

The Impact of Project Manager Leadership on Project Success

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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 influence project success in terms of time, cost, and quality?
2. What role does leadership play in improving team performance?
3. Is there a significant relationship between leadership style and project outcomes?
4. Which leadership style is most effective in achieving successful project delivery?

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. Identify the main leadership styles used in project management
2. Evaluate the influence of leadership on team performance
3. Analyze the relationship between leadership and 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 positively affects project success
- H2: Effective leadership improves team performance
- H3: Leadership style has a significant relationship with project success
- H4: Transformational leadership has a stronger positive impact on project success compared to other leadership styles

1.7 Research Model:

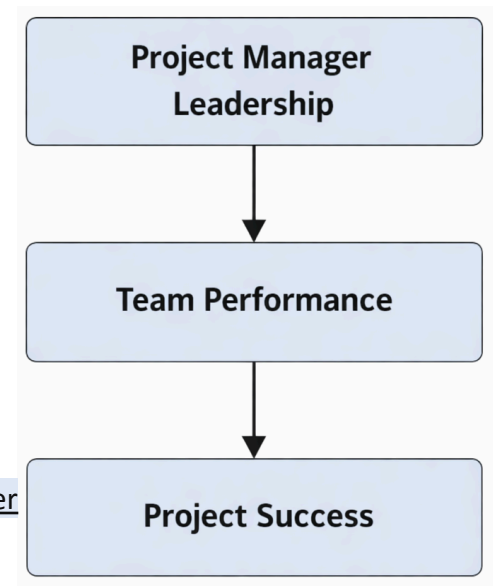
This study is based on a simple conceptual model:

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

The relationship can be explained as follows:

Project manager leadership directly influences project success and indirectly affects it through team performance.

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 Tools: Microsoft Excel or Power BI

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. Recent studies also support these findings and highlight the importance of leadership in achieving successful project outcomes (Khan et al., 2020).

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

#	Research Element	Selected Method
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):

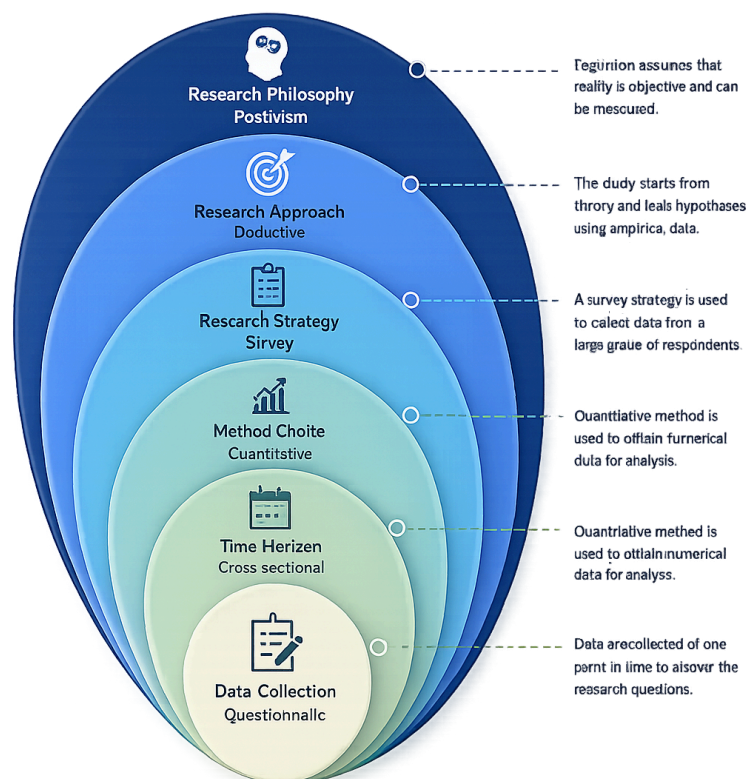
Research Onion

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:

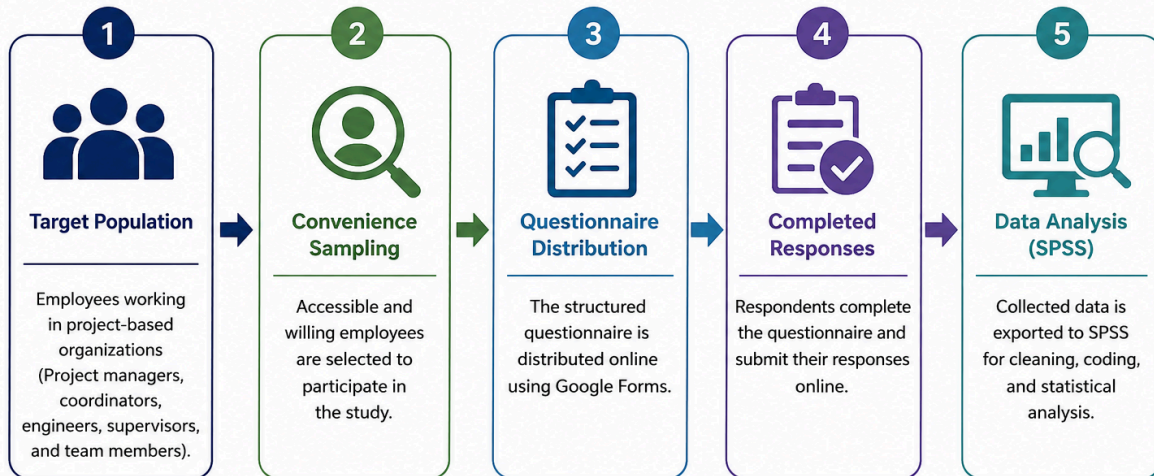
This study employs a convenience sampling technique to select participants who are easily accessible and willing to take part in the research. This technique is commonly used in management research because it allows the researcher to collect data efficiently within the available time and resources.

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.

To ensure an adequate number of responses for statistical analysis, the study aims to collect between 100 and 150 completed questionnaires. The questionnaire is distributed electronically through Google Forms, making it easier for respondents to participate and complete the survey.

#	Sampling Element	Description
1	Target Population	Employees working in project based organizations
2	Sampling Technique	Convenience Sampling
3	Sample Size	100–150 respondents
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, educational qualification, years of experience, and job position. 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.

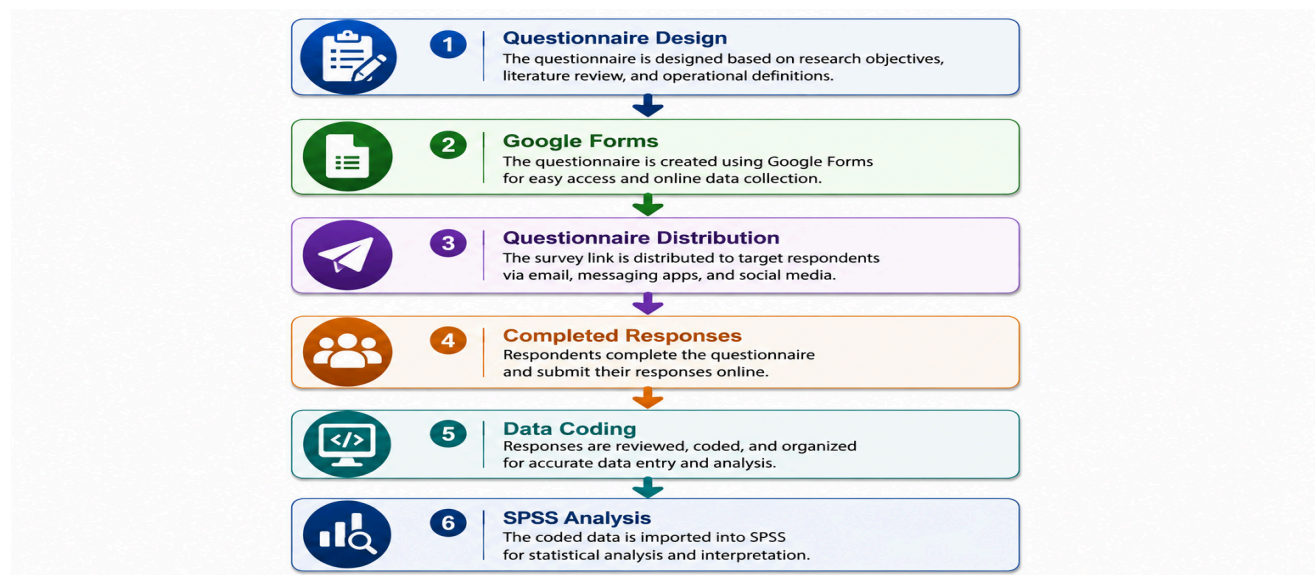
Questionnaire Structure:

Section	Content	Number of Items
Section A	Demographic Information	5
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 is completed, the responses will be 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 will begin with data screening to identify missing values and ensure that all questionnaire responses are complete and suitable for statistical analysis. The collected data will then be coded according to the five-point Likert scale before being imported into SPSS.

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

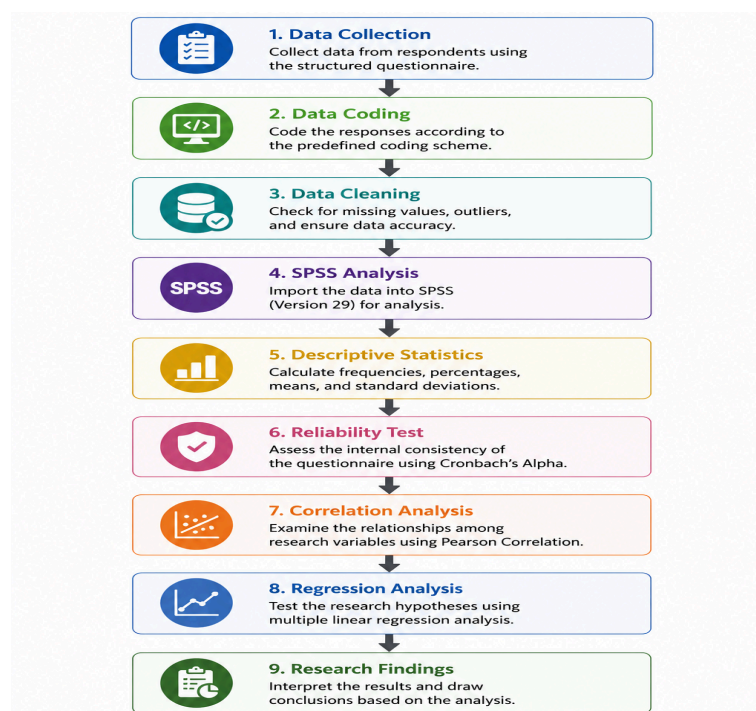
The reliability of the questionnaire will be assessed using Cronbach's Alpha, while Pearson Correlation Analysis will be conducted to examine the relationships among the research variables. In addition, Multiple Linear Regression Analysis will be used to test the proposed research hypotheses and determine the effect of project manager leadership on project success through team performance.

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

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 will be applied using SPSS to examine the proposed hypotheses. These methodological procedures were selected to ensure that the research is 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.

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Appendix A: Questionnaire

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					
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)