

Midocean university



Faculty of management

Department / project management

Project title

The impact of stakeholder and Leadership style on the project success.

applied on a multinational company (The Arab contractors) in construction field in Cairo Egypt.

A case study

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Acknowledgment

The successful completion of this project would not have been possible without the invaluable contributions of several individuals. I extend my sincere gratitude to all those who provided support, guidance, and encouragement throughout the process. My particular thanks go to (DR Mona Mustafa Elashry) for their expertise and insightful feedback, which proved instrumental in overcoming challenges and achieving the project's goals.

Dedication

To my beloved parents, the source of my love and affection, I dedicate the fruits of my labor and sleepless nights, as an expression of my deepest gratitude and loyalty for your immense favor upon me. You are the secret of my success and my support in my life journey.

To my esteemed professors, beacons of knowledge and wisdom, I dedicate this research as an expression of my profound gratitude and appreciation for your sound guidance and continuous support. You are the ones who guided me through the paths of knowledge and illuminated the path of knowledge before me.

I extend my sincere thanks and appreciation to the esteemed university administration and its staff for providing the appropriate environment for study and scientific research.

I would like to express my deepest gratitude to my supervisor, (**Dr. Mona Mustafa Elashry**), for her patience, valuable guidance, and guidance in the research steps. She had a great merit in completing this work.

In conclusion:

I hope that I have succeeded in this research, and that it will gain your approval and appreciation.

With sincere thanks, appreciation, and respect,

Ahmed Sayed Fathy.

Abstract

A great deal of literature has pointed to the important of stakeholders' role on project success. Likewise, stakeholders such as owners, construction management consultants, design consultants, contractors, and subcontractors/ suppliers have influence on project success. This paper reports on the results of an empirical study that developed and tested the model to predict how well the role of stakeholders on project success. The role of stakeholders on project success was defined of three latent variables including stakeholder impact, stakeholder engagement, and stakeholder psychological empowerment. Meanwhile, project success can be measured by cost performance, time performance, quality performance, profitability, and customer. and Literature on project success mainly focused on identifying and analyzing success criteria and critical success factors. Success criteria are used for evaluating the success of a project and critical success factors are those factors which in- crease the potential for achieving project success. However, the interrelationships among them were rarely analyzed, although researchers highlighted the importance of these interrelationships. The aim of the paper is to identify a leadership style, of which project managers can maximize the potential for achieving project success. Project success is analyzed from the point of view of success criteria. This approach manages the shortcoming mentioned above, the lack of analyzing interrelationships among critical success factors and success criteria.

List of Figures

Figure no	Figure title	Page no
1	Research model	15
2		15
3		16
4		17
5		18
6		18

1 Chapter one

Contents

Acknowledgment	2
Dedication	3
Abstract.....	4
List of Figures.....	4
1 Chapter one	5
1.1 Table of contents	7
1.2 Introduction.....	7
1.3 Research problem	9
1.3.1 Theoretical Gaps:.....	9
1.3.2 Empirical Gaps	10
1.4 Research Significance	10
1.4.1 Theoretical Significance:	11
1.4.2 Empirical Significance:	11
1.5 Main Questions	13
1.5.1 Sub Questions:	13
1.6 Research objective	13
1.7 Research Hypotheses	14
1.8 Research model	15
1.9 Project Structure:	19
2 Chapter Two	20

2.1	Introduction.....	20
2.2	Research Variables.....	23
2.2.1	The first Independent variable	23
2.2.2	The second Independent variable.....	26
2.3	Relationship between Leadership Style, Stakeholder and Project Success.	31
	Advanced Considerations and Future Directions	33
2.4	The Critical Relationship between Stakeholders and Project Success: A Literature Review	36
2.5	Advanced Considerations in Stakeholder Management and Project Success	38
3	Chapter 3: Research Methodology	39
3.1	Introduction.....	40
3.2	Operational definitions for research variables	40
3.2.1	Leadership (The independent variable).....	40
3.2.2	Stakeholder (The independent variable).....	40
3.2.3	Project success (The dependent variable).....	40
3.3	Research design (research onion)	41
3.4	Research population & Sampling methods and technique	42
3.4.1	Research Population	42
3.4.2	Research Sample	42
3.4.3		43
3.5	Data collection method	43
3.5.1	Introduction.....	43
3.5.2	The independent variable leadership	44
3.5.3	The independent variable Stakeholder	44
3.5.4	The dependent variable project success.....	45
3.6	Types of data.....	46
3.6.1	Primary data	46
3.6.2	Secondary data.....	46
3.7	Statistical analysis procedures	46

3.8	Conclusion	46
4	Appendix.....	48
5	References	58

1.1 Table of contents

1.2 Introduction

In today's business world, multinational corporations are the dominant form of organization. These companies operate in senior leadership environments, where personalities and style are an important part of the projects' success. This research deals with the impact of stakeholders and leadership styles on the success of the project, and in order for us to be able to know and study this topic, we must address some basic concepts to understand and comprehend this research paper, like What is a project, what is its characteristic, who are the stakeholders, what is their nature? What does leadership mean? And its types. If we can understand these concepts correctly, only then will we have reached the desired result of this research paper.

Project management is defined as an application of knowledge, skills, and techniques to project activities in order to meet the needs of project requirements, according to Heagney (2011:25).

Leadership, in these applications, is required to enhance successful project deliverables. With various leadership styles and methodologies this can be achieved. Kerzner (2013) states four elements, which are essential when exercising good project management leadership methodologies, namely effective communication, effective co-operation, effective team work and trust.

A project is defined in as: A temporary endeavor undertaken to create a unique product, service, or outcome. Or A set of interrelated activities that are carried out to achieve a specific goal, or an organized process that is used to bring about a specific change in a given environment.

Some of the most characteristics of a project include: It has a definite start and end, it has specific and measurable objectives, It requires specific resources (financial, human,) and It involves risks and uncertainty. It is managed by a team.

A project cycle refers to the series of phases a project goes through from its conception to its completion. It

provides a framework for planning, executing, and monitoring projects to ensure they achieve their desired outcomes within defined constraints. While specific phases and terminology may vary, a typical project cycle generally includes Initiation, Planning, Execution, Monitoring and Control Closing.

A stakeholder is any individual or group who has an interest in the project's outcome. This interest can be positive or negative, direct or indirect, and can affect or be affected by the project's success. And stakeholder we can divide it to direct stakeholders indirect stakeholders:

A Leadership is a complex concept with diverse interpretations, but at its core, it's the ability to influence individuals and groups to achieve a common goal. It involves guiding, motivating, and inspiring others to work together effectively towards a shared vision..

After we talked about these concepts, we must know the importance of this research and its role in multinational companies in Egypt, as the impact of stakeholder is one of the important thing that must be known by project manager to achieve project success According Mitchell et al. in [3] and also Challenges within projects make leadership styles a key factor in the success of project delivery. This research provides an overview of information and knowledge within a corporate environment with an underlying theme of defining leadership styles within projects environment to ensure project delivery. This research aims to investigate the perception of leadership styles required and factors that contribute to successful project delivery effectiveness within projects environment. he influences of each stakeholder on construction project would vary, hence the need to respond to different stakeholders in different ways. One of the different ways is how to understand the principle which stakeholders that can use to engage each other.

Engagement is about development and sustaining relationships between stakeholders (Lerbinger in [5]).

Organizations that engage with their stakeholders actively are more likely to succeed with the potential benefits Approaches for engaging stakeholders can be reached by overarching approaches and operational approaches.[5] Koppenjan and Klijn in [6] argued that there are three conditions must be considered when deciding on a strategy for stakeholder engagements. The first is a sufficient sense of urgency to be prepared to commit energy and resources to the Process.

The second is the relationships between stakeholders offer favorable prospects for the future. And the last is managing stakeholder involvement in which sufficient resources and available skills [6]. Hill and Jones in Ayuso et al.[7] argued that managers should act as agents for stakeholders. Based on their research, in order to obtain accurate information concerning the expectations of stakeholders, companies have to develop strategies for engaging with stakeholders and understanding their needs and concerns. There are many ways to make stakeholder engagement, including engagement customer, engagement employees, engagement scope, and engagement process

[7]. Finally, it was posited that a focus on stakeholder engagement and management is instrumental in aligning participants and their perspective on project success [8].

Critical success factors are those few things that must go well to ensure success for a manager or an organization, and, therefore, they represent those managerial or enterprise area, that must be given special and continual attention to bring about high performance. Critical success factors include issues vital to an organization's current operating actives and to its future success.

1.3 Research problem

The research problem lies in understanding and recognizing the complex impact of stakeholders on project success in multinational companies. The multinational environment includes a diverse range of stakeholders with conflicting interests and needs, which increases the difficulty of managing relationships and their impact on the project, In the intricate world of multinational companies (multinational corporations), navigating diverse cultures, complex structures, and competing stakeholder interests presents a significant challenge for leaders. This research problem focuses on understanding how leadership style and behaviors impact project **success** within this dynamic environment. While prior studies have explored leadership and project success, the unique context of Multinational corporations introduces complexities often overlooked.

1.3.1 Theoretical Gaps:

Lack of a comprehensive theoretical framework: Current research lacks a comprehensive theoretical framework that explains in detail the relationship between stakeholders and project success in the complex context of multinational companies.

Stakeholder definitions and classifications: There are variations in defining and classifying stakeholders, especially in the context of multinational companies, which limits the comparability of studies and the clarity of results.

Stakeholder agency importance: Most studies do not delve into the concept of "stakeholder agency" and how it affects the dynamics of interaction and their power of influence in the project.

Impact of cultural factors: Many studies ignore the impact of cultural differences on how stakeholders are managed and their assessment of project success.

Limited understanding of leadership in Multinational corporations: Existing leadership theories often focus on single cultures or domestic settings, lacking a comprehensive framework for analyzing leadership within the cross-cultural and multifaceted context of Multinational corporations.

Defining effective leadership in Multinational corporations: There's a need for context-specific definitions of effective leadership in Multinational corporations. Considering factors like cultural adaptability, managing diverse teams, and navigating complex organizational structures.

Understanding leadership-stakeholder dynamics: More research is needed to explore the interplay between leadership styles, stakeholder engagement, and their combined influence on project success in Multinational corporations.

Integration with broader theories: Examining how leadership in Multinational corporations.

Interacts with broader theories of organizational behavior, cultural intelligence, and global talent management can offer valuable insights

1.3.2 Empirical Gaps

Limited sample: Most studies focus on companies from a specific geographic region or sector, which limits the generalization of results to a wider range of multinational companies.

Difficulty measuring stakeholder impact: Measuring and evaluating the impact of stakeholders on project success objectively is a challenge, especially given the complexity of identifying their diverse contributions.

Reliance on quantitative studies: There is an over-reliance on quantitative studies, which we lose the richness of qualitative data that reveals the dynamics of relationships and individual stakeholder experiences.

Measuring project success: Project success metrics vary across stakeholders, making it difficult to reach a unified definition that is measurable in a multinational context.

Limited generalizability: Most studies focus on specific multinational corporations, or regions, limiting the generalizability of findings to the broader population of multinational corporations and diverse project contexts.

Difficulties measuring leadership: Objectively measuring and evaluating leadership styles and behaviors in the complex MNC environment remains a challenge.

Need for qualitative data: While quantitative studies provide valuable insights, in-depth qualitative research is crucial to capture the nuanced experiences and perspectives of leaders and stakeholders in multinational corporation's projects.

Longitudinal studies: More longitudinal studies are needed to understand the evolution of leadership impact on project success over time, including potential adaptations and adjustments made by leaders.

1.4 Research Significance

Undoubtedly, both stakeholders and leadership play a crucial and significant role in project success by influencing various aspects, from planning and execution to evaluation and outcomes. Adequate funding and support, for example, impact logistical and organizational support to ensure project smoothness and can also influence decision-making by providing viewpoints on different project aspects or even directly participating in decision-making processes. Moreover, risk management, enhancing communication and coordination, and ensuring sustainability are pivotal. As for the role of leadership, it is equally important as stakeholders in motivating the team, encouraging creativity and innovation, and creating a positive work environment. Additionally, leaders are

responsible for decision-making, tackling challenges, building administrative and technical relationships, taking timely and tough decisions, being accountable for the outcomes, and problem-solving.

1.4.1 Theoretical Significance:

Developing a deeper understanding: The research contributes to a deeper understanding of the relationship between leadership style and project success in the context of complex and diverse multinational companies. This will contribute to building a coherent theory about the role of leadership in project success on a broader scale.

Improving definitions and concepts: By addressing the challenges in defining and measuring leadership style, more precise and clear definitions and concepts can be developed, which will facilitate effective comparative studies and the drawing of reliable conclusions.

Expanding the scope of leadership theories: The research can contribute to expanding existing leadership theories to include unique leadership dynamics in multinational companies, such as the impact of cultural differences and complex organizational structures.

Developing a comprehensive framework: Current research often examines stakeholder impact and project success in isolation. This study can contribute to a more integrated theoretical framework that considers the interplay between stakeholders, their diverse interests, and project outcomes in the complex environment of multinational companies.

Refining stakeholder definitions and classifications: Divergent views exist on defining and classifying stakeholders. This research can lead to more nuanced and context-specific understandings of different stakeholder groups in multinational settings, considering their varying power, legitimacy, and urgency.

Expanding existing theories: By analyzing how stakeholder dynamics interact with organizational factors like culture, structure, and leadership in international contexts, the research can contribute to existing theories of project management, stakeholder engagement, and organizational behavior

1.4.2 Empirical Significance: .

Developing effective leadership training programs: By identifying the most effective leadership behaviors in the multinational corporate environment, focused leadership training programs can be developed that lead to improved performance of leaders and their teams.

Improving the chances of project success: Understanding the relationship between leadership style and project success allows multinational companies to select and develop effective leaders who can lead their projects to success.

Improving the work environment and reducing risks: Effective leadership style has a direct impact on employee satisfaction and morale. Understanding the relationship between leadership and project success helps create a positive work environment that reduces the risk of project failure.

Enhancing competitiveness: The ability to consistently implement successful projects is a key factor in maintaining competitiveness in the global market. Understanding the impact of leadership style on project success allows multinational companies to better manage their projects and achieve their strategic goals.

In addition to the above, it can be said that this topic is of theoretical and practical importance to various parties:

Researchers and academics: Contributes to the development of knowledge about leadership and project management in a complex international context.

Practitioners and executives: Provides them with tools and techniques to improve leadership effectiveness and achieve project success.

Improving project success rates: Understanding how stakeholders influence projects allows companies to develop targeted engagement strategies and mitigate potential risks arising from stakeholder dissatisfaction or conflicting interests. This can demonstrably improve project success rates in terms of time, cost, and quality.

Informing best practices: By studying successful and unsuccessful projects in diverse multinational contexts, the research can identify empirical evidence for best practices in stakeholder engagement, communication, and conflict resolution, offering valuable insights for practitioners.

Enhancing stakeholder satisfaction: Effective stakeholder engagement fosters trust, collaboration, and shared ownership of projects. This research can inform better approaches to managing stakeholder expectations, addressing concerns, and building positive relationships, ultimately leading to increased stakeholder satisfaction.

Improving corporate social responsibility: Multinational companies face heightened scrutiny regarding their social and environmental impact. The research can help companies align stakeholder interests with broader sustainability goals and demonstrate their commitment to responsible business practices.

Beyond these primary benefits, the research holds value for various stakeholders:

Researchers: Provides empirical data and expands the theoretical understanding of stakeholder dynamics in a globalized context.

Practitioners: Offers practical tools and insights for improving stakeholder engagement and project success.

Policymakers: Informs the development of regulations and guidelines for responsible stakeholder engagement by multinational companies.

Communities: Offers a potential voice for communities impacted by multinational projects, ensuring their concerns are considered in decision-making processes.

In conclusion, studying the impact of stakeholders on project success in multinational companies has significant

theoretical and empirical value. It can contribute to developing a more comprehensive understanding of these complex dynamics, leading to improved project outcomes, enhanced stakeholder satisfaction, and responsible corporate practices in the globalized business landscape

International and non-governmental organizations: Helps them understand the factors that affect the success of international development projects implemented by multinational companies.

In short, studying the impact of leadership style on project success in multinational companies is a topic of great theoretical and practical importance, and contributes to improving the performance of these companies and enabling them to achieve their goals.

1.5 Main Questions

1. What is the impact of stakeholders on project success?
2. What is the impact of Leadership style on project success?
3. What are the various leadership styles applied by project managers in multinational companies?
4. What role do stakeholders play in achieving success in projects?

1.5.1 Sub Questions:

1. How can different leadership styles affect stakeholder engagement?
2. How can different leadership styles affect Project success?
3. How can different Stakeholder type affect Project success?
4. How does leadership style handle changes in the project? Does it facilitate the implementation of changes or complicate matters?
5. How does leadership style impact stakeholder interaction with the project? Does it motivate them or provide support?
6. How does leadership style impact strategic direction for the project and critical decision-making?

1.6 Research objective

Analyze the relationship between different leadership styles and project success in the context of multinational companies.

Identify and describe the leadership styles used in multinational companies.

Assess the impact of leadership styles on team member behavior, including motivation, engagement, creativity, and job satisfaction.

Analyze the impact of leadership styles on key project aspects, such as decision-making, conflict resolution, communication, collaboration, and risk management.

Evaluate the impact of leadership styles on project outcomes, such as timeliness, quality, cost, and return on investment.

Identify best leadership practices for managing complex global projects.

Assist multinational companies in selecting the right leaders for specific projects.

Analyze the relationship between multiple stakeholders and project success in the context of multinational companies.

Identify and describe the key stakeholders in multinational projects, focusing on: Their characteristics, interests and influence

Investigate how stakeholder expectations and leadership styles interact and influence project success.

Develop recommendations for managing stakeholders and selecting appropriate leadership styles to optimize project outcomes in multinational companies.

Provide insights on how to navigate complex stakeholder dynamics and leadership styles in a global project environment .

1.7 Research Hypotheses

H1 There is a statistically significant association between transformational leadership and project success.

Association among two independent variables: transformational leadership

& transaction leadership and one dependent variable: project success is established below in Figure 1

And for impact of stake holder

H1 Stakeholder impact influenced on project success.

For example:..

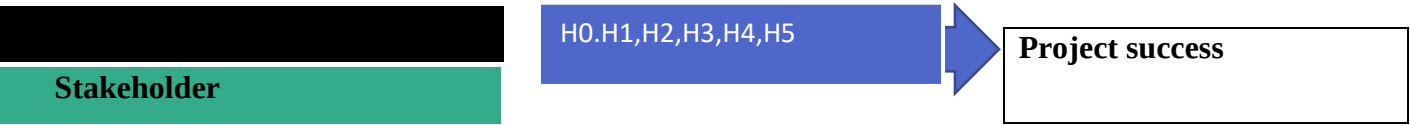
(H1a: The higher the level of stakeholder involvement, the higher the probability of project success.

H1b: The more specific and clear the expectations of stakeholders are, the higher the probability of project success.

H1c: The more effective the communication between stakeholders is, the higher the probability of project success.)

H2: Stakeholder engagement influenced on project success

H3 Impact of stakeholder type on project success



1.8 Research model

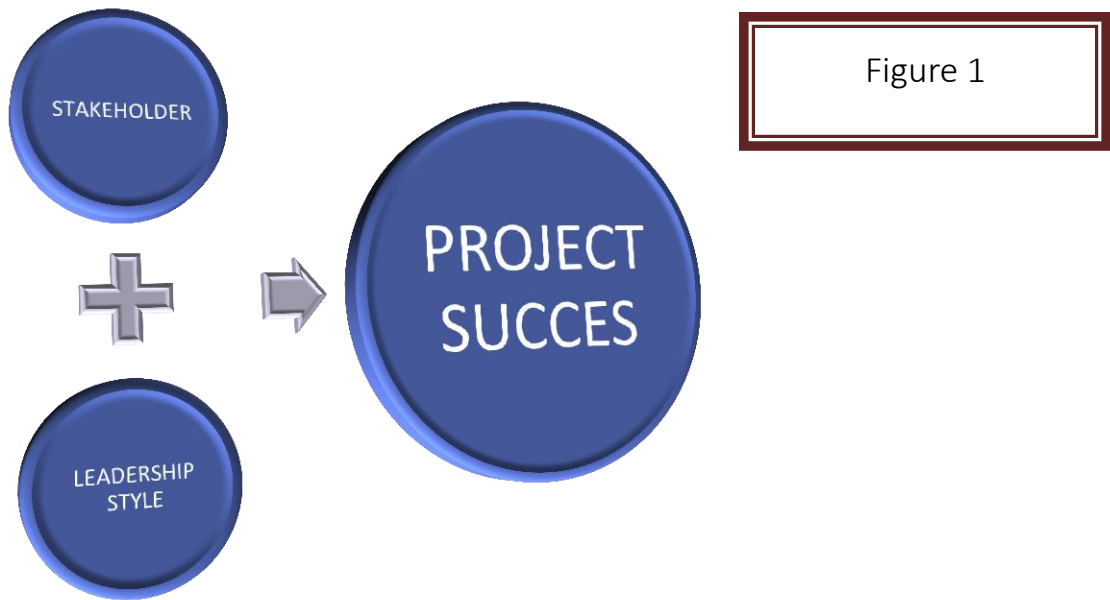


Figure 3

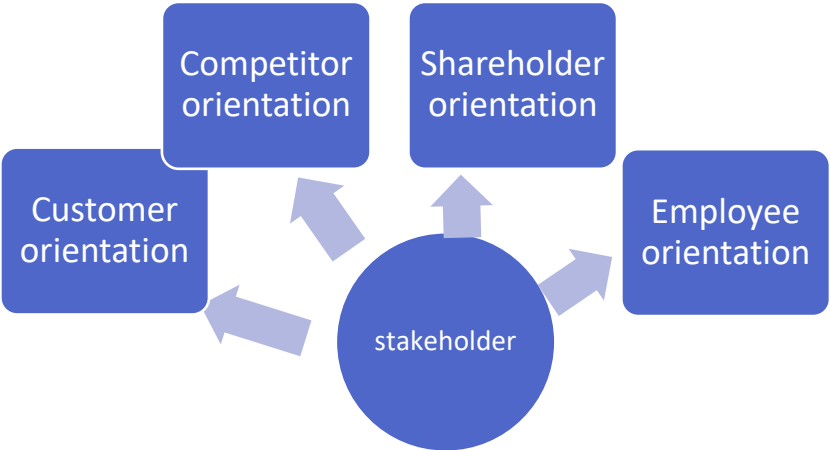


Figure 2

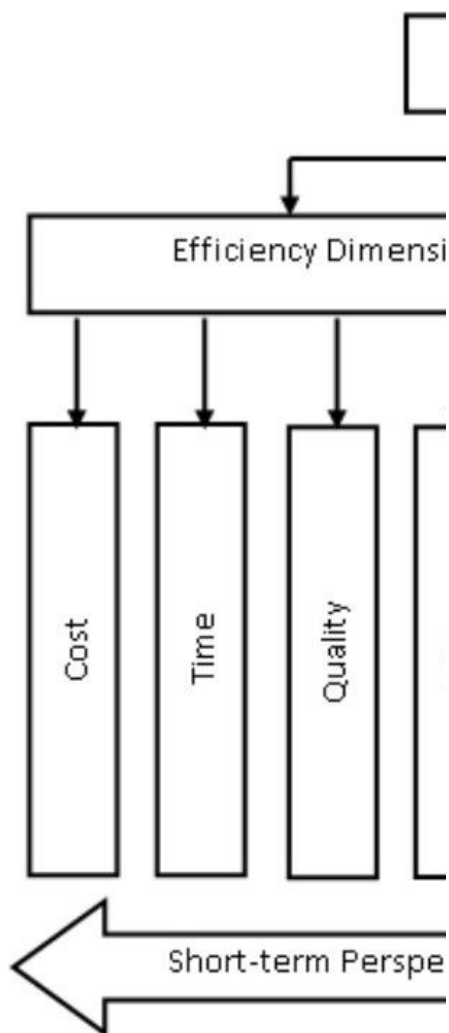


Figure 4

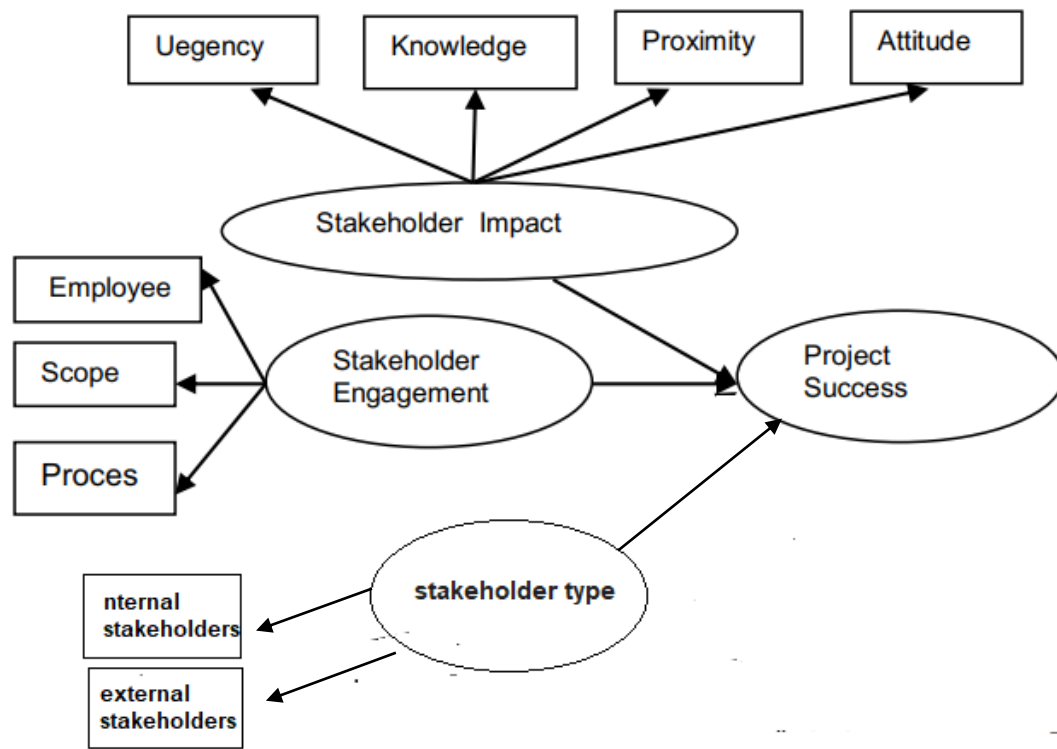
Transformational
Leadership



Tansaction
leadership



Figure 5



1.9 Project Structure:

1. Chapter 1: Introduction
2. Chapter 2: Literature Review
3. Chapter 3: Research Methodology
4. Chapter 4: Statistical Analysis
5. Chapter 5: Discussion and Conclusion

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Research Methodology

Chapter 4: Statistical Analysis

Chapter 5: Discussion and Conclusion

2 Chapter Two

2.1 Introduction

Understanding the impact of stakeholders on project success is essential for ensuring effective and efficient project completion. Stakeholders are individuals or groups who are affected by or can affect the project. Stakeholders may have different interests and expectations from the project, which can lead to conflicts and challenges during the implementation process. This study aims to explore the impact of stakeholders on project success. We will strive to understand how the behaviors and expectations of different stakeholders affect the project's progress and outcomes. And Leadership plays a pivotal role in the success of any project. An effective leader can inspire and motivate their team to achieve its goals, while an ineffective leader can hinder project progress and threaten its failure. This study aims to investigate the impact of different leadership styles on project success. We will seek to understand how various leadership approaches influence team performance, decision-making, problem-solving, and goal achievement.

Importance of the Study: This study is important for several reasons, including:

- **Understanding the impact of stakeholders on the project:** This study will help us understand how the behaviors and expectations of stakeholders affect various aspects of the project, such as planning, implementation, monitoring, and evaluation.

- **Developing effective stakeholder management strategies:** By understanding the needs and expectations of stakeholders, we can develop effective strategies to manage their relationships and involve them in the project process.
- **Improving project success rates:** Effective stakeholder management can help us reduce project risks and increase the chances of project success.
- **Promoting effective communication:** The findings of this study can provide insights that can improve communication between stakeholders and the project team, which can help resolve issues and make better decisions.:
- **Understanding the relationship between leadership style and project success:** This study will help us understand how different leadership styles impact the project's trajectory and outcomes.
- **Developing effective leadership practices:** By understanding the factors that contribute to successful leadership, we can develop more effective leadership practices that help ensure project completion.
- **Enhancing leadership skills:** The findings of this study can provide valuable insights that leaders can use to improve their skills and strengthen their ability to lead projects successfully.
- **Supporting decision-making:** The findings of this study can help us make better decisions about selecting the right leader for each project

Previous Studies:

Numerous studies have been conducted on the impact of stakeholders on project success. Some of these studies have shown that actively involving stakeholders in the project process leads to improved communication, reduced conflicts, and increased project success rates. Other studies have shown that identifying stakeholder needs and expectations early in the project can help avoid problems and reduce project risks. And Numerous studies have been conducted on the impact of leadership on project success. Some of these studies have shown that democratic leadership, which encourages team participation in decision-making, leads to better outcomes than autocratic leadership, which focuses on leader control over all aspects of the project. Other studies have shown that transformational leadership, which inspires and motivates teams to achieve great goals, leads to better outcomes than bureaucratic leadership, which focuses on following rules and procedures.

Research Variables:

The variables of this study include:

- **Independent variable:** Leadership style (democratic, autocratic, transformational, bureaucratic).

- **Dependent variable:** Project success (measured by indicators such as on-time completion, within budget, meeting quality requirements, and team satisfaction).
- **Controlled variables:**
 - Team size and characteristics.
 - Project type and complexity.
 - Project external environment.
- **Independent variable:** Stakeholder behaviors and expectations.
- **Dependent variable:** Project success (measured by indicators such as on-time completion, within budget, meeting quality requirements, and stakeholder satisfaction).
- **Controlled variables:**
 - Project type and complexity.
 - Project size and budget.
 - Project external environment.
 - Stakeholder characteristics.

Conclusion:

We believe that this study will make a valuable contribution to the field of project management by improving our understanding of the impact of stakeholders on project success. We hope that the findings of this study will help us develop effective stakeholder management strategies and improve project success rates. and We believe that this study will make a valuable contribution to the field of project management by improving our understanding of the relationship between leadership style and project success. We hope that the findings of this study will help us develop better leadership practices, enhance leadership skills, and support decision-making.

2.2 Research Variables

2.2.1 The first Independent variable

Leadership stands as a cornerstone of any society or organization, encompassing the process of influencing others to achieve shared goals. Leaders play a pivotal role in guiding and motivating their team members, making decisions, solving problems, and fostering a positive work environment.

In this essay, we embark on a comprehensive exploration of leadership principles, styles, and impact, delving into theoretical and scientific aspects while drawing upon credible academic sources

Leadership styles directly impact project success criteria and critical success factors, emphasizing the need for project managers to maximize potential for success.

Project managers play a crucial role in ensuring project success by using democratic leadership styles and adapting to project team dynamics.

The project manager's influence extends to quality management, defining project requirements, and ensuring implementation aligns with plans.

Interrelationships among critical success factors, such as senior management support and resource availability, are essential for project success.

The understanding of projects has developed in the last century to a great extent. Projects were considered as unique tasks (Project Management Institute, 2010), which should be carried out. This was enhanced by two approaches so that projects can be considered as temporary organizations (Lundin & Söderlund, 1995) and as strategic building blocks (Cleland, 1994). Due to this evolution, nowadays projects can be defined as follows (Görög, 2013b):

Projects are one-time, complex, unique sequence of activities carried out in a project organization with time, and budget constraints and they implement a definite output (project result).

Based on this definition and the enhanced approach towards projects, the most important aims of the project managers are to: manage the implementation process of the project, manage the temporary organization and deliver the beneficial change. This means managing the stakeholders of the project, planning, realizing the plans and delivering the output which was defined, so to achieve project success.

Project success nowadays is highly complex phenomenon which has an input and output oriented view. The output oriented view measures project success with the help of success criteria. Success criteria can be defined as follows (Görög, 2013b): those base values based on which project success can be evaluated The input oriented view analyzes projects from the point of view of which factors help to realize project success

in a greater extent. These factors are the (critical) success factors. Boynton and Zmud define them as follows (Boynton & Zmud, 1984, p. 17):

‘Critical success factors are those few things that must go well to ensure success for a manager or an organization, and, therefore, they represent those managerial or enterprise area, that must be given special and continual attention to bring about high performance. CSFs include issues vital to an organization's current operating activities and to its future success.’

In order to analyze project success properly, there is a need for both an input and an output oriented approach.

The second phase was mainly characterized the ‘70s and 80’s due to the fall of the long-term planning (see e.g. Antal-Mokos et al., 2003). The environment lost its stability mainly due to the oil crises and the demand of the client also could change during the implementation period (since the environmental characteristics could also changed). Due to this, the era was focusing on the importance of the client satisfaction. Thus the two criteria at that time were as follows (see e.g. Wateridge, 1997):

- project triangle (time, cost and quality),
- stakeholder (client and end-user) satisfaction.

The third era of the understanding of project success was in the ‘90s. At that time the understanding of projects should have been looking upon from strategic point of view, there was a need for a stronger integration with the organizational strategy (see for ex. Mészáros, 2005). Besides, there was a need not to consider the critical success factors and success criteria as separate, independent factors, but two sides of project success which are in an interrelationship with each other. Another characteristic of this era is the realization that the internal and external stakeholders and the project environment contribute in a great extent to project success.

The fourth era started at the dawn of the new millennium and still lasts. In this era, the strategic orientation – which was the characteristic also of the third era – was deepened due to the rapidly changing and more complex world (enough to think about the globalization and the widespread of the technological novelties, like the internet) (see for ex. Görög, 2013a; Mészáros, 2010). Due to this, the need for analyzing the interrelationships among critical success factors and success criteria has increased .

Based on the understanding of project success, there is a need to add new success criteria in order to get a comprehensive picture. In addition, based on the literature, the proper model should meet the following requirements (e.g. Baccarini, 1999; Cooke-Davies, 2002; Fortune & White, 2005; Judgev-Müller, 2005):

- **Holism:** the model should contain all the relevant criteria which the project can be measured appropriately against.
- **Realism:** the model should evaluate projects properly, not diverting the outcome of the project.

Defining Leadership:

General Definition: Leadership is the process of influencing others to achieve shared goals.

Academic Definition: Leadership is a behavior aimed at influencing and guiding others towards accomplishing specific objectives.

Functional Definition: Leadership is a managerial function that involves planning, organizing, directing, and motivating team members to attain organizational goals.

The Significance of Leadership:

Goal Attainment: Effective leaders inspire and motivate their teams to achieve common objectives.

Problem-Solving: Leaders are responsible for identifying problems and making decisions to address them.

Positive Environment Creation: Leaders cultivate a positive and stimulating work environment for their team members.

Development and Change: Leaders spearhead change and development within the organization.

Leadership Styles:

Democratic Leadership: Leaders involve team members in decision-making, fostering a sense of ownership and responsibility among members.

Autocratic Leadership: Leaders make decisions without consulting their team members, potentially leading to frustration and resentment among members.

Bureaucratic Leadership: Leaders focus on adhering to rules and regulations, which may result in bureaucracy and stagnation.

Charismatic Leadership: Leaders possess a charismatic personality that attracts and inspires others to follow them with admiration and respect.

Transformational Leadership: Leaders inspire and motivate their team members to achieve extraordinary goals, leading to innovation and accomplishment.

Leadership Evolution:

Early Leadership: Focused on the use of power and authority, with leaders perceived as rulers or dictators.

Modern Leadership: Emphasized the application of management and communication skills, with leaders viewed as managers or administrators.

Contemporary Leadership: Highlighted the utilization of transformational and charismatic leadership skills, with leaders regarded as inspirers and motivators.

Dimensions of Leadership:

Personal Dimension: Encompasses a leader's traits such as intelligence, charisma, and self-confidence.

Social Dimension: Includes a leader's skills in communication, negotiation, and conflict resolution.

Cognitive Dimension: Comprises a leader's ability to analyze situations and make decisions.

Ethical Dimension: Encompasses a leader's values and principles.

Leadership Theories:

Trait Theory: Asserts that specific personality traits make an individual a successful leader, such as intelligence, charisma, and self-confidence.

Behavioral Theory: Posits that effective leaders possess specific skills and behaviors, such as communication, negotiation, and problem-solving skills.

Contingency Theory: Suggests that the appropriate leadership style depends on the situation. In some situations, a democratic leadership style may be most effective, while in others, an autocratic leadership style may be more suitable.

Transformational Leadership Theory: Proposes that successful leaders inspire and motivate their team members to achieve extraordinary goals by utilizing their communication skills to articulate a shared vision, foster a sense of purpose, and empower team members to take ownership of their responsibilities.

So we can say the Leadership is a dynamic and multifaceted concept that significantly impacts project success. Understanding different leadership styles, their evolution, and the underlying theories empowers project managers to consciously choose their approach. By adopting the most suitable leadership style for their project and team, leaders can navigate challenges, foster collaboration, and propel the project towards achieving its goals.

2.2.2 The second Independent variable

Project stakeholders are individuals or groups who have an interest in or can affect the outcome of a project. They can be internal or external to the organization sponsoring the project, and their interests can range from financial to social to environmental. Identifying and managing stakeholders effectively is essential for project success.

Project success is important as most work can be classified as project-based (Peters, 1999). However, with the popularity of project-based work, project failure has received considerable attention in the press, leading the management of public high profile projects to be perceived by the public as unsuccessful. Heathrow Terminal 5

was largely successful, but minor commissioning issues (flight cancellations resulting from a lack of sufficient testing of the baggage system, leaving passengers unable to check in oversized bags) were perceived by the public and, ultimately the customer, to constitute a failure and, therefore, stakeholder perception tainted the project outcome (Brady and Davies, 2009, 2010a, 2010b; Brady and Maylor, 2010; Savill and Millward, 2009).

Despite perceived failures, project management is a growing subject and is defined by an expanding body of professional associations, standards, methodologies and tools seeking to reduce failure. Currently, there is considerable investment in new strategies to increase project success (reflected in incremental upgrades of tools and methodologies; for example, PMBoK (Project Management Institute, 2008) and PRINCE2 (Office of Government and Commerce, 2009)), but this is not reflected in ongoing results with 24% of projects failing and 44% being challenged (CHAOS Report, The Standish Group, 2009). A recent survey reported that “this year's results represent the highest failure rate in over a decade” (The Standish Group, 2009), raising the issue why projects are still failing.

The early 1970s success literature focussed on the operational side, tools and techniques (‘iron triangle’ of time, cost and quality, Atkinson, 1999; Cooke-Davies, 1990; also called requirements or performance, Pinto and Slevin, 1988b) of a project at implementation stage (Lim and Mohamed, 1999) and omitted focus on communication with customers (Jugdev and Müller, 2005). This created lists of uncategorised success factors (Turner and Müller, 2005) which lacked behavioural ‘soft skills’ (Munns and Bjeirmi, 1996).

The 1980s to 1990s moved from the viewpoint of examining technical aspects of a project to how it related to the client organization (Pinto and Slevin, 1988a), looking at the project manager or project team (Andersen et al., 2004). The literature usually omitted the planning phase and linking a project to strategic management and the organization (Jugdev and Müller, 2005). This did not account for other stakeholders indirectly involved in the project process, e.g. external stakeholders or clients/end users.

Literature started to recognise the importance of success as viewed by various stakeholders (Munns and Bjeirmi, 1996), but definitions of stakeholders are vague. The unclear definition of stakeholder groups in this period created a gap to examine stakeholder groups (as defined by Turner and Müller, 2006 and built on by Turner et al., 2009 and Turner and Zolin, 2012; investor or owner, consumers, operators or users, project sponsor or project executive, senior supplier, project manager and project team, other suppliers and the public) to determine whether there was a collective understanding of success within groups.

Kerzner (1987) widened the perspective of CSFs, relating them to the environment, senior management and projects. The CSFs stressed the importance of all involved stakeholders understanding project processes. This also included the need for executive commitment and the importance of selecting a project manager with

appropriate experience and leadership skills for the role. This is later echoed by industry surveys (The Standish Group, 1995, 2009). A weakness with Kerzner's work is that CSFs were only listed, with no suggestions for application offered.

The 21st Century is developing to be more stakeholder focussed with project success being dependent on the project life cycle (short term goals) and not on the wider organization (long term goals) (Turner, 2004; Turner et al., 2009; Turner and Zolin, 2012). This suggests a gap to examine how the organization views a project, thus combining short and long term goal angles.

There is growing recognition of the importance of owner and sponsor involvement in this period. Whilst the majority of studies consider the terms interchangeable (Jugdev and Müller, 2005; Wateridge, 1998), Turner et al (2009) and Turner and Zolin (2012) define the owner and sponsor as separate roles. The owner is the investor whereby the main contact is at the start of the project, whereas the sponsor is a pre, during and post project role. Müller (2003, cited in Turner et al., 2009) claimed that successful projects had an owner who actively communicated with the project manager throughout the project. They also alleged that unsuccessful projects had owners with less involvement. Jugdev and Müller (2005) claimed that this opens up a need for investigation into owners' attitudes towards project success. The importance is that the owner is responsible for the project delivering the organization's strategy. Therefore, the owner affects the view of a project within an organization, which can affect project success. However, they fail to note that this indicates that attitudes of those in the wider organization (e.g. business departments such as finance, marketing) could also be examined to highlight how projects are perceived and implemented within the organization.

The 21st Century is developing to be more stakeholder focused with project success being dependent on the project life cycle (short term goals) and not on the wider organization (long term goals) (Turner, 2004; Turner et al., 2009; Turner and Zolin, 2012). This suggests a gap to examine how the organization views a project, thus combining short and long term goal angles. There is growing recognition of the importance of owner and sponsor involvement in this period. Whilst the majority of studies consider the terms interchangeable (Jugdev and Müller, 2005; Wateridge, 1998), Turner et al (2009) and Turner and Zolin (2012) define the owner and sponsor as separate roles. The owner is the investor whereby the main contact is at the start of the project, whereas the sponsor is a pre, during and post project role. Müller (2003, cited in Turner et al., 2009) claimed that successful projects had an owner who actively communicated with the project manager throughout the project. They also alleged that unsuccessful projects had owners with less involvement. Jugdev and Müller (2005) claimed that this opens up a need for investigation into owners' attitudes towards project success. The importance is that the owner is responsible for the project delivering the organization's strategy. Therefore, the owner affects the view of a project within an organization, which can affect project success. However, they fail to note that this indicates that attitudes of those in

the wider organization (e.g. business departments such as finance, marketing) could also be examined to highlight how projects are perceived and implemented within the organization.

Types of Stakeholders

Stakeholders can be classified into different categories based on their level of interest and power to influence the project. Some common classifications include:

- **Primary stakeholders:** These are stakeholders who have a direct interest in the project and are likely to be significantly affected by its outcome. Examples include clients, customers, investors, and project team members.
- **Secondary stakeholders:** These are stakeholders who have an indirect interest in the project and may be affected by its outcome to a lesser degree. Examples include government agencies, community groups, and the media.
- **Internal stakeholders:** These are stakeholders who are part of the organization sponsoring the project. Examples include employees, managers, and executives.
- **External stakeholders:** These are stakeholders who are not part of the organization sponsoring the project. Examples include clients, customers, investors, and government agencies.

Theories of Stakeholder Management

Several theories have been developed to explain the role of stakeholders in project management. Some of the most well-known theories include:

- **Stakeholder salience theory:** This theory suggests that stakeholders are more likely to be influential if they are salient, meaning that they are high in power, legitimacy, and urgency.
- **Stakeholder power theory:** This theory suggests that stakeholders with more power are more likely to be influential. Power can be derived from factors such as control over resources, legitimacy, and the ability to sanction.
- **Stakeholder legitimacy theory:** This theory suggests that stakeholders with more legitimacy are more likely to be influential. Legitimacy is derived from factors such as being seen as fair, just, and responsible.
- **Stakeholder urgency theory:** This theory suggests that stakeholders with more urgency are more likely to be influential. Urgency is derived from the belief that the stakeholder's interests need to be addressed immediately.

Impact of Stakeholders on Project Success

Stakeholders can have a significant impact on project success in both positive and negative ways. Positive stakeholder impact can include:

- **Increased project support:** Stakeholders who are supportive of the project are more likely to provide resources, time, and effort to help the project succeed.
- **Improved project decision-making:** Stakeholder input can help to ensure that project decisions are made with a full understanding of the needs and concerns of all stakeholders.
- **Reduced project risk:** Early identification and management of stakeholder risks can help to prevent problems from arising later in the project.

Negative stakeholder impact can include:

- **Project delays:** Stakeholders who are opposed to the project may try to delay or derail the project.
- **Increased project costs:** Stakeholder conflict can lead to increased costs, such as the cost of legal fees and consultants.
- **Project failure:** In extreme cases, stakeholder opposition can lead to project failure.

Managing Stakeholders Effectively

There are a number of strategies that can be used to manage stakeholders effectively, including:

- **Identifying stakeholders:** The first step in managing stakeholders is to identify all of the stakeholders who have an interest in the project.
- **Assessing stakeholder salience:** Once stakeholders have been identified, it is important to assess their salience. This will help to determine which stakeholders need to be paid the most attention.
- **Developing a stakeholder management plan:** A stakeholder management plan should outline the strategies that will be used to manage each stakeholder group.
- **Communicating with stakeholders:** It is important to communicate with stakeholders regularly and effectively. This will help to keep stakeholders informed about the project and to build relationships with them.
- **Managing stakeholder expectations:** It is important to manage stakeholder expectations realistically. This will help to avoid disappointment and conflict.
- **Monitoring and resolving stakeholder issues:** It is important to monitor stakeholder issues and resolve them promptly. This will help to prevent problems from escalating.

Conclusion

Stakeholder management is an essential part of project success. By identifying, assessing, and managing stakeholders effectively, project managers can increase the chances of project success.

2.3 Relationship between Leadership Style, Stakeholder and Project Success.

The relationship between leadership style and project success is a complex and crucial aspect in project management literature. Various studies have explored this relationship, highlighting different patterns and conflicts. For instance, research by Anwar and Shah^[1] emphasizes the positive impact of certain leadership styles, such as transactional and laissez-faire, on project success, while noting a surprising negative relationship with transformational leadership. On the other hand, Ahmad et al.^[2] found that empowering leadership directly influences project success through employee self-leadership, whereas contingent reward leadership showed no significant relationship. Additionally, Zhao et al.^[3] highlighted the importance of leadership charm in transformational leadership for project success. These findings underscore the need for a nuanced understanding of leadership styles and their implications for project outcomes, revealing both consistent patterns and conflicting results in the literature..

Patterns:

- **Positive Correlation:** Several studies suggest a positive correlation between specific leadership styles and project success. Transformational leadership, characterized by inspiration and motivation, often leads to better outcomes compared to bureaucratic leadership, focused on rules. Similarly, democratic leadership, which encourages team participation, may outperform autocratic styles with strict leader control.
- **Contingency Theories:** Some research suggests a "one size does not fit all" approach. The most effective leadership style might depend on project characteristics. For instance, complex projects might benefit from a transformational leader's vision, while simpler tasks might be well-suited for a directive style.

Conflicts:

- **Mixed Findings:** While some studies show positive correlations between specific leadership styles and success, others report conflicting results. This inconsistency might be due to variations in project types, team dynamics, and how success is measured.
- **Leadership vs. Management:** Confusion exists between leadership and management. Effective project leaders inspire and motivate teams, while managers focus on planning and resource allocation. Studies that don't differentiate between these roles might lead to unclear results regarding leadership style's impact.

Gaps:

- **Limited Research on Emerging Styles:** Less research has explored the effectiveness of newer leadership styles, like servant leadership (prioritizing follower needs) or green leadership (focusing on sustainability). Understanding their impact on project success requires further investigation.
- **Longitudinal Studies Needed:** Most research focuses on project completion. Long-term studies are needed to assess the impact of leadership style on project sustainability and post-implementation outcomes.
- **Cultural Considerations:** Leadership styles can be culturally influenced. More research is needed to explore how cultural contexts impact the relationship between leadership and project success.

By addressing these patterns, conflicts, and gaps, future research can provide a clearer picture of how leadership style influences project success. This knowledge can be used to develop leadership training programs that equip project managers with the skills to adapt their styles based on project demands and team dynamics

Further Considerations in the Relationship Between Leadership Style and Project Success

Building on the analysis of patterns, conflicts, and gaps, here are some additional considerations for future research and practical applications:

Team Dynamics and Leadership Style:

- **Team Composition:** The effectiveness of a leadership style might depend on team characteristics like experience level, skillset diversity, and personality types. Leaders may need to adjust their style based on team composition to foster collaboration and leverage individual strengths.
- **Team Trust:** Leadership styles that build trust and psychological safety within the team can significantly impact project success. Transformational and democratic styles, which encourage open communication and shared decision-making, might be particularly effective in fostering trust.

Project Context and Leadership Style:

- **Project Uncertainty:** Projects with high levels of uncertainty might benefit from a more directive leadership style initially to provide clear direction and manage risks. As the project progresses and uncertainty reduces, a more collaborative style might be more beneficial.
- **Project Stakeholders:** The interests and expectations of stakeholders can influence the optimal leadership style. A leader who effectively manages stakeholder relationships while maintaining project focus can significantly improve project success rates.

Metrics for Success:

- **Beyond Completion:** Moving beyond traditional metrics like on-time and on-budget completion, future research should consider the impact of leadership style on long-term project outcomes like innovation, employee satisfaction, and project sustainability.

Leadership Development:

- **Adaptability Training:** Project managers can benefit from training programs that enhance their ability to adapt their leadership style based on project context and team dynamics. Developing a repertoire of leadership styles allows for a more flexible approach to project management.
- **Self-Awareness:** Leaders who are self-aware of their strengths and weaknesses can leverage their natural leadership style while consciously addressing areas for improvement.

Additionally, the following areas could be explored in future research:

- **The impact of virtual teams on leadership style effectiveness.**
- **The role of artificial intelligence (AI) in supporting leadership decision-making.**
- **The effectiveness of hybrid leadership styles that combine elements of different styles.**

By continuing to investigate the relationship between leadership style and project success, we can develop a more nuanced understanding of how leadership impacts project outcomes. This knowledge can empower project managers to adapt their leadership approaches, ultimately increasing the chances of project success

Advanced Considerations and Future Directions

Building upon the previous discussions, here are some advanced considerations and potential future directions for exploring the relationship between leadership style and project success:

Multi-Level Leadership:

- **Project Leadership vs. Organizational Leadership:** Project success can be influenced by leadership styles at both the project and organizational levels. Future research could examine how these styles interact and potentially create synergies or conflicts that impact project outcomes.
- **Leadership Spillover Effects:** A leader's style can influence other leaders within an organization. Investigating how leadership styles "spill over" and create a leadership culture within a project team could provide valuable insights.

Emerging Technologies and Leadership:

- **AI-powered Leadership Tools:** The rise of artificial intelligence (AI) has led to the development of tools that can assist leaders in decision-making, communication, and team management. Research on how these tools can support different leadership styles and their impact on project success is needed.

- **Virtual and Augmented Reality (VR/AR) Applications:** VR and AR technologies have the potential to enhance team collaboration and communication. Exploring how these technologies can be leveraged by different leadership styles to improve project outcomes is an exciting area for future investigation.

Ethical Considerations:

- **Ethical Leadership:** Ethical leadership practices, such as transparency, accountability, and fairness, can foster trust and motivation within the team. Investigating how ethical leadership styles impact project success and team well-being is crucial.
- **Leadership and Diversity:** Effective leadership requires sensitivity to cultural differences and the ability to create inclusive environments. Research on how leadership styles can be adapted to promote diversity and inclusion within project teams can lead to more successful and equitable project outcomes.

Longitudinal Studies and Big Data Analytics:

- **Longitudinal Project Success:** Most research focuses on project completion. Longitudinal studies that track project performance and team dynamics over time can provide deeper insights into the lasting impact of leadership styles on project success.
- **Big Data and Leadership Analytics:** The increasing availability of project data offers opportunities for using big data analytics to identify patterns and relationships between leadership styles, project variables, and project outcomes. By exploring these advanced aspects and future directions, the understanding of leadership style's influence on project success will continue to evolve. This knowledge can be used to develop comprehensive leadership training programs that equip project managers with the skills to navigate complex project environments, leverage technology effectively, and lead diverse teams ethically towards achieving project goals

The Future of Leadership Style Research: A Broader Perspective

As we delve deeper into the relationship between leadership style and project success, it's important to consider the broader context in which projects operate. Here are some additional thoughts for future research directions:

Focus on Project Ecosystems:

- **Project Interdependence:** Projects rarely exist in isolation. Studying how leadership styles within a project interact with leadership styles in other interdependent projects can provide valuable insights into overall project ecosystem success.
- **External Stakeholder Influence:** External stakeholders, such as clients, regulators, and funding agencies, can influence project goals and priorities. Understanding how leadership styles can navigate and manage these external influences is crucial for project success.

Organizational Culture and Leadership:

- **Alignment with Organizational Values:** A leader's style should be aligned with the organization's overall culture and values. Research on how to foster this alignment and its impact on project success can be beneficial.
- **Leadership Development Programs:** Organizations can play a significant role in developing project managers' leadership skills. Investigating the effectiveness of different leadership development programs on project success outcomes offers valuable insights for practical application.

Global Project Management:

- **Cross-Cultural Leadership:** The increasing globalization of project management necessitates research on leading multicultural teams. Understanding how leadership styles can be adapted to bridge cultural differences and promote effective collaboration in global projects is crucial.
- **Geopolitical Considerations:** Geopolitical factors can influence project success. Researching how leadership styles can navigate these complexities and build trust with stakeholders across geographical boundaries is an important area for future exploration.

Additionally, the following areas present exciting possibilities for future research:

- **The impact of neuroscience on leadership development.**
- **The role of emotional intelligence in effective leadership.**
- **The development of leadership assessment tools specifically designed for project managers.**

By taking a holistic approach that considers the broader project ecosystem, organizational culture, and global context, future research can provide a more comprehensive understanding of how leadership style influences project success. This knowledge can empower project leaders to navigate the complexities of modern project environments and lead their teams towards achieving exceptional outcomes

The Evolving Landscape of Leadership Styles and Project Success: A Look Towards the Future

As technology, work styles, and global dynamics continue to evolve, the relationship between leadership styles and project success will undoubtedly undergo further transformation. Here are some potential future directions for research and practice:

The Rise of Agile Leadership:

- **Adaptability and Continuous Improvement:** Agile methodologies emphasize adaptability and continuous improvement. Research on how leadership styles can foster an agile mindset within project teams and navigate the iterative nature of agile projects is crucial.
- **Empowerment and Self-Organization:** Agile approaches encourage team empowerment and self-organization. Understanding how leadership styles can effectively delegate tasks, provide support, and hold teams accountable within an agile framework is essential.

The Impact of Automation and AI:

- **Human-Machine Collaboration:** Automation and artificial intelligence (AI) are transforming project execution. Research on how leadership styles can effectively leverage AI tools for project management tasks while maintaining human oversight and fostering creativity within the team is needed.
- **The Future of Leadership Roles:** As AI takes over more routine tasks, the role of project leaders might shift towards strategic decision-making, team motivation, and fostering innovation. Exploring the leadership styles best suited for this evolving role will be crucial.

Focus on Wellbeing and Sustainability:

- **Project Team Wellbeing:** Leadership styles that prioritize team member well-being, including work-life balance and mental health, can lead to increased productivity and reduced burnout. Research on how leadership styles can create a supportive and healthy work environment is important.
- **Project Sustainability:** Leaders who consider the environmental and social impact of projects can contribute to more sustainable outcomes. Understanding how leadership styles can integrate sustainability practices into project management is a key area for future exploration.

Additionally, the following possibilities hold promise for future exploration:

- **The development of leadership simulations that allow project managers to practice different leadership styles in virtual project environments.**
- **The creation of online leadership communities where project managers can share best practices and learn from each other's experiences.**
- **The exploration of leadership styles in non-traditional project settings, such as social innovation projects or humanitarian relief efforts.**

By continuously exploring these evolving trends and future directions, we can ensure that leadership styles remain relevant and effective in the ever-changing project management landscape. This will equip project leaders with the necessary skills to navigate complex projects, build high-performing teams, and achieve success in a dynamic and interconnected world.

2.4 The Critical Relationship between Stakeholders and Project Success: A Literature Review

Kristijan Robert Prebanić^{[1][2]}. The relationship between stakeholders and project success involves understanding stakeholder needs, value exchange, and building effective relationships^{[3][4]} **Xiaojiao Gu** . **Jonas Tebart** .Literature

emphasizes that stakeholder satisfaction significantly impacts project outcomes, with successful projects balancing stakeholder interests and values^[5] **H. Y. Luchko**. However, gaps exist in understanding the complexities of stakeholder engagement processes, indicating a need for more empirical research to explore this critical relationship further. Conflicts may arise when stakeholder needs are not adequately addressed, potentially leading to project failures. Patterns suggest that successful projects align stakeholder interests with project goals, emphasizing the importance of effective stakeholder management for project success .

Project success hinges not only on strong leadership and effective execution, but also on the careful management of stakeholders. Stakeholders are individuals or groups who are affected by or can affect the project. Understanding the relationship between stakeholders and project success is crucial for navigating the complexities of project management.

Patterns:

- **Positive Correlation:** Several studies have identified a positive correlation between effective stakeholder management and project success. Projects that actively engage stakeholders, understand their needs and expectations, and manage their potential impact are more likely to achieve their goals. This can be attributed to improved communication, reduced conflict, and increased collaboration.
- **Stakeholder Salience:** Research suggests the importance of prioritizing stakeholders based on their power, legitimacy, and urgency. High salience stakeholders (those with significant power, a strong claim to be involved, and a critical need to be addressed) require more attention and proactive management to ensure their satisfaction and project support.

Conflicts:

- **Conflicting Stakeholder Interests:** Projects often involve stakeholders with diverse and sometimes conflicting interests. For instance, a project sponsor might prioritize rapid completion, while employees might emphasize quality and safety. Effective stakeholder management involves finding ways to balance these competing interests and achieve a win-win situation.
- **Unidentified Stakeholders:** Failing to identify all relevant stakeholders can lead to unforeseen challenges. Omission can cause frustration and resentment among overlooked stakeholders, potentially derailing project progress.

Gaps:

- **Limited Research on Emerging Stakeholder Groups:** While traditional stakeholder groups like customers and employees are well-researched, emerging groups like social media communities or environmental activists require further investigation. Understanding their impact on project success is crucial for effective management.
- **Long-Term Stakeholder Impact:** Most research focuses on stakeholder management during project execution. However, the impact of stakeholder relationships can extend beyond project completion. More research is needed on how to manage stakeholder relationships for long-term project sustainability and post-implementation success.
- **Metrics for Stakeholder Management:** Developing robust metrics to assess the effectiveness of stakeholder management strategies remains a challenge. Quantifying the impact of stakeholder engagement on project success requires further exploration.

By addressing these patterns, conflicts, and gaps, future research can refine stakeholder management practices and their contribution to project success. This knowledge empowers project managers to:

- Proactively identify and prioritize stakeholders.
- Develop communication strategies tailored to each stakeholder group.
- Manage conflicting stakeholder interests effectively.
- Build strong, collaborative relationships with stakeholders throughout the project lifecycle.

2.5 Additional Considerations in Stakeholder Management and Project Success

Building upon the analysis of patterns, conflicts, and gaps, here are some additional considerations for future research and practical applications:

Stakeholder Power Dynamics:

- **Understanding Power Imbalances:** Stakeholders hold varying degrees of power, which can influence their ability to impact the project. Researching how to manage projects with significant power imbalances can help mitigate risks and ensure project success.
- **Empowerment Strategies:** For stakeholders with lower power, strategies to empower them and give them a voice in the project can lead to increased buy-in, improved decision-making, and ultimately, project success.

Stakeholder Engagement Techniques:

- **Tailored Engagement Strategies:** A "one size fits all" approach to stakeholder engagement doesn't work. Researching and understanding the preferred communication channels and desired level of involvement for different stakeholder groups is crucial for effective engagement.
- **Emerging Technologies for Engagement:** Virtual collaboration tools, social media platforms, and online surveys can be powerful tools for stakeholder engagement. Investigating how to leverage these technologies effectively to reach and engage diverse stakeholders is an important area of exploration.

Ethical Considerations:

- **Transparency and Accountability:** Building trust with stakeholders requires transparency and accountability. Researching best practices for transparent communication and responsible stakeholder management can enhance project success.
- **Managing Stakeholder Conflict Ethically:** Conflicts between stakeholders are inevitable. Investigating ethical methods for resolving conflicts and finding win-win solutions can minimize project disruptions and maintain positive relationships with stakeholders.

Longitudinal Studies and Big Data Analytics:

- **Long-Term Stakeholder Relationships:** Examining how stakeholder relationships evolve over the project lifecycle and beyond can provide valuable insights. Longitudinal studies can help project managers develop strategies for sustaining positive stakeholder relationships and mitigating potential issues that might arise post-implementation.
- **Stakeholder Sentiment Analysis:** The increasing availability of project data, including communication logs, social media mentions, and survey responses, offers opportunities for using big data analytics to understand stakeholder sentiment and identify potential problems early on.

By exploring these advanced aspects and future directions, the connection between stakeholder management and project success can be further strengthened. This knowledge empowers project managers to develop comprehensive stakeholder management plans that consider power dynamics, utilize appropriate engagement

3 Chapter 3: Research Methodology

3.1 Introduction

This section explains the methodology that was applied in the current project, in order to answer the study questions and test the study hypotheses. Understanding the impact of different leadership styles on project outcomes is one of the most important areas of research in project management.

This study aims to study the relationship between key leadership styles and project success. Understanding the influence of various stakeholders on project outcomes is one of the most important areas of research in project management. This study aims to investigate the relationship between the level of participation of key stakeholders and the success of the project.

3.2 Operational definitions for research variables

In research studies, operational definitions are key in clearly defining the variables being measured. An operational definition describes how a variable will be measured, observed, or manipulated. It helps researchers ensure that their studies are consistent, reliable, and valid.

3.2.1 Leadership (The independent variable)

Leadership styles are among the most important factors influencing the behavior of individuals and the performance of organizations. Therefore, it has received great attention from researchers in the field of management and leadership. Leadership styles were measured from several aspects, including transformational and transactional leadership, as well as from different styles such as the delegative, participatory, informative, and persuasive style.

3.2.2 Stakeholder (The independent variable)

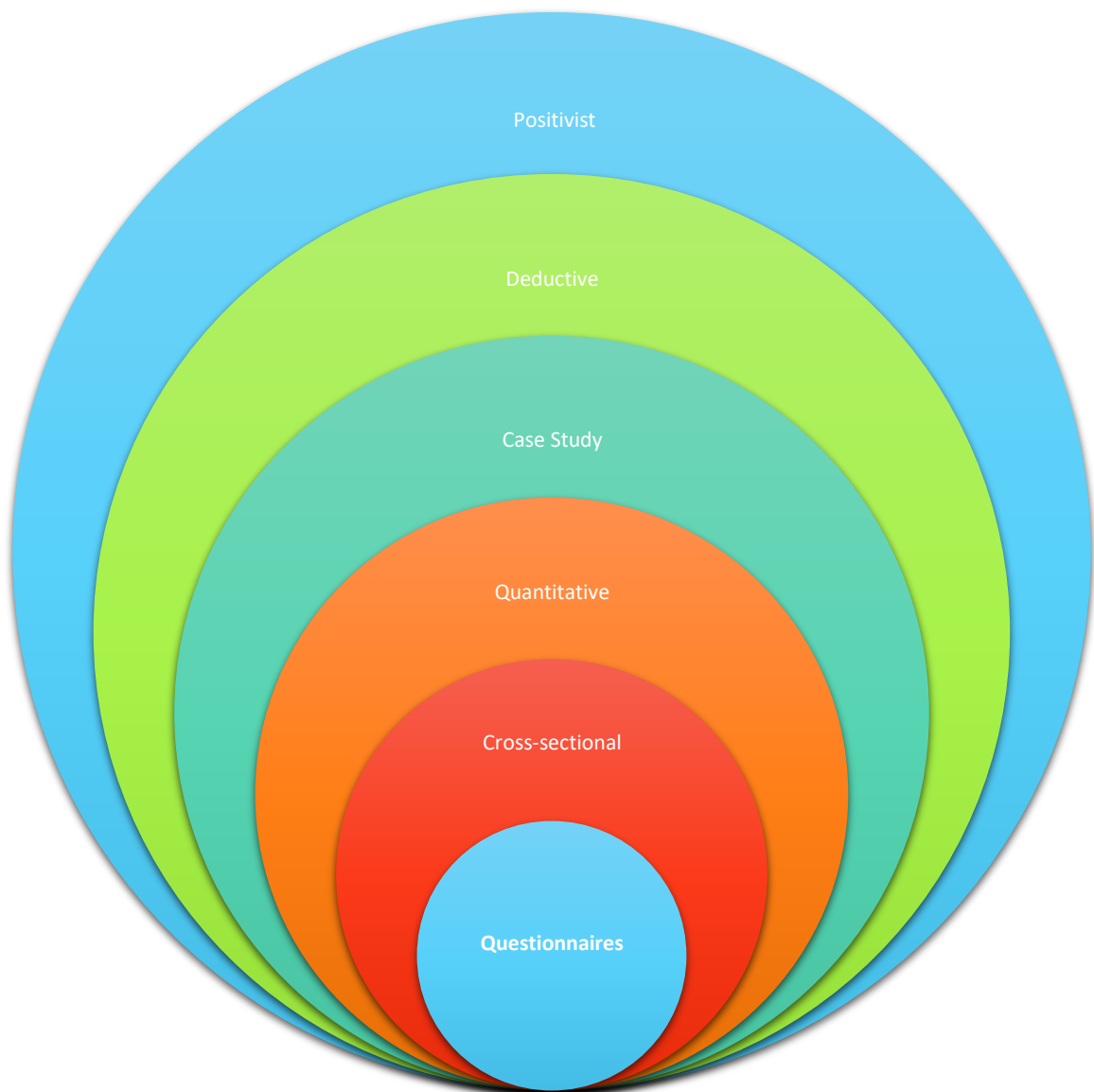
Stakeholders are individuals or groups who are affected by the outcomes of a project or program, or who can influence its course. They can be internal, such as employees, customers and investors, or external, such as civil society, government and competitors. In this research, this variable was measured on several dimensions, including customer orientation, competitor orientation, shareholder orientation, and employee orientation

3.2.3 Project success (The dependent variable)

The success of a project can be defined as achieving all its pre-determined objectives, meeting the expectations of all stakeholders, and using resources efficiently and effectively. Under the influence of appropriate leadership the project's success was measured by several factors, including its success in terms of cost, performance, quality, schedule safety and operational environment .

3.3 Research design (research onion)

1. **Research Philosophy** Positivist
2. **Research Approach:** Deductive
3. **Research Strategy:** Case Study
4. **Research Choice:** Quantitative
5. **Time Horizon:** Cross-sectional
6. **Data Collection interviews:** questionnaires.



3.4 Research population & Sampling methods and technique

3.4.1 Research Population

The Arab Contractors Company is one of the leading companies in the building and construction sector in the Arab Republic of Egypt. The study focuses in particular on employees working on infrastructure and construction projects. The total population size is about 50 employees.

Employees are classified into different categories according to their specializations and departments within the company, such as civil engineers, architects, project managers, technicians and administrative staff. This classification allows for a comprehensive analysis of the various roles and specializations within the construction sector, providing insight into management challenges, implementation effectiveness and project performance.

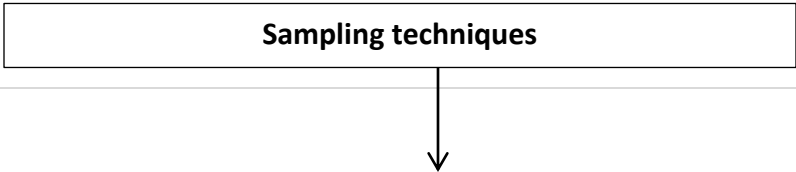
This study aims to explore the factors affecting project management and company performance within the construction sector, such as leadership styles, stakeholders, and their impact on project success, using a sample that represents a segment of the total workforce in the Arab Contractors Company.

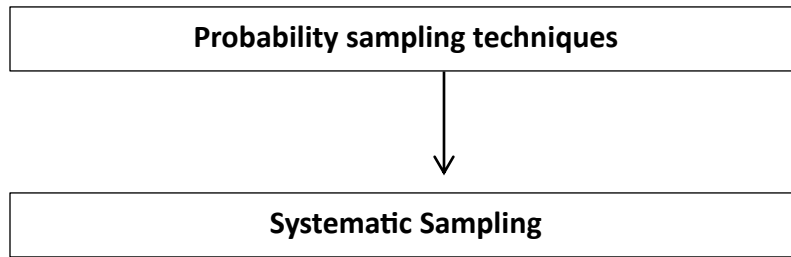
3.4.2 Research Sample

In this section, I will provide detailed information about the research sample in my study, including the sample size according to Krejci & Morgan (1970), and its classifications.

Sample Size: A sample of 44 employees was selected according to the criteria specified in Krejci & Morgan (1970). Sample Classifications: Employees in the sample were classified into several categories based on their specialties and departments within the company. These classifications include civil engineers, architects, project managers, technicians, and administrative staff.

All employees of the site	population	sample
	50	44





3.4.3 Sampling Method & Techniques

In this section, I will specify the sampling method (Probability sampling method). Subsequently, I will identify the sampling method within the selected method.

Sampling Method: Probability sampling method has been chosen for this study. And the **Sampling Technique: A systematic sample**.

Systematic Sampling can be defined as a method of probability sampling in which a researcher chooses a random starting point and a sample interval with which the sample group is selected from the target population.

This is the most basic type of systematic sampling and these are the steps taken to conduct it: Calculate sampling interval using the formula $i = N/n$, Pick a starting point “r”. This point must be between 1 and the number of the sampling interval (between 1 and i). For instance, in the example shown above, the sampling interval is 50 so we must pick a number between 1 and 50. Using the sampling interval, choose successive elements until the desired sample size is reached.

3.5 Data collection method

3.5.1 Introduction

This section describes the research tools that were used to collect the data required to answer the research questions and test the research hypotheses. Accordingly, the researcher relied on the questionnaire method to collect quantitative data through questionnaires. The following sections present the tools that were used to measure the research variables.

3.5.2 The independent variable leadership

The researcher relied on the questionnaire of Dönmez, S. (2014) and Sultan Daoud (2017), to measure the independent variable (leadership styles), in terms of five dimensions of transformational and transactional leadership, the persuasive style, the transformational style, the informative style, and the participatory style, with a total of 28 items for the entire variable. Whereas, the transformational and informational leadership dimension contains 12 statements, and the persuasive, informational, participatory, and transformational style dimensions each contain 4 separate statements. The type of instrument is a 5-point Likert scale type. Thus, 1 = strongly disagree, while 5 = strongly agree

variable	variable dimensions	No of statements	sources
Leadership style	Transformational and transactional	1:12	Dönmez, S. (2014). Developing a likert-type measure to assess transformational and transactional leadership styles in Turkey (Master's thesis, Middle East Technical University).
	Authorization leadership	1:4	م. م عامر رجب ذياب, م. د. بصير خلف خزل, & م. م حيدر سلطان داود. (2017). أنماط القيادة الادارية وأثرها على جودة حياة العمل: دراسة استطلاعية لأراء عينة من التدريسيين في Iraqi Journal Of Administrative Sciences.24-24 ,(4)1 ,
	Persuasive leadership	1:4	
	Participatory	1:4	
	News style leadership	1:4	
overall		28	

3.5.3 The independent variable Stakeholder

The researcher relied on a questionnaire (Yau, O. H., Chow, R. P., Sin, L. Y., Tse, A. C., Luk, C. L., & Lee, J. S. (2007).). This is to measure the independent variable (stakeholders), in terms of 4 dimensions: Customer orientation, Competitor orientation, Employee orientation, and Shareholder orientation, with a total of 17 items for the entire variable.

Since the Customer orientation dimension consists of 5 statements, and the Competitor orientation dimension consists of 4 statements, and the Employee orientation dimension contains 4 statements, and the Shareholder orientation dimension

consists of 4 statements, the type of instrument is a 5-point Likert scale type. Thus, 1 = strongly disagree, while 5 = strongly agree

variable	variable dimensions	No of statements	sources
stakeholder	Customer orientation	1:5	Yau, O. H., Chow, R. P., Sin, L. Y., Tse, A. C., Luk, C. L., & Lee, J. S. (2007). Developing a scale for stakeholder orientation. European Journal of Marketing, 41(11/12), 1306-1327Yau, O. H., Chow, R. P., Sin, L. Y., Tse, A. C., Luk, C. L., & Lee, J. S. (2007). Developing a scale for stakeholder orientation. European Journal of Marketing, 41(11/12), 1306-1327
	Competitor orientation	1:4	
	Employee orientation	1:4	
	Shareholder orientation	1:4	
Overall		17	

3.5.4 The dependent variable project success.

The researcher relied on a questionnaire (Alzahrani, J. I., & Emsley, M. W. (2013).). This is to measure the dependent variable (project success), in terms of 6 dimensions: cost, safety, quality, performance, operational efficiency, and scheduling, with a total of 32 items for the entire variable.

Whereas, the cost dimension has 5 statements, scheduling has 4 statements, quality has 4 statements, performance has 7 statements, security has 6 statements, and the operational environment has 6 statements. The type of tool is a 5-point Likert scale type. Thus, 1 = strongly disagree, while 5 = strongly agree

variable	variable dimensions	No of statements	sources
Project success	Cost	1:5	Alzahrani, J. I., & Emsley, M. W. (2013). The impact of contractors' attributes on construction project success: A post construction evaluation. International journal of project management, 31(2), 313-322.
	Schedule	1:4	
	Quality	1:4	
	Performance	1:7	
	Safety	1:6	

	Operating environment	1:6	
Overall		32	

3.6 Types of data

3.6.1 Primary data

Original data collected for the purpose of the research problem is Questionnaire

3.6.2 Secondary data

In this study, secondary data was gathered through reviewing **research papers** and **scientific articles** in relevant fields, with the aim of analyzing and evaluating [the impact of leadership style and stakeholder on project success]

3.7 Statistical analysis procedures

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS), specifically version 28, were used to analyze the collected data. And The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study. Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests (Exploratory factor analysis) to determine if the research instruments measure what they are intended to measure, while reliability tests (Cronbach` Alpha test) assess the consistency of results over time. And I conducted descriptive statistics for the research variables, that provide a summary of the main characteristics of the data collected. It includes measures such as mean, median, mode, standard deviation, and variance, which help in understanding the distribution and patterns within the dataset. In order to test the research hypotheses, simple and multiple linear regression tests were employed to test research hypotheses and examine the relationships between variables. These tests help researchers determine the extent to which one variable predicts another, providing valuable insights into the research questions at hand.

3.8 Conclusion

4 Appendix

Dear Esteemed Colleagues, hope this message finds you well.

I am writing to you today to seek your valuable participation in a research study entitled “The Impact of Leadership Styles and Stakeholder on Project Success in a Multinational Company in Cairo.”

Your insights and perspectives are crucial to the success of this research, which aims to shed light on the critical

factors that contribute to project success in multinational environments. Your participation will involve completing a brief questionnaire that will take approximately 10 minutes of your time.

To ensure the accuracy and reliability of the research findings, your honest and thoughtful responses are essential. Your participation will be kept strictly confidential, and your individual responses will not be identified. Thank you for considering my request. I appreciate your time and willingness to contribute to this important research.

Sincerely,

Ahmed Sayed Fathi

n	variable dimensions	No of statements	source
Leadership style	Transformational and transactional	1:12	Dönmez, S. (2014). Developing a likert-type measure to assess transformational and transactional leadership styles in Turkey (Master's thesis, Middle East Technical University).
	Authorization leadership	1:4	م. م عامر رجب ذياب, م. د. بصير خلف خزل, & م. م حيدر سلطان داود. (2017). أنماط القيادة الادارية وأثرها على جودة حياة العمل: دراسة استطلاعية لأراء عينة من التدريسيين في Iraqi Journal Of Adminstrative Sciences.24-24 , (4)1 ,
	Persuasive leadership	1:4	
	Participatory	1:4	
	News style leadership	1:4	
stakeholder	Customer orientation	1:5	Yau, O. H., Chow, R. P., Sin, L. Y., Tse, A. C., Luk, C. L., & Lee, J. S. (2007). Developing a scale for stakeholder orientation. European Journal of Marketing, 41(11/12), 1306-1327
	Competitor orientation	1:4	
	Employee orientation	1:4	
	Shareholder orientation	1:4	Yau, O. H., Chow, R. P., Sin, L. Y., Tse, A. C., Luk, C. L., & Lee, J. S. (2007). Developing a scale for stakeholder orientation. European Journal of Marketing, 41(11/12), 1306-1327
Project success	Cost	1:5	Alzahrani, J. I., & Emsley, M. W. (2013). The impact of contractors' attributes on construction project success: A post construction evaluation. International journal of project management, 31(2), 313-322.
	Schedule	1:4	
	Quality	1:4	
	Performance	1:7	
	Safety	1:6	

	Operating environment	1:6	
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Personal information

Gender	Male		Female					
Age	18-25		25-30		30-40		40-60	
Marital status	Single		Married		Separated			
NO of years of experience	0-5		5-10		10-30		30-60	
Religion	Muslim		Non-Muslim					
Job description	Boss		V.P		Head of sector			
	Projects manager		PM		Director of implementation			
	Technical office manager		Technical office engineer		Implementation engineer			
	Supervisor		worker					

First variable and it's dimensions (leadership)

no	statement	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
Transactional leadership and Transformational leadership						
1	My manager rewards me only if I complete the job he wants, in the way he wants.					
2	My manager frequently checks me to detect any possible mistakes and intervene if necessary.					
3	My manager evaluates me about the contributions my actions will make to the company in the short or long term.					
4	I need my manager to get me to do any work.					
5	My manager sanctions me in various ways when I cannot do a job he wants.					
6	My manager evaluates me and my other teammates' competencies and personal interests/needs related to the job.					
7	I feel like my manager cares about me as a person in addition to being an employee.					
8	My manager gives us important responsibilities when necessary.					
9	My manager encourages me to question the default and come up with new solutions; my creativity.					
10	My manager takes our personal interests and abilities into consideration					

	when distributing tasks within the team.					
11	After my manager gives me a task, he continues to give instructions to prevent me from making mistakes					
12	My relationship with my manager is kind of like a business; Like I can only get as much as I give					
Authorization leadership						
1	The leader is often characterized by being unaffected by the work pressures generated by crises					
2	A leader has the ability to handle crises with calm nerves					
3	The leader tends to gather all authority in his hands					
4	The leader accepts any change suggested by employees to the way of work					
Participatory Leadership						
1	The leader seeks to develop relationships with others regardless of cultural differences					
2	The leader has a high ability to communicate with employees through good communication methods.					
3	The leader believes that participation in decision-making is the foundation of Islamic management.					
4	The leader participates with employees in their special meetings that they celebrate					
Persuasive style						
1	The leader participates with you in					

	making decisions that affect your work					
2	The leader demands that plans be implemented without contributing to their development.					
3	The leader believes that exchanging opinions is a waste of time					
4	The leader tolerates employees who fail to perform their duties					

News style

1	The leader possesses conflict management skills at work					
2	The leader resolves disagreements without harming the interests of others					
3	The leader takes into account employees' decisions when distributing duties to them					
4	The leader adheres to instructions and regulations in a professional manner					

Second variable and it's dimensions (stakeholder)

no	question	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
Customer orientation						
1	Competitive strategies are based on understanding customer needs.					
2	Customer satisfaction is systematically and frequently assessed.					
3	Our commitment of serving customer needs is closely monitored.					
4	Close attention is given to after sales service.					
5	Our objectives and strategies are driven					

	by the creation of customer satisfaction.					
Competitor orientation						
1	Sales people share information about competitors					
2	Top management regularly discuss competitors' strengths and weaknesses.					
3	We achieve rapid response to competitive actions.					
4	Customers are targeted when we have an opportunity for competitive advantage.					
Shareholder orientation						
1	Our objectives are driven by creating shareholder wealth.					
2	Senior managers have regular meetings with shareholders.					
3	We regularly compare our share value to that of our competitors.					
4	Designated managers have responsibility for aiming to satisfy shareholders' interests.					
Employee orientation						
1	We have regular staff appraisals in which we discuss employees' needs.					
2	We have regular staff meetings with employees.					
3	As a manager, I try to find out the true feelings of my staff about their jobs.					
4	We survey staff at least once each year to assess their attitudes to their work.					

The third variable (project success)

no	question	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
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1	There are financing sources available that help finance small projects					
2	Assistance and financial support from the government encourages the establishment of small projects					
3	The political environment is stable and is not considered an obstacle to the establishment and success of economic projects.					
4	The agency supporting you confirms the profitability of your project in the future before financing it and the risks that it may be exposed to					
cost						
1	Overall project cost performance was met based on baseline goals, targets, or expectations.					
2	Rework costs were well managed					
3	Budget contingencies were well managed.					
4	Net profit targets were met					
5	Market competition was well understood.					
Schedule						
1	Overall project schedule performance was met based on baseline goals, targets, or expectations					
2	Schedule float management was optimized					
3	Labor availability was well managed					
4	Equipment availability was well managed					

Quality						
1	Overall project quality objectives were met based on baseline goals, targets, or expectations.					
2	Customer satisfaction was evidenced by direct feedback.					
3	Customer satisfaction was evidenced by the opportunity for follow-on work.					
4	The customer's true goals and expectations were properly reflected in contract performance incentives.					
Performance						
1	Project operational performance goals were met.					
2	A formalized method was established for managing project performance data (metrics).					
3	Project performance data (metrics) updates were accurate throughout the life of the project.					
4	Project performance data (metrics) were in good alignment with informal customer feedback					
5	The performance data (metrics) were predictive of the final project outcomes.					
6	Project personnel participated in the formulation of performance measurements.					
7	Project personnel remained cognizant of performance measurements throughout the project					
Safety						

1	Overall project safety performance was met based on baseline goals, targets, or expectations involving OSHA total recordable injury rate.					
2	Overall project safety performance was met based on baseline goals, targets, or expectations involving					
3	OSHA lost or restricted workday rates.					
4	Project safety performance was commensurate with the experience levels of the craft workforce.					
5	Hazard mitigation measures were well managed by the project team.					
6	The trades and labor personnel were supportive of project safety practices as evidenced by the frequency of complaints and/or grievances					

Operating Environment						
1	Vendors and subcontractors complied with project schedule requirements.					
2	Vendors and subcontractors complied with project documentation requirements.					
3	The deployment of new technologies improved project performance.					
4	The management of rework and repair conformed to baseline targets/expectations.					
6	The training and experience gained on this project by the project team					

	improves the marketplace qualifications of the organization.					
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