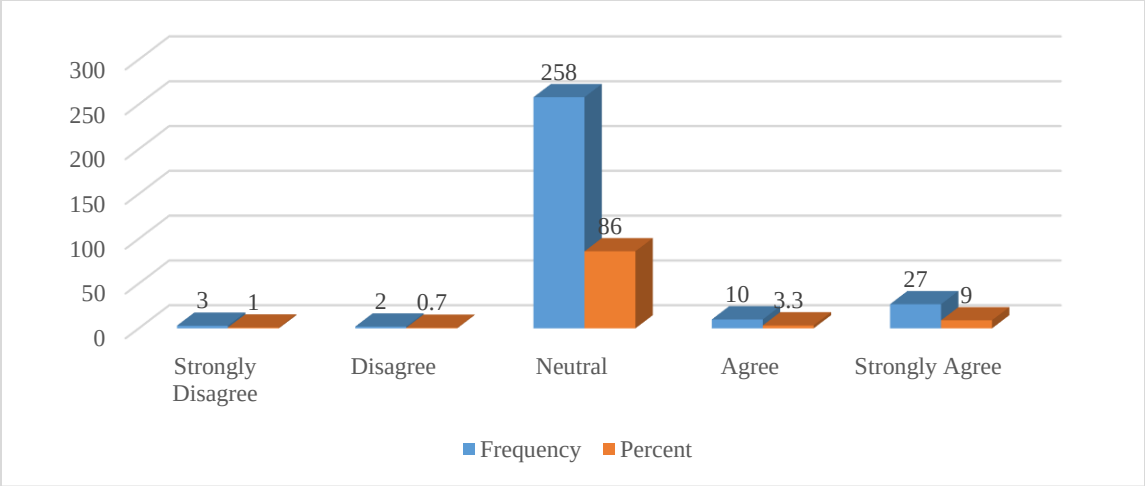

Figure 4.7: Communication within the project team is clear and consistent.

The above figure 4.7 represents respondents' views on the clarity and consistency of communication within the project team. The majority, 86%, remained neutral on this aspect, indicating they neither agreed nor disagreed. 9% strongly agreed that communication is clear and consistent, and 3.3% agreed. A smaller percentage, 0.7%, disagreed, and a very small portion, 1%, strongly disagreed. This indicates that a sizable percentage of respondents have no opinion regarding the efficacy of communication within the project team.

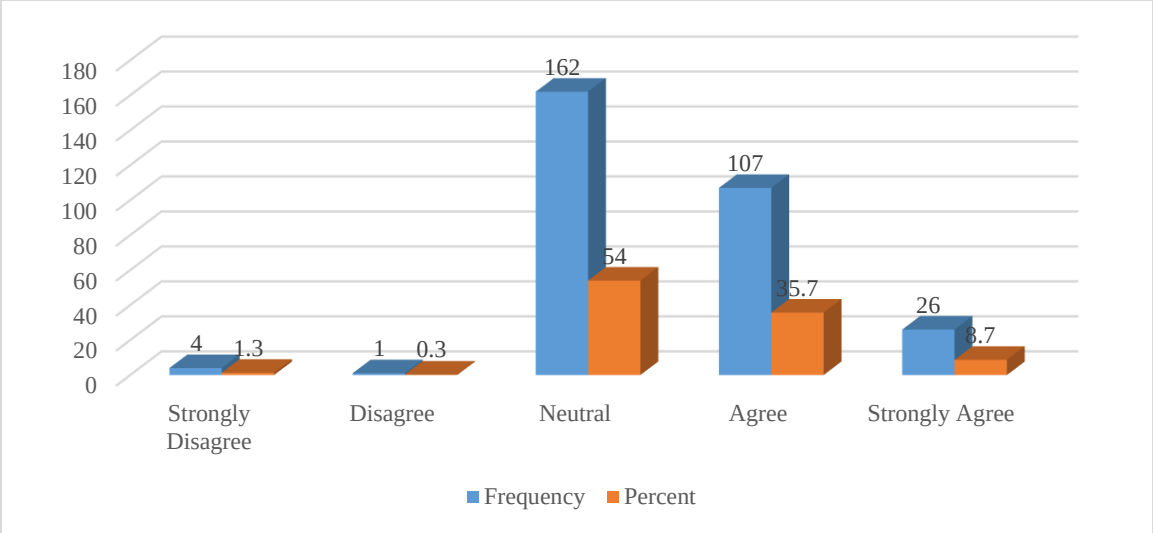

Figure 4.8: The management team demonstrates the ability to resolve project-related challenges effectively.

The above figure 4.8 represents respondents' perceptions of the management team's ability to resolve project-related challenges effectively. 54% of respondents remained neutral, representing uncertainty or lack of strong opinion on this aspect. 35.7% agreed that the management team effectively resolves challenges, and 8.7% strongly agreed. A smaller percentage, 1.3%, disagreed, and only 0.3%, strongly disagreed. This suggests that while a majority are neutral or agree, there is some positive feedback on the management team's effectiveness in handling project challenges.

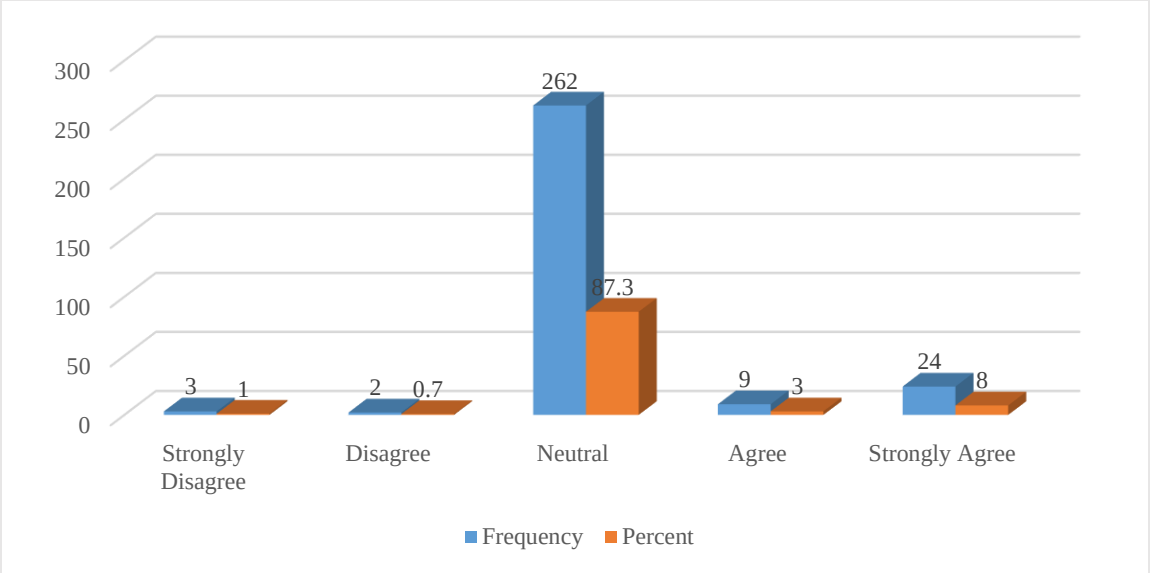

Figure 4.9: Creative solutions are implemented for complex project issues.

The above figure 4.9 represents respondents' views on the implementation of creative solutions for complex project issues. 87.3% of respondents were neutral, representing that they neither agreed nor disagreed with the statement. 8% strongly agreed that creative solutions are effectively implemented, while 3% agreed. A smaller percentage, 0.7%, disagreed, and only 1% strongly disagreed. This suggests that a majority of respondents are uncertain about the extent of creative solutions being used, but a positive minority feel that creative solutions are effectively implemented for complex project challenges.

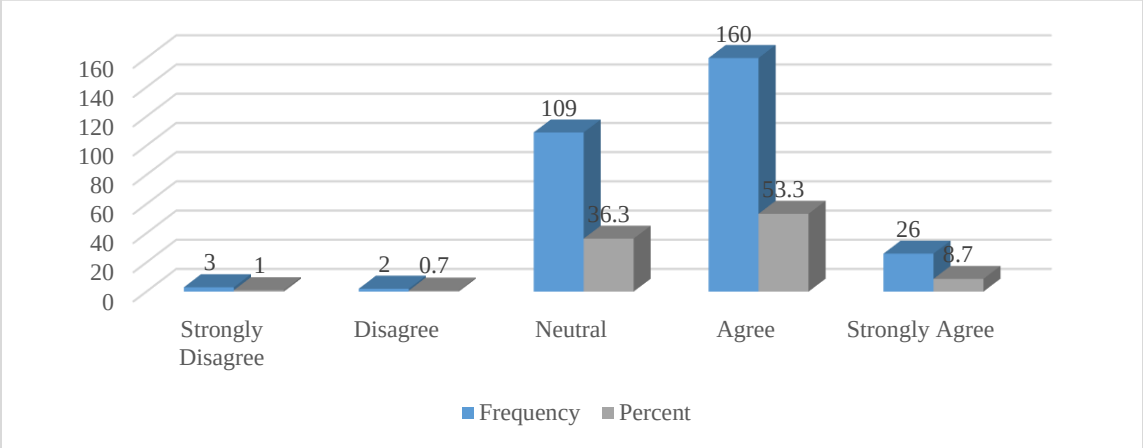

Figure 4.10: The management team has contingency plans for addressing project risks.

The figure 4.10 represents respondents' perceptions of whether the management team has contingency plans for addressing project risks. 53.3% agreed that the management team has contingency plans in place, suggesting that more than half of the respondents believe these plans are in place. 8.7% strongly agreed, indicating strong confidence in the management's preparedness. However, 36.3% remained neutral, suggesting uncertainty or indifference regarding the effectiveness or the extent of these contingency plans. A small percentage, 0.7%, disagreed, and only 1% strongly disagreed, indicating minimal dissatisfaction. This indicates that while there is a positive majority, there is also notable uncertainty among the respondents about the management's risk management practices.

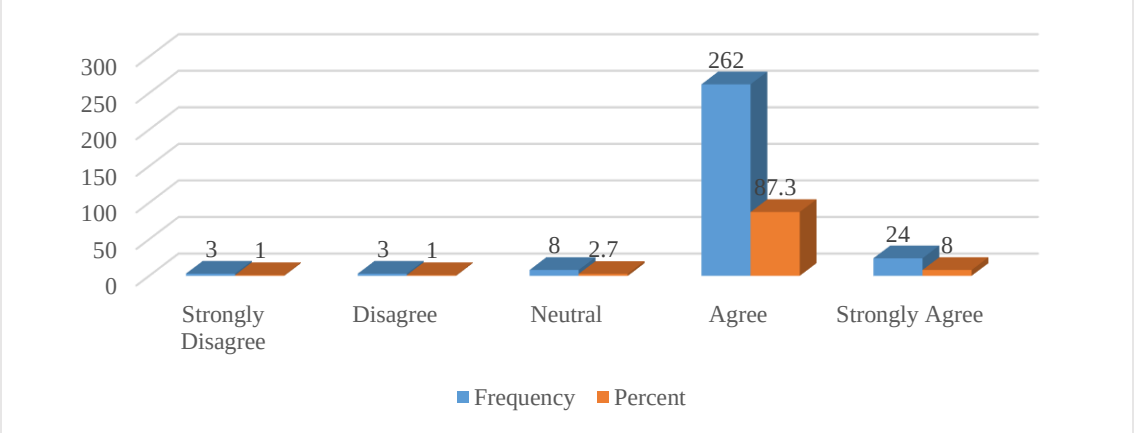

Figure 4.11: Risk mitigation strategies are effectively communicated to all team members.

The figure 4.11 represents respondents' views on the communication of risk mitigation strategies to team members. The majority, 87.3%, agreed that risk mitigation strategies are effectively communicated, with an additional 8% strongly agreeing. A small percentage, 2.7%, remained neutral, while only 1% disagreed, and another 1% strongly disagreed. This shows that there is no dispute or ambiguity among respondents regarding the management team's ability to effectively communicate risk mitigation plans to all team members.

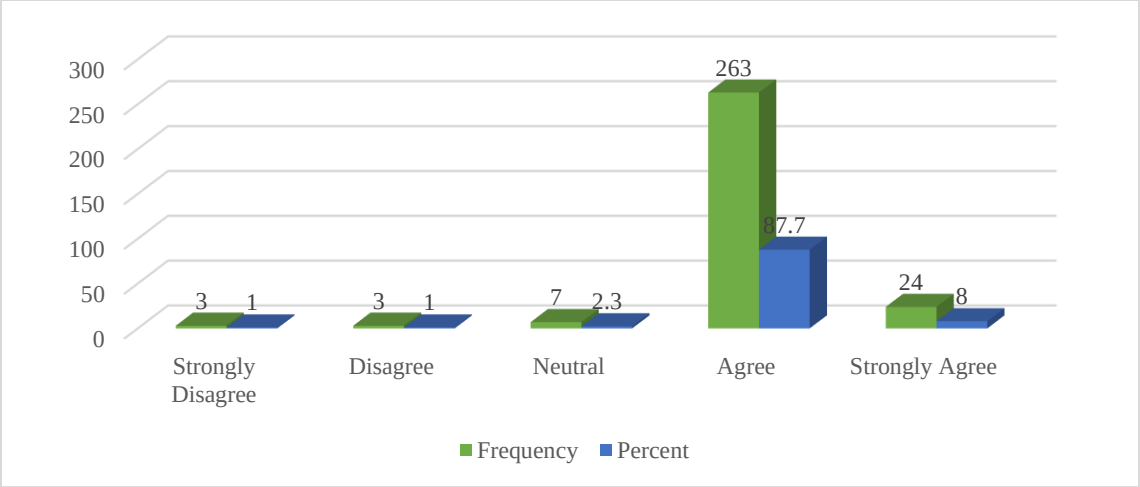

Figure 4.12: Technical expertise is used to improve project quality and efficiency.

The figure 4,12 represents respondents' perceptions of the use of technical expertise to improve project quality and efficiency. The majority, **87.7%**, agreed that technical expertise is effectively utilized, with an additional **8%** strongly agreeing. A small percentage, **2.3%**, remained neutral, while **1%** disagreed and another **1%** strongly disagreed. This shows that there is no dispute or ambiguity among respondents regarding the importance of technical skills in improving project quality and efficiency.

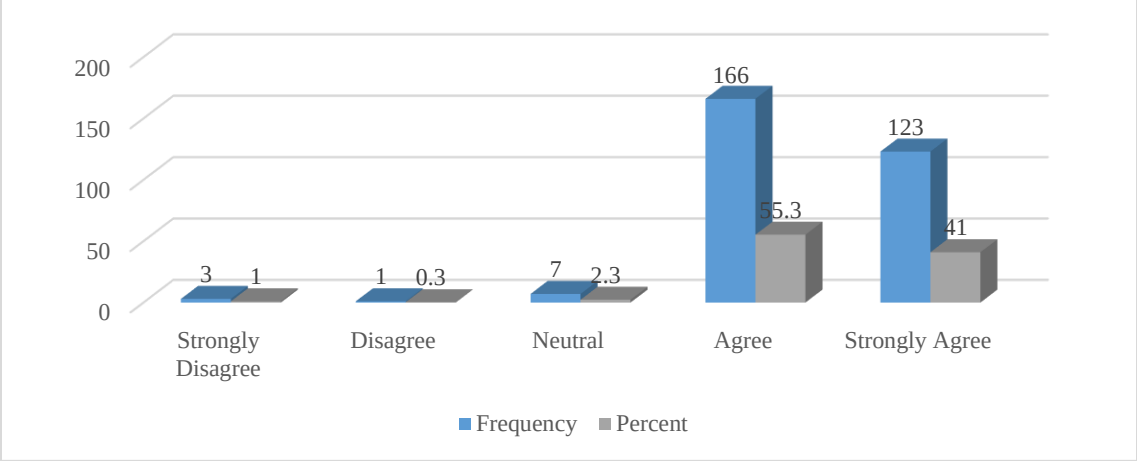

Figure 4.13: The management team provides clear technical direction to team members.

The figure 4.13 represents respondents' views on whether the management team provides clear technical direction to team members. The majority, **55.3%**, agreed that clear technical

direction is provided, with an additional **41%** strongly agreeing. A small percentage, **2.3%**, were neutral, while only **0.3%** disagreed, and **1%** strongly disagreed. This indicates that most respondents perceive the management team as effective in providing clear technical guidance, with minimal uncertainty or dissatisfaction.

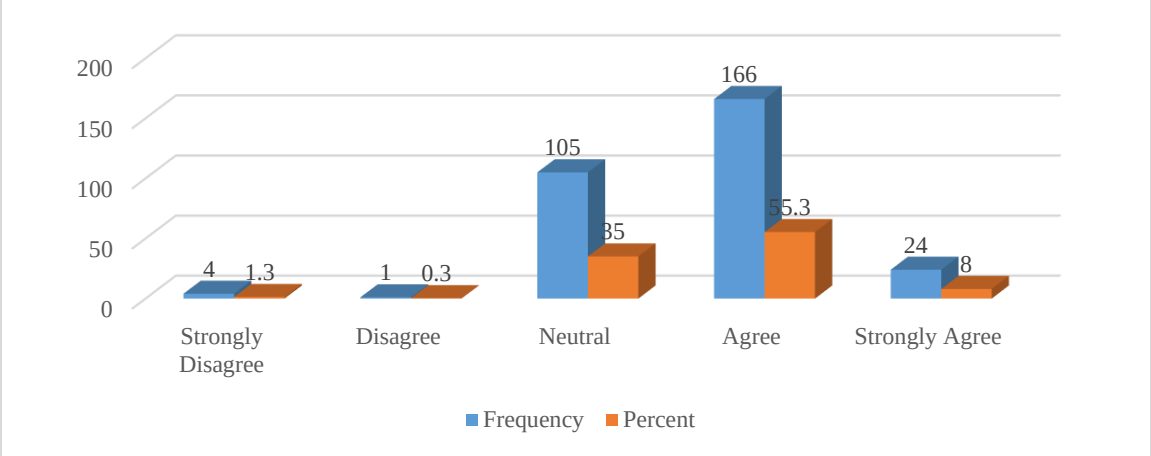

Figure 4.14: The management team makes timely and informed decisions during the project lifecycle.

The figure 4.14 represents respondents' perceptions of the management team's ability to make timely and informed decisions during the project lifecycle. The majority, **55.3%**, agreed that decisions are timely and informed, with an additional **8%** strongly agreeing. **35%** of respondents were neutral, indicating a notable portion were unsure or indifferent. Only **1.3%** strongly disagreed, and **0.3%** disagreed. This suggests a positive consensus regarding the management team's decision-making, though a significant neutral response highlights room for increased clarity or communication about decision-making processes.

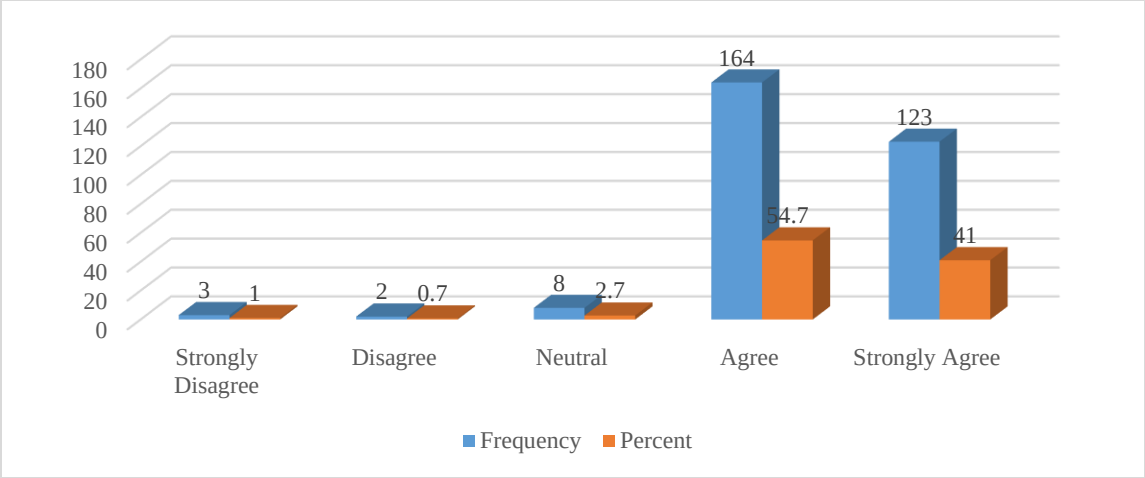

Figure 4.15: Decisions made by the management team positively impact project outcomes.

The figure 4.15 represents respondents' views on whether decisions made by the management team positively impact project outcomes. The majority, **54.7%**, agreed that management decisions have a positive impact, with an additional **41%** strongly agreeing. A small percentage, **2.7%**, were neutral, while only **0.7%** disagreed and **1%** strongly disagreed. This indicates a strong consensus that management decisions contribute positively to project outcomes, with minimal uncertainty or disagreement.

4.2.3 Leadership Styles

Table 4.4: Leadership styles

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The leader inspires and motivates team members to achieve project goals beyond expectations.	Frequency	5	1	9	261	24
	Percent	1.7	0.3	3	87	8

The leader fosters innovation and encourages creative problem-solving within the team.	Frequency	4	1	10	261	24
	Percent	1.3	0.3	3.3	87	8
The leader emphasizes rewards and consequences based on team performance.	Frequency	4	1	9	260	26
	Percent	1.3	0.3	3	86.7	8.7
The leader closely monitors team progress and provides immediate feedback.	Frequency	4	1	9	262	24
	Percent	1.3	0.3	3	87.3	8
The leader effectively balances directive and supportive behaviors according to the situation.	Frequency	5	0	8	262	25
	Percent	1.7	0	2.7	87.3	8.3
Team members feel the leader provides appropriate guidance depending on their experience levels.	Frequency	4	0	11	162	123
	Percent	1.3	0	3.7	54	41
The leader involves team members in decision-making processes.	Frequency	4	2	110	160	24
	Percent	1.3	0.7	36.7	53.3	8
Team members follow the leader’s directions with	Frequency	5	2	105	164	24

minimal discussion or debate.	Percent	1.7	0.7	35	54.7	8

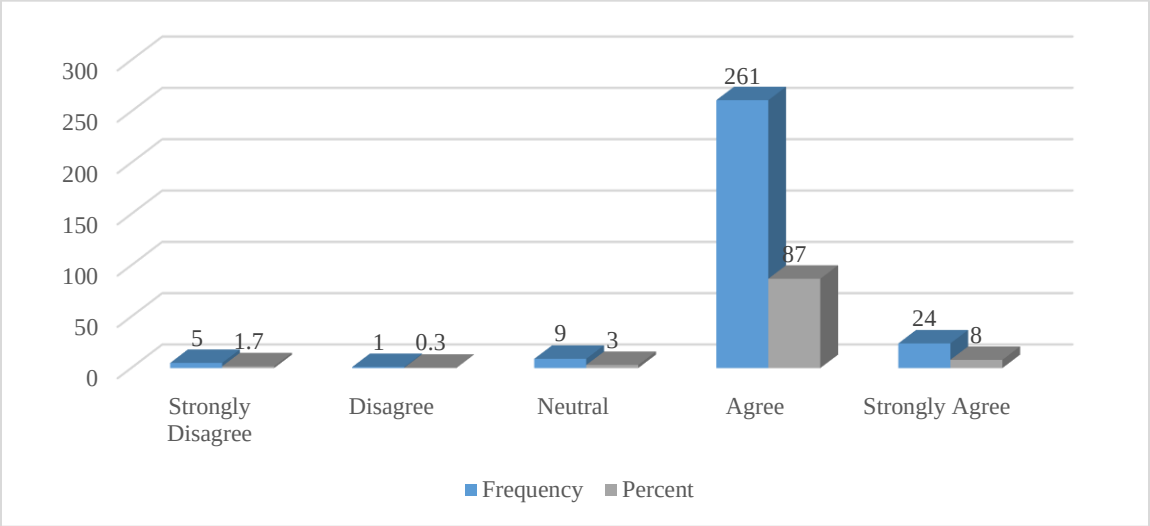

Figure 4.16: The leader inspires and motivates team members to achieve project goals beyond expectations.

The figure 4.16 represents respondents' perceptions of the leader's capability to inspire and motivate team members to exceed project aims. The majority, **87%**, agreed that the leader effectively inspires and motivates the team, with an additional **8%** strongly agreeing. A small percentage, **3%**, were neutral, while **0.3%** disagreed and **1.7%** strongly disagreed. This indicates a strong consensus that the leader plays an influential role in driving the team to achieve beyond expectations, with very few expressing uncertainty or dissatisfaction.

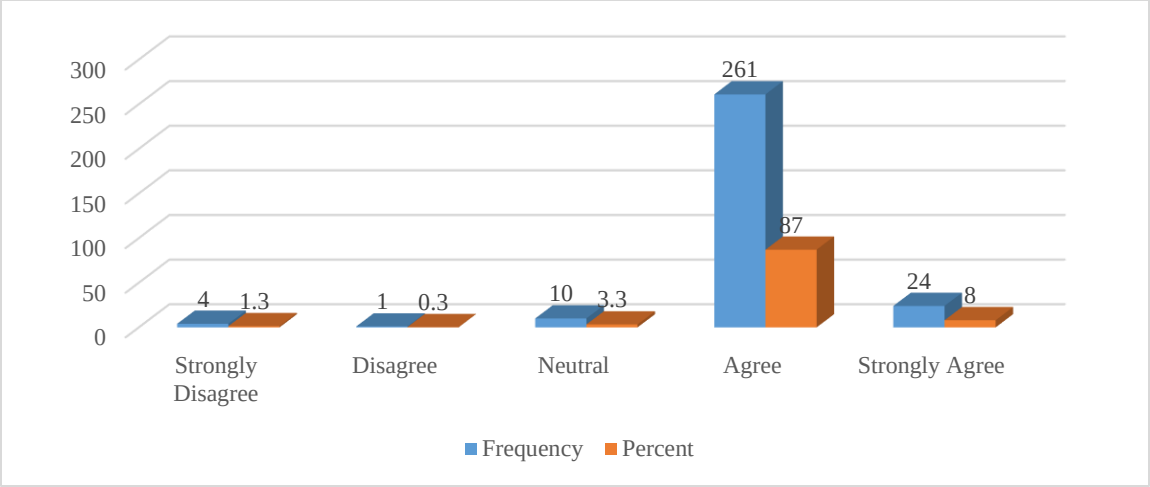

Figure 4.17: The leader fosters innovation and encourages creative problem-solving within the team.

The figure 4.17 represents respondents' views on the leader's ability to foster innovation and encourage creative problem-solving within the team. The majority, **87%**, agreed that the leader encourages innovation and creativity, while an additional **8%** strongly agreed. A small portion, **3.3%**, remained neutral, with **0.3%** disagreeing and **1.3%** strongly disagreeing. This indicates that most respondents believe the leader effectively promotes innovative thinking and creative problem-solving, with minimal uncertainty or dissatisfaction.

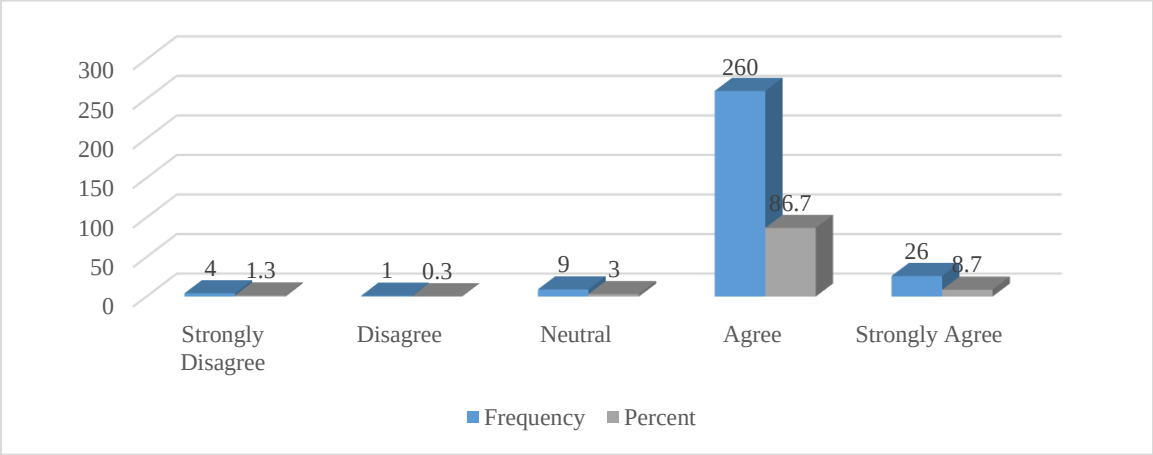

Figure 4.18: The leader emphasizes rewards and consequences based on team performance.

The figure 4.18 represents respondents' perceptions of the leader's emphasis on rewards and consequences based on team performance. The majority, **86.7%**, agreed that the leader emphasizes performance-based rewards and consequences, with an additional **8.7%** strongly agreeing. A small percentage, **3%**, remained neutral, while **0.3%** disagreed and **1.3%** strongly disagreed. This indicates a strong consensus that the leader prioritizes accountability and recognition in relation to team performance, with minimal uncertainty or disagreement.

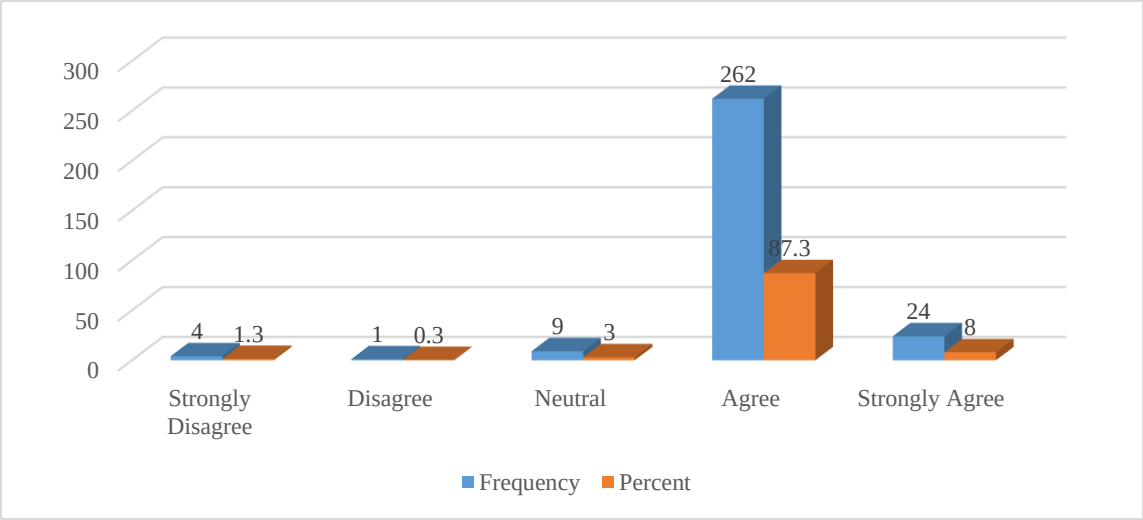

Figure 4.19: The leader closely monitors team progress and provides immediate feedback.

The figure 4.19 represents respondents' perceptions of the leader's approach to closely monitoring team progress and providing immediate feedback. **87.3%** agreed that the leader actively tracks team progress and gives prompt feedback, with **8%** strongly agreeing. **3%** were neutral, **0.3%** disagreed, and **1.3%** strongly disagreed. This indicates a strong consensus that the leader is diligent in overseeing team performance and addressing issues promptly, with minimal uncertainty or disagreement.

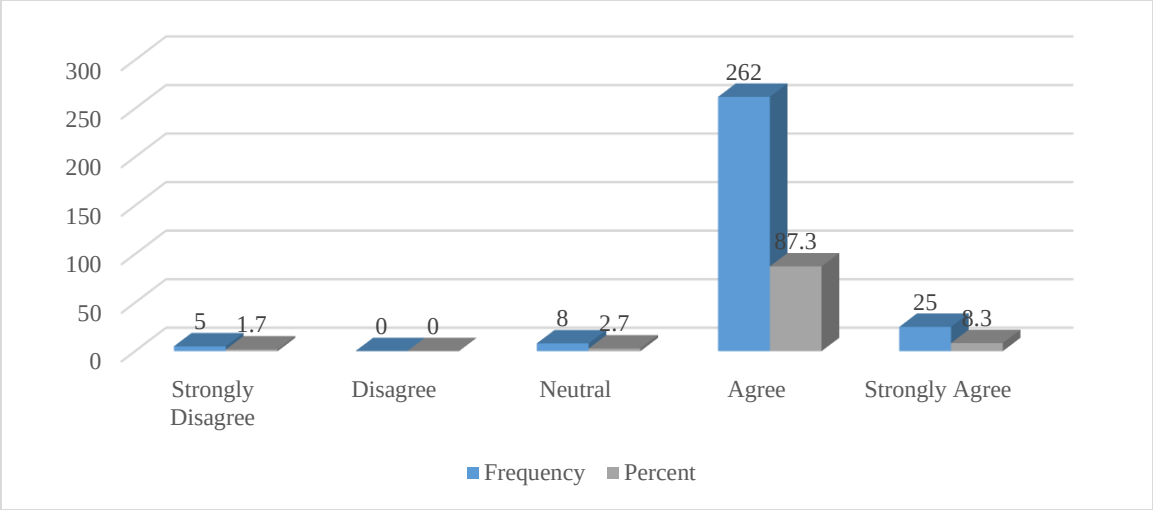

Figure 4.20: The leader effectively balances directive and supportive behaviours according to the situation.

The figure 4.20 represents respondents' perceptions of the leader's ability to effectively balance directive and supportive behaviours according to the situation. **87.3%** agreed that the leader balances directive and supportive behaviours appropriately, with an additional **8.3%** strongly agreeing. **2.7%** were neutral, and **1.7%** disagreed. This suggests a strong consensus that the leader adapts their approach effectively to different situations, providing the right mix of direction and support as needed.

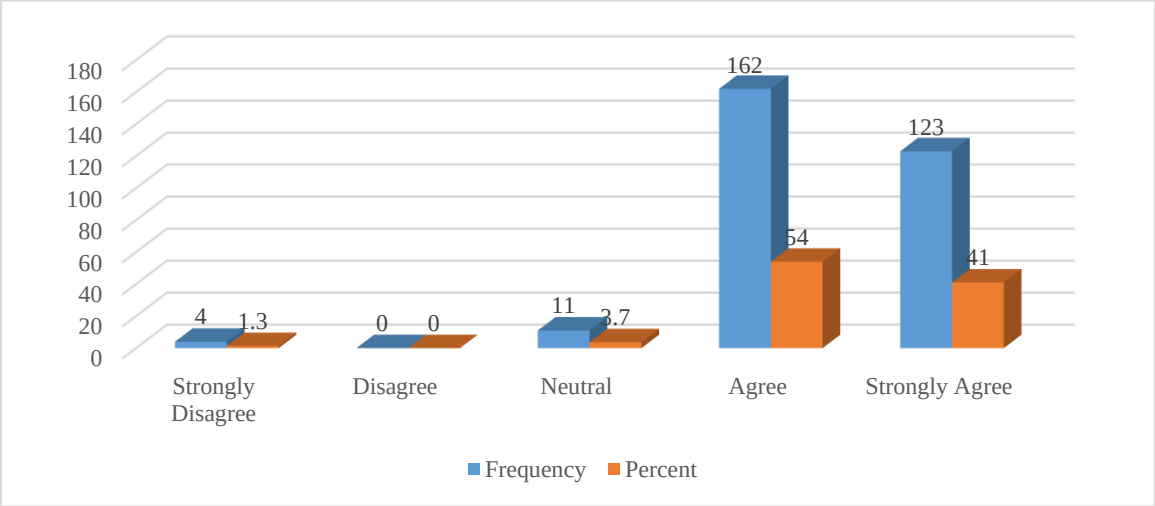

Figure 4.21: Team members feel the leader provides appropriate guidance depending on their experience levels.

The figure 4.21 represents respondents' perceptions of whether the leader provides appropriate guidance based on team members' experience levels. **54%** agreed that the leader offers suitable guidance depending on team members' experience, with **41%** strongly agreeing. **3.7%** were neutral, while **1.3%** strongly disagreed. Importantly, there are no respondents who disagreed. This indicates that the majority of respondents believe the leader tailors guidance effectively to match team members' experience levels, fostering a supportive and well-guided work environment.

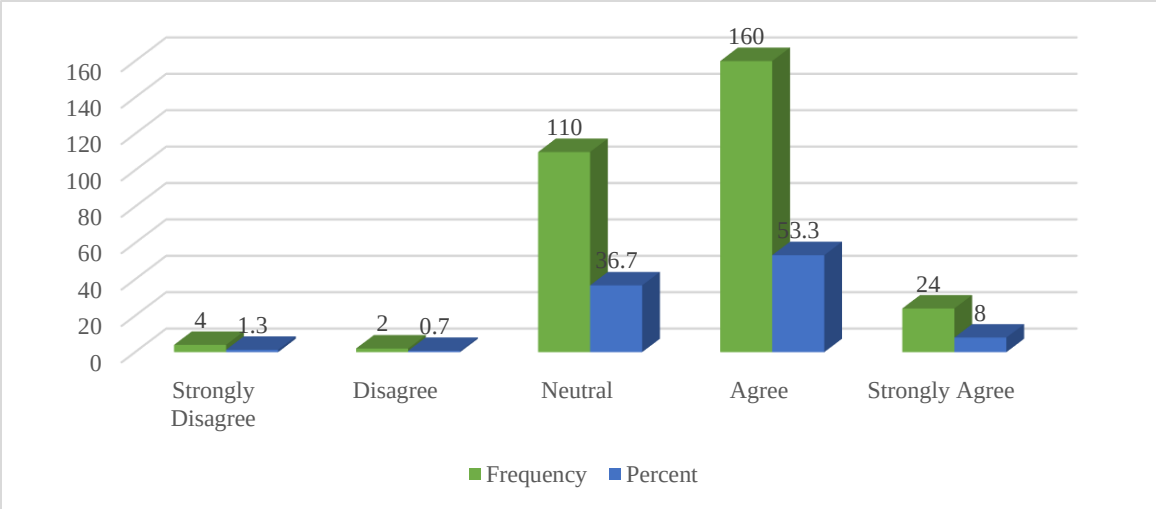

Figure 4.22: The leader involves team members in decision-making processes.

Respondents' opinions regarding whether the team leader includes team members in decision-making processes are shown in figure 4.22. 53.3% of respondents agreed, with 8% strongly agreeing, that the team leader actively incorporates team members in decision-making 36.7% were neutral, indicating a significant proportion of respondents neither agreed nor disagreed. A smaller percentage, 0.7%, disagreed, and 1.3% strongly disagreed. This suggests a positive trend towards participatory leadership, although a notable portion remains neutral, suggesting room for further engagement in decision-making processes.

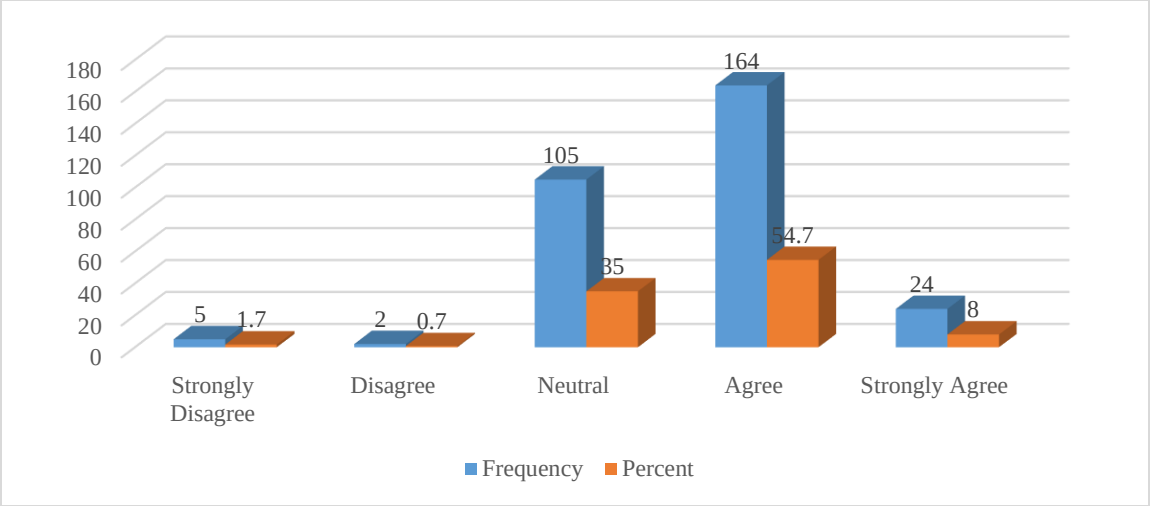

Figure 4.23: Team members follow the leader's directions with minimal discussion or debate.

The figure 4.23 represents respondents' perceptions of whether team members follow the leader's directions with minimal discussion or debate. **54.7%** agreed that team members generally follow the leader's directions without much discussion, with **8%** strongly agreeing. **35%** were neutral, suggesting a significant portion neither fully agreed nor disagreed. A smaller percentage, **0.7%**, disagreed, and **1.7%** strongly disagreed. This indicates a positive trend in following leadership, although there is some discussion or debate that still occurs, indicating areas for improving clarity or communication.

4.2.4 Team Management Practices

Table 4.5: Team management practices

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The management team ensures proper coordination among all team members and departments.	Frequency	6	98	160	12	24
	Percent	2	32.7	53.3	4	8
The management team foster collaboration and	Frequency	5	0	9	262	24
	Percent	1.7	0	3	87.3	8

communication across departments.						
Conflicts within the team are resolved promptly and effectively by the management team.	Frequency	5	1	9	261	24
	Percent	1.7	0.3	3	87	8
The management team addresses disagreements constructively to improve team dynamics.	Frequency	4	1	108	160	27
	Percent	1.3	0.3	36	53.3	9
Responsibilities are delegated fairly and aligned with individual team members' skills.	Frequency	4	2	258	12	24
	Percent	1.3	0.7	86	4	8
The management team holds team members accountable for their tasks and deliverables.	Frequency	4	1	158	109	28
	Percent	1.3	0.3	52.7	36.3	9.3

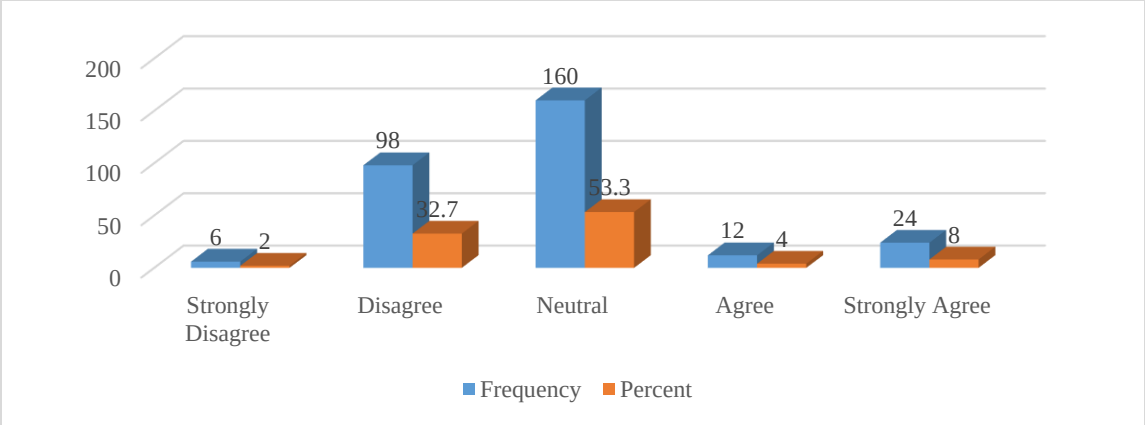

Figure 4.24: The management team ensures proper coordination among all team members and departments.

The figure 4.24 represents respondents' perceptions of whether the management team ensures proper coordination among all team members and departments. **53.3%** were

neutral, suggesting that a significant portion neither fully agreed nor disagreed with the coordination efforts. **32.7%** disagreed with the statement, feeling that coordination could be improved. **4%** agreed, and **8%** strongly agreed that the management team effectively coordinates across teams and departments. This indicates a mixed view on coordination, with a notable portion expressing concerns about the current state and suggesting areas for enhancement.

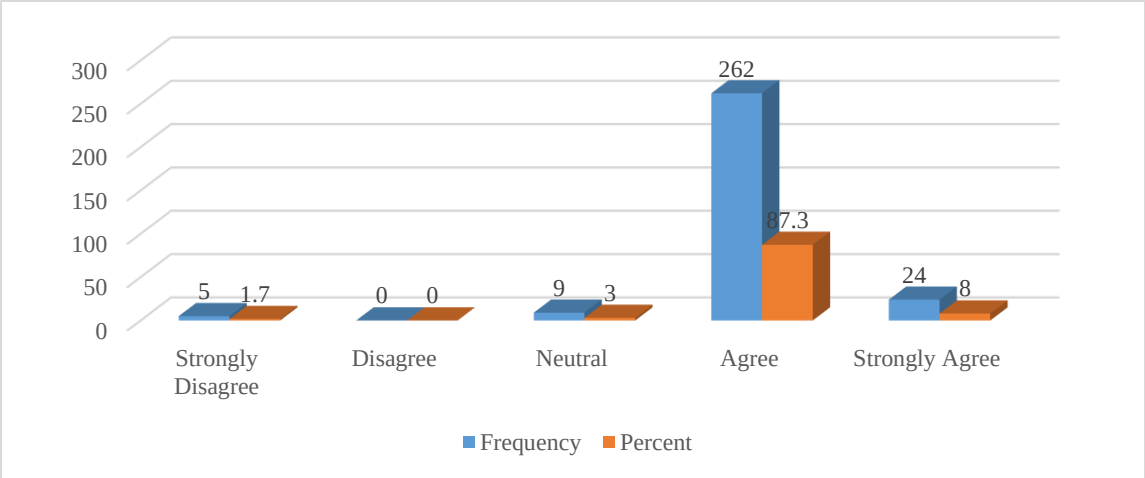

Figure 4.25: The management team foster collaboration and communication across departments.

The figure 4.25 represents respondents' perceptions of whether the management team fosters collaboration and communication across departments. **87.3%** agreed that the management team effectively promotes collaboration and communication across departments, with **8%** strongly agreeing. **3%** were neutral, indicating a small portion who neither fully agreed nor disagreed. **1.7%** disagreed, and **0%** strongly disagreed. This suggests that a majority of respondents believe the management team successfully fosters collaboration and communication across departments, though there is still a small group that feels this area could be improved further.

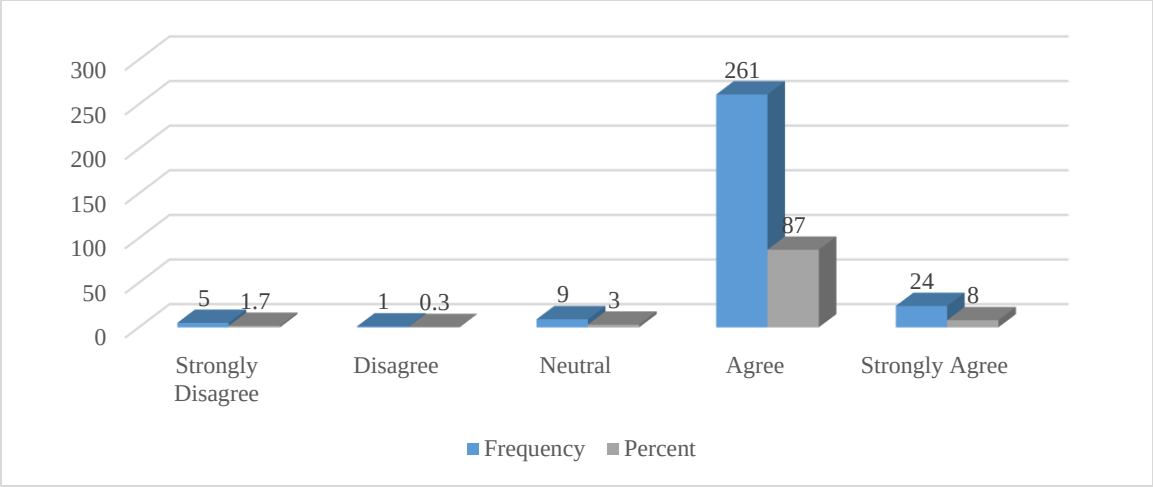

Figure 4.26: Conflicts within the team are resolved promptly and effectively by the management team.

The figure 4.26 represents respondents' perceptions of how promptly and effectively management team resolves conflicts within the team. **87%** agreed that conflicts within the team are resolved promptly and effectively by the management team, with **8%** strongly agreeing. **3%** were neutral, indicating a small portion who neither fully agreed nor disagreed. **0.3%** disagreed, and **1.7%** strongly disagreed. This suggests a positive perception of the management team's conflict resolution abilities, although there remains a small percentage who feel that conflict resolution could be improved further.

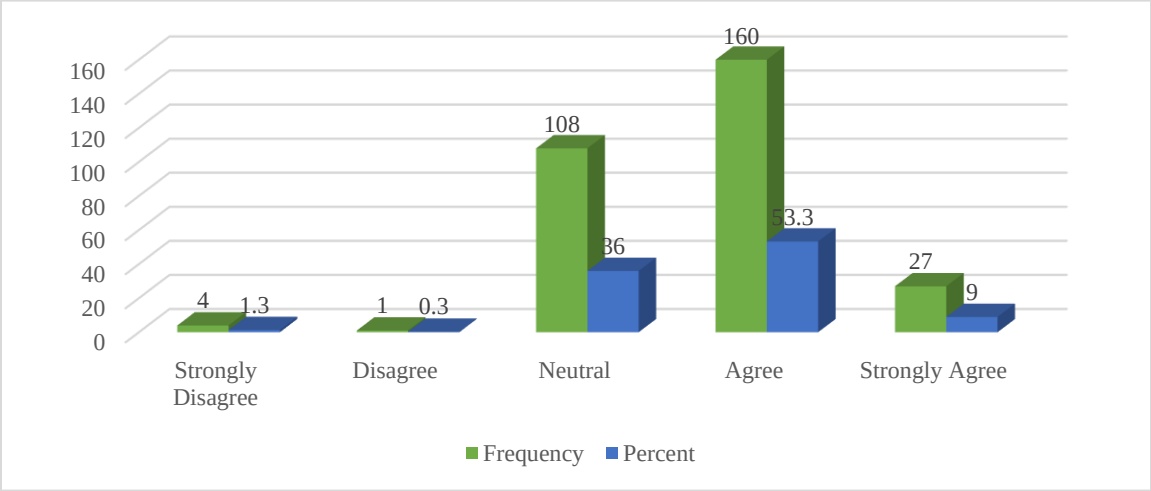

Figure 4.27: The management team addresses disagreements constructively to improve team dynamics.

The figure 4.27 represents respondents' perceptions of how the management team addresses disagreements constructively to improve team dynamics. **53.3%** agreed that the management team effectively addresses disagreements constructively to enhance team dynamics, with **9%** strongly agreeing. **36%** were neutral, indicating a significant proportion who neither fully agreed nor disagreed. **0.3%** disagreed, and **1.3%** strongly disagreed. This suggests that while a majority perceive the management team as handling disagreements well, there is room for improvement in fostering even better team dynamics.

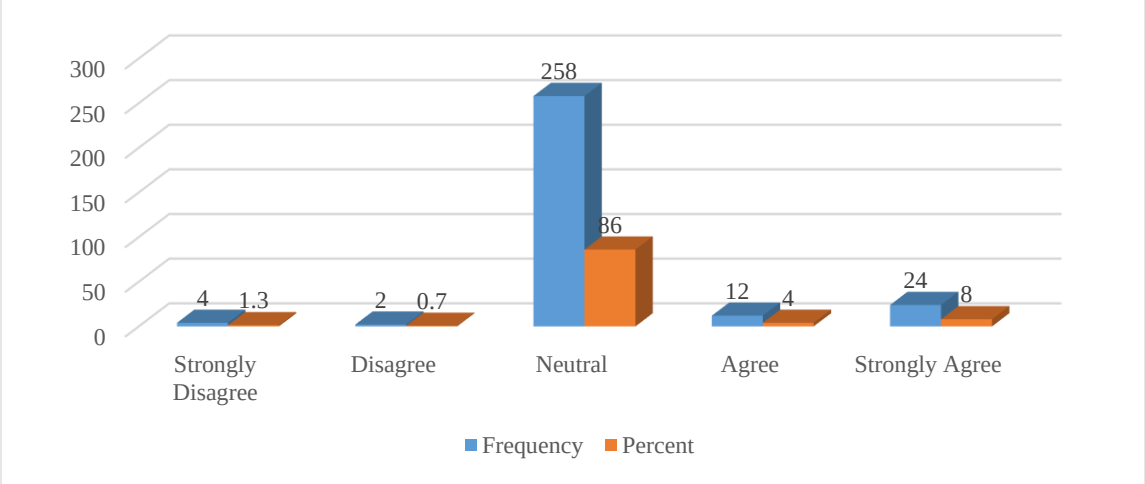

Figure 4.28: Responsibilities are delegated fairly and aligned with individual team members' skills.

The figure 4.28 represents respondents' perceptions of whether responsibilities are fairly delegated and aligned with individual team members' skills. **1.3%** strongly disagreed, **0.7%** disagreed, **86%** were neutral, **4%** agreed, and **8%** strongly agreed. This shows a mixed view on the delegation of responsibilities, with the majority being neutral about the alignment of tasks with skills, suggesting areas for potential improvement in matching team roles more effectively.

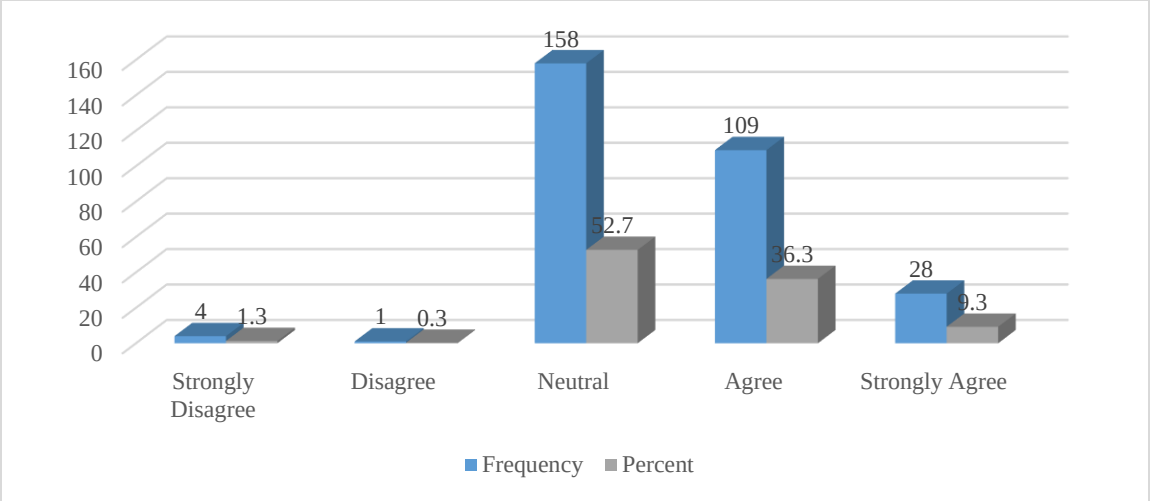

Figure 4.29: The management team holds team members accountable for their tasks and deliverables.

The figure (Figure 4.29) represents respondents' perceptions of whether the management team holds team members accountable for their tasks and deliverables. **52.7%** were neutral, **36.3%** agreed, **9.3%** strongly agreed, **0.3%** disagreed, and **1.3%** strongly disagreed. This indicates a mixed view on accountability, with the majority being neutral, suggesting that while accountability is recognized, there is still potential for better reinforcement and clarity of expectations.

4.2.5 Key Project Management Factors

Table 4.6: Key project management factors

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Stakeholders' feedback is actively sought and incorporated into project decisions.	Frequency	5	0	163	109	23
	Percent	1.7	0	54.3	36.3	7.7
	Frequency	4	2	159	112	23

The management team maintains transparent communication with all stakeholders.	Percent	1.3	0.7	53	37.3	7.7
Resources are allocated efficiently to meet project requirements.	Frequency	4	1	159	113	23
	Percent	1.3	0.3	53	37.7	7.7
The management team ensures that resource constraints are addressed proactively.	Frequency	4	0	9	262	25
	Percent	1.3	0	3	87.3	8.3
Projects are consistently completed within the agreed timelines.	Frequency	4	1	6	166	123
	Percent	1.3	0.3	2	55.3	41
The management team monitors project progress to ensure deadlines are met.	Frequency	4	1	10	260	25
	Percent	1.3	0.3	3.3	86.7	8.3
The organizational culture supports collaboration and innovation in project management.	Frequency	5	98	10	160	27
	Percent	1.7	32.7	3.3	53.3	9
Team members feel supported by the organization in achieving project goals.	Frequency	5	1	107	160	27
	Percent	1.7	0.3	35.7	53.3	9

Stakeholders' feedback is actively sought and incorporated into project decisions.	Frequency	5	2	12	256	25
	Percent	1.7	0.7	4	85.3	8.3
The management team maintains transparent communication with all stakeholders.	Frequency	5	2	8	259	26
	Percent	1.7	0.7	2.7	86.3	8.7

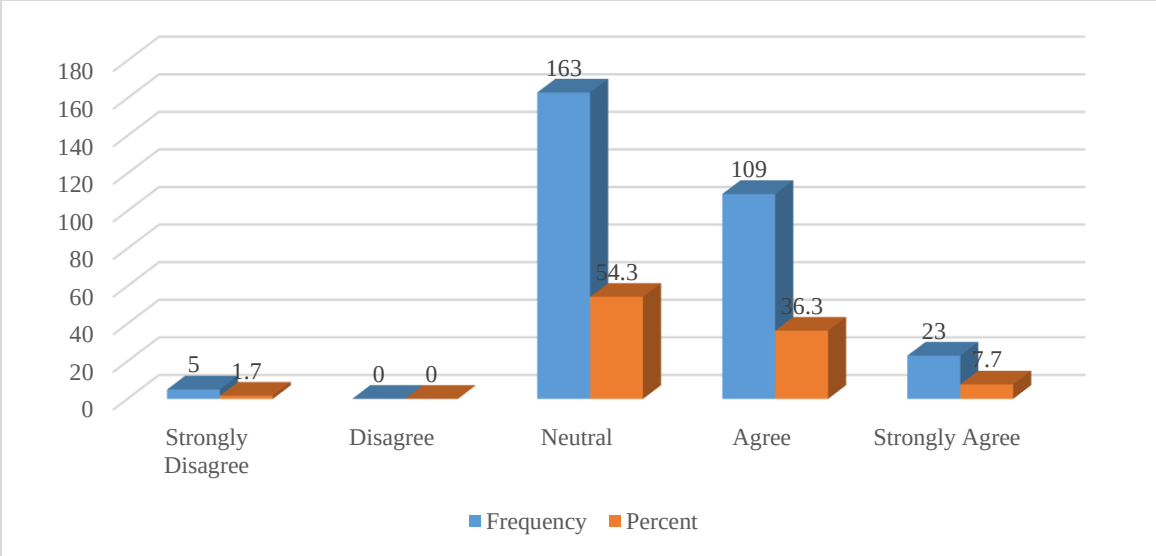

Figure 4.30: Stakeholders' feedback is actively sought and incorporated into project decisions.

The figure 4.30 represents respondents' perceptions of whether stakeholders' feedback is actively sought and incorporated into project decisions. **54.3%** were neutral, **36.3%** agreed, **7.7%** strongly agreed, **0%** disagreed, and **1.7%** strongly disagreed. This indicates a mixed view on stakeholder engagement in decision-making, with a notable portion expressing uncertainty. While a majority agree or strongly agree that stakeholder feedback is considered, there is still room for improvement in actively seeking and incorporating all stakeholder inputs into decision processes.

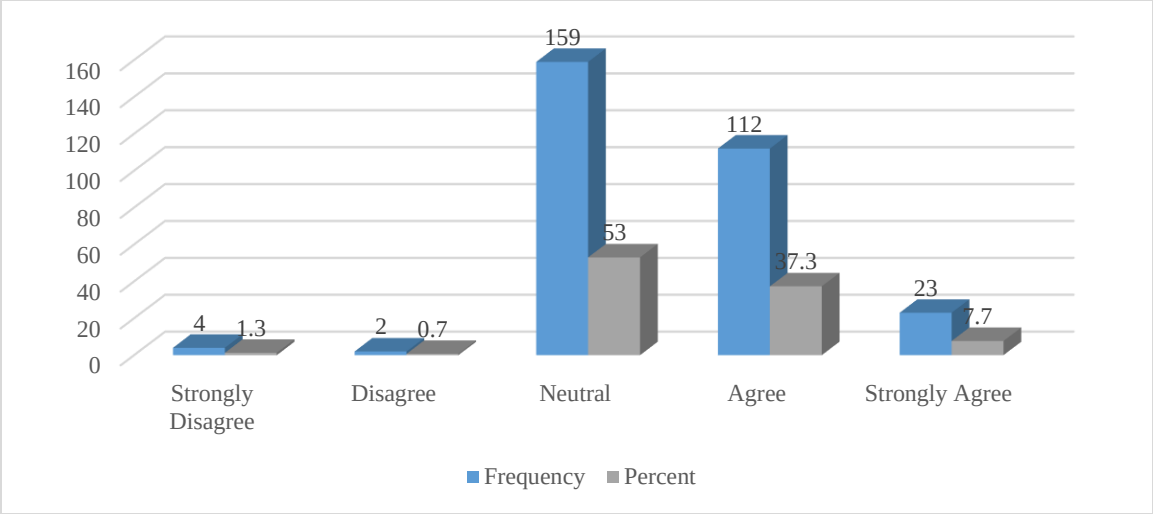

Figure 4.31: The management team maintains transparent communication with all stakeholders.

The figure 4.31 represents respondents' perceptions of whether the management team maintains transparent communication with all stakeholders. **1.3%** strongly disagreed, **0.7%** disagreed, **53%** were neutral, **37.3%** agreed, and **7.7%** strongly agreed. This indicates a mixed view on the transparency of communication, with a notable proportion expressing uncertainty. While there is a majority who agree or strongly agree that communication is transparent, there is still room for improvement to ensure all stakeholders are adequately engaged and informed.

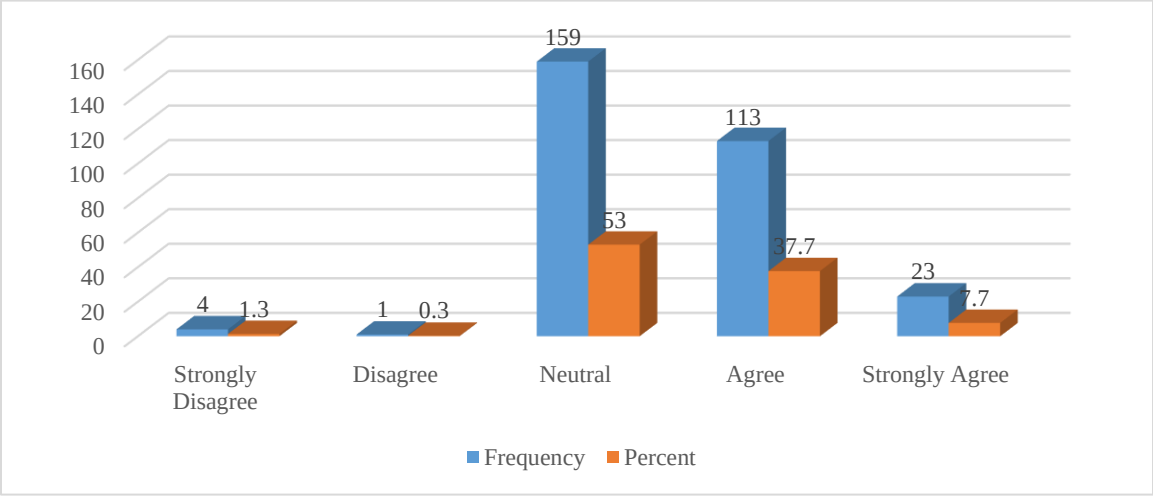

Figure 4.32: Resources are allocated efficiently to meet project requirements.

The figure 4.32 represents respondents' perceptions of whether resources are allocated efficiently to meet project requirements. **1.3%** strongly disagreed, **0.3%** disagreed, **53%** were neutral, **37.7%** agreed, and **7.7%** strongly agreed. This indicates a mixed view on resource allocation efficiency, with a notable proportion expressing uncertainty. While a majority agree or strongly agree that resources are well allocated, there is still potential for further optimization to ensure that all project requirements are fully met.

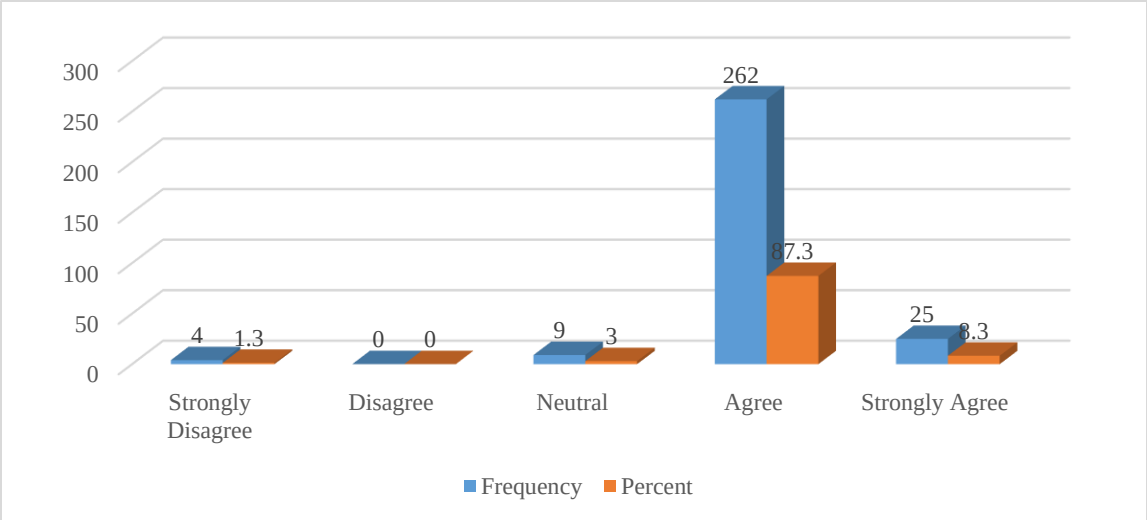

Figure 4.33: The management team ensures that resource constraints are addressed proactively.

The figure 4.33 represents respondents' perceptions of whether the management team ensures that resource constraints are addressed proactively. **1.3%** strongly disagreed, **0%** disagreed, **3%** were neutral, **87.3%** agreed, and **8.3%** strongly agreed. This shows a strong perception that the management team is effective in handling resource constraints proactively, with the majority agreeing or strongly agreeing. There is, however, still a small portion that remains neutral, suggesting some room for improvement in addressing resource limitations more effectively.

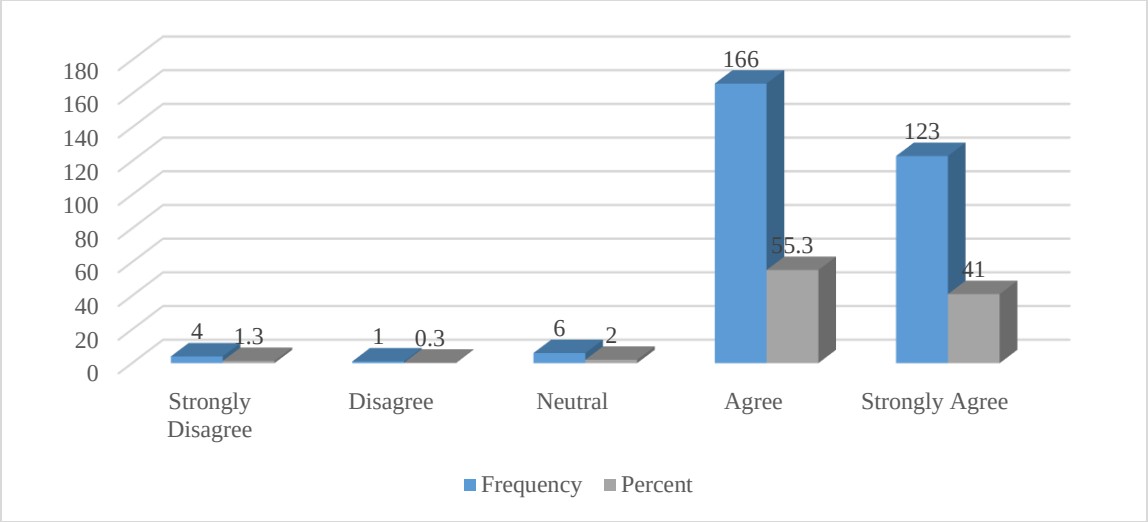

Figure 4.34: Projects are consistently completed within the agreed timelines.

Figure 4.34 shows respondents' opinions about whether projects are regularly finished on time. Of those surveyed, 1.3% strongly disagreed, 0.3% disagreed, 2% were neutral, 55.3% agreed, and 41% strongly agreed. This shows that most respondents had a generally positive opinion about projects being finished on time, with most agreeing or strongly agreeing. However, there remains a small proportion of respondents who are neutral, suggesting potential areas for improvement in ensuring more consistent project delivery within the set timeframes.

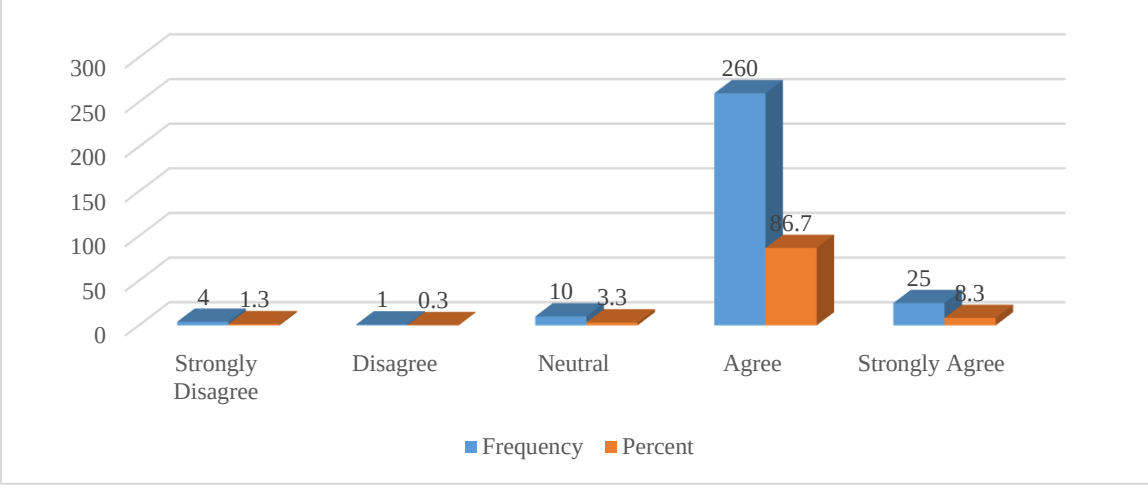

Figure 4.35: The management team monitors project progress to ensure deadlines are met.

According to respondents, the management team keeps an eye on project development to make sure deadlines are reached (see figure 4.35). 86.7% agreed, 8.3% strongly agreed, 0.3% disagreed, 3.3% were indifferent, and 1.3% strongly disagreed. This shows a strong perception that the management team is proactive in monitoring project progress and ensuring deadlines are met, with the majority agreeing or strongly agreeing. There is a small proportion who remain neutral, suggesting some opportunity for enhancing progress monitoring practices further.

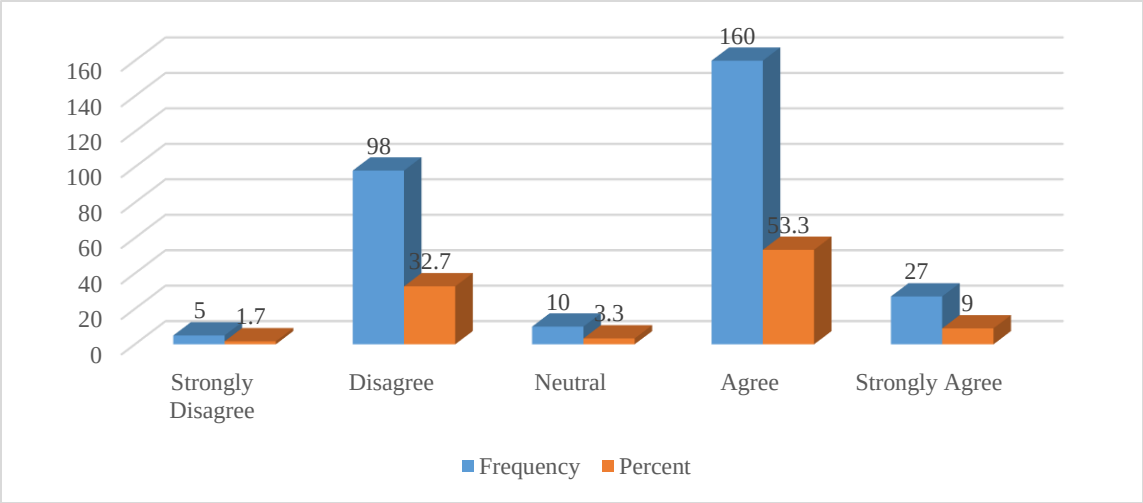

Figure 4.36: The organizational culture supports collaboration and innovation in project management.

Respondents' opinions on whether the organisational culture encourages cooperation and creativity in project management are shown in figure 4.36; 1.7% strongly disagreed, 32.7% disagreed, 3.3% were neutral, 53.3% agreed, and 9% strongly agreed. This indicates a generally positive view of the organizational culture, with a majority agreeing or strongly agreeing that it supports collaboration and innovation in project management. However, there is still a significant portion that disagrees or is neutral, suggesting potential areas for strengthening the culture to better foster these aspects.

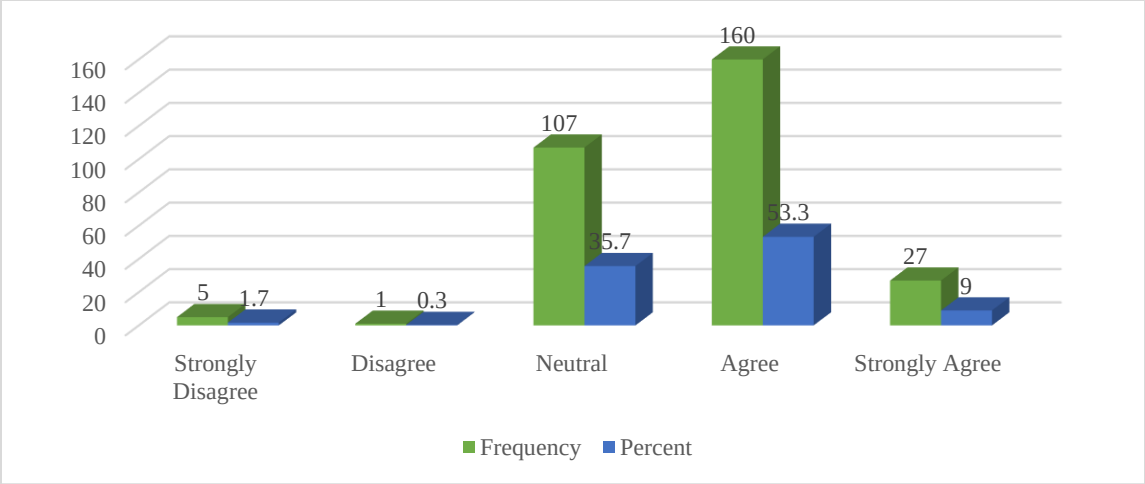

Figure 4.37: Team members feel supported by the organization in achieving project goals.

The extent to which respondents believe the organisation is supporting team members in accomplishing project objectives is depicted in figure 4.37. Only 1.7% were vehemently opposed, while 0.3% were ambivalent, 35.7% were unsure, 53.3% were in agreement, and 9% were in full agreement. This indicates a generally positive perception of support from the organization, with a majority agreeing or strongly agreeing that team members feel supported in achieving project goals. There is a small proportion who are neutral, suggesting room for further improvement in ensuring consistent support for project success.

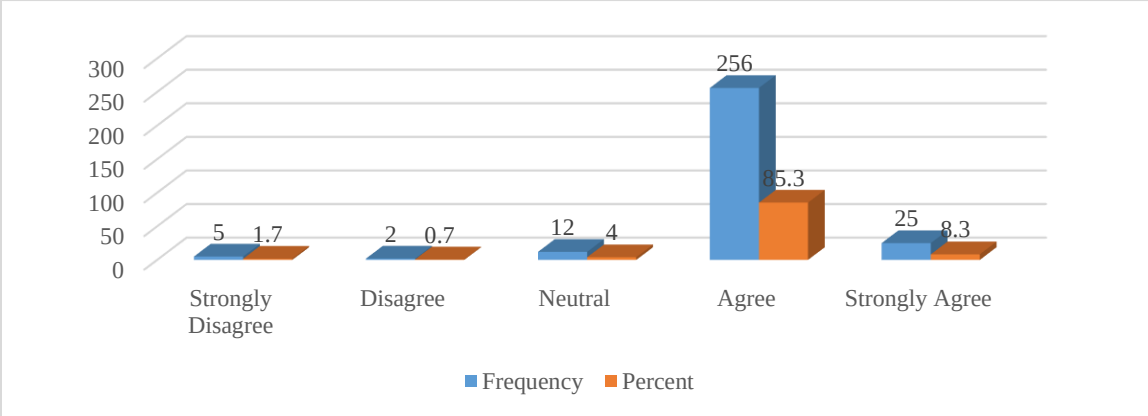

Figure 4.38: Stakeholders' feedback is actively sought and incorporated into project decisions.

Figure 4.38 shows how respondents feel about the level of effort put into seeking and considering stakeholder feedback when making decisions about a project. Only 1.7% were vehemently opposed, 0.7% were ambivalent, 4% were unsure, 85.3% were in agreement, and 8.3% were extremely so. This indicates a strong perception that stakeholders' feedback is actively considered and integrated into decision-making processes, with the majority agreeing or strongly agreeing. There is a small proportion who remain neutral, suggesting an opportunity to enhance stakeholder engagement further in project decisions.

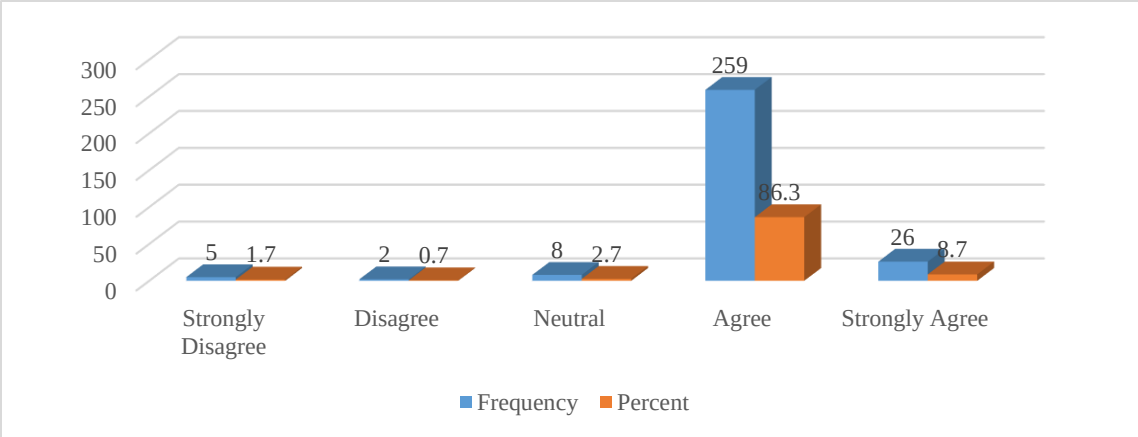

Figure 4.39: The management team maintains transparent communication with all stakeholders.

Respondents' views on whether or not the management team keeps all stakeholders informed are depicted in figure 4.39. While 86.3% agreed and 8.7% strongly agreed, 1.7% disagreed, 0.7% disagreed, 2.7% were indifferent, and 1.7% were very disagreed. This indicates a strong perception that the management team is effective in maintaining transparent communication with stakeholders, with a majority agreeing or strongly agreeing. There is a small proportion who are neutral, suggesting an opportunity to further enhance transparency and engagement with stakeholders.

4.2.6 Project Success Indicators

Table 4.7: Project success indicators

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Deliverables were completed as per project scope and quality standards.	Frequency	4	0	10	161	125
	Percent	1.3	0	3.3	53.7	41.7
Budget management was consistent throughout the project lifecycle.	Frequency	3	1	10	260	26
	Percent	1	0.3	3.3	86.7	8.7
The project was completed within the agreed timelines.	Frequency	3	0	9	261	27
	Percent	1	0	3	87	9
Stakeholders expressed satisfaction with the project outcomes.	Frequency	3	0	8	264	25
	Percent	1	0	2.7	88	8.3
The project team was satisfied with the project execution and outcomes.	Frequency	3	0	8	265	24
	Percent	1	0	2.7	88.3	8

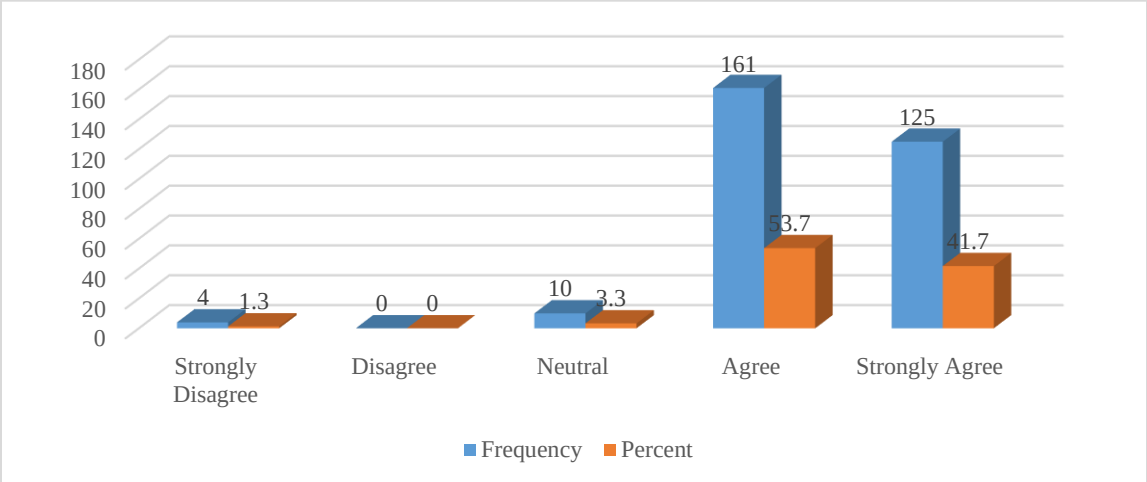

Figure 4.40: Deliverables were completed as per project scope and quality standards.

The figure 4.40 represents respondents' perceptions of whether deliverables were completed as per project scope and quality standards. **1.3%** strongly disagreed, **0%** disagreed, **3.3%** were neutral, **53.7%** agreed, and **41.7%** strongly agreed. This shows a generally positive view of project deliverables meeting scope and quality standards, with the majority either agreeing or strongly agreeing. However, there remains a small portion who are neutral, suggesting an opportunity to further ensure consistency in deliverable quality and scope alignment.

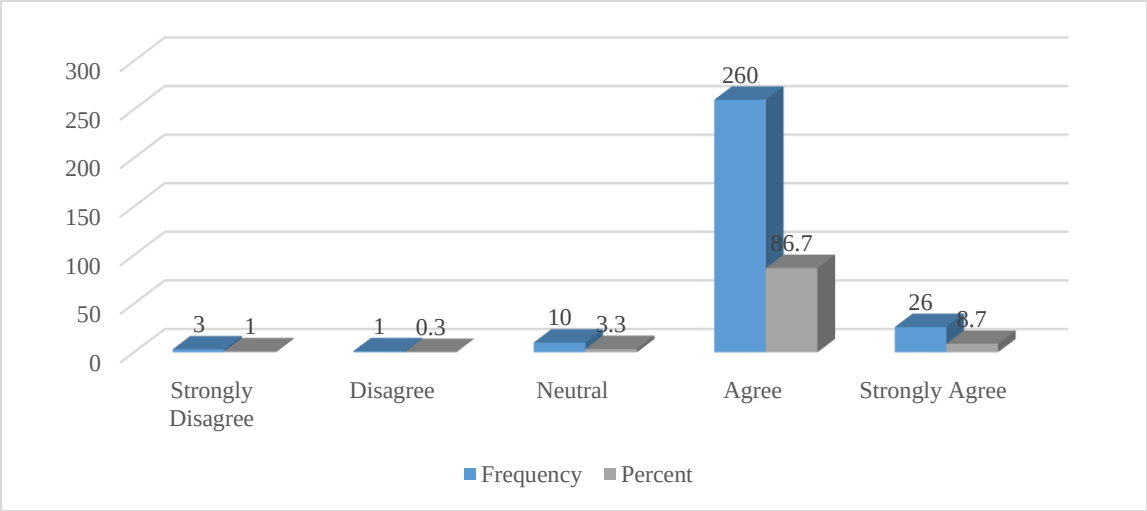

Figure 4.41: Budget management was consistent throughout the project lifecycle.

Figure 4.41 shows how respondents felt about the ongoing consistency of budget management throughout the project. Only 1% were vehemently opposed, 0.3 % were ambivalent, 86.7 % were in agreement, and 8.7 % were in strong agreement. This shows a strong perception that budget management was effectively managed throughout the project lifecycle, with a majority agreeing or strongly agreeing. There is a small proportion who are neutral, suggesting a potential area for improvement in ensuring consistency in budget management practices.

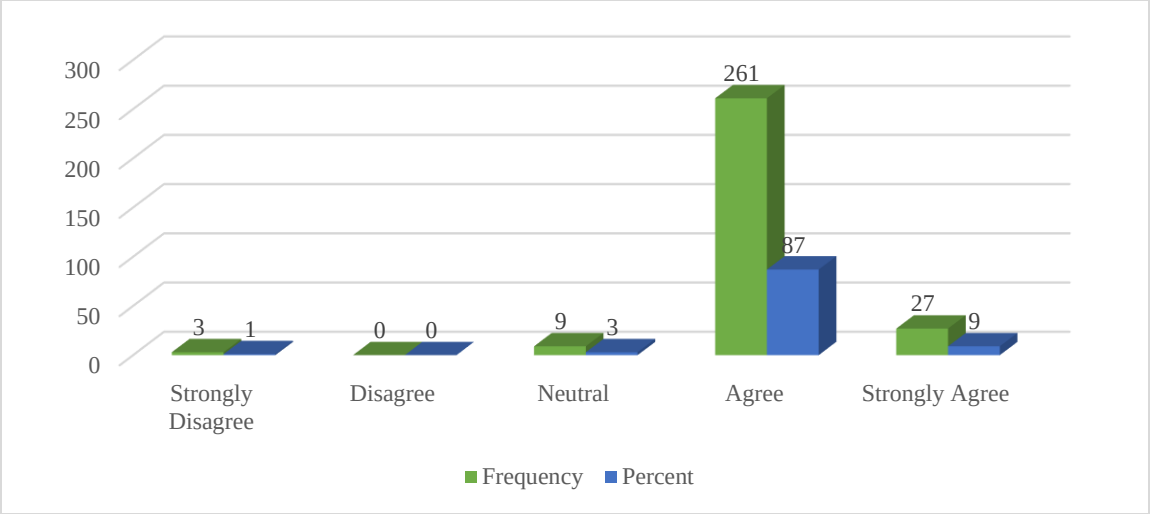

Figure 4.42: The project was completed within the agreed timelines.

The respondents' assessments of the project's completion within the stated timescales are shown in figure 4.42. Some 3% were unsure, 87% were in agreement, and 9% were in strong disagreement, while 1% were firmly opposed. The majority of people think the project was finished on time, which is good because it fits well with the specified timetables. There is a small proportion who are neutral, suggesting an opportunity to further improve project scheduling and time management practices.

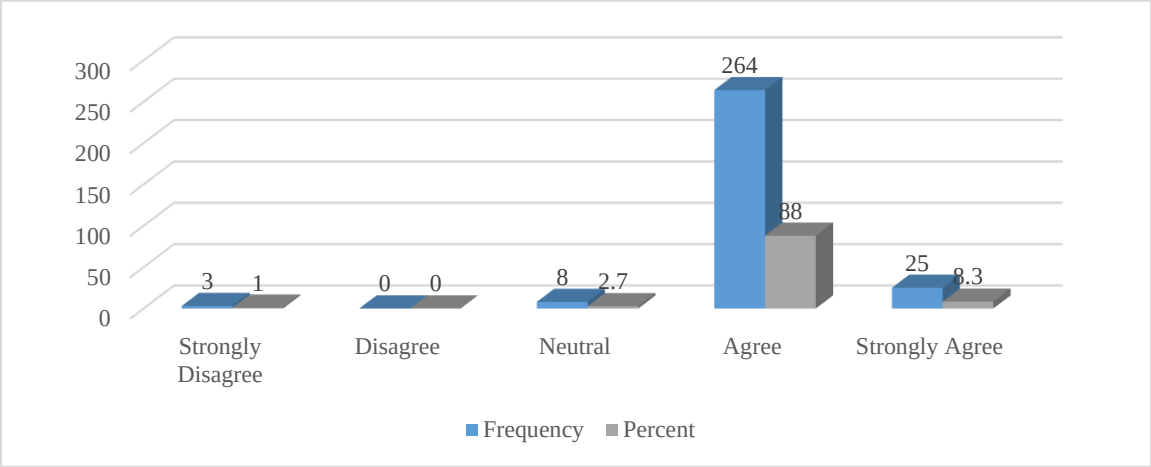

Figure 4.43: Stakeholders expressed satisfaction with the project outcomes.

In figure 4.43, we can see how respondents felt about the level of satisfaction indicated by stakeholders with the project outcomes. 8.3% were in full agreement, 1% were in severe

disagreement, 0% were in neutral, 2.7% were indifferent, and 88% agreed. Since most stakeholders either agreed or strongly agreed, it's clear that they're happy with the project's results. There is a small proportion who are neutral, suggesting an opportunity to further engage stakeholders and enhance satisfaction through continuous communication and feedback mechanisms.

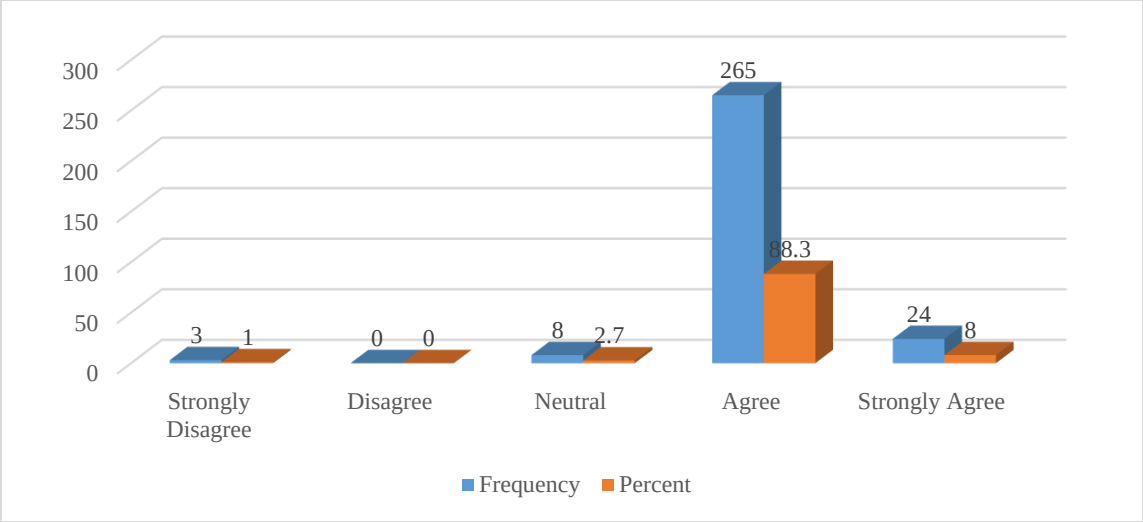

Figure 4.44: The project team was satisfied with the project execution and outcomes.

Figure 4.44 shows how respondents felt about the project team's satisfaction with the project's execution and results. The following percentages: 88.3% agreed, 8% strongly agreed, 2.7% were indifferent, 1% disagreed, and 0% disagreed. This indicates a high level of satisfaction among the project team with project execution and outcomes, with majority agreeing or strongly agreeing. There is a small proportion who are neutral, suggesting an opportunity to further refine project management practices and enhance team satisfaction.

4.2.7 Team Performance and Project outcomes

Table 4.8: Team Performance and Project outcomes

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Frequency	3	1	11	257	28

Communication within the team positively impacts project success.	Percent	1	0.3	3.7	85.7	9.3
The team effectively handles conflicts and challenges during the project lifecycle.	Frequency	4	1	9	259	27
	Percent	1.3	0.3	3	86.3	9
Leadership ensures adequate resource allocation for team performance.	Frequency	4	1	9	259	27
	Percent	1.3	0.3	3	86.3	9
Team performance is regularly assessed to ensure continuous improvement.	Frequency	3	2	107	162	26
	Percent	1	0.7	35.7	54	8.7
Leadership effectively recognizes and rewards team contributions to project success.	Frequency	4	1	8	262	25
	Percent	1.3	0.3	2.7	87.3	8.3

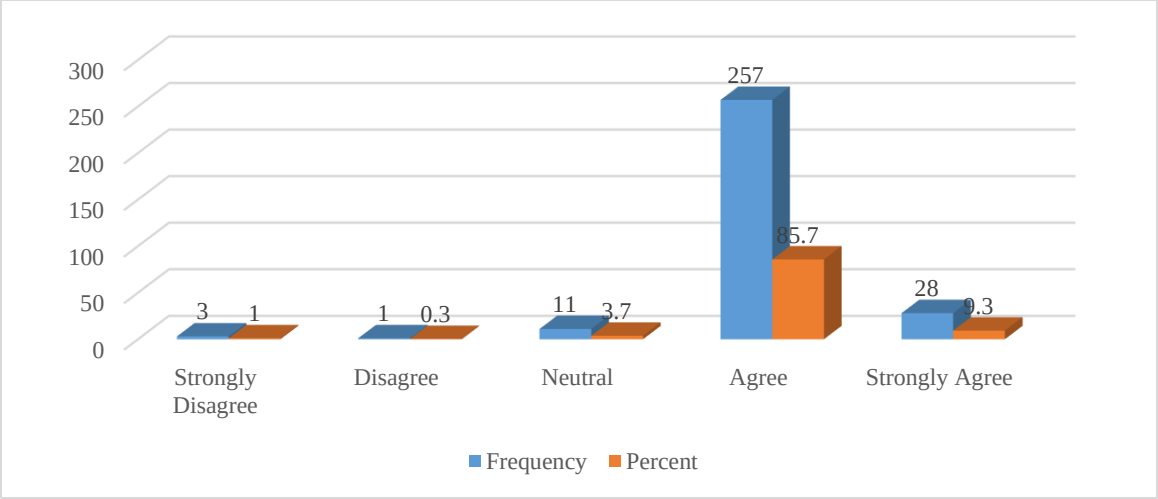

Figure 4.45: Communication within the team positively impacts project success.

Figure 4.45 shows how respondents feel about the impact of team communication on project performance. Only 3% were unsure, 85.7% were in agreement, and 9.3% were in strong disagreement. Only 1% were in strong disagreement. This indicates a positive perception that effective communication within the team contributes significantly to project success, with the majority agreeing or strongly agreeing. There is a small proportion who are neutral, suggesting an opportunity to further enhance communication practices within the team to maximize project success.

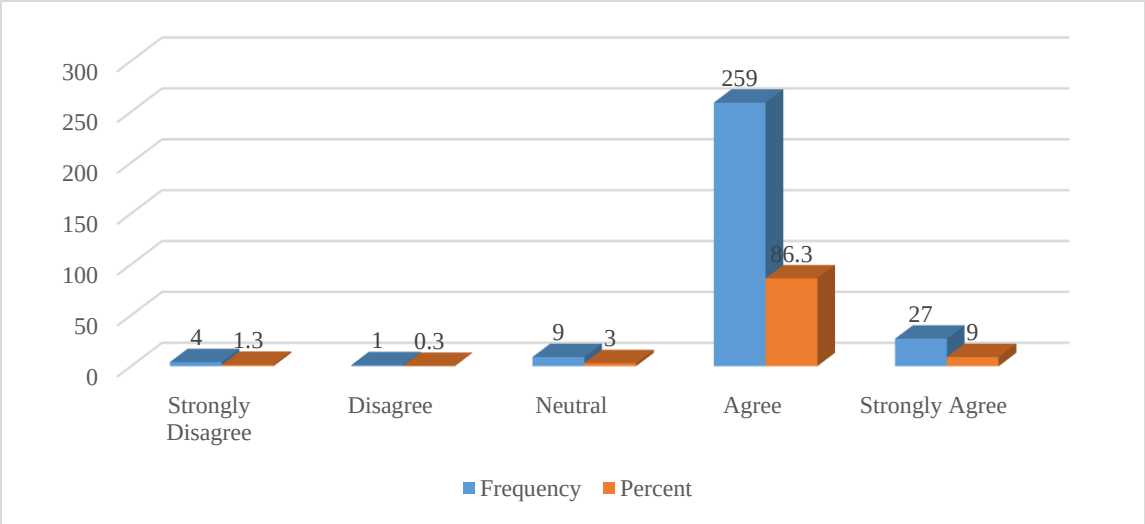

Figure 4.46: The team effectively handles conflicts and challenges during the project lifecycle.

Figure 4.46 shows how respondents feel about the team's ability to deal with problems and disputes as they arise throughout the project. 8.63% agreed, 1.3 % strongly disagreed, 0.3 % disagreed, 3 % were unsure, and 9.0 % were in full agreement. This shows a strong perception that the team is capable of effectively managing conflicts and challenges throughout the project lifecycle, with a majority agreeing or strongly agreeing. There is a small proportion who are neutral, suggesting an opportunity to further refine conflict resolution strategies and enhance team dynamics.

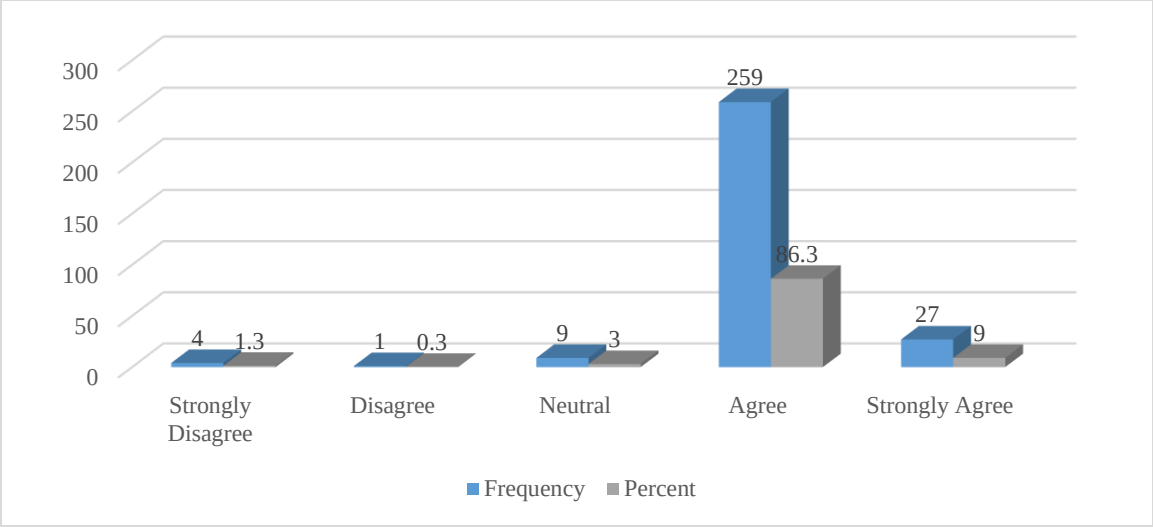

Figure 4.47: Leadership ensures adequate resource allocation for team performance.

Figure 4.47 shows how people feel about leadership making sure the team has the resources to succeed. With respect to the statement, 93.0% agreed, 9% strongly agreed, 0.3 % disagreed, 3% were indifferent, and 1.3% were very disagreeing. This shows a strong perception that leadership effectively allocates resources to support team performance, with the majority agreeing or strongly agreeing. There is a small proportion who are neutral, suggesting an opportunity to further optimize resource allocation to enhance team productivity and performance.

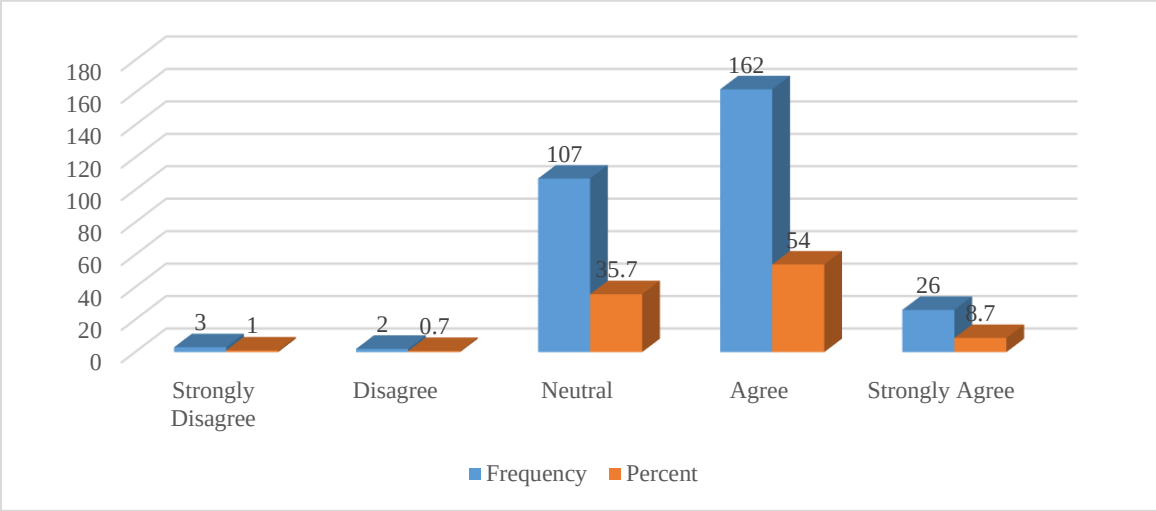

Figure 4.48: Team performance is regularly assessed to ensure continuous improvement.

Figure 4.48 shows how people think about how often teams get their performance reviewed for growth. Only 1% were vehemently opposed, 0.7% were ambivalent, 35.7% were unsure, 54.0% were in agreement, and 8.7% were in full agreement. This indicates a positive perception that team performance is actively monitored to facilitate continuous improvement, with the majority agreeing or strongly agreeing. There is a small proportion who are neutral, suggesting an opportunity to enhance performance assessment practices further to support ongoing development and improvement.

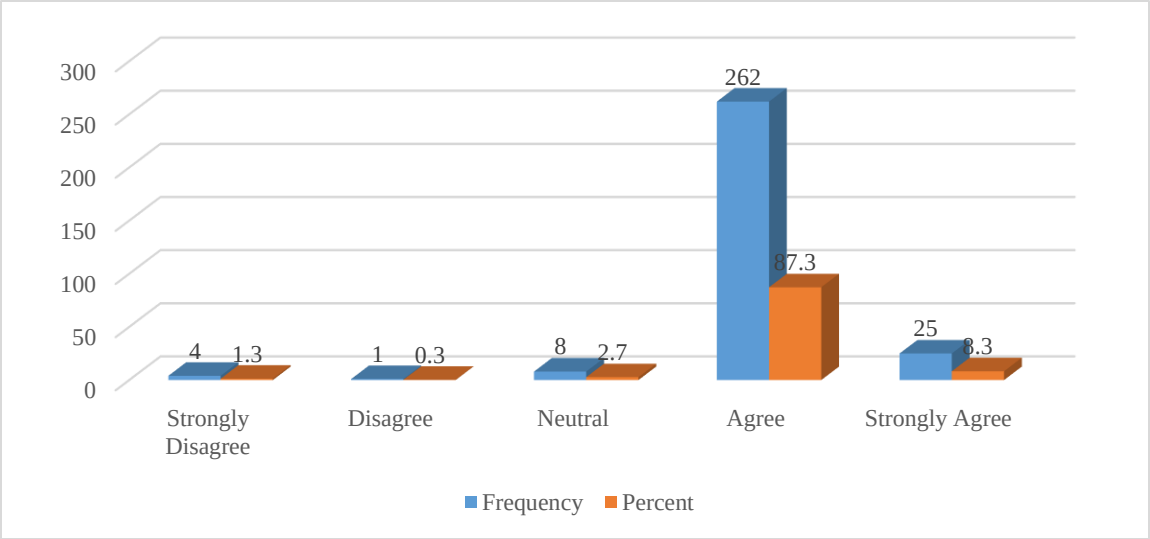

Figure 4.49: Leadership effectively recognizes and rewards team contributions to project success.

Figure 4.49 shows how respondents feel about leadership's ability to acknowledge and reward team members for their contributions to successful projects. Some 1.3% were vehemently opposed, 0.3 were ambivalent, 2.7% were ambivalent, 87.3% were in agreement, and 8.3% were in strong agreement This indicates a strong perception that leadership actively acknowledges and rewards team contributions to project success, with the majority agreeing or strongly agreeing. There is a small proportion who are neutral, suggesting an opportunity to further strengthen recognition and reward systems to motivate and encourage team members.

4.2.8 Overall Project Success

Table 4.9: Overall project success

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The project outcomes have added value to the organization or stakeholders.	Frequency	3	0	160	109	28
	Percent	1	0	53.3	36.3	9.3
The project has effectively addressed all key risks and challenges.	Frequency	3	0	8	264	25
	Percent	1	0	2.7	88	8.3
The project outputs are sustainable and will continue to deliver long-term benefits.	Frequency	3	1	157	112	27
	Percent	1	0.3	52.3	37.3	9
The project outcomes align with the organization's strategic goals.	Frequency	3	0	9	261	27
	Percent	1	0	3	87	9
The project has successfully enhanced team capabilities and organizational learning.	Frequency	3	0	160	110	27
	Percent	1	0	53.3	36.7	9

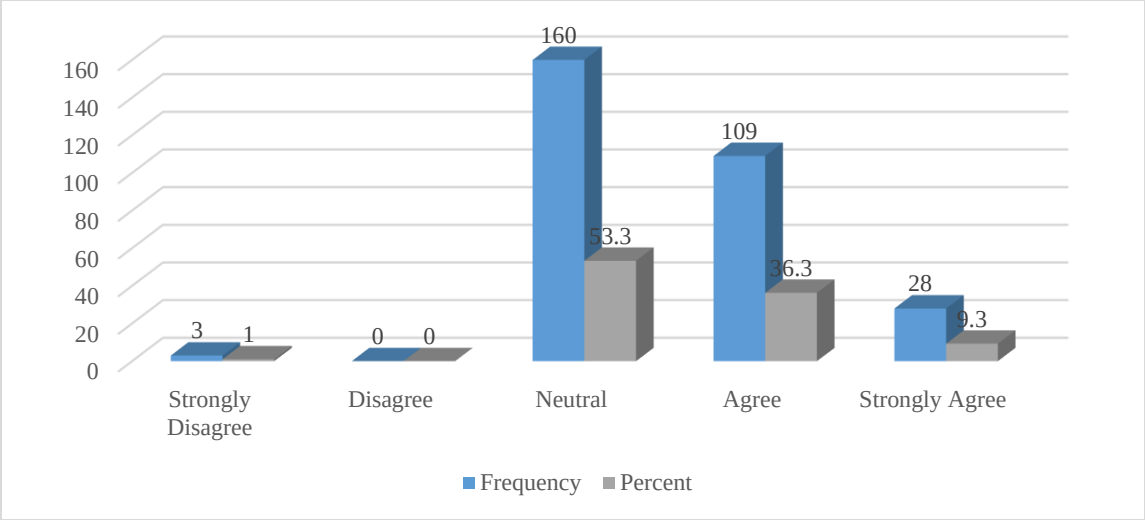

Figure 4.50: The project outcomes have added value to the organization or stakeholders.

Figure 4.50 shows how respondents think the project's results have benefited the company and its constituents. An equal number of people were unsure or did not have an opinion, while 36.3% were in agreement and 9.3% were in strong disagreement. This shows that a significant portion of respondents perceive the project outcomes as valuable, with the majority agreeing or strongly agreeing that the project has added value to the organization or stakeholders. There is a small neutral segment, suggesting an opportunity to further communicate the benefits and impact of the project outcomes.

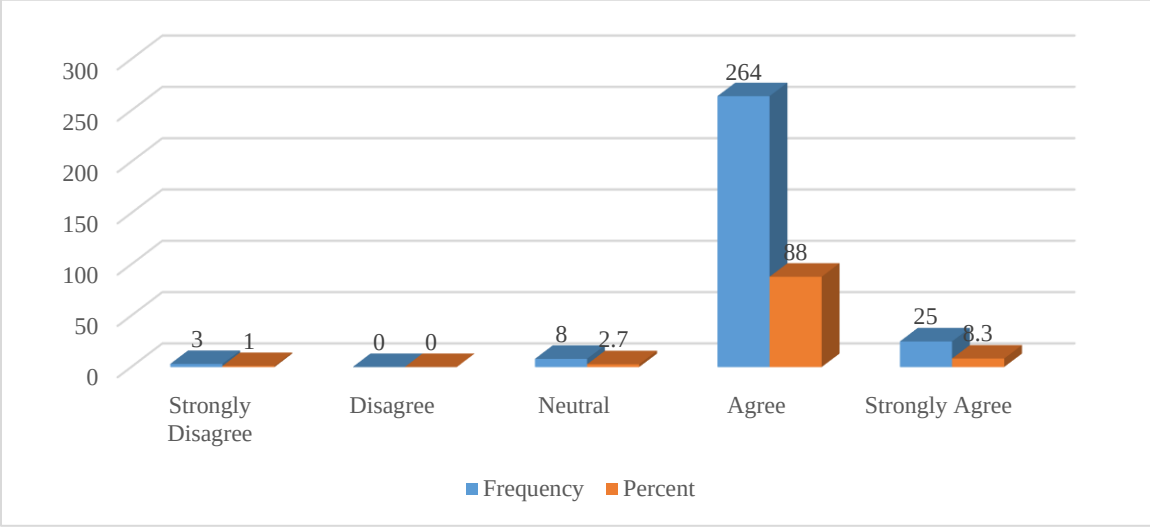

Figure 4.51: The project has effectively addressed all key risks and challenges.

The extent to which respondents believe the project has successfully dealt with all significant risks and challenges is depicted in figure 4.51. 8.3% were in full agreement, 1% were in severe disagreement, 0% were in neutral, 2.7% were indifferent, and 88% agreed. This indicates that the majority of respondents believe the project successfully managed key risks and challenges, with a strong positive perception of the project's risk mitigation efforts. There is a small neutral segment, suggesting an opportunity to further enhance risk management and ensure comprehensive resolution of any remaining issues.

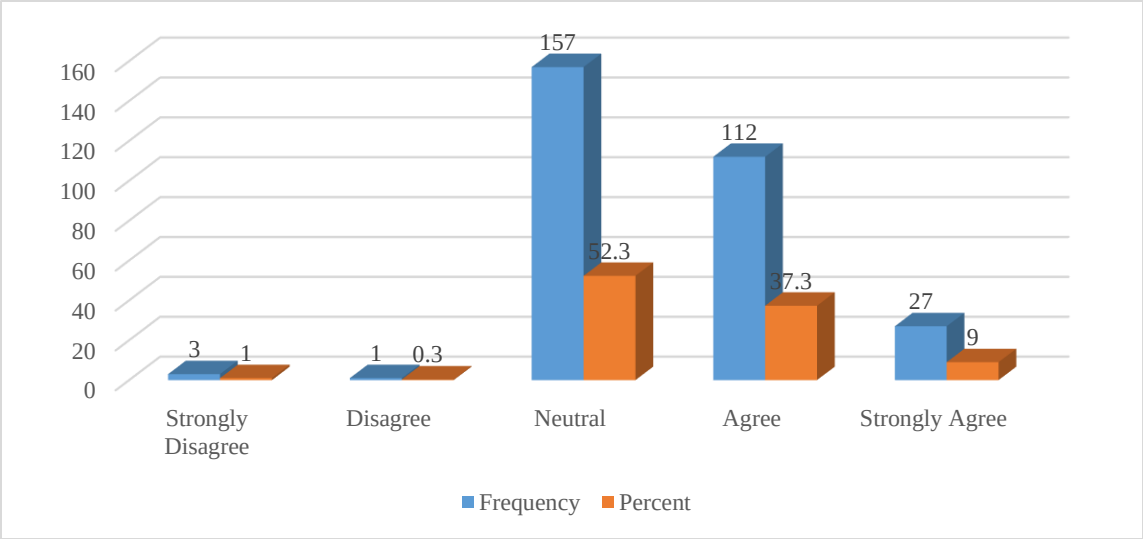

Figure 4.52: The project outputs are sustainable and will continue to deliver long-term benefits.

The opinion of the respondents on the project's sustainability and its ability to provide long-term benefits is depicted in figure 4.52. 9% strongly agreed, 1% strongly disagreed, 0.3% disagreed, 52.3% neutral, and 1% strongly disagreed. This suggests a generally positive perception towards the sustainability of the project outputs, with a majority agreeing or strongly agreeing that they will provide long-term benefits. A notable portion remains neutral, indicating an area for further communication and assurance regarding the project's sustainability aspects.

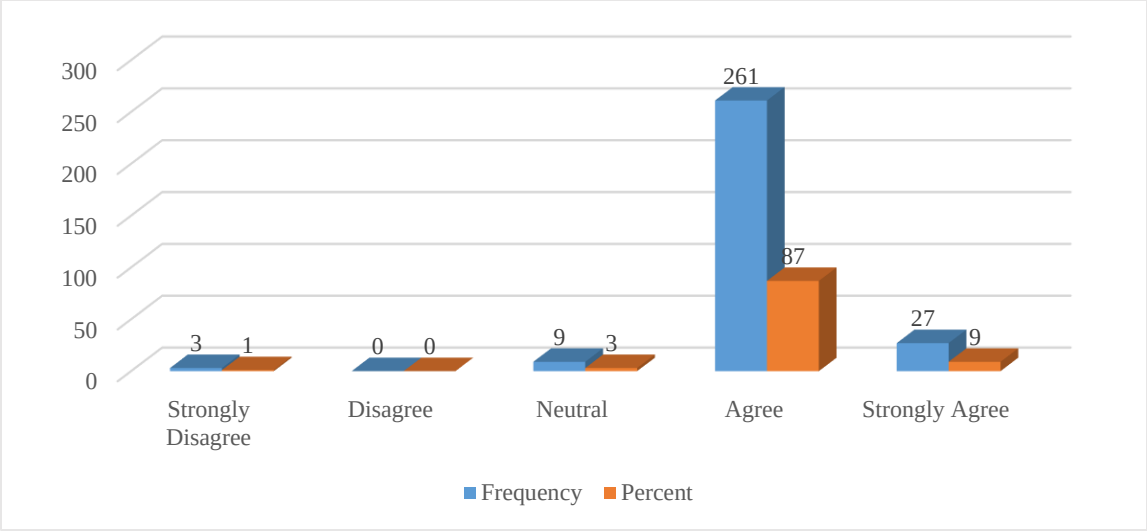

Figure 4.53: The project outcomes align with the organization's strategic goals.

Figure 4.53 shows how people think the project's results relate to the company's long-term objectives. 1% strongly disagreed, 0% disagreed, 3% agreed, 87% agreed, and 9% agreed. This shows a strong alignment of project outcomes with organizational strategic goals, with the majority perceiving a good fit. A small neutral segment suggests that there might be an opportunity to further emphasize how the project outcomes contribute to the organization's long-term objectives.

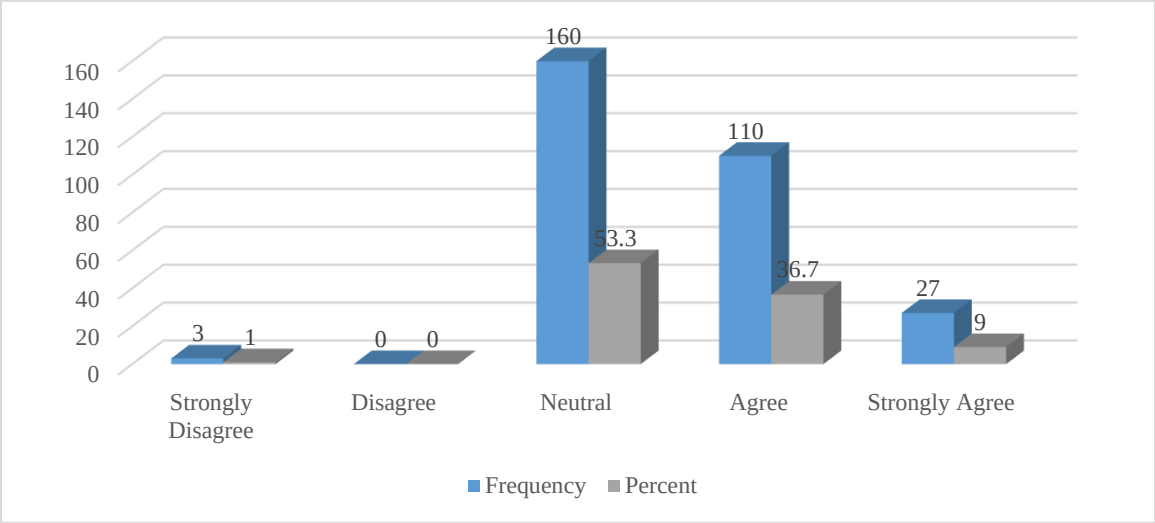

Figure 4.54: The project has successfully enhanced team capabilities and organizational learning.

Figure 4.54 shows how respondents feel about the project's impact on team skills and organisational learning. The following percentages were reported: 9% strongly agreed, 1% disagreed, 0% disagreed, 53.3% were neutral, and 36.7% agreed. This indicates that most people think the initiative has improved team skills and encouraged organisational learning. There is a notable neutral segment, indicating some uncertainty or varying opinions on this aspect, which presents an opportunity for further communication and alignment regarding the project's impact on team and organizational development.

4.3 Descriptive Statistics

Table 4.10: Descriptive Statistics

	N	Mean		Std. Deviation	Variance
	Statistic	Statistic	Std. Error	Statistic	Statistic
Age	300	1.59	.044	.768	.591
Gender	300	1.07	.015	.261	.068
Educational Qualification	300	2.92	.020	.347	.121
Industry Type	300	2.28	.054	.930	.864
Years of Experience in Project Management	300	2.56	.044	.762	.581
Management skills	300	4.0367	.02599	.45018	.203
Leadership styles	300	4.0267	.02625	.45458	.207
Team management practices	300	4.0133	.02832	.49053	.241
Key project management factors	300	4.0333	.02787	.48270	.233
Project success indicators	300	4.3667	.03591	.62197	.387
Team Performance and Project Outcomes	300	4.0400	.02661	.46091	.212

Overall project success	300	4.0600	.02563	.44391	.197

Table 4.10 of the descriptive statistics gives an overview of the study's important variables, showing their variability and central tendencies. The respondents' mean age was 1.59 and the standard deviation was 0.768, indicating a minor amount of age group heterogeneity in the sample. The minimum standard deviation (0.261) and mean of 1.07 indicate a relatively uniform gender distribution. Due to their low variability (standard deviation: 0.347) and mean of 2.92, respondents are generally highly qualified. With an average of 2.28 and a standard deviation of 0.930, the industrial type exhibits modest diversity.

Regarding professional experience, the mean years of project management experience is 2.56, with moderate variability (standard deviation: 0.762). Respondents rated management skills, leadership styles, and team management practices highly, with means of 4.0367, 4.0267, and 4.0133, respectively, and standard deviations below 0.5, showing minimal variability. Key project management factors and team performance also scored highly, with means of 4.0333 and 4.0400, respectively, reflecting strong agreement across the sample. Project success indicators (mean: 4.3667) and overall project success (mean: 4.0600) received the highest ratings, indicating favourable outcomes. The low variability across most variables highlights a consistent perception of effective management and successful project outcomes among respondents.

4.4 Hypotheses Testing

4.4.1 Hypothesis 1

- **$H_0$1:** There is no significant impact of various management skills on the project success indicators and overall project success.
- **H1:** There is a significant impact of various management skills on the project success indicators and overall project success.

Table 4.11: Correlation Between Management Skills and Project Success Indicators

			Management skills	Project success indicators
Spearman's rho	Management skills	Correlation Coefficient	1.000	.337**
		Sig. (2-tailed)	.	.000
		N	300	300
	Project success indicators	Correlation Coefficient	.337**	1.000
		Sig. (2-tailed)	.000	.
		N	300	300
**. Correlation is significant at the 0.01 level (2-tailed).				

The association between project performance metrics and managerial abilities is investigated using Spearman's rho correlation analysis. The results show that managerial abilities and project success indicators have a somewhat favourable correlation (Correlation Coefficient = 0.337), which is statistically significant at the 0.01 level ($p = 0.000$). This implies that greater project success indicators are linked to managers with more experience. In light of the correlation's statistical significance ($p < 0.01$), the alternative hypothesis (H1) is accepted and the null hypothesis (H01) is rejected. This suggests that different management abilities have a big influence on project success metrics and total project success. The findings highlight how important effective management abilities are to achieving favourable project outcomes.

Table 4.12: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	467.163			
Final	63.339	403.823	5	.000
Link function: Logit.				

The "Model Fitting Information" table evaluates how well the logistic regression model fits the data. A -2 Log Likelihood of 63.339 was observed in the Final model (Intercept Only), in contrast to 467.163 in the Baseline model (Intercept Only), after incorporating predictor variables. The addition of predictors significantly improves the model's fit compared to the baseline model, as seen by the very significant Chi-Square value of 403.823 (p = 0.000) with five degrees of freedom. This implies that the model is a powerful tool for prediction as the predictors successfully account for the variance in the dependent variable.

Table 4.13: Goodness of Fit

	Chi-Square	df	Sig.
Pearson	1876782.746	46	.000
Deviance	58.110	46	.109
Link function: Logit.			

The "Goodness-of-Fit" table evaluates how well the logistic regression model fits the data. When compared to the observed data, the Pearson Chi-Square value (1,876,782.746) points to some possible problems with the model's fit because it is extremely significant (p = 0.000). The Deviance Chi-Square value (58.110) with 46 degrees of freedom, however, is not statistically significant (p = 0.109). Since the actual and projected values do not deviate much, the deviation score suggests that the model fits data adequately. The results suggest that the model fit is acceptable for interpretation in general, despite the fact that several fit indices are problematic.

Table 4.14: Pseudo R-Square

Cox and Snell	.740
Nagelkerke	.925
McFadden	.837

Link function: Logit.

The Pseudo R-Square values show that the logistic regression model explains a significant portion of the dependent variable's variance. Cox and Snell found that at its highest, the model explained 74% of the variation (0.740). The Nagelkerke value, which adjusts Cox and Snell's measure to achieve a theoretical maximum of 1, is 0.925, indicating a very high explanatory power. The McFadden value is 0.837, which is also considered strong and indicative of a well-fitting model. Together, these metrics verify that a significant amount of the outcome's variability is adequately explained by the model.

Table 4.15: Parameter Estimates

							95% Confidence Interval	
		Estimate	Std. Error	Wald	df	Sig.	Lower Bound	Upper Bound
Threshold	[PSI = 1.00]	10.246	2.643	15.025	1	.000	5.065	15.427
	[PSI = 3.00]	17.366	2.872	36.563	1	.000	11.737	22.995
	[PSI = 4.00]	26.123	3.301	62.634	1	.000	19.653	32.592
Location	CS_	-.527	1.416	.139	1	.710	-3.303	2.248
	PSS	1.989	1.523	1.706	1	.191	-.995	4.974
	RMS	-3.289	1.269	6.721	1	.010	-5.776	-.802
	TE	7.237	1.086	44.414	1	.000	5.109	9.366
	DMA	.429	1.034	.172	1	.678	-1.597	2.455
Link function: Logit.								

Many variables affect project success indicators (PSIs), and the logistic regression model's parameter estimates show this. The statistical significance of the threshold values for the PSI categories (1.00, 3.00, and 4.00) ($p < 0.05$) shows that there are distinct differences in PSI levels according to the predictors. Among the location parameters, Technical Expertise

(TE) has a significant positive impact on PSI (estimate = 7.237, $p < 0.001$), suggesting that enhancing team effectiveness strongly improves project outcomes. Conversely, risk management skills (RMS) show a significant negative effect (estimate = -3.289, $p = 0.010$), indicating potential challenges in resource management that could hinder success. Other factors, including communication skills (CS_), project success strategies (PSS), and decision-making ability (DMA), are not statistically significant predictors of PSI ($p > 0.05$). Based on these results, the null hypothesis (H0), which posits no significant impact of management skills on PSI, is rejected in favour of the alternative hypothesis (H1), confirming that specific management skills, particularly team effectiveness and resource management, significantly influence project success indicators.

Table 4.16: Correlations Between Management Skills and Overall Project Success

			Management skills	Overall project success
Spearman's rho	Management skills	Correlation Coefficient	1.000	.766**
		Sig. (2-tailed)	.	.000
		N	300	300
	Overall project success	Correlation Coefficient	.766**	1.000
		Sig. (2-tailed)	.000	.
		N	300	300
**. Correlation is significant at the 0.01 level (2-tailed).				

According to the correlation study, a Spearman's rho coefficient of 0.766 indicates a strong positive association between management qualities and total project success. Total project success increases as management expertise improves, according to this implication, which is statistically significant at the 0.01 level (2-tailed). Given this significant connection, we can conclude that alternative hypothesis (H1) is correct. This provides more evidence that

competent management has a major impact on project outcomes, lending credence to the idea that well-managed projects are completed successfully.

Table 4.17: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	253.438			
Final	87.438	166.000	5	.000
Link function: Logit.				

The Model Fitting Information shows that the logistic regression model fits the data. The Intercept Only Model, which contained no predictors and represented a baseline model, had a -2 Log Likelihood of 253.438. The Final Model reduced the -2 Log Likelihood to 87.438 and showed a Chi-Square value of 166.000 with five degrees of freedom. The addition of predictors considerably enhances the fit as associated to the intercept-only model, as seen by the significant p-value of.000. When working with binary outcome variables in logistic regression, the Logit link function is a suitable tool to utilise. The final model's low -2 Log Likelihood and substantial Chi-Square statistic indicate that the predictors greatly improve the model fit, demonstrating an excellent model fit for the data.

Table 4.18: Goodness of Fit

	Chi-Square	df	Sig.
Pearson	31907.652	46	.000
Deviance	83.765	46	.001
Link function: Logit.			

The model's fit to the data is gauged by the Goodness-of-Fit statistics. With 46 degrees of freedom and a p-value =.000, Pearson Chi-Square statistic is 31907.652, which is highly significant and suggests a poor fit. With 46 degrees of freedom and a p-value of.001, the

Deviance Chi-Square statistic is 83.765, indicating a poor fit as well, albeit not as substantially as Pearson. These statistics imply that the model might not match the data well, which could point to problems like overfitting or ineffective predictor contributions. When working with binary outcome variables in logistic regression, the Logit link function is suitable.

Table 4.19: Pseudo R-Square

Cox and Snell	.425
Nagelkerke	.732
McFadden	.636
Link function: Logit.	

A measure of how well the model fits the data is the Pseudo R-Square values. Accounting for approximately 42.5% of the variation in the dependent variable, the moderate explanatory power is indicated by the Cox and Snell R-Square of 0.425. The model explains a substantial portion of the dependent variable's variance, as indicated by the robust explanatory power (Nagelkerke R-Square of 0.732), which accounts for approximately 73.2% of the variance. The McFadden R-Square of 0.636 signifies a reasonable fit, accounting for approximately 63.6% of the variance. These results show that model adequately fits the data; nevertheless, considerable volatility remains unexplained, and the Logit link function of logistic regression is suitable for binary outcome variables.

Table 4.20: Parameter Estimates

							95% Confidence Interval	
		Estimate	Std. Error	Wald	df	Sig.	Lower Bound	Upper Bound
Threshold	[OPS = 1.00]	6.910	2.036	11.521	1	.001	2.920	10.900
	[OPS = 3.00]	9.652	2.316	17.369	1	.000	5.113	14.190

	[OPS = 4.00]	19.130	2.709	49.857	1	.000	13.820	24.440
Location	CS_	-1.782	1.376	1.676	1	.195	-4.479	.916
	PSS	5.412	1.703	10.106	1	.001	2.075	8.749
	RMS	-.217	1.273	.029	1	.865	-2.713	2.279
	TE	-1.709	.716	5.692	1	.017	-3.113	-.305
	DMA	2.690	1.291	4.343	1	.037	.160	5.220
Link function: Logit.								

The parameter estimates from the logistic regression model highlight influence of various management skills on overall project success indicators (OPS). The threshold values for OPS categories (1.00, 3.00, and 4.00) are statistically significant ($p < 0.05$), indicating clear distinctions between levels of OPS based on the predictors. Among the location parameters, problem solving skills (PSS) have a significant positive impact on OPS (estimate = 5.412, $p < 0.001$), suggesting that enhancing project success skills strongly improves project outcomes. Conversely, technical expertise (TE) shows a significant negative effect (estimate = -1.709, $p = 0.017$), indicating potential challenges in team dynamics that could hinder success. Decision-making ability (DMA) also shows a significant positive impact (estimate = 2.690, $p = 0.037$), emphasizing the importance of effective decision-making in achieving project success. However, critical skills (CS_) and risk management skills (RMS) are not statistically significant predictors of OPS ($p >0.05$). Based on these results, the null hypothesis (**H0**), which posits no significant impact of management skills on OPS, is rejected in favour of the alternative hypothesis (**H1**), confirming that specific management skills, particularly project success skills, decision-making ability, and team effectiveness, significantly influence overall project success indicators.

4.4.2 Hypothesis 2

- **$H_0$2:** There is no significant impact of team management practices and leadership styles on the project outcomes and overall project success in structural organizations.
- **H2:** There is a significant impact of team management practices and leadership styles on the project outcomes and overall project success in structural organizations.

Table 4.21: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	245.033			
Final	60.267	184.767	2	.000
Link function: Logit.				

The logistic regression model's fit is displayed in the Model Fitting Information. As a baseline, the original model (intercept only) had a -2 Log Likelihood of 245.033. The resulting model's -2 Log Likelihood, including predictors, was 60.267. The significant drop in the -2 Log Likelihood (184.767), a Chi-Square value of 184.767 with 2 degrees of freedom, and a p-value of 0.000 all demonstrate how much the inclusion of predictors improves the model's fit. This suggests a stronger fit between the final model and the baseline since the predictors make a substantial contribution to the explanation of the outcome variable. By using the Logit link function, the logistic relationship between the predictors and the outcome variable is reflected.

Table 4.22: Goodness of Fit

	Chi-Square	df	Sig.

Pearson	2245216283.286	26	.000
Deviance	52.316	26	.002
Link function: Logit.			

The logistic regression model's suitability concerning the observed data is shown by the Goodness-of-Fit statistics. With a p-value of 0.000 and 26 degrees of freedom, the Pearson Chi-Square statistic is considerably large (2245216283.286), indicating a poor fit. This indicates that the model may not sufficiently represent the fundamental relationships within the data. The Deviance Chi-Square statistic (52.316) with a p-value of 0.002 indicates that the model exhibits superior fit compared to the Pearson Chi-Square, however still reveals some degree of misfit. The link function used is the Logit, which models the probability of the outcome as a logistic function of the predictors.

Table 4.23: Pseudo R-Square

Cox and Snell	.460
Nagelkerke	.755
McFadden	.655
Link function: Logit.	

To assess the fit of the logistic regression model when the real R-squared is not readily available, the Pseudo R-squared values are helpful. The Cox and Snell test shows a modest correlation between the outcome and the predictors with an R-Square value of 0.460. An increased correlation, as shown by the Nagelkerke R-Square of 0.755, means that the model successfully explains a substantial portion of the variation in the dependent variable. The model's explanatory power is estimated more conservatively by the moderate McFadden R-Square (0.655). These numbers imply that even while the model accounts for a sizable amount of variability, some of the result cannot be fully explained by the predictors.

Table 4.24: Parameter Estimates

							95% Confidence Interval	
		Estimate	Std. Error	Wald	df	Sig.	Lower Bound	Upper Bound
Threshold	[TP_PO = 1.00]	10.334	2.503	17.050	1	.000	5.429	15.239
	[TP_PO = 2.00]	14.845	3.116	22.694	1	.000	8.738	20.953
	[TP_PO = 3.00]	19.783	2.758	51.443	1	.000	14.377	25.189
	[TP_PO = 4.00]	28.883	3.106	86.471	1	.000	22.795	34.971
Location	LS	1.644	1.175	1.958	1	.162	-.659	3.947
	TMP	4.608	1.082	18.142	1	.000	2.488	6.728
Link function: Logit.								

The Parameter Estimates for Hypothesis 2 examine the impact of team management practices (TMP) and leadership styles (LS) on project outcomes and overall project success. The threshold values for TP_PO categories (1.00, 2.00, 3.00, and 4.00) are statistically significant ($p < 0.05$), indicating distinct levels of project outcomes. TMP shows a significant positive impact (estimate = 4.608, $p < 0.001$) on project outcomes, suggesting that effective team management practices strongly enhance project success. Conversely, LS shows a non-significant effect (estimate = 1.644, $p = 0.162$), indicating that leadership styles do not have a statistically significant influence on project outcomes within structural organizations. Based on these results, the null hypothesis (H02), which posits no significant impact of TMP and LS on project outcomes, is rejected in favour of the alternative hypothesis (H2), confirming that team management practices significantly influence project success, while leadership styles do not play a significant role.

Table 4.25: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	226.117			
Final	79.607	146.510	2	.000
Link function: Logit.				

Project success metrics' variability can be better understood with the help of the model, as shown in the Model Fitting Information. In a model without predictors, the amount of unexplained variation is 226.117, as shown by the -2 Log Likelihood for the intercept-only model. The final model's -2 Log Likelihood of 79.607 indicates a substantial enhancement, accompanied by a Chi-Square value of 146.510 and degrees of freedom (df) of 2 ($p < 0.001$). The considerable reduction in the -2 Log Likelihood signifies that the addition of predictors markedly enhances the model's fit relative to the intercept-only model. The significance level ($p = 0.000$) indicates that the predictors in the final model significantly contribute to elucidating the variation in project success indicators, hence verifying the model's efficacy in explaining project results.

Table 4.26: Goodness of Fit

	Chi-Square	df	Sig.
Pearson	79331796.932	19	.000
Deviance	73.278	19	.000
Link function: Logit.			

The Goodness-of-Fit statistics evaluate how well the model fits the data. There is inadequate model-data fit, as shown by the Pearson Chi-Square statistic of 79,331,796.932 with 19 df and a p-value of 0.000. With 19 df and a p-value of 0.000, the Deviance Chi-Square is 73.278, indicating a less-than-ideal fit and the possibility that the model does not adequately capture the interrelationships between the predictors and results. The utilised

Link function is Logit, indicating that model employs logistic regression to forecast project outcomes.

Table 4.27: Pseudo R-Square

Cox and Snell	.386
Nagelkerke	.665
McFadden	.562
Link function: Logit.	

The Pseudo R-Square values show how well the model can explain the data. With an R-Square of 0.386 from Cox and Snell and 0.665 from Nagelkerke, we can see that there is a moderate amount of correlation between the predictors and the outcome variable. With a reasonable fit and a McFadden R-Square of 0.562, we can see that the predictors account for a significant amount of the variation in outcome variable. Logit is the Link function, which means that logistic regression is used to forecast the outcome probability by the model.

Table 4.28: Parameter Estimates

							95% Confidence Interval	
		Estimate	Std. Error	Wald	df	Sig.	Lower Bound	Upper Bound
Threshold	[OPS = 1.00]	11.604	2.247	26.672	1	.000	7.200	16.008
	[OPS = 3.00]	15.492	2.343	43.701	1	.000	10.899	20.085
	[OPS = 4.00]	24.597	2.674	84.590	1	.000	19.355	29.838
Location	LS	4.080	2.119	3.705	1	.054	-.075	8.234
	TMP	1.229	2.033	.366	1	.545	-2.755	5.214
Link function: Logit.								

The Parameter Estimates for Hypothesis 2 indicate the impact of team management practices (TMP) and leadership styles (LS) on the overall project success (OPS) and

overall project success. Threshold values for OPS categories (1.00, 3.00, and 4.00) are statistically significant ($p < 0.05$), suggesting that there are distinct levels of OPS based on TMP and LS. Specifically, LS shows a positive trend but is not statistically significant (estimate = 4.080, $p = 0.054$), indicating some influence but not a decisive impact. TMP, on the other hand, has a positive but statistically insignificant effect on OPS (estimate = 1.229, $p = 0.545$), suggesting that while TMP may have a role, it does not significantly impact the overall project success in structural organizations. Based on these results, the null hypothesis (H02), which states no significant impact of TMP and LS on OPS, cannot be rejected. This indicates that while there may be some trends, neither TMP nor LS significantly influence the project outcomes in the context of structural organizations.

4.4.3 Hypothesis 3

- **$H_0$3:** There is no significant impact of key project management factors on the overall project success within the structural organizations.
- **H3:** There is a significant impact of key project management factors on the overall project success within the structural organizations.

Table 4.29: Correlation Between Key Project Management Factors and Overall Project Success

			Key project management factors	Overall project success
Spearman's rho	Key project management factors	Correlation Coefficient	1.000	.870**
		Sig. (2-tailed)	.	.000
		N	300	300
	Overall project success	Correlation Coefficient	.870**	1.000
		Sig. (2-tailed)	.000	.

		N	300	300
**. Correlation is significant at the 0.01 level (2-tailed).				

The correlation results between key project management factors and overall project success indicate a strong positive relationship (Spearman's rho = 0.870, $p < 0.01$). This suggests that as key project management factors improve, there is a corresponding significant improvement in overall project success within structural organizations. A strong correlation coefficient shows that the variables are moving in the same direction, which supports the idea that good project management is crucial for a successful project output. We can reject the null hypothesis (H03), which claims that key project management components do not significantly affect the project's final success, because of the strong correlation between these variables. The statistics presented here lend credence to the third hypothesis, which postulates a significant effect. Project success in structure organisations is highly dependent on these critical project management factors.

Table 4.30: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	254.557			
Final	76.124	178.433	5	.000
Link function: Logit.				

Based on the results of the model fitting, the -2 Log Likelihood went down from 254.557 for the intercept-only model to 76.124 for the final model, showing a notable improvement in the model's fit. The completed model performs far better in data fit than the intercept-only model, in accordance with the 178.433 Chi-Square score, 5 degrees of freedom, and.000 significance level. The final model's predictors appear to make good use of the dependent variable's variance, as indicated by the drop in log likelihood and the large Chi-

Square value. This improves the model's ability to predict project results in structural organisations.

Table 4.31: Goodness of Fit

	Chi-Square	df	Sig.
Pearson	17465999.435	52	.000
Deviance	72.575	52	.031
Link function: Logit.			

To determine whether the final model adequately describes the data, statistics are used to determine goodness-of-fit. With 52 degrees of freedom and a p-value of.000, the Pearson Chi-Square statistic reads 17,465,999.435, which means that the model well describes the dependent variable's variability. With 52 degrees of freedom and a p-value of.031, the Deviance Chi-Square score was 72.575, indicating a satisfactory match. However, it is possible that there is still some residual departure from the model's predictions. The model's accuracy in explaining the relationships between the independent variables and the dependent one is supported by the data.

Table 4.32: Pseudo R-Square

Cox and Snell	.448
Nagelkerke	.772
McFadden	.684
Link function: Logit.	

Pseudo R-Square values show how much variation the model explained. The independent variables explain a small amount of the dependent variable's variability (44.8% to be exact), according to a Cox and Snell R-Square of 0.448. A strong model fit, with an R-Square value of 0.772, suggests that the independent variable is well-represented in the model (77.2% of the total variability). The predictive variables account for approximately 68.4%

of the overall variation (R-Square = 0.684 in the McFadden test). The numbers show that the model fits the data nicely and accounts for much of the association between the predictors and the outcome variable.

Table 4.33: Parameter Estimates

							95% Confidence Interval	
		Estimate	Std. Error	Wald	df	Sig.	Lower Bound	Upper Bound
Threshold	[OPS = 1.00]	9.609	3.633	6.996	1	.008	2.489	16.729
	[OPS = 3.00]	14.078	3.001	22.003	1	.000	8.196	19.961
	[OPS = 4.00]	23.371	3.369	48.113	1	.000	16.767	29.975
Location	SE	1.973	.796	6.144	1	.013	.413	3.534
	RA	4.863	1.557	9.760	1	.002	1.812	7.914
	AT	-.689	.974	.500	1	.479	-2.597	1.220
	OC_S	1.735	.693	6.268	1	.012	.377	3.093
	SE2	-2.574	1.296	3.944	1	.047	-5.114	-.034
Link function: Logit.								

The parameter estimates from the logistic regression model for Hypothesis 3 indicate that certain key project management factors significantly impact overall project success within structural organizations. The threshold values for different project success levels (1.00, 3.00, and 4.00) are statistically significant ($p < 0.05$), showing distinct success categories. Among the predictors, stakeholder engagement (SE) and resource allocation (RA) positively influence project success, with significant coefficients ($p = 0.013$ and $p = 0.002$, respectively). Conversely, issues related to adherence to timelines (AT) do not significantly affect project success ($p > 0.05$), indicating less importance in this context. Organizational

culture and structure (OC_S) has a significant positive impact (p = 0.012), while the second-order effect show a significant negative impact (p = 0.047). Based on these results, the null hypothesis (H03), which posits no significant influence of key project management factors on overall project success, is rejected in favour of the alternative hypothesis (H3), confirming that specific project management factors significantly influence the success of projects within structural organizations.

CHAPTER V:

DISCUSSION

5.1 Discussion

This research examines the core professional competencies, team management actions, and leadership types of project success in formally defined organizations. This study establishes the notion that effective management skills are associated with project success(Blaskovics, 2016). Team management and decision-making skills were deemed important factors of project performance as keys to successful project delivery. Such attributes may help managers address issues in large organizations, allocate resources

properly, and also help the project fit the specified goal set. On the other hand, difficulties with resource management were discussed as potential obstacles on the way to success; this underlined the need for specific efforts to raise the quality of this aspect of work(Gasemagha and Kowang, 2021).

It also outlines the way that team management practices influence project results as identified in the study. It is pivotal that a group ensures team cooperation and communication and improves conflict-solving skills within the team, which all play a major role inthe success of the project (Zhang and Li, 2024). Another important construct that was considered was the leadership styles, although revealing some relationship, was not identified as having any significance at the $P<.05$ level, suggesting that the non-altered structure of the organization might reduce the amount of variability caused by different leadership behaviors(Keskes, 2014).

The analysis shows that the proposed basic predictors play significant roles in determining project outcomes. Promising project indicators were regressed against factors such as team overall capacity, decision-making capacity(Muttalib, Danish and Zehri, 2023),etc., showing that such aspects are necessary for project success. However, leadership management resources need to be analyzed more extensively to explain ways of eliminating current challenges(Rolstadås *et al.*, 2014).

In summary, therefore, the study stresses the importance of preparing the management teams with core competencies for efficiency as well as strengthening the practices of team management about available resources to complement effective project delivery(Fulk, Bell and Bodie, 2011). The findings presented here offer significant relevant recommendations to organizations that want to enhance the effectiveness of project management, productivity, and organizational performance in more sponsored environments(Azevedo, Jugdev and Mathur, 2022).

5.2 Discussion of Research Question One

Q.1 What are the essential skills required by the management team to successfully execute projects in structural organizations?

The analysis of the study provided insights into basic competencies needed by the management team to deliver projects in formal organizations. Such skills become crucial in the multilayered process of organizing and coordinating project work and in the process of achieving project objectives and outcomes that correspond with intended organizational goals(Azevedo, Jugdev and Mathur, 2022). The most important competencies include the competencies of decision-making, approaches to use resources, and competition applied to get the project objectives realized.

Out of all the competencies available, managerial decision-making skills can be emphasized as being the most mandatory for management. In structured organizations, this skill involves abilities to evaluate situations, analyze, and decide on the right course of action under time pressure(Bornay-Barrachina and Cabrales, 2019). It lets the managers approach problems with prevention strategies that would guarantee on-time completion of various phases of a project, hence avoiding wastage of resources. Decision-making also embraces the choices of risks, how to recognize them, and how to develop measures to overcome them that allow for continuous movement in projects(George, 2020).

Another of the fundamental competencies that was proposed in the study is resource management. Another management challenge you have to conquer is how to leverage available financial, human, and technological resources(Agustian *et al.*, 2023). Skills are properly deployed across projects, and the projects themselves are well-equipped and funded, thereby minimising therisks of the project getting stuck due to a lack of resources(Firend Al and Rasch, 2020). These are some of the challenges in this area as

elucidated from the study findings, then the effectiveness of organizations to offer training and tools to improve the ability of the managers in resource planning.

Interpersonal communication, on the one hand, is as important as team coordination in the exercise of these functions. Due to the organization structure that is characterized by the integration of functional, cross-functional, and cross-organizational structures, success in the management of human resources in structured organizations firstly depends on the capability to coordinate and foster high-performing and motivated team(Mushi, Ismail and Mchopa, 2024). Interpersonal communication entails dealing with conflict, trust and cooperation among the managers a fact that has a direct relation with quality of project results(Beheshtifar and Zare, 2013).

5.3 Discussion of Research Questions Two

Q.2. How do team management practices and leadership styles influence project outcomes within structured organizational frameworks?

Team management procedures and leadership paradigms do have a rich and profound effect on the efficiency of projects working within complex organizational structures(Jing and Avery, 2016). This study's outcomes show that each team requires proper management and leadership that fits within the structured organization'sframework, as well as around its hierarchical nature and strict adherence to process, to achieve positive outcomes and project success(Sharma, Dhiman and Srivastava, 2023).

The study examined aspects that are considered to be pertinent to the culture of team management in organizations by identifying practices of teamwork, responsibilities, and achievements. The strategies include; having clear objectives over to be achieved identifying the people tasked to achieve them and a regular flow of communication(Morales-Huamán *et al.*, 2023). Thus, within highly structured organizations, the task activities of a management team are likely to already be highly

coordinated to known procedures and processes that support organizational goals. Employee motivation programs, effective feedback, and employee appreciation procedures can enhance mustering and productivity among those employees(Varma, 2018). Consequently, a more efficient team pattern increases the potential of delivering the project objectives within constraints in time and resources.

It is quite clear that leadership plays an important role within organizations and defines the nature of people's behaviors in projects considerably. Such elements as visionary communication, encouragement of subordinates, and support of change make the highest sense in set frameworks, which is why this leadership type can be termed transformational(Yousef Farhan, 2024). Such leaders encourage others to perform beyond the anticipated level in the process of decentralizing task execution while harmonizing them with organizational objectives. Transaction leadership on the other hand based on performance and process, keeps the team in check with the structured organizational requirement(Meirinhos *et al.*, 2023).

However, based on the findings of the present study, it is believed that equal measures of the two leadership styles may be the most effective. Hybrid-adaptive leadership, as a model that combines the aspects of transformational and transactional leadership, is most suitable to face unexpected changes in project activity while still keeping the strict hierarchy of large organizations(Sanchez-Manzanares *et al.*, 2020). Indeed, in the current complex dynamic environment flexibility in different organizational situations characterizes effective risk management, handling of emergent issues, and cohesiveness of the team(Mizrak, 2023).

More importantly, the study reiterates that it is not only about leadership practices but that the sound management of teams is critical too. Strategies often require leadership support, which must be followed by a clearly defined work process, efficient usage of

resources, and conflict solving procedures(Serrat, 2023). Accompanied by these elements, the organizations guarantee that the teams stay on track, smiling ear to ear and weathering all the storms that hit the teams during the project's life cycle.

To sum it up, both the team management practices as well as the leadership styles are related to the project effects of highly structured organization(Peter, 2021). This study concludes that organizations still have the capacity to cultivate an environment of successful completion of projects regardless of structural acumen through the extension of adaptive leadership approaches as well as best practices in team management(Askew, 2023).

5.4 Discussion of Research Question Three

Q.3. What are the key factors that impact the success of project management in structural organizations?

The characteristics that define success in project management in structural organizations include of several elements that have consistent impact on the setting of the structure organizations, each offering crucial input to the management of project within the structure context(Varajão *et al.*, 2022). The results of the research reveal that multilevel factors define the outcomes of project management strategies and practices.

This is taken by most as one of the main reasons the organizational structure and culture affect how projects are planned, delivered and controlled(Lamprou and Vagiona, 2018). Mechanistic organizations usually embrace well-established bureaucratic structures well-articulated lines of authority and well-defined routines(Joslin and Müller, 2015). Despite these characteristics giving more focus and structure, it can likewise present problems in terms of its capacity for change. The roles in terms of academic objectives are the following: proper setting of the project goals according to the organization's strategic aims, as well as effective management of procedural frameworks(Steinmann, Klug and

Maier, 2018). A good project management culture comprising innovation, collaboration, and improvement: is beneficial to projects.

The third determinant is the capability of the project manager of the project which is inclusive of their problem-solving skills, strategic prowess as well as their specialized skills in carrying out the project(Kukah *et al.*, 2021). The project managers within structured organizations operating in contexts with coherent guiding principles and strict processes and procedures need to have intense planning, risk analysis, and resource management skills for the projects to run smoothly according to the time, cost, and quality enshrined in the project plans. Just as essential is personal skills, like communication skills, the ability to work in a team, and relate with other people, solving conflicts, and encouraging the workers(Firend Al and Rasch, 2020).

Leadership and team dynamics similarly come out as important accounting factors. Special characteristics such as flexibility vision and referencing, when used in leadership, are the primary signifiers that keep teams on track and consistently motivated(Putri and Renwarin, 2023). This means that constructive team interdependence based on trust, shared responsibility and accountability are crucial for increased levels of productivity and enhanced organizational problem-solving. The authors confirmed that the leaders who promote a cooperative culture are in a stronger position to handle the difficulties and guide projects towards their conclusion(Assbeihat, 2016).

Moreover, financial and technological resources and organizational and human capital also take the key roles together with the general accessibility and efficiency of resources. Hierarchical organizations also have a fixed structure on how the resources will be provided hence the project managers should be in a position to provide these resources in the most efficient way possible(Stone *et al.*, 2015). Project management tools applied at

operation level and usage of agile frameworks that facilitate management and operation can all improve it.

Finally, we have outside forces, including market forces, stakeholders' demand, and issues related to compliance. Perhaps the most important issue involving stakeholders is managing stakeholders and their pressures and changes in the environment that affect projects' relevance and goals(Julie, Potter and Geng, 2024).

In summary, there are five pillars that are critical to the achievement of structural organizations' project management. These are proper structural facilities, management leadership skills, team cohesiveness, resource management effectiveness, and environmental sensitivity(Shakeri and Khalilzadeh, 2020). If these factors are addressed systematically, they can help organizations augment project delivery results, and therefore achieve sustainable performance.

CHAPTER VI:

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

The application of leadership and management abilities, as well as the important success elements for project management in structural organisations, were the focus of this study. The goals, therefore, were to pinpoint skills necessary for successful project completion, assess the impact of team management and leadership activities, and define factors affecting success in general.

The results highlighted that management abilities are paramount to determine project success based on which team effectiveness and resource management have shown

promising results. Efficiency of management skills was positively linked with measures of project success, highlighting the key role of managerial competencies in highly formalized organizational roles. Leadership behaviour with reference to the overall team dynamics showed that the effect of the leadership modes differed; however, the amount of positive impact elicited by transformational and collaborative leadership was considerably higher than the other modes.

In addition, the study found that the following factors are essential for successful project completion: stakeholder management, risk management, organisational support, and flexibility. In particular, the involvement of stakeholders and organizational support were evidenced to encourage collaboration and reduce problem areas and procedural problems, thus increasing overall effectiveness. Other competencies found also include risk evaluation and risk-taking to manage risks and time in order to complete the project on time.

The study did highlight a strong correlation between team dynamics and formal organisational frameworks. It was clear from the research that projects are only possible when they are backed up by proper formal policies, appropriate resources and proper communication channels. The combination of these elements makes work more effective and stimulates people's performance to be in tune with organizational objectives(Modise, 2023).

In conclusion, the research states that it is critical to understand that a mix of measures is needed for successful projects in structural organizations. These are; the enhancement of effective management practices, the use of flexible and participatory leadership approaches and the management of important project management variables. These results provide useful information to practitioners and managers to improve project management practices in various organisational settings.

6.2 Implications

Based on the research results, this study has important theoretical contributions to the field of project management in structural organisations. Hence, by revealing the key management competencies, assessing the types of leadership and analysing the factors of success, this work will be helpful for managers, leaders and policymakers at different levels and areas.

By providing theoretical insight into the complex interplay among leadership styles, project outcomes, and management competences, the study adds to what is already known about project management. The favourable correlation between the essentials of project management, such as managing stakeholders and resources, and the project's final outcome, demonstrates the importance of integrating these factors into the existing project management models(Joslin and Müller, 2016). Academic future research on group dynamics and pertinent leadership behaviours might use this work as a theoretical foundation. It acknowledges that adaptable leadership and strong team relationships are critical to successful project completion.

In a practical sense, the research offers recommendations to project managers and organizational decision-makers who want to improve performance. Focusing the enhancement of team management practices, resources management, and communication strategies that exist in projects, the findings provide the small-scale project management solutions in enhancing execution(Albuali, 2021). Organizations can use these insights to develop more effective training initiatives, improve cross team working and encourage greater levels of ownership and creativity.

Concerning the key academic implication resulting from the emphasis on stakeholder engagement and risk assessment, it is possible to state that it has an effect on organizational policy making, as due attention is paid to the fact that effective management

of uncertainties requires the creation of effective frameworks for project and organizational objectives' alignment(Garrido-Moreno, Martín-Rojas and García-Morales, 2024). There are also managerial suggestions for leaders to use team-oriented and transformational kinds of leadership, which have been proven to have a direct positive correlation with the level of motivation of the team members and the overall success of the project(Susilo, 2018).

Further, it is noteworthy that the results of the study are relevant to society as well. If implemented in industries where structural organizations are responsible for undertaking key projects like infrastructure development, health and technology then the proposed strategies can help in increasing resource efficiency, reducing costs and enhancing time delivery of projects which in turn can help for the overall economic and societal growth(Du, Zhang and Han, 2022).

Conclusively, this research is not only scholarly in its contribution to the theoretical frameworks of project management but also positive in its practical recommendations for improving project results in structural organizations. The obtained results will allow for the identification of better strategies for improving the operation and efficiency of the organization and its employees and increasing the success rate of its projects.

6.3 Recommendations for Future Research

The outcomes of this research provide several directions for future research that can help improve knowledge of successful project management in structural organizations. Based on the study's findings, several directions can be identified that should be investigated further to expand the current understanding.

1. **Diverse Industry Applications**: Further studies should seek to replicate this study in other industries in order to understand how the various management skills, leadership types, and critical factors affect project success in other professions. This way, the researchers can make cross-organisational comparisons between such

industries as healthcare, information technology, and education, and identify more specific field characteristics and optimisation strategies (Javaid, Haleem and Singh, 2024).

2. **Cultural and Geographical Contexts**: It is crucial to discuss how cultural and geographical contexts define project management results. The knowledge drawn from cross-cultural research could also be valuable for understanding how leadership exercises and management practices vary geographically and how this influences project outcomes (Erfan, 2024). This could help in recommending culturally appropriate and better project management approaches in different cultures.
3. **Longitudinal Studies**: The study believes that more research with a long-term perspective is needed to fully understand the development of the effects of management skills and leadership style. This would enable time-related effects of these factors on project success to be scrutinized, and thereby inform more about their dynamic impact on organizational performance.
4. **Integration of Emerging Technologies**: Future studies should establish how these new-age technologies, like artificial intelligence and machine learning, can improve the means of project management. For instance, research could be directed towards leadership in project settings with regard to how technology may be applied to enhance their activities and decision-making and how such technologies can be deployed within recognised management systems to enhance project performance (Pawar and Dhumal, 2024).
5. **Behavioural and Psychological Factors**: More research is required to address the behavioural and psychological themes of leadership and teamwork. Ideas for future research include analysing the relationship between the emotional intelligence of

the team members, conflict-solving behaviour and motivational approaches to team dynamics and project performance (Bello *et al.*, 2024). It was considered that the knowledge of these factors would offer a better insight into what it means to be an effective leader within structural organisations.

6. **Impact of Hybrid Work Models**: With a new wave of remote and hybrid work models, it is crucial to find out how they affect team management, communication, and leadership. Future research could explore further how these models are influencing project planning, execution and success rate, as well as the problems and possibilities they offer structural organizations (Ciric Lalic *et al.*, 2022).
7. **Comprehensive Frameworks for Success**: From the existing literature, future research could extend the existing paradigms by enhancing a set of integrated models that incorporate the various key factors of the present study with other factors like organizational environment, budget limitations and market forces (Plekhanov, Franke and Netland, 2023). This would afford a better appreciation of what leads to project success in structural organizations.
8. **Sustainability and Ethical Practices**: Given the growing importance of sustainability and ethical considerations in business practices, future research could investigate how these principles influence project outcomes (Ugoani, 2019). Studies might explore the integration of sustainable project management practices and their impact on long-term success, as well as the ethical implications of management and leadership decisions.

6.4 Conclusion

The purpose of this study was to investigate the relationship between effective project management in structural organisations and leadership, critical success elements, and management abilities. The purpose of this study was to identify the characteristics that

influence the success of a project, the abilities that management teams must possess, and the moderating role that team management and leadership play.

It follows that strong strategic and human skills are just as important as technical expertise when it comes to project management. Managers should have skills in planning, setting priorities, the judicious distribution of materials and manpower, and being able to get the project off the ground. The research established that leadership behaviour defines the success of projects. Among the leadership styles, transformational leadership positively impacted project success in regard to the motivation of the teams.

On the other hand, transactional leadership, which is associated with structured tasks and rewards, yielded incoherent outcomes. Leadership styles can be more effective or less effective depending on the situation and the people involved. Out of the work done, the following were seen as essential to project success: communication, stakeholders, and flexibility. Another factor that greatly determines the ease at which project management processes are implemented or otherwise is the organizational structure. A good structure facilitates communication and availability of resources, which in turn increases the chances of success in the projects.

Critical success elements, strong leadership, and competent management are the three pillars upon which structure organisations' project management outcomes rest, according to this study's findings. If these areas are improved, then an organization can improve its project management practices to meet its needs and required results.

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APPENDIX A:

DATASET

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X
1	Age	Gender	Education	Industry Typ	Years of E	The manag	Communic	The manag	Creative s	The manag	Risk mitig	Technical	The manag	The manag	Decisions	The leader	The leader	The leader	The leader	The leader	Team mer	The leader	Team mer	The manag
2	4	2	2	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
3	2	1	2	4	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	3	2	3	3	3	3	5	5	3	2	3	3	4	1	2	5	4	2	4	3	3	3	2	3
5	3	2	3	4	2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6	2	2	2	6	3	3	4	3	2	3	2	2	4	3	3	4	3	4	3	3	3	4	4	3
7	3	2	1	6	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
8	5	1	2	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
9	5	1	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
10	3	1	3	6	5	4	3	5	4	4	3	4	4	4	5	4	4	5	3	4	3	3	3	3
11	3	1	2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
12	4	1	3	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
13	5	1	2	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5
14	2	2	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
15	2	2	2	2	3	4	5	3	4	4	3	3	5	4	4	4	4	3	4	4	4	3	4	4
16	3	2	2	6	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
17	4	1	3	5	3	4	4	4	3	3	4	4	4	3	5	3	4	5	3	3	3	3	4	3
18	2	1	3	6	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
19	2	1	2	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
20	2	2	2	5	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
21	2	1	2	2	2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
22	5	2	5	6	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
23	3	1	3	5	5	4	5	4	5	5	4	3	4	4	4	4	3	4	4	4	3	3	4	4
24	2	1	3	6	3	3	3	3	4	4	4	4	5	4	4	5	5	5	5	5	5	5	5	5
25	2	2	3	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
26	2	2	3	6	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5

	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP	AQ	AR	AS	AT	AU	AV
1	The manag	Conflicts w	The manag	Responsib	The manag	Stakeholde	The manag	Resources	The manag	Projects ar	The manag	The organi	Team mer	Stakeholde	The manag	Deliverabl	Budget ma	The projec	Stakeholde	The projec	Communic	The team	Leadership	Team perf
2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	4	3	5	3	5	3	3	4	3	5	3	5	5	1	1	5	3	4	4	4	5	1	3	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6	3	3	3	3	2	3	3	3	4	4	3	4	2	2	4	3	4	3	4	4	3	3	3	3
7	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
8	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
9	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
10	4	2	2	2	4	3	2	4	4	4	4	3	4	3	2	4	2	5	4	4	3	4	5	3
11	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
12	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
13	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
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