

Midocean University
Faculty of Management
Bachelor of Project Management



The Impact of Project Manager Leadership on Project Success

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Dedication:

- I dedicate this research to my family for their continuous support and encouragement throughout my studies.
- I also dedicate it to everyone who supported me and encouraged me to continue working toward my goals.
- This achievement is dedicated to all those who have been part of this journey.

Abstract:

Purpose:

This study examines the effect of Project Manager Leadership on Team Performance and Project Success. It aims to understand how good leadership can help teams perform better and support successful project outcomes.

Methodology:

The study used a quantitative research approach. Data were collected through an online questionnaire using Google Forms. A total of 60 participants working in project-based organizations completed the questionnaire. The data were analyzed using SPSS Version 29. Descriptive statistics, Cronbach's Alpha, Pearson Correlation, and Regression Analysis were used to analyze the results and test the research hypotheses.

Findings:

The results showed that Project Manager Leadership has a positive and significant effect on Team Performance and Project Success. The results also showed a positive relationship between Team Performance and Project Success. Based on these results, all three research hypotheses were supported.

Originality & Implication:

The study shows the importance of leadership in project-based organizations. The findings suggest that project managers can improve team performance and project success by developing their leadership, communication, decision-making, and team management skills.

Keywords:

Project Manager Leadership, Team Performance, Project Success, Project Management, Leadership.

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Chapter 1

Introduction

1.1 Research Background:

Project management is very important in organizations today, especially because projects are becoming more complex. Companies need to complete their projects on time, within budget, and with good quality. One of the main factors that help achieve this is the leadership of the project manager.

The project manager is responsible for leading the team and making sure the project is moving in the right direction. A good leader can motivate the team, solve problems, and make decisions quickly. This helps the project run smoothly and reach its goals.

Leadership is not only about giving instructions. It also includes communication, teamwork, and handling challenges. When the project manager communicates well with the team, it helps avoid misunderstandings and improves performance.

On the other hand, weak leadership can create many problems. For example, poor communication can lead to mistakes, delays, and low motivation among team members. This can affect the success of the project.

Today, project managers need to have both technical skills and leadership skills. They must be able to work under pressure, manage different people, and adapt to changes. Good leadership helps improve teamwork and increases the chances of project success.

This study focuses on the role of project manager leadership and how it affects project success. It aims to understand how leadership can improve project performance.

1.2 Research Problem:

Leadership is an important part of project management, but many projects still face problems due to weak leadership. Some project managers focus more on technical work and pay less attention to leading their teams.

This can lead to poor communication, low performance, delays, and increased costs. Therefore, it is important to study how project manager leadership affects project success.

1.2.1 Theoretical Gaps:

Most studies discuss general project success factors, but there is limited focus on the direct role of project manager leadership.

Also, there are not many simple models that explain the relationship between leadership and project success.

1.2.2 Practical Gaps:

In practice, many projects face leadership problems.

Some project managers lack leadership skills, which affects team performance.

In addition, some organizations do not provide enough training to improve leadership skills.

Main Research Question:

How does project manager leadership affect project success?

1.3 Research Significance:

1.3.1 At the theoretical level

This study helps explain the importance of leadership in project management.

It shows how leadership can affect the success of projects.

1.3.2 At the practical level

This study can help project managers improve their leadership skills. It also helps organizations understand the importance of good leadership in achieving project success.

1.4 Research Questions:

This research focuses on understanding how project manager leadership influences project success. Based on this, the following research questions are developed:

1. How does Project Manager Leadership affect Team Performance?
2. How does Project Manager Leadership affect Project Success?

3. How does Team Performance affect Project Success?

1.5 Research Objectives:

The main objective of this research is to examine the impact of Project Manager Leadership on Project Success in project-based organizations.

The study also aims to achieve the following objectives:

1. Examine the effect of Project Manager Leadership on Team Performance.
2. Examine the effect of Project Manager Leadership on Project Success.
3. Examine the effect of Team Performance on Project Success.
4. Provide practical recommendations to improve leadership effectiveness in project based organizations.

1.6 Research Hypotheses:

Based on the research problem the following hypotheses are developed:

- H1: Project Manager Leadership has a positive effect on Team Performance.
- H2: Project Manager Leadership has a positive effect on Project Success.
- H3: Team Performance has a positive effect on Project Success.

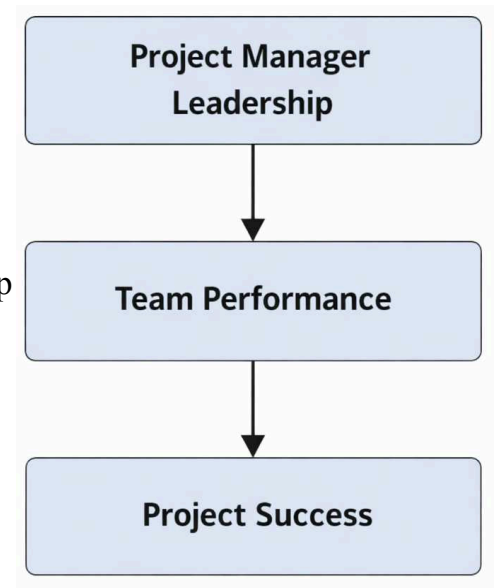
1.7 Research Model:

This study is based on a simple conceptual model:

- Independent Variable (IV): Project Manager Leadership
- Mediating Variable: Team Performance
- Dependent Variable (DV): Project Success

The relationships among the variables are shown below:

Project Manager Leadership affects Team Performance and Project Success. Team Performance also affects Project Success.



Research Model illustrating the relationship between project manager leadership, team performance, and project success.

1.8 Research Methodology:

This research adopts a quantitative approach to analyze the relationship between project manager leadership and project success.

- Data Collection Method: Questionnaire (Survey)
- Target Participants: Employees and team members involved in project work
- Sampling Technique: Convenience sampling
- Data Analysis Tool: SPSS Version 29

The questionnaire will measure variables such as leadership style, communication effectiveness, team performance, and overall project success.

1.9 Scope of The Study:

This study mainly focuses on project based organizations where teamwork and leadership play a critical role in achieving project success.

The research is limited to employees working in project environments, particularly in industries such as event management, construction, and IT.

The study examines the impact of project manager leadership on project success in terms of time, cost, and quality.

1.10 The Suggested Project Structure:

The research will be organized into the following chapters:

Chapter 1: Introduction

This chapter presents the research background, problem statement, objectives, and research methodology.

Chapter 2: Literature Review

This chapter reviews previous studies and theories related to project manager leadership and project success.

Chapter 3: Research Methodology

This chapter explains the research design, data collection methods, and analysis techniques used in the study.

Chapter 4: Data Analysis and Findings

This chapter presents the analysis of collected data and discusses the main findings of the study.

Chapter 5: Conclusion and Recommendations

This chapter summarizes the results and provides recommendations for improving project management practices.

Chapter 2

Literature Review

2.1 Introduction:

Leadership is one of the key factors in project management. As projects become more complex, achieving success depends not only on technical skills but also on the ability of the project manager to lead the team effectively. The project manager is responsible for guiding the team, making decisions, and ensuring that project objectives are achieved.

According to the Project Management Institute (PMI, 2021), project success is usually linked to managing time, cost, and quality. In this context, leadership plays an important role in managing teams and dealing with challenges. A project manager with good leadership skills can improve communication, motivate team members, and support better performance.

Different leadership styles can also influence how teams perform and how projects are delivered. For example, transformational leadership focuses on motivating and inspiring team members, while transactional leadership is more focused on structure and performance (Northouse, 2018). These differences can lead to different project outcomes.

Previous studies have highlighted the importance of leadership in project success. Turner and Müller (2005) found that leadership style has a clear impact on project performance. Similarly, Aga et al. (2016) showed that effective leadership can improve team performance and increase the chances of project success.

Overall, understanding project manager leadership is important for improving project results. This chapter reviews the main ideas related to leadership and project success and explains the relationship between them.

2.2 The Independent Variable (Project Manager Leadership):

Project manager leadership is an important factor in project management. It refers to the ability of the project manager to guide the team, make decisions and ensure that the project is completed successfully. Leadership is not only about giving instructions, but also about communication, motivation and handling challenges during the project.

There are different leadership styles used in project management. One of the most common styles is transformational leadership, which focuses on motivating and inspiring team members to achieve better performance. This style encourages teamwork, creativity and commitment. On the other hand, transactional leadership is more focused on structure, clear roles and rewards based on performance (Northouse, 2018).

Effective leadership also helps improve communication within the team and reduces conflicts. A project manager with strong leadership skills can create a positive working environment and support team members in completing their tasks. This can lead to better coordination and higher efficiency during project execution.

According to Müller and Turner (2010), successful project managers usually demonstrate strong leadership competencies, especially in managing people and adapting to different situations. This shows that leadership is a key factor in improving team performance and achieving project objectives.

Overall, project manager leadership plays a central role in project management, as it directly affects how teams perform and how projects are delivered.

2.3 The Dependent Variable (Project Success):

Project success is a key objective in project management. It refers to the ability to complete a project according to its planned goals. In most cases, project success is measured based on three main factors, which are time, cost, and quality. These factors are often known as the main criteria for evaluating project performance.

According to Pinto (2016), a successful project is one that is delivered on time, within budget, and meets the required quality standards. Managing these factors can be challenging, especially in complex projects where there are many risks and changes. Therefore, achieving project success requires effective planning, coordination, and continuous monitoring.

In addition, project success is not only related to technical performance, but also to team performance and stakeholder satisfaction. A well-managed team and clear communication can improve the chances of delivering a successful project. This shows that success depends on both technical and human factors.

The Project Management Institute (PMI, 2021) also emphasizes that project success involves balancing different constraints while achieving the project objectives. This highlights the importance of management skills and leadership in ensuring positive outcomes.

Overall, project success is a combination of meeting project objectives, maintaining quality standards, and delivering value to stakeholders.

2.4 The Relationship Between Project Manager Leadership and Project Success:

The relationship between project manager leadership and project success has been widely discussed in project management studies. Leadership plays an important role in influencing how teams perform and how projects are executed. A project manager with strong leadership skills can guide the team, solve problems effectively, and ensure that project objectives are achieved.

Effective leadership contributes to better communication, higher motivation, and improved teamwork. These factors help reduce errors, avoid delays, and improve overall

project performance. As a result, projects are more likely to be completed on time, within budget, and with the required quality.

Turner and Müller (2005) found that leadership style has a significant impact on project success. Their study shows that different leadership approaches can lead to different outcomes depending on the project environment and team structure. In addition, Aga et al. (2016) confirmed that transformational leadership has a positive effect on both team performance and project success.

Moreover, leadership does not only affect project success directly, but also indirectly through team performance. When team members are motivated and supported, they tend to perform better, which increases the chances of achieving project goals. This highlights the importance of leadership as a key factor in project management.

Overall, there is a strong relationship between project manager leadership and project success, where effective leadership improves team performance and leads to better project outcomes.



Figure 2: The relationship between project manager leadership, team performance, and project success.

2.5 Conclusion:

This chapter discussed the main concepts related to project manager leadership and project success. It explained the role of leadership as an important factor in managing project teams and achieving project objectives. Different leadership styles were also presented, showing how they can influence team performance.

The chapter also highlighted the concept of project success and the main criteria used to measure it, such as time, cost, and quality. In addition, it explained that project success is not only related to technical aspects, but also depends on team performance and communication.

Furthermore, the relationship between project manager leadership and project success was discussed. Previous studies showed that effective leadership has a positive impact on team performance and increases the chances of project success.

Overall, this chapter provides a clear understanding of the key variables in this study and sets the foundation for the next chapter, which will explain the research methodology.

Chapter 3

Research Methodology

3.1 Introduction:

This chapter explains the methodology adopted to investigate the impact of project manager leadership on project success. It describes the research design, population, sampling method, data collection procedures, data types, and statistical analysis techniques used in this study. The methodology was selected to ensure that the collected data are reliable and suitable for testing the research hypotheses.

3.2 Operational definitions for research variables:

Project Manager Leadership refers to the ability of a project manager to guide, motivate, communicate with, and support project team members. Team Performance refers to the effectiveness of team members in completing project tasks through cooperation, communication, and commitment. Project Success refers to achieving project objectives in terms of time, cost, quality, and stakeholder satisfaction.

3.3 Research design (research onion):

This study adopts a quantitative research design because the main purpose of the research is to measure the relationship between project manager leadership, team performance, and project success. The quantitative approach is suitable for this study because the data will be collected through a questionnaire and analyzed using statistical methods.

The study also follows a deductive approach. This means that the research starts from previous theories and studies related to leadership and project success, then develops hypotheses and tests them using collected data. This approach is suitable because the research hypotheses were already developed in Chapter One.

A survey strategy is used in this study because it allows the researcher to collect responses from employees and team members who have experience in project environments. The questionnaire is considered an appropriate tool because it helps measure participants' opinions about leadership, team performance, and project success in a structured way.

The time horizon of this study is cross-sectional, because the data will be collected from respondents at one specific period of time. This is suitable for the nature of the graduation project and the available time for data collection and analysis.

Research Design Summary:

#	Research Element	Selected Method
1	Research Philosophy	Positivism
2	Research Approach	Deductive
3	Research Method	Quantitative
4	Research Strategy	Survey
5	Time Horizon	Cross sectional
6	Population	Employees working in project based organizations
7	Sampling Technique	Convenience Sampling
8	Research Instrument	Structured Questionnaire
9	Measurement Scale	Five point Likert Scale
10	Statistical Software	SPSS Version 29

Research Process (Insert SmartArt):

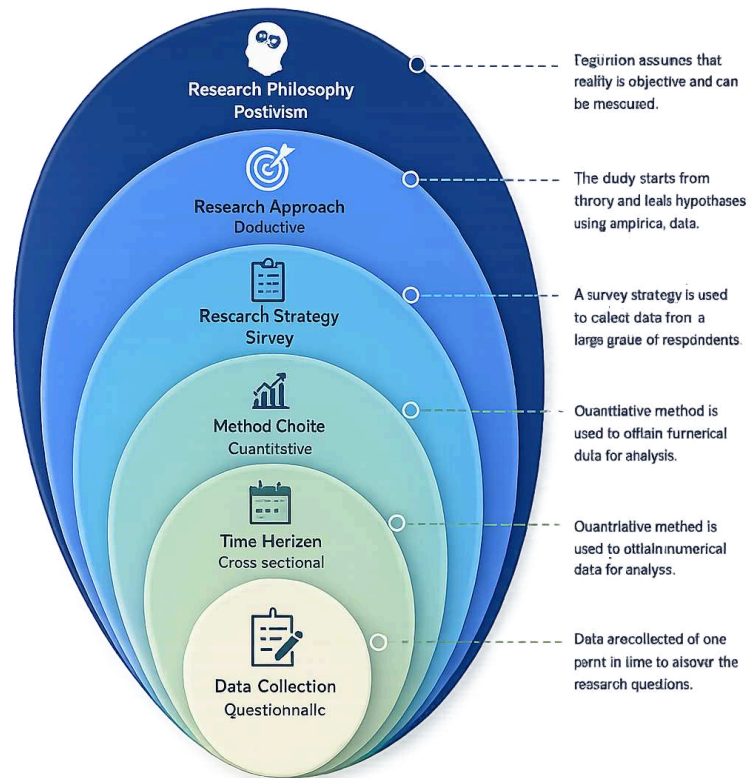
Research Onion

The Research Onion was adopted to guide the research design of this study. It provides a structured framework that helps researchers select the most appropriate methodological choices throughout the research process.

At the philosophical level, this study adopts the **positivism** philosophy because it focuses on collecting objective and measurable data. The research follows a **deductive approach**, where hypotheses developed from previous literature are tested using quantitative data collected from respondents.

A **survey strategy** was selected because it allows data to be collected efficiently from employees working in project-based organizations. The study adopts a **quantitative research method** using a structured questionnaire distributed through Google Forms.

Finally, the study follows a **cross-sectional time horizon**, where data are collected from respondents during a single period of time to examine the relationship between project manager leadership, team performance, and project success.



3.4 Research Population and Sampling:

Population and Sample:

The target population of this study consists of employees working in project-based organizations, including project managers, project coordinators, engineers, supervisors, and team members. These participants were selected because they have direct experience with project management practices and can provide valuable insights into leadership, team performance, and project success.

#	Target Population	Description
1	Project Managers	Responsible for planning and managing projects
2	Project Coordinators	Support project planning and execution
3	Engineers	Participate in project implementation
4	Supervisors	Monitor daily project activities
5	Team Members	Perform project tasks and activities

Sampling Technique:

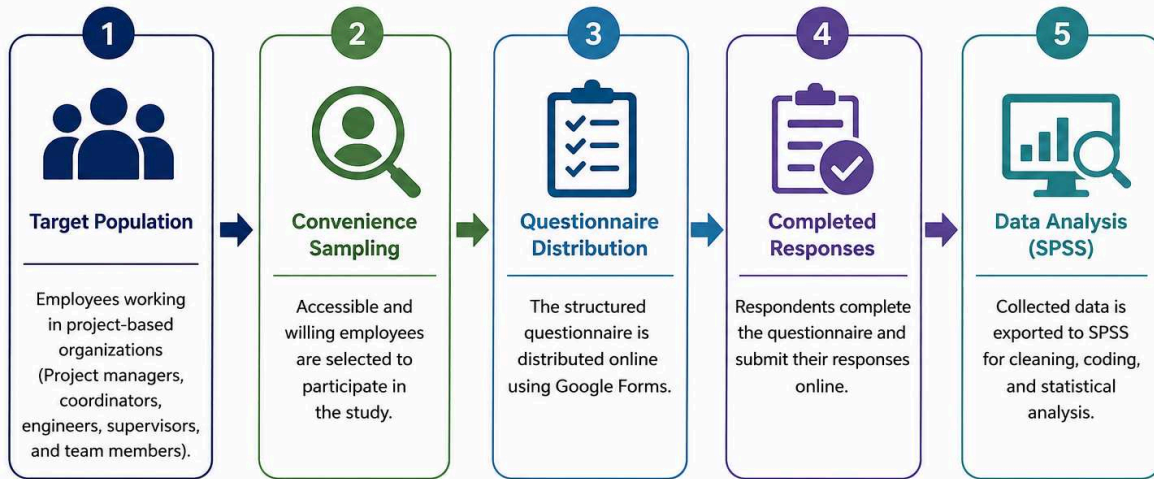
This study employs a convenience sampling technique to select participants who are easily accessible and willing to take part in the research. This technique is commonly used in management research because it allows the researcher to collect data efficiently within the available time and resources.

The selected respondents include employees working in project-based organizations, such as project managers, project coordinators, engineers, supervisors, and team members. Their practical experience enables them to provide reliable responses regarding project manager leadership, team performance, and project success.

A total of 60 completed questionnaires were collected and used for statistical analysis. The questionnaire was distributed electronically through Google Forms, allowing participants to complete the survey online.

#	Sampling Element	Description
1	Target Population	Employees working in project based organizations
2	Sampling Technique	Convenience Sampling
3	Sample Size	60 participants
4	Data Collection Tool	Google Forms Questionnaire
5	Response Scale	Five point Likert Scale

Sampling Process:



The sampling process begins by identifying the target population of employees working in project-based organizations. A convenience sampling technique is then applied to select accessible participants. The questionnaire is distributed electronically using Google Forms, after which completed responses are collected and prepared for statistical analysis using SPSS. This systematic process ensures that the collected data are suitable for achieving the objectives of the study.

3.5 Data Collection Method:

Primary data for this study were collected using a structured questionnaire developed based on the research objectives, hypotheses, and previous literature related to project manager leadership, team performance, and project success. The questionnaire was designed to gather respondents' perceptions in a clear and systematic manner.

The questionnaire was distributed electronically through Google Forms, allowing participants to complete it conveniently using computers or mobile devices. Online distribution was selected because it enables faster data collection, reduces paper usage, and increases accessibility for respondents working in different project environments.

The questionnaire consists of two main sections. The first section collects demographic information such as gender, age, years of experience, and industry. The second section contains 18 statements measuring the three research variables: Project Manager Leadership, Team Performance, and Project Success.

All questionnaire items were measured using a five-point Likert Scale, where respondents indicated their level of agreement with each statement. The scale ranges from 1 (Strongly Disagree) to 5 (Strongly Agree). This measurement scale is widely used in management research because it provides reliable and consistent quantitative data for statistical analysis.

Before distributing the questionnaire, the questions were reviewed to ensure clarity, relevance, and consistency with the objectives of the study. The collected responses were then prepared for coding and statistical analysis using SPSS.

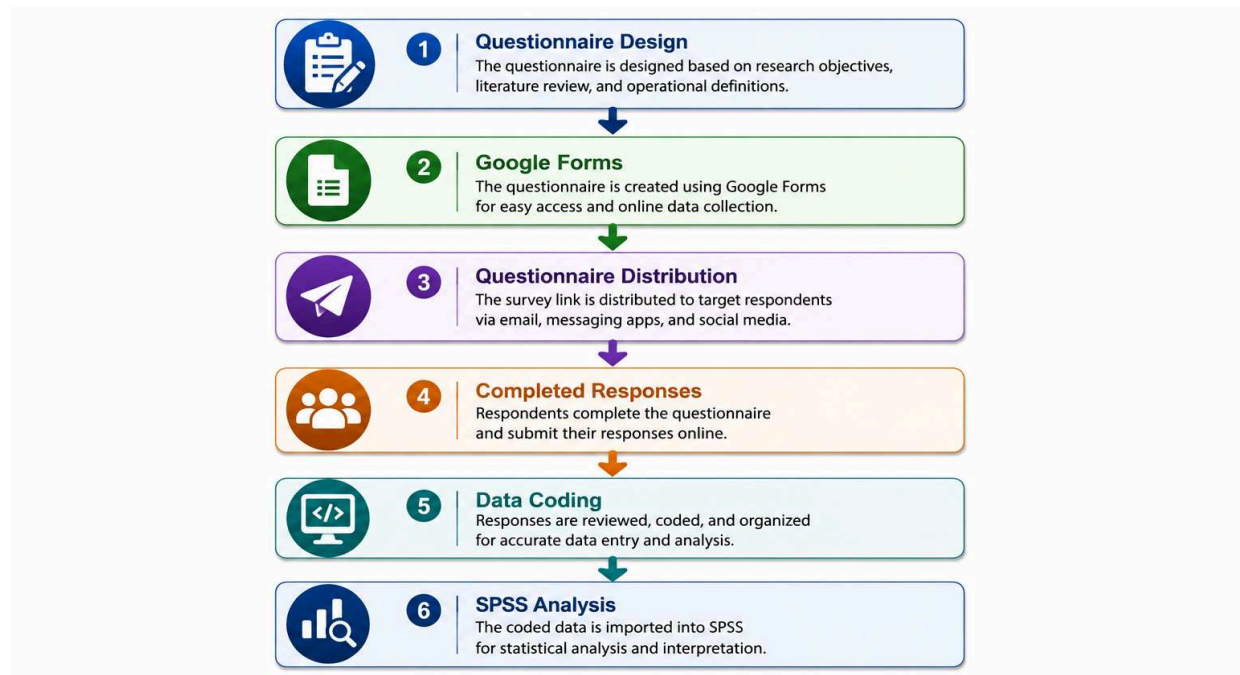
Questionnaire Structure:

Section	Content	Number of Items
Section A	Demographic Information	4
Section B	Project Manager Leadership	6
Section C	Team Performance	6
Section D	Project Success	6

Likert Scale:

Scale	Response
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Data Collection Process:



3.6 Types of Data:

The present study relies on both primary data and secondary data to achieve its research objectives. Combining these two types of data provides a comprehensive understanding of the research problem and supports the accuracy of the findings.

Primary data were collected directly from the research participants through a structured questionnaire designed specifically for this study. The questionnaire was distributed electronically using Google Forms, allowing respondents to provide their opinions regarding project manager leadership, team performance, and project success. The collected responses represent the main source of data used for statistical analysis.

Secondary data were obtained from various academic and professional sources, including books, peer-reviewed journal articles, conference papers, and reports related to project management, leadership, and organizational performance. These sources were used to develop the theoretical framework, formulate the research hypotheses, and support the interpretation of the research findings.

The combination of primary and secondary data strengthens the quality of the research by providing both empirical evidence and theoretical support throughout the study.

Data Type	Source	Purpose
Primary Data	Questionnaire (Google Forms)	To collect respondents' opinions and measure the research variables
Secondary Data	Books, academic journals, conference papers, PMBOK, and previous studies	To build the theoretical framework and support the research analysis

3.7 Statistical Analysis Procedures:

After the data collection process was completed, the responses were coded, reviewed, and entered into the Statistical Package for the Social Sciences (SPSS) Version 29 for analysis. SPSS was selected because it is one of the most widely used statistical software packages in business and management research, offering reliable tools for analyzing quantitative data.

The analysis process began with data screening to identify missing values and ensure that all questionnaire responses are complete and suitable for statistical analysis. The collected data were then coded according to the five point Likert scale before being imported into SPSS.

Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize respondents' demographic characteristics and evaluate their responses to the research variables.

The reliability of the questionnaire was assessed using Cronbach's Alpha, while Pearson Correlation Analysis was conducted to examine the relationships among the research variables. In addition, Multiple Linear Regression Analysis was used to test the proposed

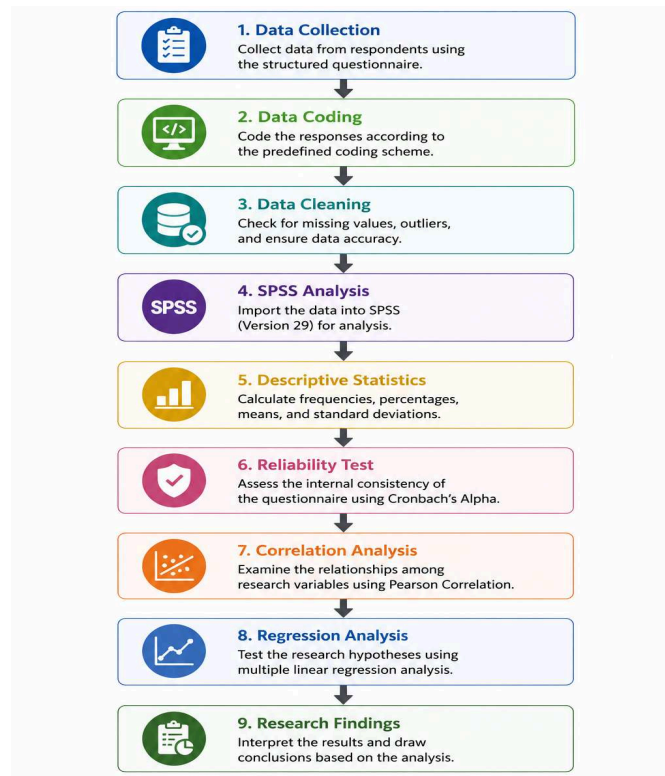
research hypotheses and determine the effect of Project Manager Leadership on Project Success through Team Performance.

The significance level adopted in this study was 0.05, which is commonly used in social science research to determine statistical significance.

Research Objective	Statistical Technique	Purpose
Describe respondents' profile	Frequency & Percentage	Summarize demographic information
Measure research variables	Mean & Standard Deviation	Evaluate respondents' opinions
Test questionnaire reliability	Cronbach's Alpha	Measure internal consistency
Examine relationships	Pearson Correlation	Identify relationships between variables
Test research hypotheses	Multiple Linear Regression	Measure the effect of project manager leadership on project success through team performance

Statistical Software:

Software	Version	Purpose
Microsoft Excel	365	Data organization and coding
SPSS	Version 29	Statistical analysis and hypothesis testing



3.8 Conclusion:

This chapter has presented the research methodology adopted to achieve the objectives of the study. It explained the operational definitions of the research variables, the research design, the target population, the sampling technique, and the procedures used for collecting and analyzing the data.

The chapter also described the questionnaire design, the types of data used in the study, and the statistical techniques that were applied using SPSS to examine the proposed hypotheses. These methodological procedures were selected to ensure that the research was conducted in a systematic, reliable, and objective manner.

Overall, the methodology presented in this chapter provides a clear framework for collecting valid data and conducting appropriate statistical analyses. The next chapter presents the statistical analysis of the collected data, including descriptive statistics, reliability and validity tests, hypothesis testing, and discussion of the research findings.

Chapter 4

Statistical Analysis & Findings discussion

4.1 Introduction:

This chapter presents the results of the data analysis collected through the questionnaire. The main purpose of this analysis is to examine the relationship between project manager leadership, team performance, and project success.

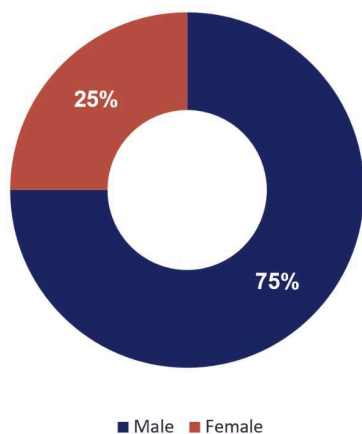
The chapter starts by presenting the demographic information of the respondents. It then evaluates the reliability of the questionnaire using Cronbach's Alpha to ensure that the collected data are consistent and suitable for analysis. After that, descriptive statistics are used to describe the responses for each research variable.

Finally, correlation and regression analyses are conducted to test the research hypotheses and examine the relationships between the study variables. The findings are then discussed and interpreted based on the objectives of the study.

4.2 Sample Profile (Descriptive Statistics for the Research Sample):

This section presents the demographic information of the respondents who participated in this study. A total of 60 respondents completed the questionnaire. The demographic information includes gender, age, years of experience, and industry. This information helps describe the research sample before presenting the statistical analysis.

4.2.1 Gender of Respondents:



Gender	Frequency	Percentage (%)
Male	45	75%
Female	15	25%
Total	60	100%

Table 1 shows that most respondents were male. A total of 75.0% of the respondents were male, while 25.0% were female. This shows that most participants in this study were male.

4.2.2 Age of Respondents:



Table 2 shows that most respondents were between 25 and 34 years old (58.3%). The second largest group was 35–44 years old (31.7%). Only a few respondents were under 25 years old (8.3%) or 45 years and above (1.7%).

4.2.3 Years of Experience:



Table 3 shows that almost half of the respondents (48.3%) had 6–10 years of work experience. In addition, 20.0% had more than 10 years of experience, while 16.7% had less than 3 years and 15.0% had between 3 and 5 years of experience. This shows that most respondents had several years of work experience.

4.2.4 Industry:

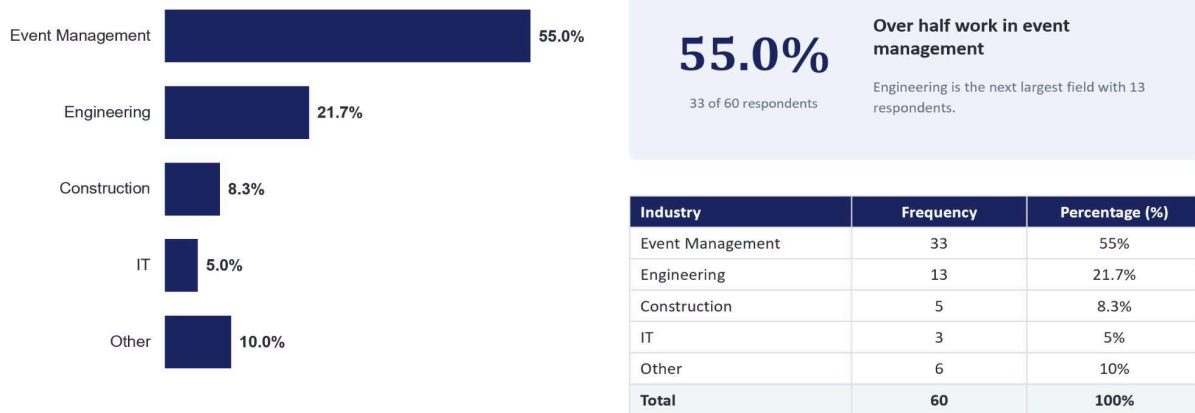


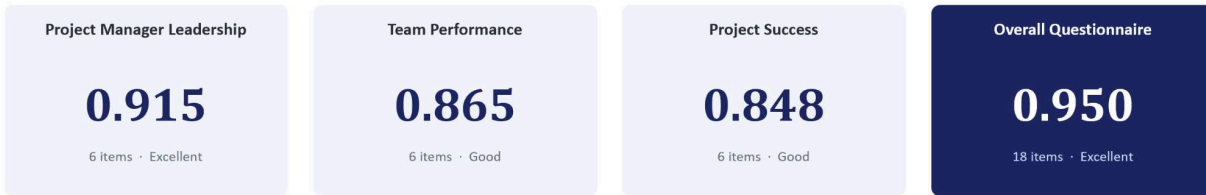
Table 4 shows that more than half of the respondents (55.0%) worked in the Event Management industry. This was followed by Engineering (21.7%), Other industries (10.0%), Construction (8.3%), and IT (5.0%). This shows that most respondents worked in event management. The sample also included respondents from engineering, construction, IT, and other industries.

4.3 Validity and Reliability of the Questionnaire:

This section examines the validity and reliability of the questionnaire used in this study. Reliability was tested using Cronbach's Alpha to measure the internal consistency of the questionnaire items. A Cronbach's Alpha value of 0.70 or above is generally considered acceptable, while higher values indicate better reliability.

4.3.1 Reliability Analysis:

Reliability analysis was conducted using Cronbach's Alpha. The analysis was performed for each research variable and for the overall questionnaire. The results are shown in below table

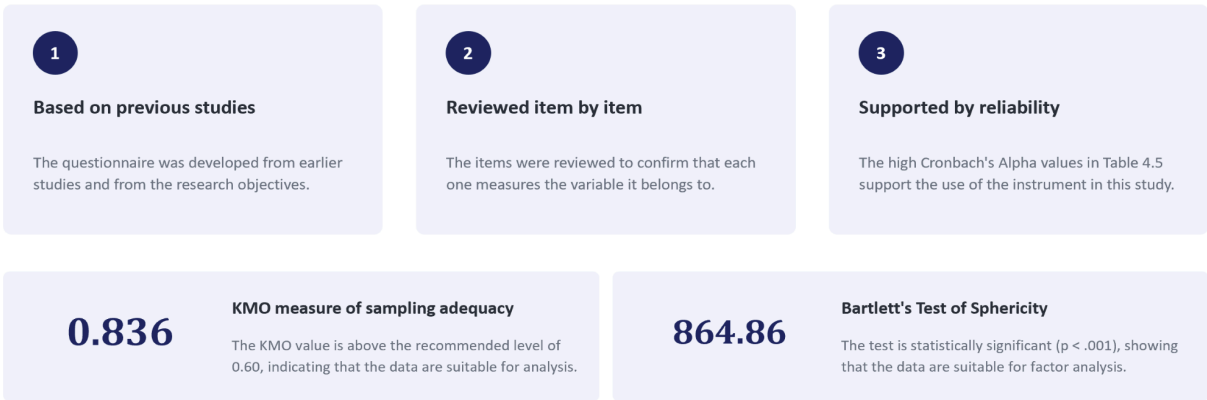


Variable	Number of Items	Cronbach's Alpha	Result
Project Manager Leadership	6	0.915	Excellent
Team Performance	6	0.865	Good
Project Success	6	0.848	Good
Overall Questionnaire	18	0.950	Excellent

As shown in the Reliability Analysis table, all Cronbach's Alpha values are above 0.80. Project Manager Leadership has the highest Alpha value (0.915), followed by Team Performance (0.865) and Project Success (0.848). The overall questionnaire has an Alpha value of 0.950. These results show that the questionnaire has good reliability and can be used for further statistical analysis.

4.3.2 Validity Analysis :

The validity of the questionnaire was examined to ensure that the items measure the intended research variables. The questionnaire was developed based on previous studies and the research objectives. KMO and Bartlett's Test were used to assess whether the data were suitable for statistical analysis.



As shown in the validity analysis table the KMO value was 0.836, which is above the recommended value of 0.60. Bartlett's Test of Sphericity was statistically significant ($\chi^2 = 864.86$, $p < .001$). These results show that the questionnaire has good validity and that the data are suitable for further statistical analysis.

4.4 Descriptive statistics for research variables :

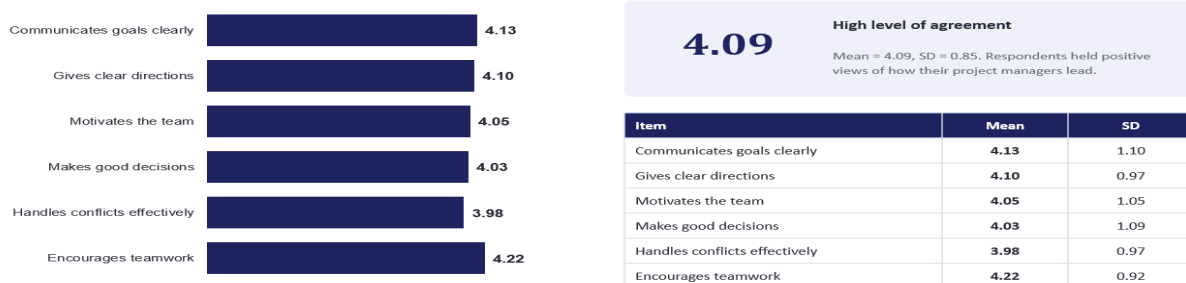
This section presents the descriptive statistics for the research variables. The analysis includes the mean and standard deviation for Project Manager Leadership, Team Performance, and Project Success. These results help answer the research questions and describe the respondents' views of each variable.

4.4.1 Summary of the Research Variables:



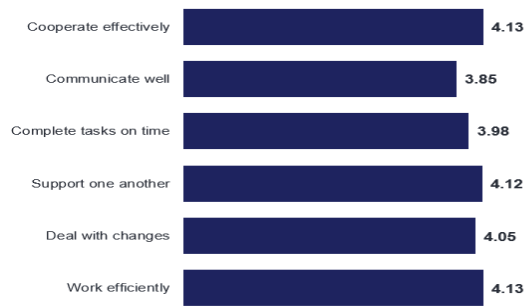
Variable	N	Items	Mean	Std. Deviation	Level
Project Manager Leadership	60	6	4.09	0.85	High
Team Performance	60	6	4.04	0.68	High
Project Success	60	6	4.00	0.67	High

4.4.2 Project Manager Leadership :



Project manager leadership table shows that Project Manager Leadership has a mean score of 4.09 with a standard deviation of 0.85. This indicates a high level of agreement among the respondents. The result shows that the respondents had positive views about the leadership of project managers.

4.4.3 Team Performance :



4.04

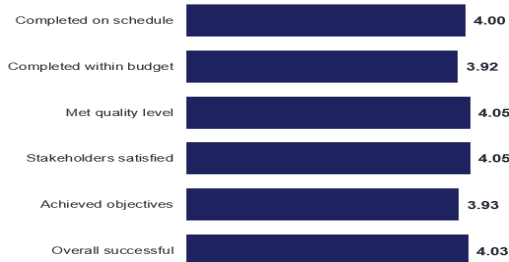
High level of agreement

Mean = 4.04, SD = 0.68. Respondents believe their teams perform well in project work.

Item	Mean	SD
Cooperate effectively	4.13	0.87
Communicate well	3.85	0.90
Complete tasks on time	3.98	1.02
Support one another	4.12	0.83
Deal with changes	4.05	0.83
Work efficiently	4.13	0.85

Team performance table shows that Team Performance has a mean score of 4.04 and a standard deviation of 0.68. This indicates a high level of agreement. The result suggests that the respondents believe their teams perform well in project work.

4.4.4 Project Success:



4.00

High level of agreement

Mean = 4.00, SD = 0.67. Respondents viewed their project outcomes positively.

Item	Mean	SD
Completed on schedule	4.00	0.92
Completed within budget	3.92	0.89
Met quality level	4.05	0.83
Stakeholders satisfied	4.05	0.89
Achieved objectives	3.93	0.88
Overall successful	4.03	0.90

Project success table shows that Project Success has a mean score of 4.00 with a standard deviation of 0.67. This indicates a high level of agreement among the respondents. The result suggests that the respondents viewed project outcomes positively.

4.5 Testing Hypotheses :

This section tests the research hypotheses using the statistical analyses performed in SPSS. Pearson Correlation was used to examine the relationships between the research variables, while Multiple Regression Analysis was used to test the effect of Project Manager Leadership on Team Performance and Project Success.

4.5.1 Correlation Analysis:

Variable	Leadership	Team Performance	Project Success
Project Manager Leadership	1	0.741**	0.838**
Team Performance	0.741**	1	0.855**
Project Success	0.838**	0.855**	1

$$r = 0.855$$

Strongest relationship in the study

Team performance and project success

The Correlation Analysis table presents the Pearson correlation coefficients between the research variables. The results show positive and statistically significant relationships between Project Manager Leadership, Team Performance, and Project Success ($p < 0.05$). The strongest relationship was found between Team Performance and Project Success.

4.5.2 Regression Analysis:

Model Summary

Model	R	R ²	Adjusted R ²	Std. Error
H1 Leadership → Team Performance	0.741	0.549	0.541	0.463
H2 Leadership → Project Success	0.838	0.703	0.697	0.367
H3 Team Performance → Project Success	0.855	0.731	0.726	0.349

ANOVA

Model	Source	Sum of Squares	df	Mean Square	F	Sig.
H1	Regression	15.149	1	15.149	70.548	< .001
	Residual	12.455	58	0.215		
H2	Regression	18.480	1	18.480	136.977	< .001
	Residual	7.825	58	0.135		
H3	Regression	19.223	1	19.223	157.423	< .001
	Residual	7.082	58	0.122		

Model Summary

H1 $\beta = 0.741$ Leadership → Team Performance $p < .001$	H2 $\beta = 0.838$ Leadership → Project Success $p < .001$	H3 $\beta = 0.855$ Team Performance → Project Success $p < .001$
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Model	Predictor	B	Std. Error	Beta	t	Sig.
H1	(Constant)	1.614	0.296		5.460	< .001
	Project Manager Leadership	0.595	0.071	0.741	8.399	< .001
H2	(Constant)	1.312	0.234		5.603	< .001
	Project Manager Leadership	0.657	0.056	0.838	11.704	< .001
H3	(Constant)	0.622	0.273		2.281	.026
	Team Performance	0.834	0.067	0.855	12.547	< .001

The regression analysis shows that Project Manager Leadership has a positive and statistically significant effect on Team Performance and Project Success. Therefore, the proposed hypotheses are supported.

4.5.3 Hypotheses Results:

No.	Hypothesis	Beta	Sig.	Result
H1	Project manager leadership has a positive effect on team performance.	0.741	< .001	Supported
H2	Project manager leadership has a positive effect on project success.	0.838	< .001	Supported
H3	Team performance has a positive effect on project success.	0.855	< .001	Supported

All three hypotheses were supported

Project manager leadership has a positive influence on both team performance and project success, and team performance is positively associated with project success. The effects are significant at $p < .001$ in every model.

Based on the statistical analysis, all research hypotheses were supported. The results indicate that Project Manager Leadership has a positive influence on Team Performance and Project Success. In addition, Team Performance was positively associated with Project Success.

4.6 Connect the Results with Literature:

The findings of this study are consistent with several previous studies on project management leadership. The results showed that Project Manager Leadership has a positive effect on Team Performance and Project Success. This is consistent with Turner and Müller (2005), who found that effective project manager leadership is an important factor in achieving successful project outcomes.

The results also agree with Aga et al. (2016), who reported that leadership improves project success by creating a supportive work environment and encouraging team members to perform better. In this study, respondents reported high levels of Project Manager Leadership, Team Performance, and Project Success, which supports these findings.

In addition, the positive relationship between Team Performance and Project Success is similar to the findings of Müller and Turner (2010). Their study showed that successful project managers build effective teams, which contributes to better project results.

Therefore, the findings of this study are generally in line with the previous literature and support the proposed research hypotheses.

4.7 Conclusion:

This chapter presented the results of the data analysis. It started by describing the research sample. Then, the reliability and validity of the questionnaire were tested. After that, descriptive statistics were used to present the research variables, and the research hypotheses were tested using correlation and regression analysis.

The results showed that Project Manager Leadership has a positive relationship with Team Performance and Project Success. The results also showed that Team Performance has a positive relationship with Project Success. All research hypotheses were supported. Overall, the findings of this study show that good Project Manager Leadership can help improve Team Performance and increase Project Success. The next chapter presents the conclusions, recommendations, and suggestions for future research.

Chapter 5

Research Limitations, Recommendations & Conclusion

5.1 Research Limitations & Future Research:

- This study has some limitations that should be considered when reviewing the results. These limitations do not reduce the importance of the study, but they help explain the conditions under which the research was conducted.
- The first limitation is the sample size. The study was based on 60 participants working in project-based organizations. This number was sufficient for the statistical analysis used in this research, but a larger sample could provide a wider view of project management practices. Future studies could include a larger number of participants from different organizations and industries.
- The second limitation is the sampling method. Convenience sampling was used because it allowed the researcher to reach participants who were available and willing to complete the questionnaire. However, this method may not fully represent all employees working in project-based organizations. Future research could use other sampling methods and include participants from different professional backgrounds and levels of experience.
- Another limitation is that the study used a questionnaire as the main method of data collection. The questionnaire was useful for collecting responses from participants in a simple and organized way. However, the results were based on the participants' own opinions and experiences. Different participants may have different views about leadership, team performance, and project success.
- Future studies could use interviews in addition to questionnaires. Interviews may provide more detailed information about how project managers lead their teams and how leadership affects project work. Using both quantitative and qualitative methods could provide a better understanding of the research topic.
- The study also focused on three main variables: Project Manager Leadership, Team Performance, and Project Success. Other factors may also affect project

success, such as organizational culture, communication, project complexity, available resources, risk management, and support from senior management. These factors were not directly examined in this study.

- Future research could include some of these factors to understand their effect on project success. Researchers could also study whether the relationship between leadership and project success changes according to project size, industry, or type of organization.
- Another limitation is that the study collected data at one point in time. Therefore, the results represent the participants' views during the period in which the questionnaire was completed. Leadership and team performance may change during different stages of a project. Future studies could collect data at different stages of a project to understand how these relationships develop over time.
- Finally, this research examined Project Manager Leadership in general. It did not compare different leadership styles to determine which style is the most effective. Future studies could compare transformational, transactional, and other leadership styles and examine their effects on Team Performance and Project Success.
- Overall, these limitations provide opportunities for future research. Larger samples, different industries, additional research methods, and more variables could provide a wider understanding of the role of project manager leadership in achieving successful project outcomes.

5.2 Research Recommendations:

Based on the results of this study, the following recommendations are suggested:

- First, organizations should give more attention to the leadership skills of project managers. The results of this study showed that Project Manager Leadership has a positive effect on both Team Performance and Project Success. Therefore,

organizations should provide leadership training for project managers and help them improve their ability to manage and support their teams.

- Second, project managers should communicate project goals and responsibilities clearly. Team members need to understand what is expected from them and how their work supports the overall project. Clear communication can reduce confusion, improve coordination, and help the team complete its tasks more effectively.
- Project managers should also encourage teamwork and cooperation. The findings showed a positive relationship between Team Performance and Project Success. This means that teams that work well together can contribute to better project results. Managers should create a working environment where team members support each other, share information, and solve problems together.
- Another recommendation is to improve decision-making during project execution. Project managers often need to make decisions under time and resource limitations. Good decisions can help the team avoid delays and respond to problems more effectively. Managers should consider available information, project requirements, and team feedback before making important decisions.
- Organizations should also focus on conflict management. Disagreements can happen during projects because team members may have different responsibilities, opinions, or priorities. Project managers should deal with conflicts early and fairly. Problems should be discussed openly before they have a negative effect on the team or the project.
- Motivation is also important for team performance. Project managers should recognize the efforts of team members and encourage them during different stages of the project. Simple actions such as giving feedback, recognizing good

performance, and involving team members in discussions can help improve motivation and commitment.

- In addition, organizations should regularly review the performance of project teams. This can help identify areas that need improvement and allow managers to take action before problems become more serious. Team performance can be reviewed through regular meetings, progress reports, feedback, and project performance indicators.
- Project managers should also pay attention to time, cost, quality, and stakeholder satisfaction. Project success is not based on one factor only. Managers need to balance project requirements and make sure that the project is moving toward its planned objectives.
- Organizations can also create opportunities for project managers to share their experience and lessons learned from completed projects. This can help other managers understand common challenges and learn from successful practices. Lessons learned can also support better planning and decision-making in future projects.
- Finally, organizations should consider leadership as an important part of project management. Technical knowledge and project planning are important, but the ability to lead people is also necessary. Developing strong leadership and team management practices can help organizations improve project performance and achieve better results.
- Overall, the recommendations of this study focus on practical areas that organizations and project managers can improve, including leadership development, communication, teamwork, motivation, decision-making, and conflict management. Applying these practices can support stronger teams and contribute to successful project outcomes.

5.3 Conclusion:

- This study examined the impact of Project Manager Leadership on Team Performance and Project Success in project-based organizations. The main purpose was to understand whether good leadership can improve team performance and contribute to better project results.
- The study used a quantitative research approach. Data were collected through an online questionnaire using Google Forms, and a total of 60 completed responses were used in the analysis. The collected data were analyzed using SPSS Version 29. Descriptive statistics, reliability and validity tests, Pearson Correlation, and Regression Analysis were used to examine the research variables and test the hypotheses.
- The results showed that Project Manager Leadership has a positive and significant effect on Team Performance. This means that the way a project manager leads the team can affect how well team members work together and complete their responsibilities. Clear communication, motivation, decision-making, teamwork, and conflict management are important leadership practices in project work.
- The results also showed that Project Manager Leadership has a positive and significant effect on Project Success. Effective leadership can help project teams stay focused on project objectives and support better project outcomes. Project managers have an important role in guiding the team, managing challenges, and supporting the successful completion of projects.
- In addition, the study found a positive and significant relationship between Team Performance and Project Success. Teams that cooperate, communicate well, support each other, and complete their tasks effectively can contribute to successful project outcomes. This shows that project success depends not only on planning and technical activities, but also on how well the project team performs.

- Based on the statistical analysis, all three research hypotheses were supported. The findings show that Project Manager Leadership, Team Performance, and Project Success are closely related. Strong leadership can support better team performance, while good team performance can contribute to better project results.
- The study also highlights the practical importance of leadership development in project-based organizations. Organizations should support project managers in developing leadership, communication, decision-making, motivation, and team management skills. These skills can help project managers build stronger teams and manage projects more effectively.
- Although the study has some limitations, it provides useful information about the importance of leadership and team performance in project environments. Future research can examine larger samples, different industries, and additional factors that may influence project success.
- In conclusion, effective Project Manager Leadership is an important part of successful project management. A project manager who communicates clearly, supports the team, makes good decisions, and encourages teamwork can help improve Team Performance and increase the possibility of Project Success. Therefore, organizations should consider both leadership and team performance as important factors when working toward successful project outcomes.

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Appendix A: Questionnaire

Link:

<https://docs.google.com/forms/d/e/1FAIpQLSeV8c37HkrX6QitzzKGneTCbLCu1HF2-tolAyzEsbiqF5QhVw/viewform>

Section A: Demographic Information

- **Gender**

- ☐ Male
- ☐ Female

- **Age**

- ☐ Under 25
- ☐ 25–34
- ☐ 35–44
- ☐ 45 and Above

- **Years of Experience**

- ☐ Less than 3 years
- ☐ 3–5 years
- ☐ 6–10 years
- ☐ More than 10 years

- **Industry**

- ☐ Event Management
- ☐ Construction
- ☐ IT
- ☐ Engineering
- ☐ Other

Section B: Project Manager Leadership

Please indicate your level of agreement with each statement. (1 = Strongly Disagree | 5 = Strongly Agree)

#	Statement	1	2	3	4	5
1	The project manager communicates project goals clearly					
2	The project manager gives clear directions when needed					
3	The project manager motivates the team to achieve project objectives					
4	The project manager makes good decisions during the project					
5	The project manager handles conflicts effectively					
6	The project manager encourages teamwork and cooperation					

Section C: Team Performance

Please indicate your level of agreement with each statement. (1 = Strongly Disagree | 5 = Strongly Agree)

#	Statement	1	2	3	4	5
1	Team members cooperate effectively to complete project tasks					
2	Team members communicate well with each other					
3	Team members complete their assigned tasks on time					
4	Team members support one another when challenges arise					
5	The team can deal with changes during the project					
6	The team works efficiently to achieve project goals					

Section D: Project Success

Please indicate your level of agreement with each statement. (1 = Strongly Disagree | 5 = Strongly Agree)

#	Statement	1	2	3	4	5
1	The project was completed within the planned schedule					
2	The project was completed within the approved budget					
3	The project met the expected quality level					
4	Stakeholders were satisfied with the project outcomes					

#	Statement	1	2	3	4	5
5	The project achieved its planned objectives					
6	Overall, I believe the project was successful					

Response Scale

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Appendix B: Table of Research Instruments

Variable	Code	# of Items	Dimension
Project Manager Leadership	PML	6	Communication, Motivation, Decision Making, Conflict Management, Collaboration
Team Performance	TP	6	Cooperation, Adaptability, Productivity, Communication, Commitment
Project Success	PS	6	Time, Cost, Quality, Stakeholder Satisfaction, Goal Achievement

Total items: 18 | Response scale: 5-point Likert (1 = Strongly Disagree, 5 = Strongly Agree)