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Assessing the Importance of Project Manager Leadership Styles in Association with Project  
Success Rates

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## TABLE OF CONTENTS

Chapter 1: Introduction .....	1
1.1 Contextual Background .....	1
1.2 Research Problem .....	2
1.3 Aim and Objectives.....	3
1.4 Research Questions .....	4
1.5 Research Rationale.....	4
1.6 Research Significance .....	5
1.7 Structure of the Study .....	6
CHAPTER 2: LITERATURE REVIEW .....	8
2.1 Introduction.....	8
2.2 Theoretical Framework.....	8
2.3 Project Management .....	9
2.3.1 Significance of timely delivery of projects .....	10
2.3.2 Causes of delay in project .....	11
2.3.3 Risks associated with untimely delivery of project .....	12
2.4 Leadership at the workplace .....	12
2.4.1 Importance of leadership in project management.....	13
2.4.2 Styles of leadership .....	14
2.4.3 Developing leadership in individuals.....	15
2.5 Relationship between leadership and project management .....	16
2.5.1 Leadership skills of a project manager in the success of the project .....	17
2.5.2 Difference between leadership and management .....	18
2.6 Role of Organisation in effective leadership and project management .....	19
2.6.1 Impact of purposeful and ethical leadership in organisations.....	19
2.6.2 Impact of untimely project delivery and organisational tools to improve it.....	20
2.7 Leadership and project management in developing countries .....	21

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2.7.1 Factors hindering project management and timely completion of a project.....	22
2.7.2 Challenges faced by Africa and Ghana in project completion .....	23
2.8 Literature Gap .....	23
2.9 Chapter Summary .....	24
Chapter 3: Methodology .....	26
3.1. Introduction .....	26
3.2. Research Philosophy .....	26
3.3. Research Design.....	27
3.4. Research Approach .....	27
3.5. Data collection method.....	28
3.6. Sampling Method .....	28
3.7. Data Analysis technique.....	29
3.8. Ethical Consideration .....	30
3.9. Inclusion and Exclusion Criteria.....	31
Inclusion Criteria .....	31
Exclusion Criteria .....	31
3.10. Search Strategy .....	32
3.11. PRISMA Flowchart .....	33
Identification.....	33
Eligibility .....	33
Included.....	33
Screening.....	33
3.12. Research Limitations .....	34
3.13. Chapter Summary .....	34
References.....	36
Appendices.....	51
Systematic Review Table.....	51



## Chapter 1: Introduction

### *1.1 Contextual Background*

The concept of [leadership](#) can be defined from various perspectives, one of which can be explained as a phenomenon to motivate people or influence them in such a way as to ensure that they can fulfil a common objective (CIPD, 2019). The concept of leadership is not limited to any specific place or position and can include any individual with the ability or the skill to influence people effectively in fulfilling a common goal (CIPD, 2017). However, it is imperative to note that Leadership operates at different levels, and each level includes its own difficulty level. As an example, in a simple scenario of project execution, the project team may consist of members ranging from 5 to more than 15, thus for a group of 15 members that appoints a project leader to lead their team in ensuring the success of a project, the difficulty level in managing the team is not high. On the other hand, for leaders that have the responsibility to lead an organisation and employees within that organisation, the level of difficulty is very high. The leader must adopt certain leadership styles to ensure the success of the project that the organisation has undertaken (Ghasabeh, Soosay, and Reaiche, 2015). Based on this aspect, this study will be targeting the project manager leadership styles being adopted and implemented during the assignment to make it successful.

Asiedu-Appiah, Agyapong, and Lituchy (2017) describe in their study that the slow development of Ghana is attributed to the lack of quality leadership in the country. They further add that adopting western [leadership styles](#) within African countries and organisations has contributed to less effective leadership styles that various African managers are adopting. In an article written by Adeyemi (2015), the author describes that in Nigeria, the leaders have difficulties in envisioning the country as developed due to the fact that there is no clear form of education that allows their younger generation to be knowledgeable of the different leadership styles that are available which would enable them to lead the nation towards a

developing country effectively. Adeyemi (2015) further highlights that with the current scenario of organisations within Nigeria, it is impossible to teach the stakeholders and the organisation's leaders different [leadership styles](#) that could be adopted to improve the success rate in the projects they carry out in the country. Bulley, Osei-Bonsu, and Rashaq (2017) describe in their study that African societies in general, and more specifically Nigerian and Ghanaian societies, usually perceive their leaders as authoritative instructors who must instruct them on the tasks they need to carry out.

### ***1.2 Research Problem***

An abundance of literature discusses the various leadership styles and their effectiveness within an organisation (DuBois *et al.*, 2015; Zhao, Hwang and Lee, 2016; Sethuraman and Suresh, 2014). Additionally, more abundant literature can be found that evaluates the prominence of different [leadership styles](#) within an establishment or in project management (Saleem, 2015; Saeed *et al.*, 2014; Ghasabeh, Soosay, and Reaiche, 2015). Liphadzi, Aigbavboa, and Thwala (2015) support the view that a leader's leadership style depends on the leadership's competency, which promotes the project's overall success. Further in their study, they highlight the fact that there is a significant correlation between adopted styles of leadership and the competency of the leader in ensuring that the project achieves completion status within a given time frame (Liphadzi, Aigbavboa and Thwala, 2015). However, fewer researches evaluate the impact of project manager leadership style on the success rate of the project.

The leader of an organisation or a team must carefully analyse the overall complexity of the project which is being undertaken (CIPD, 2017). Highly complex projects, in some cases, lead to the failure of the venture, regardless of the leadership style adopted. This leads to facing negative feedback on the project, which, in some perspectives, is seen as

incompetency of the leader in assessing the project's complexity (Botchkarev and Finnigan, 2015). Additionally, concerning the leadership style the leader has adopted, it is also important to carefully scrutinise the skill set of the group members working on a project within project management. Not being knowledgeable of the team's skill set further depicts the inefficiency of the leader, thereby decreasing the project's success rate (Iqbal, Anwar and Haider, 2015).

Thus, the resolution of this research is to fulfil a research gap which is found in the literature since there is a lack of proper literature which would describe the significance of leadership styles in the perspective of project success rates, even though many studies can be found which discuss leadership styles in different perspectives (Cunningham, Salomone and Wielgus, 2015; Larsson *et al.*, 2015; Serrador and Turner, 2015).

### ***1.3 Aim and Objectives***

This research aims to evaluate the importance of different project management [leadership styles](#) that are adopted in order to certify that the project achieves completion state. The objective of this study is:

- To study the concept of Project Managers' Leadership Style from a theoretical perspective.
- To comprehend the significance of the timely delivery of projects, its impact on the project's success, and the risks associated with untimely delivery of the project.
- To evaluate the connection between leadership skills and project management skills.
- To provide relevant recommendations whereby organisations can successfully adopt a project [manager leadership](#) style to improve the rate of project success.

### ***1.4 Research Questions***

The research questions of this study are as follows:

- What are the concepts of project managers leadership styles?
- What is the significance of delivering projects on time, its impact on the success of projects, and what are the risks associated in case of project delays?
- What is the connection between leadership skills and project management skills?
- What recommendation can be provided to organisations that would allow them to improve their leadership style to increase the project success rate?

### ***1.5 Research Rationale***

Considering the nature of the project, the complexity of the project and the overall requirements of a project, the leader aims to analyse the factors mentioned above and ensure the adoption of a suitable style that would increase the chances of the project being successful, thereby, improving the success rate of the projects (Zulch, 2014). An effective leader will ensure that an appropriate leadership style is adopted to ensure the timely delivery of the project. Furthermore, leaders must consider an important aspect of project management to improve a project's success rate (Jiang, 2014). This aspect pertains to formulating a communication strategy to effectively communicate various factors involved within the project to ensure the timely delivery of the project (Aga, Noorderhaven, and Vallejo, 2016). Additionally, an individual who adopts the leadership role in a team or organisation needs to carefully analyse the skills of the team members that are at their disposal to divide the tasks within a project according to the members' skill set. This allows leaders to be knowledgeable of the skill set available within the team, which further allows them to improve the chances of the project's success and ensure the timely delivery of the project (Mir and Pinnington, 2014).

In developing countries, such as Ghana, the concept of leadership is limited due to the fact that Ghana's development problems are complex and multidimensional. Leaders of a developing country must ensure that they are able to analyse all relevant factors that would ensure them making their nation developed (Asiedu-Appiah, Agyapong and Lituchy, 2017). In the case of South Africa, the nation has faced many challenges in selecting an appropriate leader, due to which the country has faced many leadership reforms, demanding to make way for new leaders that are able to ensure the development of the country (Liphadzi, Aigbavboa, and Thwala, 2015).

### ***1.6 Research Significance***

The significance of this research can be described in the sense that there is limited research available that depicts the importance of project manager leadership styles in the context of project success rate. Thus, this research will address this literature gap and the desire to contribute knowledge in the project management domain. Furthermore, this study will allow project managers and individuals aiming to adopt the role of a leader with the necessary knowledge that would facilitate them in ensuring the success rate of the project they are undertaking and focus on delivering the project on time.

Although each [leadership style](#) includes a specific skill set that leaders must have, according to Project Management Institute (PMI) (2009) following skills are necessary for leaders to enhance the achievement rate of the venture: Leaders must have the skill to encourage and inspire their employees and team members of the venture to ensure the achievement of the objectives of the project, have team building abilities, whereby, the leader selects individuals with specific skill sets that would guarantee the accomplishment of the project, the skill of negotiation and communication, whereby, leaders must ensure operative communication between members and shareholders of the project, and finally, the ability to

listen and influencing team members and concerned personnel of the project. All of the skills mentioned above should be within a leader in one form or another to definitively improve the project's success rate (Kumar, 2009).

### ***1.7 Structure of the Study***

The overall structure conforms to the execution of this study throughout five chapters, whereby chapter 1 depicts the background of the study and the research problem that this study aims to address. The aim and objectives are also developed in this chapter, which permits the investigator to keep the study in the right direction. Additionally, the significance of this research is also described as why it was essential to conduct research on the evaluation of project manager leadership styles to ensure success in a project.

Chapter 2 conforms to an extensive review of the literature, which discusses the importance of [project management](#) leadership styles which determines the project's success rate. The objectives developed in chapter 1 are further analysed from the perspective of different authors. The literature review sheds light on the different styles of leadership available and the success rate of each style adopted to complete a specific project in a given time.

Chapter 3 of this study consists of the methodology that has been adopted in order to execute the study fully. This chapter informs about the philosophy that has been adopted and the approach to fully evaluate the importance of project management leadership styles to ensure the success of a project. Furthermore, a comprehensive discussion is made on the method adopted to collect data for this study and the methods employed to analyse the collected data.

The execution of chapter 4 includes the analysis of data that has been gathered through the method mentioned in chapter 3, along with the method of analysis described as

well. The analysis and discussion of the results pertain to the justification of the objectives developed to evaluate the significance of project management [leadership styles](#) within the context of the success rates of projects.

Chapter 5 is the final chapter of this study which discusses the results obtained and is summarised to highlight the main aspects of the discussion. Additionally, recommendations are also provided for future studies aiding researchers to be beneficial from the findings of this study which depicts the importance of [project leadership](#) styles to ensure the project's success.

## **CHAPTER 2: LITERATURE REVIEW**

### ***2.1 Introduction***

This chapter focuses on [project management](#) and [leadership](#) skills required for the project's success. Firstly, project management and the importance of timely project delivery and risks associated with untimely delivered projects are discussed. Secondly, the leadership skills and styles required for the projects are highlighted in this chapter. Moreover, the association between leadership and project management is greatly focused. The leadership skills needed by the development manager to accomplish the projects are identified. Additionally, the difference between management and leadership is provided.

The role of organisations in the effective and successful delivery of projects is also highlighted, along with a brief explanation of purposeful and ethical leadership. Moreover, the impact of timely and untimely delivery of the project is also discussed. At the end of the chapter, leadership and project management in developing countries are reviewed. Additionally, the factors causing hindrances in the successful implementation of the project are given with a greater focus on Africa and Ghana. Lastly, the summary of the chapter is given.

### ***2.2 Theoretical Framework***

This contingency theory of leadership theory explains that there is no thumb of rule for leading an organisation and making decisions. On the contrary, leaders have had to be flexible enough to mould themselves according to the situation because the external and internal environment cannot be predicted, and the “one size fits all” approach for leadership cannot be implemented (Vidal et al., 2017). The internal environment is somewhat contingent such as the strategy and structure of the organisation, which is directly correlated with the leadership style and performance as a whole (Eva et al., 2018).

In the Situational Leadership Theory (SLT), leaders are very adaptive and flexible. The leaders in SLT change their leadership style concerning the situational demand, and such leaders also vary as per the requirements of the followers, which positively influences the subordinates' behaviour and attitude (Thompson and Glasø, 2018). This leadership theory also solidifies the concept of developing leadership as in SLT, and the skills vary, which have had to be polished as per the arising situations (Bosse et al., 2017).

### **2.3 Project Management**

According to Kerzner (2017), Project is typically defined as “*a number of steps to be taken in order to achieve an objective, having a start and end date along with the help of certain resources*”. The capital used in the project can be human and non-human such as people and equipment or materials, respectively (Kerzner, 2017). Similarly, according to Bélanger, Gorecki and Espinoza (2019), Project is time-constrained with specific initial and ending dates for achieving a particular goal with the help of a group or individuals. In order to effectively and efficiently manage the project using individual skills, capabilities and knowledge is defined as project management. According to Heagnay (2016), Project management is explained as “*planning, scheduling and controlling of activities to meet project objectives*”.

Project management can be successful if the goals are properly communicated, there is cooperation, and excellent teamwork (Cheung et al. 2013; Baiden et al. 2011). Additionally, trust is another success factor individuals have in their project manager. Still, this phenomenon is now being replaced with proper guidelines because the only trust in the project manager's capabilities cannot assist in effectively understanding the project –. In contrast, the guidelines do (Kerzner, 2019). The effectiveness and management of the project can also be increased by properly contemplating different uncertainties that could arise during

the project. This contemplation should be done before the implementation of the project (Lin and Huang).

According to Bélanger, Gorecki and Espinoza (2019), there are three components of project management: project proposal, project charter and project plan. The project proposal raises the question of why and what, whereas the project charter explains these questions in a broader context. In the end, a project plan is established by defining the tasks and schedule of activities. In the existing literature on project management, this research study will serve as an addition with an extra element of “time significance”, which has not been much focused on previously.

### *2.3.1 Significance of timely delivery of projects*

The value of time can never be underestimated, and dealing with time constraints in the completion of the project is a real challenge (Söderland, Geraldi and Söderlund, 2012). Time management is crucial for effectively [managing the project](#) because it can entirely make the project ineffective if the delivery of the outcome is delayed. Therefore, the timely allocation of resources should be considered as it assists in several stages of the project, from the proposal to the project plan. It ultimately gives positive results after the implementation (Chin and Hamid 2015; Bélanger, Gorecki and Espinoza 2019).

Timing is important for the project's effectiveness, so making a schedule and appointing individuals for the project should be done promptly (Söderland, Geraldi and Söderlund, 2012). Additionally, suppose this pre-defined schedule seems to be completed on time by the project manager. In that case, the pressure is reduced, which indirectly aids in better results for the project. Similarly, if the schedule pressure is high, it has adverse effects on the performance of the business, and the project is also not up to the mark (Yaghootkar and Gil, 2012). The cost and time are important factors which have had to be saved for the

successful implementation of the project, as projects are time-constrained and need to be completed in a specific period.

### *2.3.2 Causes of delay in project*

According to Owolabi et al. (2014), the delay can be problematic for the projects and adversely impact the project and business as a whole. Many factors cause a delay in the completion of the project, such as poor management, frequent change in the course of action, inadequate planning, lack of required resources etc. In construction companies, these delays occur due to weather, economic changes, shortage of labour or material, modifications in the working schedule, no initial cost and time planning etc. (Owolabi et al., 2014). Additionally, not adapting to the changes of the external environment also affects the timeline of the project as not incorporating the novel technology or knowledge into the project leads to reworking in future or realisation of introducing changes at the maturity stage of the project causes delay (Park et al., 2017).

The absence of communication amongst the project manager and the workers can confuse, and this lack of understanding can also lead towards delays in the project (Ziek and Anderson 2015; Sunindijo 2015). Leaders of the project have had to be very efficient and effective in delivering the timelines and other requirements of the project to timely complete the project. Additionally, the lack of skills of the project manager also negatively impacts the timeliness of the project, eventually causing delays (Sunindijo, 2015). Therefore, apart from uncontrollable external factors, interpersonal skills and effective communication, which are under the project manager's control, can also cause a delay in the project.

### *2.3.3 Risks associated with untimely delivery of project*

The project delays adversely influence the venture's performance, and the client loses trust. Therefore the client avoids assigning any further projects, especially under a strict deadline (Akinsiku and Akinsulire, 2012). An adverse effect of the delay in a project is associated with increased cost, and not meeting the budgeted cost is a greater risk for the project manager as, most of the time, more finances and resources are required if the scheme is not finalised on time (Owolabi et al., 2014). Therefore, a project that takes longer than expected also needs more finances to complete due to cost overrun as the cost of utilising that time also increases (Al-Hazim, Salem and Ahmad, 2017).

The untimely delivery of projects can negatively affect customer satisfaction because customers do not get the services as per the communicated deadline, which breaches the level of trust and loyalty shared (Park et al., 2019). Therefore, in such a competitive world where most companies are customer-oriented, customer satisfaction should be the priority because the risk of losing customers due to untimely delivery negatively influences the performance of the business, and delay also offends some loyal customers (Omonori and Lawal, 2014).

## ***2.4 Leadership at the workplace***

Leadership is different to different people, but most people believe leadership is about influencing others. Leadership changes with the situation and task, and the workplace demands effective outcomes even in dynamic situations, which is why leaders must be capable enough to deal with uncertain conditions (Grint et al., 2016). Silva (2016) says leaders are usually charismatic, wise, intelligent, and can influence others. Therefore, leadership can greatly motivate followers of the leaders to easily get along, which can help achieve the organisation's goal.

Leadership at the workplace greatly influences the behaviour of the employees where a leader empowers their subordinates to have positive results on the projects in terms of creating purpose and enhanced work engagement (Lee, Idris and Delfabbro, 2017). Leadership helps in motivating employees positively correlated to the project's performance and quality (Andriani, Kesumawati and Kristiawan, 2018). Therefore, an effective leadership style adopted by the project manager can greatly assist organisational goal achievement (Nielsen et al., 2016).

#### *2.4.1 Importance of leadership in project management*

According to Maqbool (2017), the project manager is not merely a manager but a leader who gives direction to their followers. A Leader has to be proactive rather than reactive because planning things ahead of time is the key to success in project management. Effective leadership is important because it influences people, motivates them, and intellectually stimulates followers (Maqbool, 2017). Hence, the significance of leadership cannot be undermined because it helps in team-building and effectively communicates the project's desired outcome (Aga, Noorderhaven and Vallejo, 2016).

Moreover, in forming team building, leaders set goals for the people in which designed objectives are conveyed to followers (Aga, Noorderhaven and Vallejo, 2016). These goals should be SMART which means that the goals have to be specific, measurable, achievable, relevant and timely. Because if any element is missing, then the project goals get difficult or challenging to achieve (Zwikael, Chih and Meredith, 2018). Another significant role played by the leaders in the project's success is the practice of role clarification in team building. In role clarification, individuals have a clear role expectation that helps them achieve the desired objective (Aga, Noorderhaven and Vallejo, 2016).

Leadership is also significant in the interpersonal process in which leaders support followers by building relationships and resolving conflicts with other team members in a project (Lacerenza, 2018). The project managers also do problem-solving as a leader in which problems in the team are identified and effective solution is provided to bring positive changes to their attitude, skills and knowledge (Aga, Noorderhaven and Vallejo 2016; Lacerenza 2018). Hence, when the leadership is not that effective, it results in ambiguity, unproductivity and failure (Gandolfi and Stone, 2018).

#### *2.4.2 Styles of leadership*

Several [leadership styles](#) vary according to the situation and the leader. Leadership styles include transformational, charismatic, servant, pragmatic, transactional, authentic, ethical, spiritual, and shared leadership styles (Anderson and Sun, 2017). All leaders are different; hence, these styles can be applied to several leaders in different situations. Some basic leadership styles include authoritarian, democratic, laissez-faire and transactional (Malos, 2012).

##### Authoritarian leadership style

The authoritarian leadership style demands higher obedience from the followers in which followers do not have control over the decision to complete the task. This style is conceptualised with high authority and management from the leaders' end, with little to no power given to the follower or subordinates (Jiang et al., 2017). Hence, the leader's decisions with an authoritarian style are entirely independent without any consent from the followers (Rao and Arora, 2018).

##### Democratic leadership style

This leadership style is opposite to the authoritarian style because, in a democratic leadership style, the leader encourages participation from the followers and subordinates in the decision-making, making them feel worthy. In this leadership style, followers are motivated and satisfied because the leader is helpful, listens, and cooperative in the democratic leadership style (Rao and Arora, 2018).

#### Laissez-faire leadership style

This leadership style is usually not preferred because it leaves followers entirely on their own for decision-making. In laissez-faire, a leader is not much involved in the project, which does not complement the role of a leader (Muenjohn et al., 2018). The leader of a laissez-faire style is more simply defined as one who avoids the responsibilities of a leader and is also not considerate of the follower's needs (Glambek et al., 2018).

#### Transactional leadership style

In transactional leadership, the leader categorises everything in terms of a transaction, such as any effort the follower will be rewarded as per the significance of the transaction carried out by the subordinate (Rao and Arora, 2018). In this leadership style, the expectations from the followers are clearly defined by the leader and benefits are given to those expectations met (Anderson and Sun, 2017).

#### *2.4.3 Developing leadership in individuals*

A few schools of thought say that leadership cannot be developed, but in this new era, it has been believed that leadership traits can be created, especially in the early stages of life (Karagianni and Jude Montgomery, 2018). Nowadays, leadership capacity is encouraged among students in educational settings because when they work in the market, such traits

help them influence others in this competitive world (Huggins, 2017). But it has been revealed that leadership traits can be developed in all ages, and over 50 years old people can be as efficient in developing leadership skills as adults (Hammond et al., 2017). On the other hand, young people having more exposure towards leadership and having had experience being a group leader tend to develop effective leadership and reap benefits later in life (Karagianni and Jude Montgomery, 2018).

Effective leadership leaves an impact on others, and the development of this skill can bring positive changes for the individual and the people around as well. Good leadership quality which could be developed among individuals includes responding promptly, being efficient, being an influencer, sharing ideas, being creative, having a sense of responsibility, having the ability to prioritise tasks, being a good listener, having decision-making power, having ability to create expectations etc. (Gundersen 2019; Brown 2016). All these characteristics make a person a good leader and can be developed among individuals.

### ***2.5 Relationship between leadership and project management***

According to Tadesse (2017), a [project manager](#) with good leadership qualities is critical for the accomplishment of the ventures. People are the key factors that help deliver a project as per the requirements, and an effective project leader can influence others and make them work accordingly. Therefore, people, influenced by their leaders, work in an effective and operative manner per their project manager's guidelines and usually work beyond their expectations (Aga, Noorderhaven and Vallejo, 2016). Because the projects in which the project manager or leader can manage people effectively ultimately lead to success (Tadesse, 2017).

Employees' trust and transparency in their project leaders aid in properly managing the project (Mahmud, 2017). Leaders develop trust among team members, which helps in

sharing knowledge and becoming creative through sharing their opinions with others. Therefore, this collaborative culture is built by the leader, which indirectly helps in the success and delivering the value of the project (Kucharska and Kowalczyk, 2016). The successful management of the project depends upon the emotional intelligence of the project manager as well. This emotional intelligence is a trait of leaders which indirectly leads to subordinates' satisfaction (Rezvani 2016; Miao et al. 2016).

According to Müller (2018), project managers are considered managers, as well as leaders and their role in realising the aims of the mission is commendable, which shows a strong affiliation between these two roles. The best approach to be adopted by the project manager is balanced leadership, in which vertical and horizontal leadership is incorporated. Horizontal leadership focuses more on the teams and team members taking an active role in the project (Drouin, 2018). On the other hand, vertical leaders are mostly project managers who influence others and look after the interests of all project stakeholders (Müller 2018; Drouin 2018).

### *2.5.1 Leadership skills of a project manager in the success of the project*

According to Aga (2016), in the project's critical success factors, the project supervisor's leadership style has been measured as one of the key factors towards project success. In the success of the project, the right direction is very crucial, which is provided by the leader. Moreover, a leader with emotional intelligence thinks of their followers and understands their point of view, which assists in making goals clear (Mahmud, 2017). A project leader helps clear the goal to subordinates through effective management and contingent rewards (Aga, 2016).

According to Zulkiffli and Latiffi (2019), the project manager or leader determines the success of the project because the communication and motivational skills of the leader

assists in a better understanding of the goals and subordinates are motivated enough by their leader to achieve the objectives of the project. Moreover, skills associated with problem-solving, delegation, negotiation, team building, goal-setting, planning, decision-making, and management (Zulkiffli and Latiffi 2019; Aga, Noorderhaven and Vallejo 2016; Tadesse 2017).

The skills of the project manager and the leadership skills are two main contributors to the triumph of the scheme. The involvement of emotions in the workplace can bring positivity to the situation because the skill of emotional intelligence makes project leaders aware of the subordinates' needs and ultimately caters to those needs regarding the project (Rezvani, 2016). Moreover, the skill of managing time effectively is of utmost importance for the successful enactment of the project because timely allocating resources and timely delivery of the project have a positive impact on the performance of the project and establishment as a whole (Novo, Landis and Haley, 2017).

### *2.5.2 Difference between leadership and management*

According to Liphadzi, Aigbavboa and Thwala (2017), leadership and management are interrelated, and both are necessary for the organisation's effectiveness in project delivery. Management is about persistence in the tasks and responsibilities to have a sequence and better command of action in the organisation. At the same time, leadership deals with change and helps in giving direction by showing a bigger picture to its subordinates (Liphadzi, Aigbavboa and Thwala, 2017). The administration is about "getting things done and doing things right", whereas leadership is about giving direction to its followers with the help of vision which is for the best welfare of all investors (Dargahi 2016; Swanwick 2019).

In order to bring consistency and order, management deals in planning, budgeting, organising, scheduling, allocating resources, staffing, controlling, problem-solving, making a

regulation, taking actions, formulating rules etc. On the other hand, leadership deals with creating a vision, giving direction, setting and communicating goals, team building, inspiring and influencing others, providing power to subordinates, formulating strategies, alignment of people, commitment to stakeholders and fulfilling their unmet needs (Liphadzi, Aigbavboa and Thwala, 2017). Even though there are some visible differences in leadership and management, they are critically important for achieving organisational goals. Therefore, a universal method is not applicable for organisations to adopt leadership or management because it differs in different situations. An appropriate approach should be adopted for practical implementation by keenly observing the situational requirement (Bolden, 2016).

## ***2.6 Role of Organisation in effective leadership and project management***

Organisations play an important role in the effectiveness of leadership, which indirectly influences project management. All organisational structures and characteristics vary from one organisation to another, and the leadership style highly depends upon the situations and circumstances (Nwafor, 2017). The role of auditors and other regulatory bodies can question the leaders' decisions, which can create hindrances in their effective leadership style (Nwafor, 2017). Hence, the issues raised by the auditors cannot be undermined and need to be tackled simultaneously so that no problem arises for effective leadership and project management (Nelson, Proell and Randel, 2016).

### ***2.6.1 Impact of purposeful and ethical leadership in organisations***

Purposeful leadership is typically categorised into three categories which are “moral self, vision and commitment to stakeholders”. In the moral self, the leaders think positive, fair, loyal and trustworthy of themselves, ensuring that no breach of trust or fairness is expected of them as leaders (Yarlagadda, 2017). Moreover, the leader's vision in purposeful

leadership is set to get the best version of the subordinates while achieving the project's ultimate goal. Additionally, leaders have had to be religiously committed to all stakeholders to properly give rights to any directly or indirectly influenced constituency (Yarlagadda, 2017). Hence, a leader with purposeful leadership positively impacts the organisation through transparency, self-awareness, goal setting and commitment to other stakeholders (Schnackenberg and Tomlinson, 2016).

A project leader in the organisation can efficiently disseminate information about ethics and other codes of conduct required while working (Bailey and Shantz, 2018). Therefore, a clear understanding of all the ethical issues can help prevent getting involved in business world scandals or legal issues. Consequently, an ethical leadership style can help in viewing beyond self-interests and thinking of the community and society as a whole, indirectly assisting in forming an ethical organisation (Lindebaum, Geddes and Gabriel, 2017). Hence, complying with moral obligations and having a distinct purpose positively correlate with the business world's social environment, ultimately benefiting the success of the projects of the businesses where their ethical practices are followed (Walt and Steyn, 2019).

#### *2.6.2 Impact of untimely project delivery and organisational tools to improve it*

Organisations are usually believed to be the main contributor in impacting the course of action for the project delivery. On the other hand, the execution plan made by a project leader and cooperation from the workers also greatly impact the organisations (Oyewobi, Abiola-Falemu and Ibronke, 2016). Hence, a timely submission has to be ensured by the workers by planning ahead of time about the schedule, cost and resources because an untimely submission negatively influences the organisation's performance. In contrast, timely project delivery leads to success (Mwesigye, 2018).

An untimely submission leads to increased costs because more resources are utilised if more time is taken for the project completion. Hence, unnecessary utilisation of resources of the organisation is not encouraged because it dissatisfies the stakeholders involved in the project, such as customers, management, employees etc. (Oyewobi, Abiola-Falemu and Ibronke, 2016).

Two main tools used to implement the project successfully are Work Breakdown Structure (WBS) and Order of Task Execution (Mwesigye, 2018). In the work breakdown structure, the complex parts of the project are broken down into smaller manageable components (Ashtiani et al., 2017). Similarly, in order of task execution, scheduling is done with the help of network diagrams and Gantt or Bar charts (Mwesigye, 2018). Moreover, if the contributors to project delays are identified, the management can minimise them, ultimately leading towards successful project implementation (Regassa, 2019).

### ***2.7 Leadership and project management in developing countries***

According to Asare (2017), complex projects bring change and usually contribute much to development but require effort and hard work. Still, projects can never be effectively executed without proper planning and implementation to bring growth and change in developing countries. Similarly, the problem of sustainability in project delivery and planning is a big issue in developing countries. Still, these countries usually focus more on economic growth rather than delivering a timely project with sustainable development (Banihashemi et al., 2017).

Developing countries face many issues, such as no economic growth, sustainability issue, lack of resources, no leadership and command of control, managerial problems, lack of environmental policies etc. All these issues directly or indirectly influence project management (Banihashemi et al., 2017; Kissi and Ansah, 2016). In these developing

countries, Nigeria and South Africa face delays in project delivery due to cost overruns and a lack of systematic understanding and risk management ((Ogunde et al. 2017; Fathalizadeh 2019).

### *2.7.1 Factors hindering project management and timely completion of a project*

Developing countries have limited finances and resources to utilise for project management which is why delays occur in the completion. The organisation structure is also not up to the standards of meeting the demands of all stakeholders of the project (Ogunde et al., 2017). Bribery and corruption are other big factors, so the finances collected for the projects go in vain and are not utilised for the actual purpose. It is because there isn't many checks and balance on the resources because of not much interaction between higher political parties and administration at a lower level (Dasandi and Esteve, 2017). Therefore, project managers usually do not have enough knowledge to plan and implement the project due to a lack of assistance from higher authorities (Ogunde et al. 2017; Dasandi and Esteve 2017).

Lack of ability to identify the problems hindering the project's success. As this negatively influences the planning, scheduling, and budgeting of the project, hence, ultimately leading towards untimely completion (Asare, 2017). Many economic and internal factors also contribute to the delay in the project. Internal factors may include a lack of leadership skills, poor management, lack of resources, and inadequate monitoring and planning practices. In comparison, economic factors include frequent changes in the political and local systems (Regassa, 2019).

Another crucial factor contributing to the untimely completion of the project is the lack of command and control, which is why there is no coherence and cohesion among the project teams. This leads to social loafing as most people are not transparent, show integrity in their tasks, and work for their self-interest. This self-interest in a project usually arises

because of a lack of proper direction given by the leaders, as the reward systems, goals and expectations from the people have had to be very clearly set by the project leaders to get it done at the scheduled time (Ogunde et al. 2017).

### *2.7.2 Challenges faced by Africa and Ghana in project completion*

All around the globe, [management practices](#), especially in terms of projects, are minimal to zero in Africa. The rate of untimely project delivery is 61-80 %, which shows that almost 80% of the projects are not delivered at the required time (Ayalew, Dakhli and Lafhaj, 2016). The main reason identified by the researchers is the level of management practice in terms of risk management, time management, and safety measures to be taken for the stakeholders of the project and the proper guidelines, rules and regulations are also not met (Ayalew, Dakhli and Lafhaj 2016; Alemayehu 2017).

In Ghana, project delivery is also very poor because of a lack of monitoring and evaluation of the projects. The project's stakeholders have very low involvement, which causes a lack of compliance with rules and regulations, low level of risk management, corruption and bribery, delays in payments, delays in the project etc. (Tengan and Aigbavboa, 2017). Moreover, a lack of leadership and not focusing on leadership skill development is another major obstacle to the project's success and leads to poor and delayed delivery of the work (Kissi and Ansah, 2016).

## **2.8 Literature Gap**

The literature gap to be bridged through this research is the effects of the untimely delivery of the project. Few researchers have focused on this ((Söderland, Geraldi and Söderlund 2012; Bélanger, Gorecki and Espinoza 2019). Even then, no in-depth information is available on this.

## *2.9 Chapter Summary*

Project managers are both managers and leaders and assist in effectively planning and implementing the project. [Leadership](#) skill carries a lot of significance for the success of the project. The leadership have had to set goals and build a team by effectively communicating what is expected from them. Leaders have different skills required per the situation, such as problem-solving, negotiation, conflict management, communication, decision-making, planning etc. All these skills are necessary for the project leaders at some point.

An effective leader can greatly contribute to the timely delivery and success of the project, as untimely project delivery causes many problems for the organisations, such as cost overrun, customer dissatisfaction, loss of trust etc. These project delays usually occur because of a lack of communication, understanding of the project and resources. In order to effectively and efficiently cater to these delays, a leadership style with a higher level of management practices should be incorporated. It is because there is a strong relationship between project management and leadership. The success of the projects highly depends on the effectiveness of the leader and efficient management skills.

The organisation's structure also plays an important role in the project's success, as oftentimes, the auditors and regulatory bodies question how leaders lead their project team members. Hence, leaders have had to incorporate leadership which incorporates moral self, vision and commitment to all project stakeholders. Therefore, this purposeful leadership leads to the project's successful delivery and positively impacts the organisation in terms of higher performance, enhanced trust in the client, etc. The lack of leadership, command of control and authority is missing in developing countries such as Ghana and Africa, due to which the success of the project is quite low in these countries. Other factors that hinder the successful

implementation of projects in developing countries are a shortage of resources, no planning, bribery and corruption.

## **Chapter 3: Methodology**

### *3.1. Introduction*

[Project management](#) acquires different criteria and methodologies to apply in the project completion process. Maqbool (2017) states that a project manager must assess the contributing elements and techniques for attaining the desired objectives without further complexities. Moreover, there are different project management methodologies available that project managers employ to ensure project success. Hence, in this regard, the researcher adopted a suitable [research methodology](#) to ensure the successful completion of the project.

While conducting a research study, it is critically important to determine the methodology developed for the topic that outlines the methods and approaches followed in the study. This chapter provides detailed information about the research process and criteria based on different samples and sources (Anaya, 2017). Initially, the chapter defines the research philosophy deliberated for the research study. It is followed by the research design and approach chosen for the topic under discussion. The methodological tools and techniques applied to the study are also explained. The researcher also focused on the ethical considerations of the topic in this chapter, after which the limitations of this research case are given. The chapter concludes with the entire methodological aspects applied in the research.

### *3.2. Research Philosophy*

In general, research philosophy is based on a researcher's considerations in a logical method (Fletcher, 2017). It is a classification of beliefs and norms with the source, nature, and knowledge development. The current research topic assessed the importance of project manager leadership styles in the context of project success rates. The philosophy associated with this research was Interpretivism, as it involves the researcher interpreting the subjective meanings and social phenomena (Dougherty, 2019). It is necessary to address and evaluate all the variables of research topics, including project management, leadership, success,

completion, skills, and styles, through factual examples. These variables base the complete literature on the topic and develop an understanding of how project management leadership is pursued with certain styles and skills.

### *3.3. Research Design*

The research was directed to assess the role-playing contribution of leadership in project management, which focuses on achieving the project goal through successful completion (Bresler, 2017). The applicable research design for this study was the qualitative method. [Qualitative research](#) applies in a study where the topic is to be examined through a different and large amount of data and assessed proficiently (Anaya, 2017). In the current study context, the information collected about project management leadership was completely based on quality material and responses of authentic project managers. The qualitative method included experiences, phenomena and direct observations converted into data collection. It helped the researcher explore new areas and aspects of the topic under discussion.

### *3.4. Research Approach*

The applicable research approach for this study is the inductive approach which created a favourable and flexible criterion for the researcher to fulfil the required aim. The inductive research approach is the best option for evaluating numerous prospects and ideas. It allows the researcher to develop as many research questions as they want to investigate and collect maximum information from it (Bourdeau, 2019). The current study investigated how leadership plays a significant role in project management for successfully attaining project completion. The approach was important as it helped construct the interview questions in a broader view (Rapp, 2016). The topic caters wide approach to leadership, its styles, how the management is done and what measures take the project to complete successfully. It was

necessary to follow an approach that not just identifies the research theme but also supports the researcher in developing the analysis criteria.

### *3.5. Data collection method*

In research, two types of data collection methods are applied according to the topic requirements (Anaya, 2017). One is primary, and the other is secondary data. The study under discussion used the Primary data collection method by developing questionnaires for interviews with different project management leaders and managers. As it is based on qualitative measures, the researcher evaluated a significant amount of information gathered during the interviews. The information and opinions of interviewees make the foundation of the study, the study result and how the topic is observed among the targeted sample (Henkel, 2019). The topic of the study examined Project Management which was significantly evaluated by communicating with the professional zone of the field and their respective managers from different companies. The interviews also helped in generating further research recommendations. The project management field relies majorly on communication, and strong leadership and these elements were significantly assessed through the interviews (Ramachandra, 2018). The researcher took advantage of interviewing project managers focused on different techniques for completing their assigned projects.

### *3.6. Sampling Method*

In research, there are two types of sampling methods: Probability and Non-probability sampling. While conducting this research, the sampling method selected was non-probability for the data collection in various forms (Fletcher, 2017). The selected sample size was 10 participants who belonged to the project management field. Most of them were project managers and leaders who were following different styles with various skill sets for completing projects assigned to them. The sample size of any research is a strong contributor

as they add to the reasoning and authenticity of the topic (Surampalli, 2018). The technique used for the sampling method was snowball sampling because this technique allows the researcher to discover the characteristics of a population that were not in their knowledge before. In snowball sampling, the initial subject recommends another potential subject that follows the objectives of the research (Bresler, 2017). In this way, the researcher identified other potential research participants and benefited by accessing various opinions and recommendations about leadership styles from the selected project managers.

### *3.7. Data Analysis technique*

According to Stake (2017), [Data Analysis](#) constructs the research to a level where information is transformed and processed to discover new possibilities and research recommendations. As this research followed the primary data method, the technique to analyse the data was thematic analysis. The overall theme and understanding that emerged from qualitative data were investigated in a Thematic analysis process through which responses and results of interviews were examined (Anaya, 2017). The analysis is based on the aims and objectives and the results achieved in the research study. The researcher from the primary sources critically analysed the concept of leadership as they were directly linked to the project management field. Also, a comparison can be made between the achieved data and variables associated with the study. For example, the opinions generated from interviews can be matched or compared with the case studies examined in the literature. According to Tidwell (2017), thematic analysis allows a researcher with flexibility in data interpretation and gives a broader view of understanding. Considering the project management department, communication and assessment were convenient for the researcher to talk about role-playing and how managers develop leadership styles for maintaining their efforts and achieving success in their assigned projects (Noorderhaven, 2016).

### *3.8. Ethical Consideration*

One of the most important and credible parts of research is the Ethical Consideration made by the researcher to conduct the research (Dougherty, 2019). It is not an easy task to carry out a collection of data and construct an analysis accordingly. Especially when the topic is about project management leadership, it is necessary to recognise and follow certain ethics that help maintain a respected evaluation manner (Aga, 2016).

Generally, Ethics come across in research when a researcher tends to distinguish between right and wrong information (Grand, 2019). By ethical consideration, the researcher initially obtained information from interviews, case studies, and authentic sources. After obtaining the data, a systematic literature review was done as the research instrument of the study. It is upon the researcher to ensure that information collected from primary as well as secondary sources is cited appropriately (Sleve, 2019). Throughout the study, the authenticity of the information was carried out by ensuring the data was not copied from any source.

Brunsveld (2019) argues that most societies have legal rules that oversee human behaviour, whereas ethical norms tend to be broader and more informal than laws. Considering the topic in which project management and leadership were assessed, many resources provide improper information. Being in a confidential position with occupation concerns, not all project managers agreed with what the researcher asked them (Marion, 2019). However, the researcher must ensure that the information gained from interviews is factual and not distorted (Schaefer, 2019). The researcher must keep privacy concerns at the priority level of research ethics as participants consider the element of confidentiality important. Through this approach, the study gained credibility and the researcher based an authentic research approach.

### *3.9. Inclusion and Exclusion Criteria*

The methods utilised to extract the articles used in this study are analysed using the inclusion and exclusion criteria in the systematic review of the study. According to Gartlehner et al. (2017), establishing these criteria for gathering the research material is a standard when the researcher aims to conduct quality research. According to Patino and Ferreira (2018), the inclusion criteria address the characteristics the researched material must have. In contrast, the exclusion criteria highlight the avoidance measures centred around the characteristics omitted due to being ineligible according to the researcher's criteria set for the research. It is effective to incorporate the inclusion and exclusion criteria when conducting a systematic review of a research topic as these criteria set limits to the search and helps the find relevant material.

#### *Inclusion Criteria*

The core intervention was to ensure that the project manager leadership styles play a significant role in the success of the projects they lead. Studies comparing the different project manager leadership styles used while leading were included. Various studies conclude the significance of project managers' leadership style for ensuring success and the leadership competencies influential in success. Research using both qualitative and quantitative designs was chosen.

#### *Exclusion Criteria*

Studies comprising factors that focused on other aspects of the project and the role played by other employees or managerial staff were excluded. Other researchers making a comparison between any other factors were eliminated. Research concluding any outcome other than the one included was not considered eligible. Additionally, the research which used the mixed method was not selected.

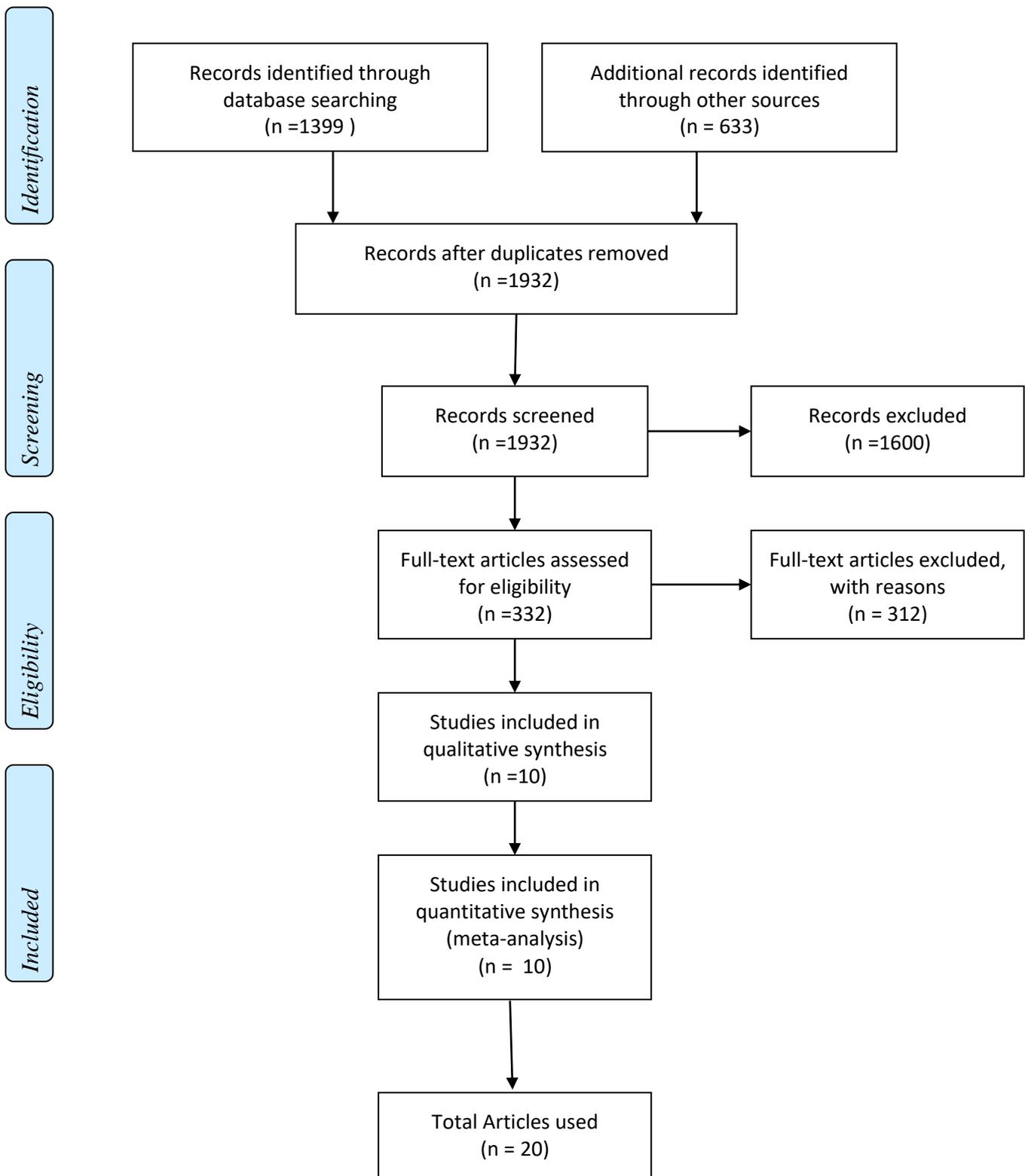
### **3.10. Search Strategy**

The search for the research article for this study was done through the scoping search strategy. This perusing search is a quick inquiry into the present literature review and an overview of the data relevant to the discussed research topic that is effectively under discussion. The databases used to search the articles were Google Scholar, Open Library, CINAHL, MEDLINE and PubMed. Through the search, the researcher made sure to keep this process non-biased. For this, each research article was individually assessed to check if it met this research's inclusion and exclusion criteria.

The keywords used for this research were Project Managers' leadership style, the influence of the [project manager leadership](#) style and the success rate of projects, and the project manager leadership style influences the project's success. For the search of the articles through these key terms, the researcher used AND Boolean term, which allowed the researcher to gather a vast amount of data regarding the research topic.

Subsequent to carrying out a search procedure through the above keywords, the complete articles that were accomplished were 1399 articles through the referenced databases, and 633 articles were achieved from different sources. The copies were expelled, and there were 1932 articles left. A further evaluation was completed in which the records were screened of 1932 articles, from which 1600 articles were avoided. The analyst was left with 332 articles with full content, of which 302 were expelled because of different inclinations (for example, dynamic not accessible, blend strategies utilised and language barriers). At last, the analyst selected 15 subjective and 15 quantitative articles, a sum of 30 articles used as the foundation for writing the literature review.

### 3.11. PRISMA Flowchart



### **3.12. *Research Limitations***

Every research study faces certain obstacles and challenges that appear to restrain from the core exploration or information of the topic (Page, 2019). Although project management is an extensive topic that has been studied broadly, however, this study encountered certain limitations while conducting the data collection and data analysis process. The corporate culture requires a specific structure and protocol to follow, so obtaining data at large appeared to be difficult. The accessibility issue is one of the major reasons after which the research studies fail to manage completely (Tidwell, 2017). Some articles and studies required the researcher to pay for reading or downloading. However, such data is not necessary to be considered.

The topic of the study was based on experiences and cases of the project management department that are available on different platforms. In this manner, the researcher using only primary data was also a limit to be followed as the responses in interviews were limited and did not cater to the entire department experience. However, the researcher aimed to fulfil the research requirements properly by examining empirical literature in detail.

### **3.13. *Chapter Summary***

The overall assessment of this chapter is mainly based on how the researcher approaches exhibiting the information and data they have achieved in the entire research process. This chapter solely focuses on examining the different formats and methods of research. Every part of this chapter has its vigilance which should be prevailed respectively. The methodology of this topic was credible enough to bring out the best resources and results for assessing what part is significant in project management leadership due to which projects achieve successful completion.

The chapter started with basic information and consideration of the study, which was further explained through the philosophical approach. In the context of project management leadership, the role played by project managers is strong enough to develop concerns and open opportunities for many people. Due to the qualitative research design, the reasoning about three elements of this topic was done to understand the leadership style and success of project completion. The inductive approach, where mega-data is evaluated, brings the best results for participants who are not accessible directly.

The confidentiality and reliability of the data gathered were another crucial part of this chapter, and the researcher managed them efficiently. It is the data collection method and analysis through which actual measures and experiences identified by project managers are revealed. Heading towards the conclusive part of the chapter, it is necessary to consider ethical values and how they progress the research study. Although the limitations are also expressed, the entire study is systematically developed, and this chapter is the backbone of the research study. Hence, the topic was significant to examine and further improvise for aspects related to the project manager leadership styles and achieving success in every project based on the capabilities and skills.

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*Appendices**Systematic Review Table*

Author	Title	Aim	Method	Outcome
Blaskovics, B., 2016	The impact of project manager on project success—The case of ICT sector	The aim is to highlight the interrelationship between the project manager's personal characteristics and project management attitude and leadership style, which are three critical success factors.	The research outcomes are drawn from qualitative field research at the Hungarian subsidiaries of multinational companies operating in the ICT sector.	The outcomes of the field research confirm that the project management attitude has an impact on achieving project success expressed in terms of the three success criteria.
Maqbool, R., Sudong, Y., Manzoor, N. and Rashid, Y., 2017	The Impact of Emotional Intelligence, Project Managers' Competencies, and Transformational Leadership on Project Success: An Empirical	To examine the relationship and impact of construction project managers' emotional intelligence (EI), managerial competencies, and transformational	A survey was used to measure emotional intelligence, project managers' competencies, transformational leadership, and project success in	Transformational leadership was found to be significantly correlated with project success.

	Perspective	leadership style on project success.	the construction industry.	
Wilson, J.L., 2018	The Relationship between Leadership Style and Cognitive Style to Software Project Success.	To study the relationship between cognitive and transformational leadership style with the project success.	Semi structured interviews and member observation were conducted for the assessment of the leadership style.	Transformational leadership style followed by the cognitive style increases the rate of success.
Zhao, X., Hwang, B.G. and Lee, H.N., 2016	Identifying critical leadership styles of project managers for green building projects	To study the relationship between the green building project is and the leadership of the project manager	30 questioner surveys were conducted from managers experienced in green building.	Task oriented and directive leadership was the leadership style of the successful project managers.
Aga, D.A., Noorderhaven, N. and Vallejo, B., 2016	Transformational leadership and project success: The mediating role of team-building	To assess the role of transformational leadership in the success of the project with the mediating role of team building.	30 questioner surveys were conducted from managers of NGOs.	There exist a positive association between a project manager's transformational leadership and project success
Liu, J., Sang, P. and Zheng, L.,	Exploring the influence of	The aim is to determine the	360 questioners were used to	The transformational leadership of project

2019	project manager leadership on the success of green building— Based on multi-group structural equation model	relationship between the leadership style and the Green building project success	inquire about the relationship of leadership styles and green building project success	managers is positively correlated with the key success indicators of GB projects.
Ahmed, R. and Anantatmula, V.S., 2017	Empirical study of project managers leadership competence and project performance	The aim is to assess the competence of the leadership style on the project success	The research surveyed 289 project managers working on public sector projects in Pakistan	There is a significant relationship between the competencies of the leadership style of the managers and project success.
Ware, G., 2018	Relationship between it leaders' leadership Styles, cultural competence, and it project success	The focus of this quantitative study is on the specific variables of IT leader leadership style and IT leader cultural competence and their relationship to IT project success. IT professionals who are	Using the Multifactor Leadership Questionnaire and a cultural competence survey, the study findings examined the types of leader characteristics IT professionals perceived their	No relationship was found between the IT leader leadership style, leader cultural competence, and IT project success.

			leaders to have exhibited on successful IT projects	
Aga, D.A., 2016	Transactional leadership and project success: the moderating role of goal clarity	To assess the role of transactional leadership in project success.	Survey was conducted from 300 project managers.	The findings of the study indicate that contingent reward in transactional leadership is positively related to project success.
Zaman, U., Nawaz, S., Tariq, S. and Humayoun, A.A., 2019	Linking transformational leadership and “multi-dimensions” of project success: Moderating effects of project flexibility and project visibility using PLS-SEM	To determine the role of Transformational leadership in a multidimensional project success.	Cross sectional surveys were conducted from 160 project managers from telecom intensive companies in Pakistan	The outcome displays that the transformational leadership is positively correlated to the project success.
Frimpong, F., 2017	Leadership Style and Project Success in Complex Humanitarian Emergencies: A Correlational	To determine the role of project managers leadership styles in project success	92 randomly selected managers were surveyed using Multifactor Leadership Questionnaire,	There is no significant relationship between transactional leadership style nor between the passive-avoidant leadership style of managers and project success in Complex

	Study			Humanitarian Emergencies
Udom, A., 2017	Virtual Team Success: The Impact of Leadership Style and Project Management Experience	The purpose of this correlational study was to examine whether a relationship exists between leadership styles, years of project management experience, and success of virtual teams.	160 random project managers were surveyed San Francisco Bay Area	The transformational leadership style is highly related to the success of the virtual teams
Jiang, J., 2014	The Study of the Relationship between Leadership Style and Project Success	To assess the role of leadership style in success of Projects	Secondary method for collection of qualitative and quantitative data was used	The transformational and transactional leadership styles aid the success of the project
Turner, J.R. and Müller, R., 2005	The project manager's leadership style as a success factor on projects: A literature review	To assess the leadership style influence on project success	Secondary method for collecting qualitative and quantitative data was used	Project managers thinks task-oriented to people-oriented leadership styles as the success factor behind the project completion
Larsson, J., Eriksson, P.E.,	Leadership in Civil Engineering:	To assess the role of leadership style	The questionnaire	The project success is highly dependent on the

Olofsson, T. and Simonsson, P., 2015	Effects of Project Managers' Leadership Styles on Project Performance	used by the manager in the success of project	survey of 162 project managers employed in Sweden	style of leadership used by the project manager.
Liphadzi, M., Aigbavboa, C. and Thwala, W., 2015	Relationship between leadership styles and project success in the South Africa construction industry	To assess the relationship between different leadership style practices and project success in the South African construction industry.	150 project and construction managers were surveyed in the South African construction industry	There is a positive relationship between transactional leadership where there is no relationship between Laissez faire leadership style and construction project success.
Morgan, T.L., 2012	An examination of project managers' leadership contributions to project success using critical success factors	The study aims to evaluate the relationship which existed between a project manager leadership style and project success.	52 project managers were surveyed for this study.	The outcome presents that transformational, transactional, and laissez-faire leadership correlate insignificantly to the project success.
Awan, M.H., Ahmed, K. and Zulqarnain, W., 2015	Impact of Project Manager's Soft Leadership Skills on Project Success	The aim of the research is to assess the role of soft skills of leadership in the	78 individual associated with various organisations were surveyed.	The outcome concludes that the project managers' soft leadership skills are significant when project success is considered.

		project success.		
Waller Jr, E.B., 2015	Uncertainty, leadership style, and information technology project success in a dynamic public sector environment	To assess the leadership style impact on IT project success	Quantitative research method was used for data collection	The study found a significant and positive relationship between transformational leadership style and IT project success.
Raziq, M.M., Borini, F.M., Malik, O.F., Ahmad, M. and Shabaz, M., 2018.	Leadership styles, goal clarity, and project success: Evidence from project-based organizations in Pakistan	This study aims to investigate the mediating role of goal clarity in the relationship between leadership styles and project success	Data was collected from 248 individuals working in the large scale Pakistani organisations	Goal clarity partially mediates the relationship between transformational leadership style and project success.