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القيادة التحويلية وإدارة المشاريع

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البحث المختار: "Transformational Leadership and its Impact on Project Success at Jordanian Contracting Companies"

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Transformational Leadership and its Impact on
Project Success at Jordanian Contracting
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Abstract

This study aimed to identify the impact of transformational leadership with its dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on the success of the project with its combined dimensions (accomplishment within cost, achieving quality standards, completion on time, and meeting stakeholders' requirements). The study population consisted of all project managers working in Jordanian contracting companies, numbering (180) managers. The study followed the quantitative analytical approach and followed the comprehensive survey method for all project managers working in 180 companies. The questionnaire was distributed to them. (150) valid questionnaires were retrieved for analysis, and they were analyzed using SPSS V23. The results of the study showed that there are high levels of importance for the dimensions of transformational leadership and the dimensions of project success, and that there is a significant impact of the dimensions of transformational leadership with its dimensions of intellectual stimulation, individual considerations, and ideal influence on the success of projects, and that transformational leadership affects each dimension of project success. The results also showed that there is a strong, positive, and statistically significant correlation between the variables of transformational leadership and project success.

Keywords: Transformational Leadership, Inspirational Motivation, Intellectual Stimulation, Individual Considerations, and Ideal Influence, Projects Success

Introduction

Today, organizations face multiple and volatile challenges and opportunities in the environment that require them to make continuous changes. Projects are one of the important ways to implement and respond to these changes. Hence, the importance of successful project management; because the success of the project provides value to organizations and competitive advantages for them. Organizations may resort to implementing various projects in order to reduce costs, issue new products, make procedural

● **العنوان واضح وبسيط:** يوضح بسرعة المتغير المستقل وهو القيادة التحويلية، والمتغير التابع وهو نجاح المشروع، ويحدد مجال البحث بشكل دقيق وهو شركات المقاولات في الأردن، وهذا الوضوح يساعد القارئ بصورة سريعة على فهم الموضوع الرئيسي للدراسة، وهذا مهم ويتناسب مع طبيعة البحث.

● **لكن، رغم وضوح العنوان:** كان من الأفضل لو أضاف تفاصيل أكثر عن الجوانب المختلفة للقيادة التحويلية ونجاح المشروع التي تناولتها الدراسة، إضافة هذه التفاصيل كانت ستعطينا فكرة أعمق وأوضح عن محتوى البحث من البداية، خاصة لأن المفهومين عميقة، وكل مفهوم منهم له عدة أبعاد.

تحليل ومناقشة المشكلة والفجوة البحثية



Transformational Leadership and its Impact on Project Success at Jordanian Contracting Companies

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● **ميزة البحث تكمن في:** قدرته على ربط المشكلة بشكل واضح مع التحديات التي يواجهها قطاع المقاولات في الأردن، مثلاً، تنزايد تعقيدات المشاريع، ويكبر حجمها، وتتنوع فرق العمل، مما يؤدي إلى فشل بعض المشاريع في تحقيق أهدافها.

قال في الملخص : (بعد الترجمة) "تكمن مشكلة الدراسة في نجاح المشاريع بشركات المقاولات الأردنية، حيث يشهد بيئة الأعمال الحكومية زيادة في تعقيد المشاريع وحجمها وتنوع فرق العمل، والكثير من المشاريع تفشل أو لا تحقق أهدافها... ويُعزى الفشل إلى ضعف القيادة في المشاريع." هذا الربط يوضح الفجوة التي تحاول الدراسة معالجتها، ويعطي أهمية كبيرة للبحث لأنه يتناول مشكلة حقيقية وعاجلة.

● **نقطة يمكن تحسينها هي:** إضافة إحصائيات أو بيانات حديثة وموثوقة تدعم حجم مشكلة فشل المشاريع في الأردن، فوجود أرقام واضحة كان سيقوي الحجة ويبرز الحاجة الملحة لهذه الدراسة بشكل أفضل، بدلاً من الاعتماد فقط على وصف عام للمشكلة.

تحليل ومناقشة حادثة ومدى ارتباط الدراسات السابقة

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requirements) in the Jordanian contracting companies. In addition to the following sub-objectives:

1. Verify the relationship between transformational leadership and project success.
2. Test the impact of transformational leadership with its combined dimensions on the project success in its individual dimensions

Literature Review

Transformational Leadership

Transformational leadership theory emerged in 1985 by the administrative scientist Bass, in which the leader is able to motivate subordinates to exceed expectations in their performance (Hannah et al., 2020). Transformational leaders are those who prioritize the higher-level intrinsic needs of their followers and provide an overarching purpose for organizations, and scholars have already verified the applicability and effectiveness of transformational leadership in a variety of events (Khan et al., 2020). In addition, a group of analyses have also examined the effects of transformational leadership on employee outcomes in functional organizations, including work performance, organizational commitment, and job satisfaction; and how project success can be significantly influenced by the transformational leadership of project managers who also effectively reflect the project context, promote team collaboration, improve employee performance, and persuade team members to carry out desired tasks, all of which depend heavily on transformational leadership and its many elements; Therefore, project managers who use transformational leadership have higher chances of project success (Zaman et al. 2020).

Transformational leadership is defined as the suggestive leadership that works to greatly influence subordinates in order for them to perform their work in the best possible way (Al-Amiri & Al-Ghalbi, 2011, 479). Al-Atoum and Al-Kofhi (2011, 63) defined it as the leadership that provides value, unity, and trust by uniting the leader with his followers around a common vision, which in turn will improve the performance of the organization in particular and society in general.

Coun et al. (2019) added that transformational leadership is the one that provides the appropriate conditions to help their followers learn and develop, and obtain the skills necessary for their jobs, allowing them to contribute their knowledge as capital in the work, and accelerating the process of learning and success. It is also defined as the leadership that works to stimulate the brains of followers to go beyond their personal interests in order to achieve higher collective goals; in addition to developing a strong relationship between the leader and his followers (Dwivedi et al., 2020).

Dimensions of Transformational Leadership

Transformational leadership and its various dimensions are crucial elements in improving employee performance, teamwork, and persuading followers to accomplish the tasks assigned to them (Fareed et al., 2023). Zhao et al. (2021) showed that most researchers agreed that there are four dimensions of transformational leadership and that these four dimensions are the essential components of success. These dimensions are: idealized influence, inspirational motivation, intellectual stimulation, and individual considerations, and that these dimensions are widely accepted and used by researchers (Ahmad et al. 2022).

• **ميزة البحث في حداثته:** حيث نُشر في أبريل 2025، ويعكس ذلك متابعة دقيقة لأحدث التطورات في مجالي القيادة وإدارة المشاريع، فالملخص يشير إلى أن الموضوع لم يُعالج من قبل في الأردن، وهذا يبرز أصالة الدراسة ويجعلها إضافة فريدة للمحتوى المحلي، وبهذه الخصائص يبرز البحث كعمل مميز في مجاله.

• **جانب يحتاج إلى تحسين هو:** أن الملخص لم يعرض بشكل كاف الدراسات السابقة على المستوى العالمي أو العربي، وهذا يجعل من الصعب فهم كيف تتصل الدراسة الحالية بالأبحاث السابقة، أو كيف تميز نفسها عنها.

كما أن هذا النقص يعيق القارئ من تقييم مدى مساهمة البحث في الإطار النظري العام، ويجعل من الصعب تحديد الفجوة المعرفية التي يحاول البحث معالجتها على الصعيد الدولي.

تحليل ومناقشة النتائج وأهميتها العلمية والتطبيقية

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thus achieve the goals and increase the chances of project success. Based on the above, this study came to try to answer the following main question:

"What is the impact of transformational leadership with its dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on the project's success with its dimensions (accomplishment within cost, achieving quality standards, completion on time, and meeting stakeholders' requirements) in the Jordanian contracting companies.

The following sub-questions branch out from the main question:

1. What is the relationship between transformational leadership and project success?
2. What is the impact of transformational leadership with its combined dimensions on the project success in its individual dimensions?

Importance of the Study

The scientific importance of this study stems from the importance of its studied variables, represented by transformational leadership and project success. This study also gains its importance by revealing the extent of the existence of relationships and influence between its variables, noting that it has not been addressed in previous studies in Jordan - according to the researcher's knowledge - through her review of research that previously addressed the study variables. The scientific importance of this study also stems from its endeavor to provide a comprehensive theoretical framework that addresses the latest scientific results related to its fields, and in a way that contributes to increasing the accumulation of knowledge about its variables.

The practical importance, the importance of the study stems from the extent of the benefit and recommendations that it will provide to decision-makers in the Jordanian contracting companies, and in terms of verifying and clarifying the relative importance of each of the study variables.

The importance of the study also emerges from the importance of the researched sector, which is Jordanian contracting companies, as these companies are of great importance to the Jordanian economy, through the size of their large investments in the Jordanian market, and their importance is not limited to investment and contribution to the gross domestic product only, but extends to their contribution to employment and reducing unemployment, as these companies work to increase returns on investments and projects by drawing up investment policies and activating management on global foundations and standards that ensure maximizing returns on investments in light of moderate financial risk rates, and dealing effectively with economic variables, in a way that ensures supporting the wheel of economic development in the Hashemite Kingdom of Jordan.

Study Objectives

This study aims primarily to identify the impact of transformational leadership with its dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on the success of the project with its combined dimensions (accomplishment within cost, achieving quality standards, completion on time, and meeting stakeholders' requirements).

- **نقطة القوة:** أظهرت نتائج البحث أن القيادة التحويلية لها تأثير إيجابي وواضح على نجاح المشاريع، ففي الملخص، تم التأكيد على أن أبعاد القيادة التحويلية وأبعاد نجاح المشاريع تحظى بأهمية كبيرة، وأن هناك تأثيراً ملموساً لهذه الأبعاد على تحقيق النجاح، وهذا يعزز الإطار النظري للدراسة ويضيف دليلاً عملياً مهماً في البيئة الأردنية.
- **من ناحية أخرى، القيمة العلمية تكمن في:** سد ثغرة في الدراسات التي تناولت هذا الموضوع في الأردن، بينما الفائدة التطبيقية تكمن في: تقديم نصائح مفيدة لقادة شركات المقاولات لتحسين نتائج مشاريعهم عبر تبني أساليب قيادة فعالة.

- **نقطة تحتاج إلى تطوير:** الملخص لم يذكر مقدار هذا التأثير أو التفاصيل الإحصائية مثل قيم بيتا أو مستوى الدلالة (p-value)، وهذا ينقص من قوة النتائج ويجعلها تبدو أقل دقة مما هو متوقع في البحث العلمي.

وجود هذه التفاصيل ضروري حتى يتمكن الباحثون من فهم مدى التأثير بشكل أدق، ومقارنة النتائج مع دراسات أخرى، مما يعزز من موثوقية وتعميم النتائج.

تحليل ومناقشة التوصيات

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● نقطة القوة هنا : رغم عدم وجود قسم مخصص للتوصيات، يلّمح الملخص بشكل واضح لأهمية القيادة التحويلية، وهذا يعطي صناع القرار فكرة ضمنية عن ضرورة تبني هذا الأسلوب القيادي لتعزيز نجاح المشاريع. بمعنى آخر، الدراسة تحمل في طياتها رسائل عملية يمكن الاستفادة منها.

● أما الجانب الذي يحتاج إلى تحسين فهو: غياب قسم التوصيات بشكل واضح ومفصل في الملخص، ففي العادة تُبنى التوصيات على نتائج الدراسة لتقدم إرشادات واضحة للمنظمات أو تقترح اتجاهات للدراسات القادمة. عدم وجود هذا القسم يجعل من الصعب تطبيق البحث بشكل مباشر، ويترك القارئ حائراً حول الخطوات التي يمكن اتخاذها بناءً على النتائج المعروضة.

تحليل ومناقشة التزام الباحث بالمنهج والأسلوب العلمي

Methodology

The study followed the descriptive analytical quantitative approach, and the study community consisted of (180) male and female employees, all of whom were project managers in Jordanian contracting companies classified as first class, and their total was (180) companies according to (Jordanian Contractors Association, 2024). The study adopted the comprehensive survey method for the study community, and the study also relied on the questionnaire as the main tool in collecting primary data. Accordingly, the researcher distributed (180) questionnaires, one questionnaire for each company; (161) questionnaires were retrieved, and upon reviewing them, it was found that (11) of them were not valid for analysis. Thus, the total number of valid questionnaires for analysis purposes was (150) questionnaires, with a verification rate of (83.33%), and they were analyzed using the Statistical Package for the Social Sciences (SPSS V 23) program.

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Data Analysis

Stability of the Study Tool

The researcher verified the stability of the tool used in this study by calculating the internal consistency coefficient Alpha Cronbach, in order to measure the internal consistency of the statements and ensure their quality, which reflects the strength of the cohesion of the scale paragraphs. Table 1 shows the values of the stability coefficient for the dimensions of the study variables.

Table 1

Values of the stability coefficient for the dimensions of the study variables

Number	Dimensions	Cronbach's Alpha Coefficient	Number of questions
Independent variable: transformational leadership Alpha Coefficient = 0.956			
1	Inspirational Motivation	0.735	4
2	Intellectual stimulation	0.782	4
3	Individual Considerations	0.772	4
4	Ideal influence	0.751	4
Dependent variable: Project success Alpha Coefficient = 0.942			
1	Accomplishment within cost	0.899	4
2	Project Completion on Time	0.844	4
3	Achieving Quality Standards	0.798	4
4	Meeting Stakeholder Requirements	0.897	4

Table (1.8) shows the results of Cronbach's Alpha, where the alpha values for all dimensions of the study variables were higher than (0.70), and this percentage is considered acceptable in administrative and human sciences research, and the closer the alpha value is to (1), this confirms the existence of a high degree of stability of the study tool (Al-Najjar et al., 2020, 151); This indicates that the questionnaire paragraphs and their dimensions enjoy internal consistency.

Personal and Functional Characteristics

The personal and functional characteristics of the study sample members, where the

• **الميزة الواضحة في الدراسة هي:** التزام الباحثين بالمنهج الكمي التحليلي، وهذا يتماشى تمامًا مع أهداف البحث. ففي الملخص، تم توضيح أن "مجتمع الدراسة شمل جميع مديري المشاريع العاملين في شركات المقاولات الأردنية، وعددهم 180 مديرًا. وقد اتبع البحث المنهج الكمي التحليلي واستخدم طريقة المسح الشامل."

تحديد المجتمع بهذه الطريقة واستخدام المسح الشامل يعطي الدراسة طابعًا من الدقة والوضوح، وأيضا طريقة عرض المشكلة والأهداف والنتائج كانت منظمة وواضحة، وهذا يعكس جدية الباحثين في اتباع أسلوب علمي موثوق.

• **أما الجانب الذي يحتاج إلى تحسين، فهو:** عدم ذكر الملخص لأي تفاصيل حول مدى صدق وثبات أداة الدراسة، أي الاستبانة، وهذا أمر مهم جدًا لزيادة ثقة القارئ في النتائج وقدرة البحث على التعميم، وأيضا، لم يتم توضيح كيف تم اختيار العينة من بين مجتمع الدراسة بشكل دقيق، ما يخلق نوعًا من الغموض حول الإجراءات المتبعة.

هذا النقص في الشرح قد يؤثر على إمكانية تكرار الدراسة أو الاعتماد على نتائجها بشكل كامل.

التعليق على الأساليب الإحصائية

Methodology

The study followed the descriptive analytical quantitative approach, and the study community consisted of (180) male and female employees, all of whom were project managers in Jordanian contracting companies classified as first class, and their total was (180) companies according to (Jordanian Contractors Association, 2024). The study adopted the comprehensive survey method for the study community, and the study also relied on the questionnaire as the main tool in collecting primary data. Accordingly, the researcher distributed (180) questionnaires, one questionnaire for each company; (161) questionnaires were retrieved, and upon reviewing them, it was found that (11) of them were not valid for analysis. Thus, the total number of valid questionnaires for analysis purposes was (150) questionnaires, with a verification rate of (83.33%), and they were analyzed using the Statistical Package for the Social Sciences (SPSS V 23) program.

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The personal and functional characteristics of the study sample members, where the

• **نقطة القوة هنا تكمن في:** أن الملخص يذكر استخدام برنامج SPSS V23 لتحليل البيانات. هذا البرنامج مشهور ومعتمد في المجال، ويُستخدم بكثرة لتحليل البيانات الكمية وفحص العلاقات بين المتغيرات.

وجود هذه الأداة يعطي القارئ شعورًا بالثقة لأن التحليل تم بأدوات معترف بها أكاديميًا.

• **أما بالنسبة للنقطة التي تحتاج إلى تحسين، فهي:** أن الملخص لم يوضح أي تقنيات إحصائية تم تطبيقها، مثل الانحدار المتعدد أو تحليل المسار أو تحليل التباين، وهذا يجعل من الصعب على القارئ أن يفهم مدى ملاءمة هذه الأساليب للبيانات، ويقلل من شفافية الدراسة.

كان من الأفضل ذكر الطرق الإحصائية بشكل واضح، حتى تصبح المنهجية أكثر وضوحًا وثقة.



Thank You