

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

Student name

Ahmed Sayed Fathi Ahmed

Student ID

2021200108

Graduation project -2

Faculty of management – Midocean university

Supervisor

DR. Mona Mostafa Elashry

Fucluty member - Faculty of management – Midocean university

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	14
1.7 Research Hypotheses	14
1.8 Research model.....	16
Main model and this is the model that we will adopt in this study.....	16
1.9 Project Structure:	20
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	37
2.5	Advanced Considerations in Stakeholder Management and Project Success	38
3	Chapter three : Research Methodology	40
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	Sampling Method & Techniques.....	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	Chapter four: Statistical Analysis & Findings discussion.	47
4.1	Introduction.....	47
4.2	Sample profile (descriptive statistics for research sample).....	47
4.3	Validity & reliability tests for the questionnaires	54
4.3.1	Measuring the validity and reliability of study instruments	55
4.3.2	Validity of the measures used in the study	55

4.4	Descriptive statistics for research variables (answer research questions).....	65
4.4.1	Linear correlation coefficients between the study variables	67
4.4.2	For multiple linear	72
5	References	73
6	Appendix	76

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 activities 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 is the application of leadership in ...?
4. What is the application of stakeholder in ...?
5. What is the level of project success in the project?

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?
7. What are the various leadership styles applied by project managers in multinational companies?
8. What role do stakeholders play in achieving success in projects?

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: customer orientation impact influenced on project success.

H1b: Competitor orientation impact influenced on project success

H1c: . Employee orientation impact influenced on project success

H1d: . Shareholder impact influenced on project success

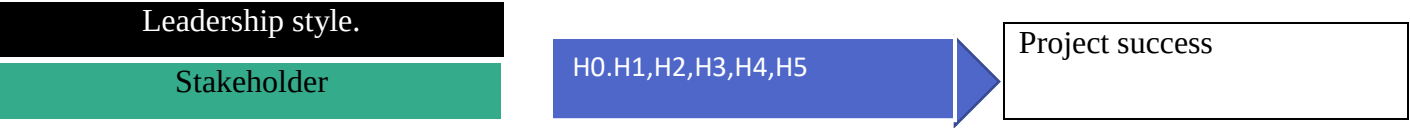
H2: leadership styles influenced on project success

H2a : the authorization leadership impact on project success

H2b : the Persuasive leadership impact on project success

H2c : the Participatory leadership impact on project success

H2d : the News style leadership impact on project success



1.8 Research model

Main model and this is the model that we will adopt in this study.

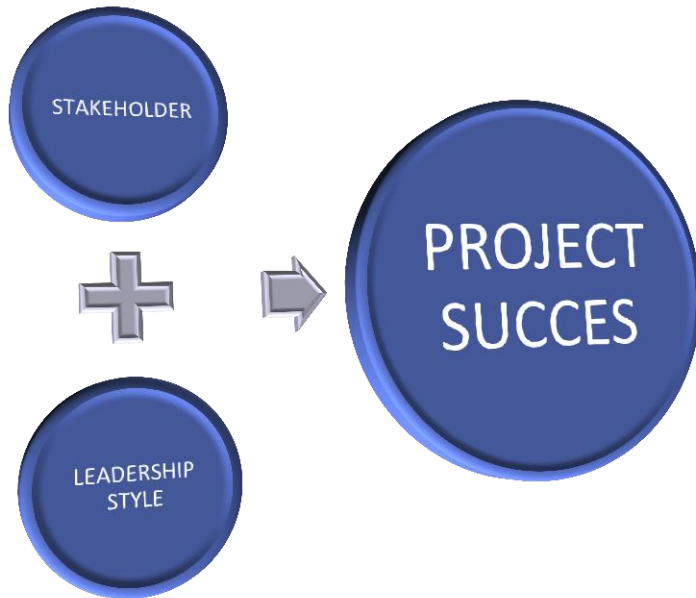


Figure 1

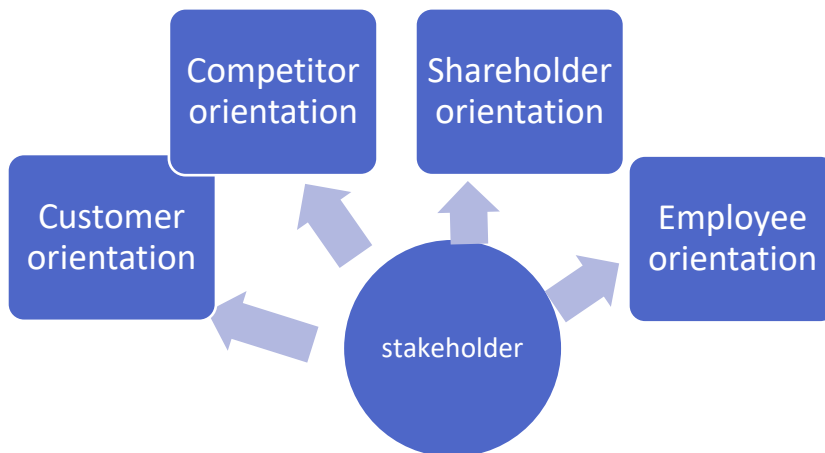


Figure 2



Figure 3

We can suggested another model this model is not the one we will adopt in this study and is only a suggestion.

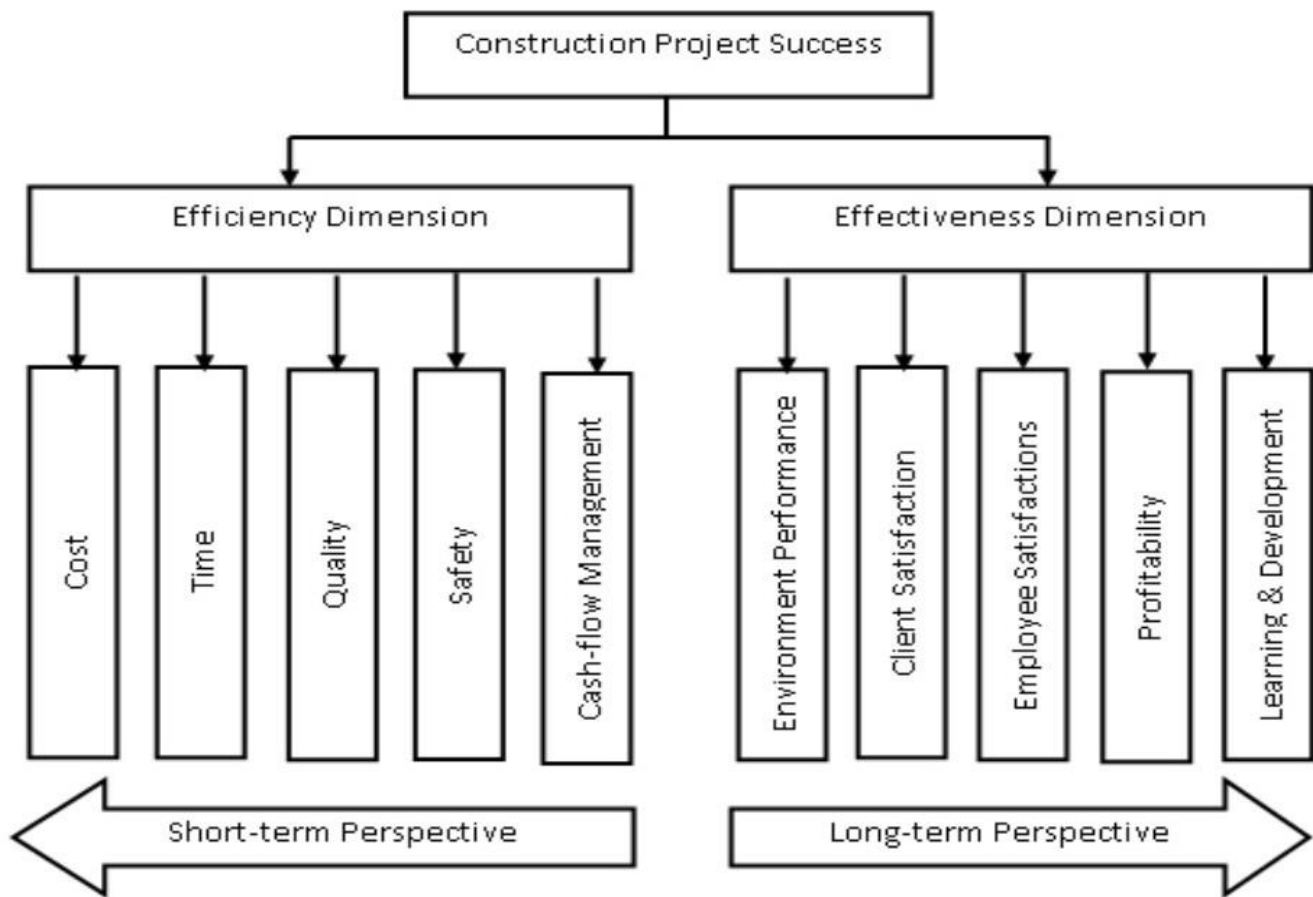


Figure 4



Figure 5

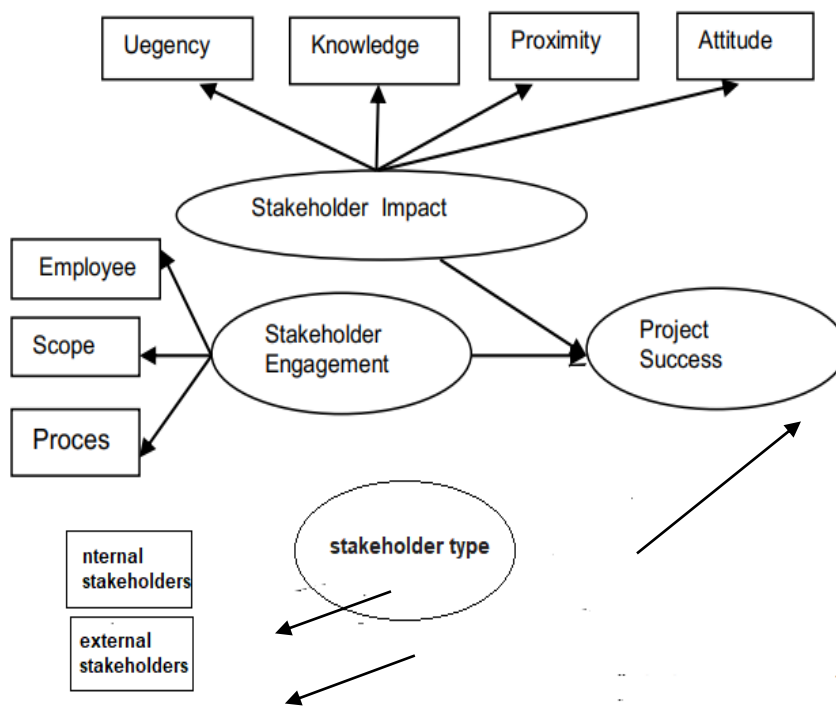


Figure 6

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



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 is 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 Key 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 three : 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)

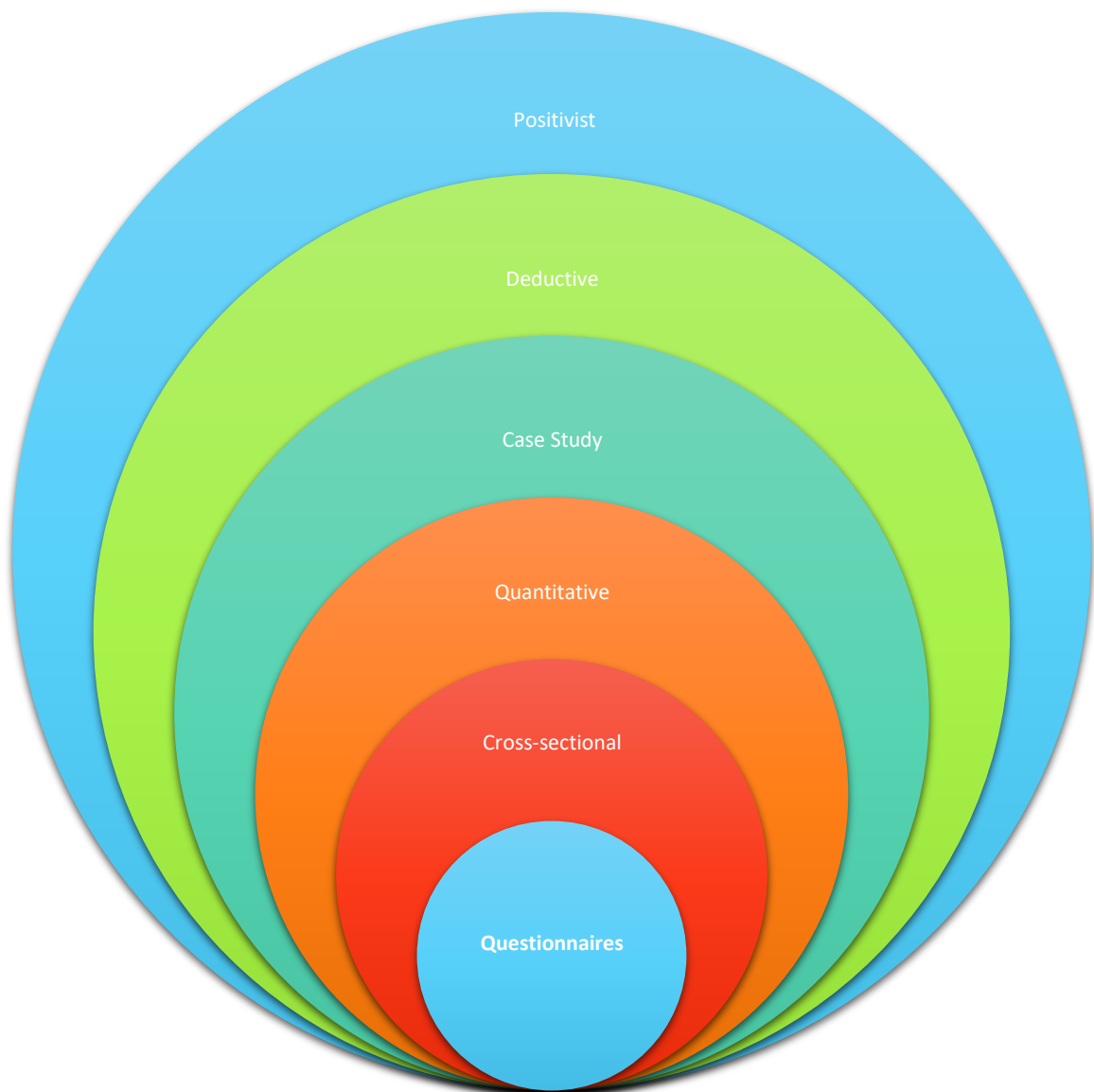
Stakeholders are individuals or groups who are affected by the outcomes of a project or program, or who can influence its course. They can be internal, such as employees, customers and investors, or external, such as civil society, government and competitors. In this research, this variable was measured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

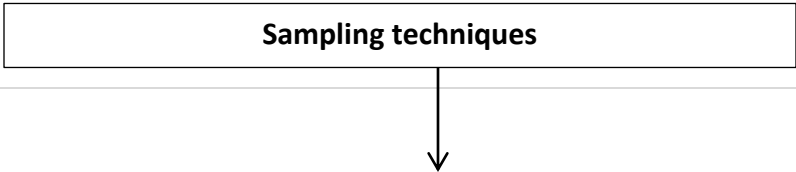
This study aims to explore the factors affecting project management and company performance within the construction sector, such as leadership styles, stakeholders, and their impact on project success, using a sample that represents a segment of the total workforce in the Arab Contractors Company.

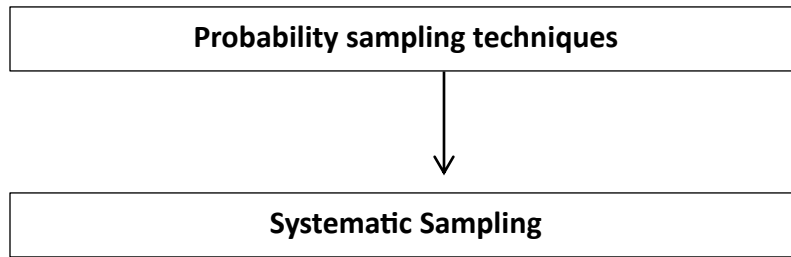
3.4.2 Research Sample

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	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		16	

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), 1306-1327 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	
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	1:5	
	Operating environment	1:5	
Overall		30	

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

Research Overview This research investigates the correlation between leadership styles, stakeholder orientations, and project success within the context of the Arab Contractors Company in Egypt. The study focuses on employees engaged in infrastructure and construction projects.

Methodology A quantitative research design was employed, utilizing a systematic sample of 44 employees from a population of approximately 50. Data collection relied on structured questionnaires measuring leadership styles, stakeholder orientations, and project success. Data analysis included descriptive statistics, reliability analysis (Cronbach's alpha), exploratory factor

analysis, and multiple linear regression.

Key Variables Independent Variables: Leadership styles (transformational and transactional) and stakeholder orientations (customer, competitor, employee, shareholder).

Dependent Variable: Project success, assessed across dimensions of cost, safety, quality, performance, operational efficiency, and scheduling.

Research Objectives The study aims to determine the influence of leadership styles and stakeholder orientations on project success within the construction sector, providing insights for enhancing project management practices at the Arab Contractors Company

4 Chapter four: Statistical Analysis & Findings discussion.

4.1 Introduction

This chapter presents the results of the field study that were statistically analyzed using: statistical programs such as SPSS version 27. The current chapter of statistical analysis includes descriptive statistics for the sample under study using SPSS V.27. Testing the validity and reliability of the questionnaires used to collect the required data from the current study sample in order to test the research hypotheses and the suitability of the model, simple linear regression analysis was conducted via SPSS 27

4.2 Sample profile (descriptive statistics for research sample)

The study sample was distributed according to gender - age group - number of years of experience - marital status - religion - job description.

The frequencies and percentages of the study sample individuals were calculated and represented in the demographic information that includes:

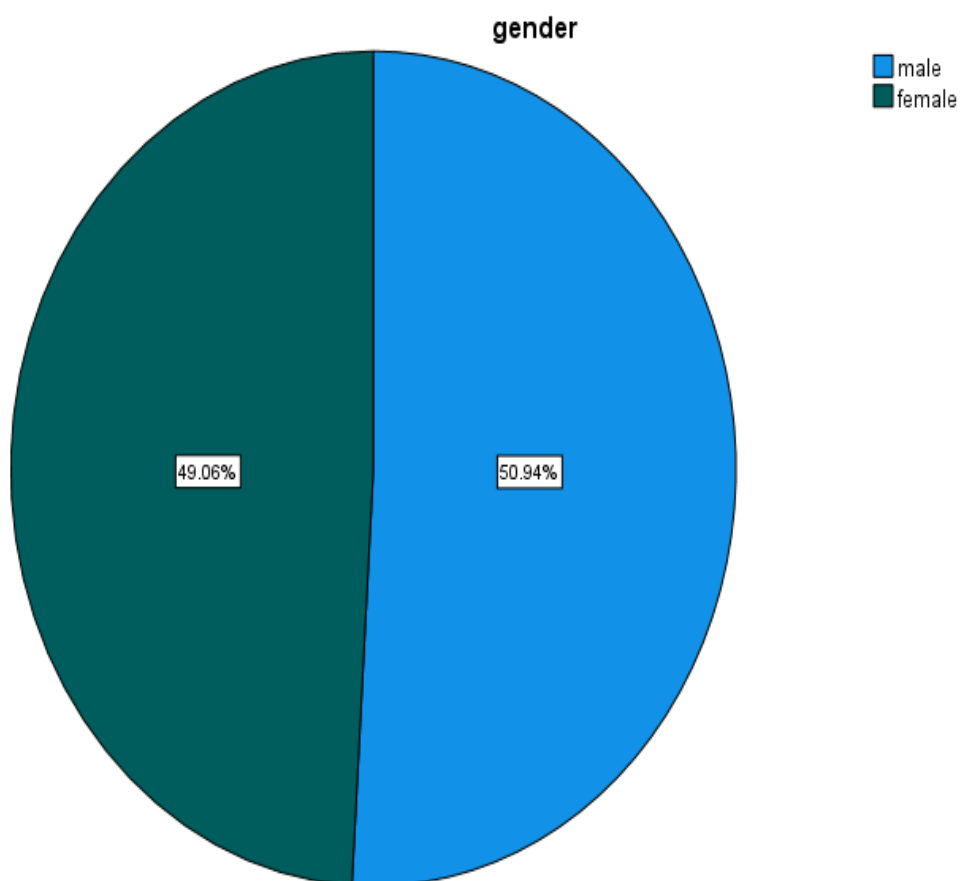
- Gender, which includes (male - female).
- Religion, which includes Muslim – Muslim
- Marital status (single - married - separated)
- Job title (Technical office engineer Implementation engineer Worker Supervisor Director of implementation Project manager Projects manager Technical office manager Vice president)
- Age group, which includes (from 25-30, from 25 to 30 years, from 30 to 40 years, from 40 to 60 years.)
- Number of years of experience, which includes (from 0 to 5 / from 5 to 10 and from 10 to 30 / from 30 to 60).
-

The table, graphs and the following paragraphs explain the classification of the sample under study, as follows:

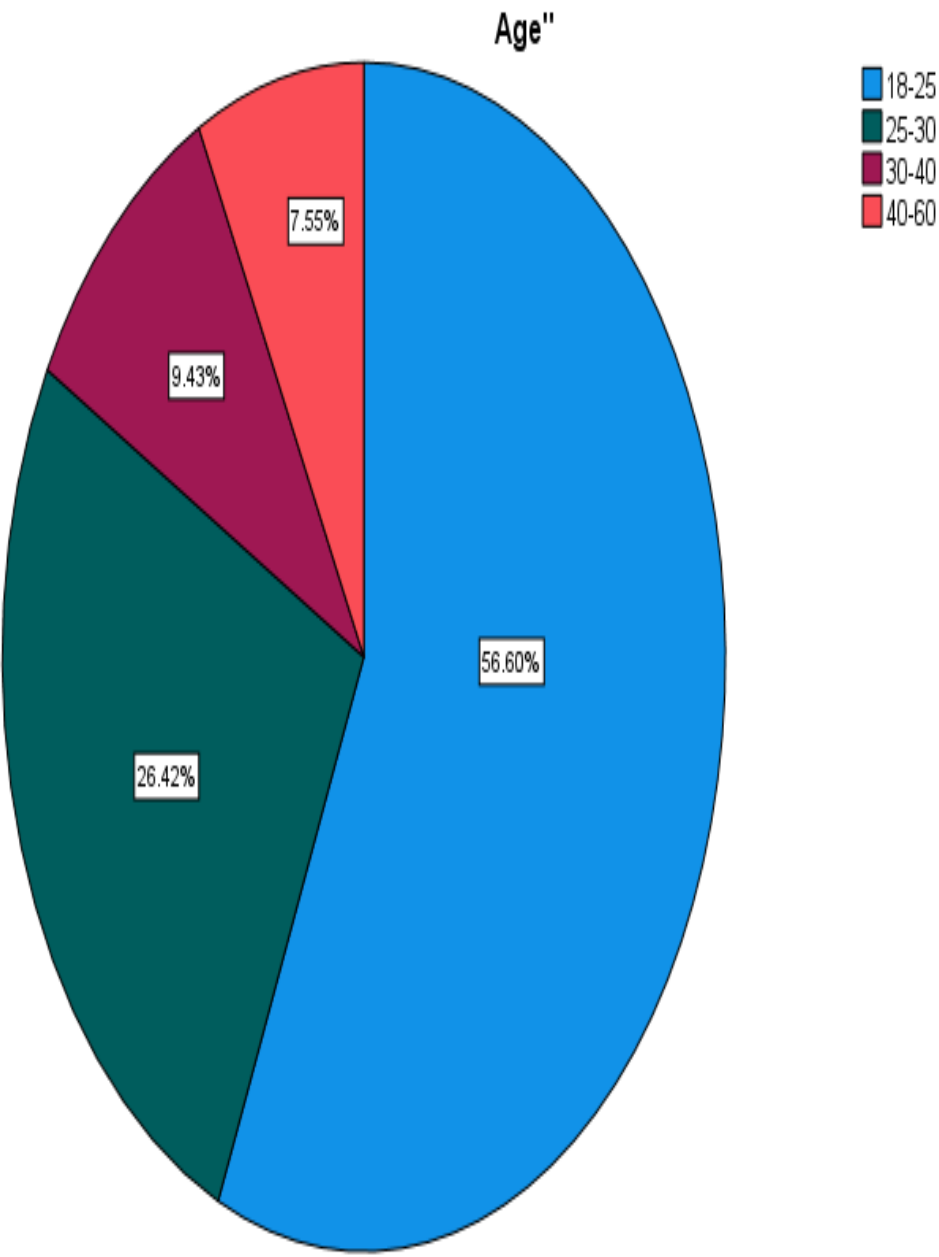
variable	Variable categories	number	Percentage %
gender	male	27	50.9
	female	26	49.1
Total		53	100
Religion	Muslim	50	94.3
	Non-Muslim	3	5.7
Total		53	100
Age	18-25	30	56.6
	25-30	14	26.4
	30-40	5	9.4
	40-60	4	7.5
Total		53	100
marital status	Single	39	73.6
	married	12	22.6
	separated	2	3.8
Total		53	100
Number of experiences	0-5	44	83.0
	10-30	5	9.4
	5-10	3	5.7
	30-60	1	1.9
Total		53	100.0
Job description	Technical office engineer	16	30.2
	Implementation engineer	9	17.0
	Worker	9	17.0
	Supervisor	8	15.1%
	Director of implementation	3	5.7%
	Project manager	3	5.7%
	Projects manager	2	3.8%
	Technical office manager	2	3.8%
	Vice president	1	1.9
	Total	53	100.0
	Technical office engineer	16	30.2
	Implementation engineer	9	17.0

	Worker	9	17.0
	Supervisor	8	15.1
	Director of implementation	3	5.7
	Project manager	3	5.7
	Projects manager	2	3.8
Job description	Technical office manager	2	3.8
	Vice president	1	1.9
Total		53	100.0

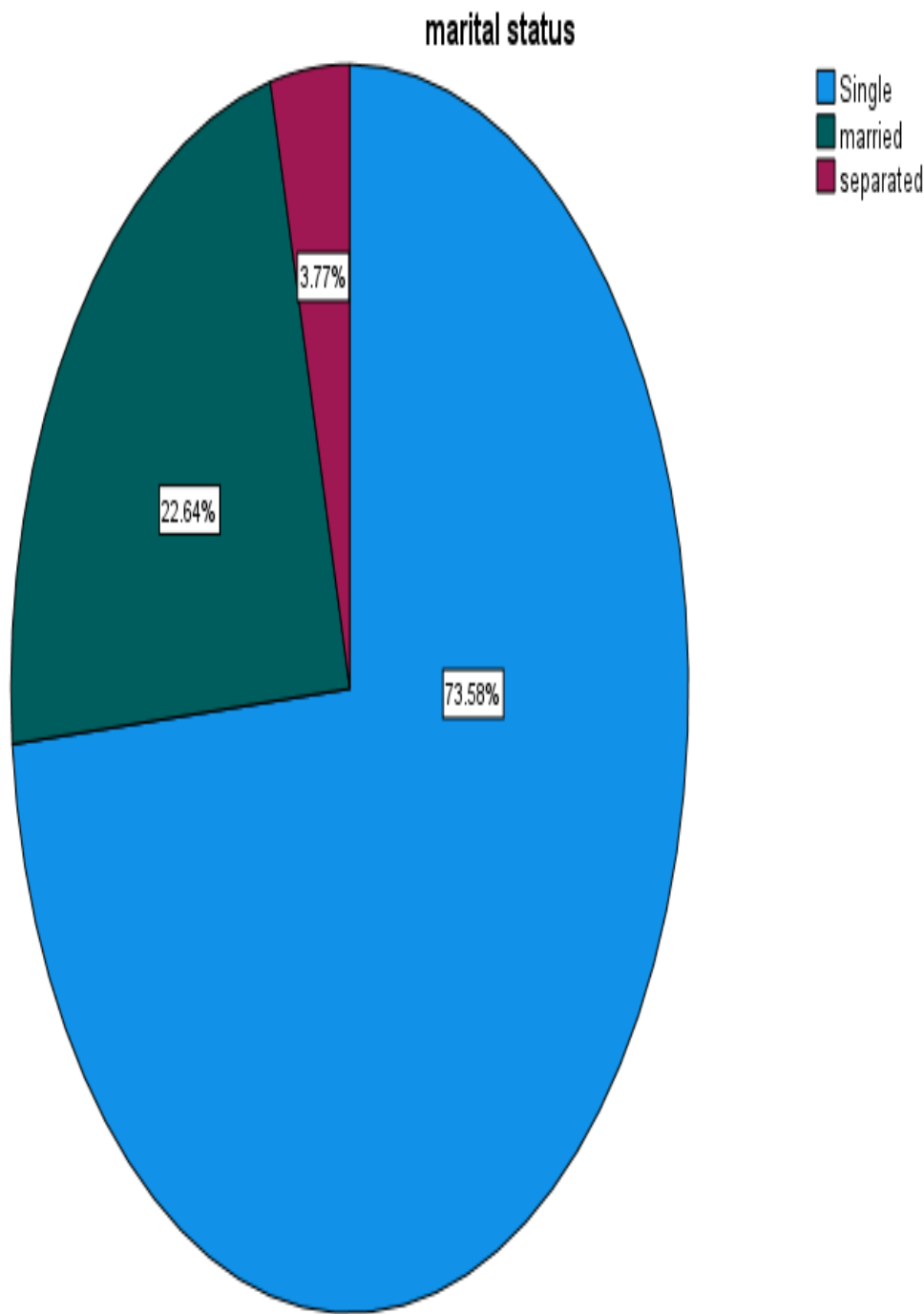
As for gender, the statistical results showed that despite the similarity of the number of males and females in the sample, the number of males was greater than the number of females, such that the percentage of males reached 50.9%, with 27 males out of the total sample, and the percentage of females reached 49.1%, with 26 out of the total sample, and the number of subjects was 53, as shown in the figure.



As for age, the number of those aged 18-25 reached 30 people, with a percentage of 56.6, the number of those aged 25-30 reached 14 people, with a percentage of 26.4, the number of those aged 30-40 reached 5 people, with a percentage of 9.4, and the number of those aged 40-60 reached 4 people, with a percentage of 7.5, as shown in the figure.

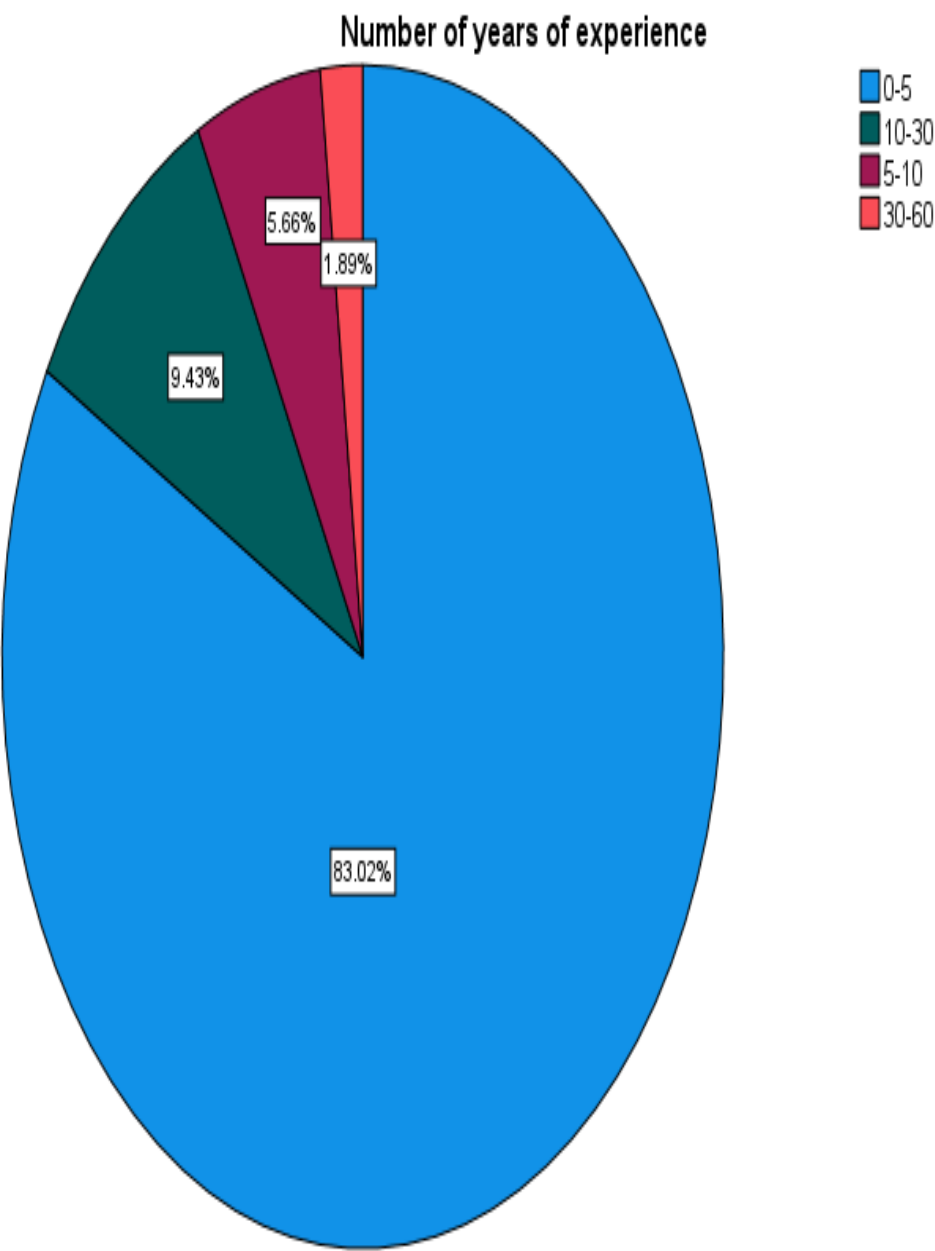


As for the marital status, the number of single people was 39, representing a percentage of 73.6, the number of married people was 12, representing a percentage of 22.6, and the number of separated people was 2, representing a percentage of 3.8, as shown in the figure.

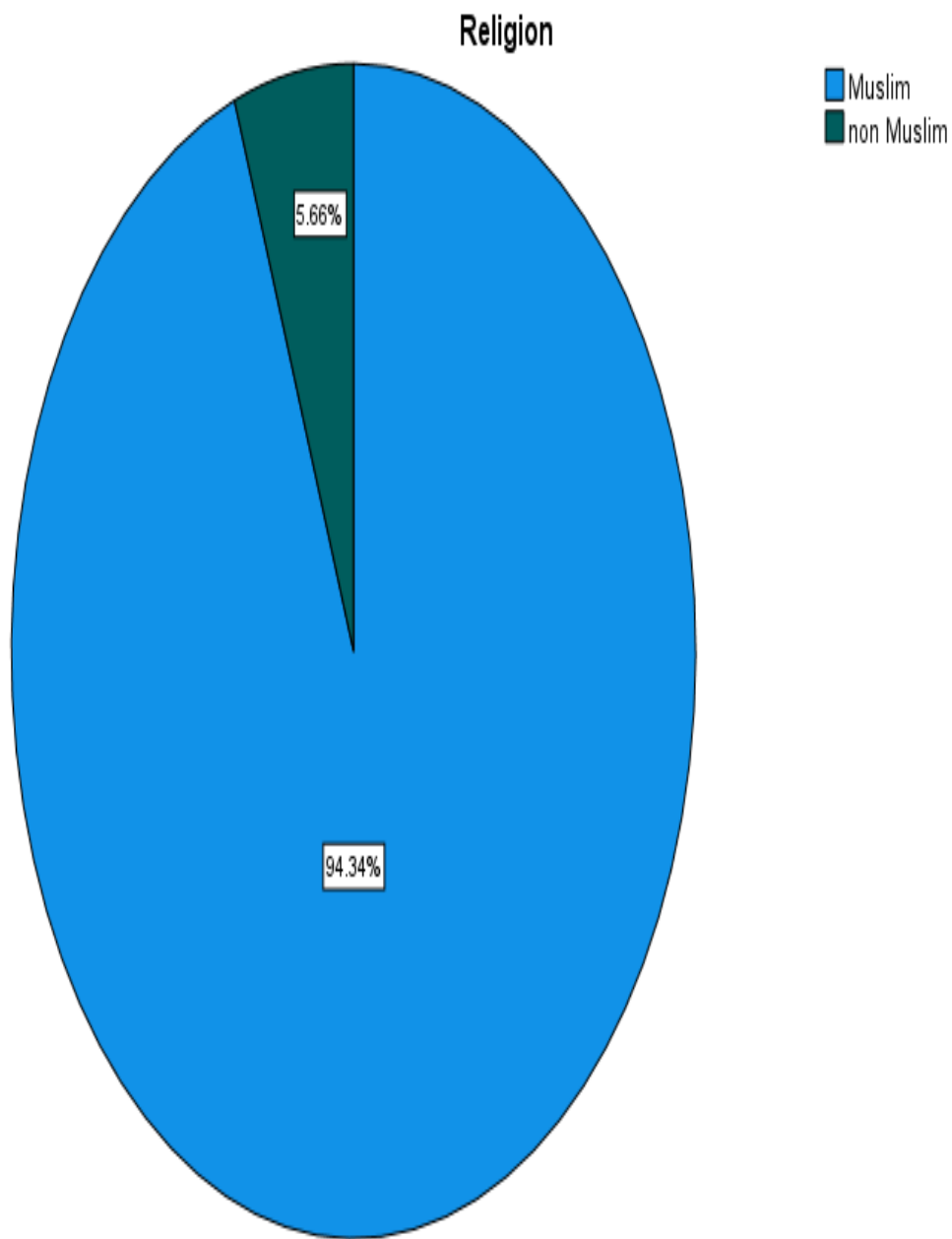


As for experience, the number of those with experience from 0-5 years was 44 people, at a percentage of 83. The number of those with experience from 5-10 years was 3 people, at a percentage of 5.7. The number of those with

experience from 10-30 years was 5 people, at a percentage of 9.4. The number of those with experience from 30-60 years was one person, at a percentage of 1.9, as shown in the figure.



As for religion, the number of Muslims reached 50 people, representing 94.3 percent, and the number of non-Muslims reached 3, representing 5.7 percent, as shown in the figure.



As for the job title, the number of
Technical office engineer number 16 percentage 30.2
Implementation engineer number 9 percentage 17.0
Worker number 9 percentage 17.0

Supervisor number 8 percentage 15.1%

Director of implementation number 3 percentage 5.7%

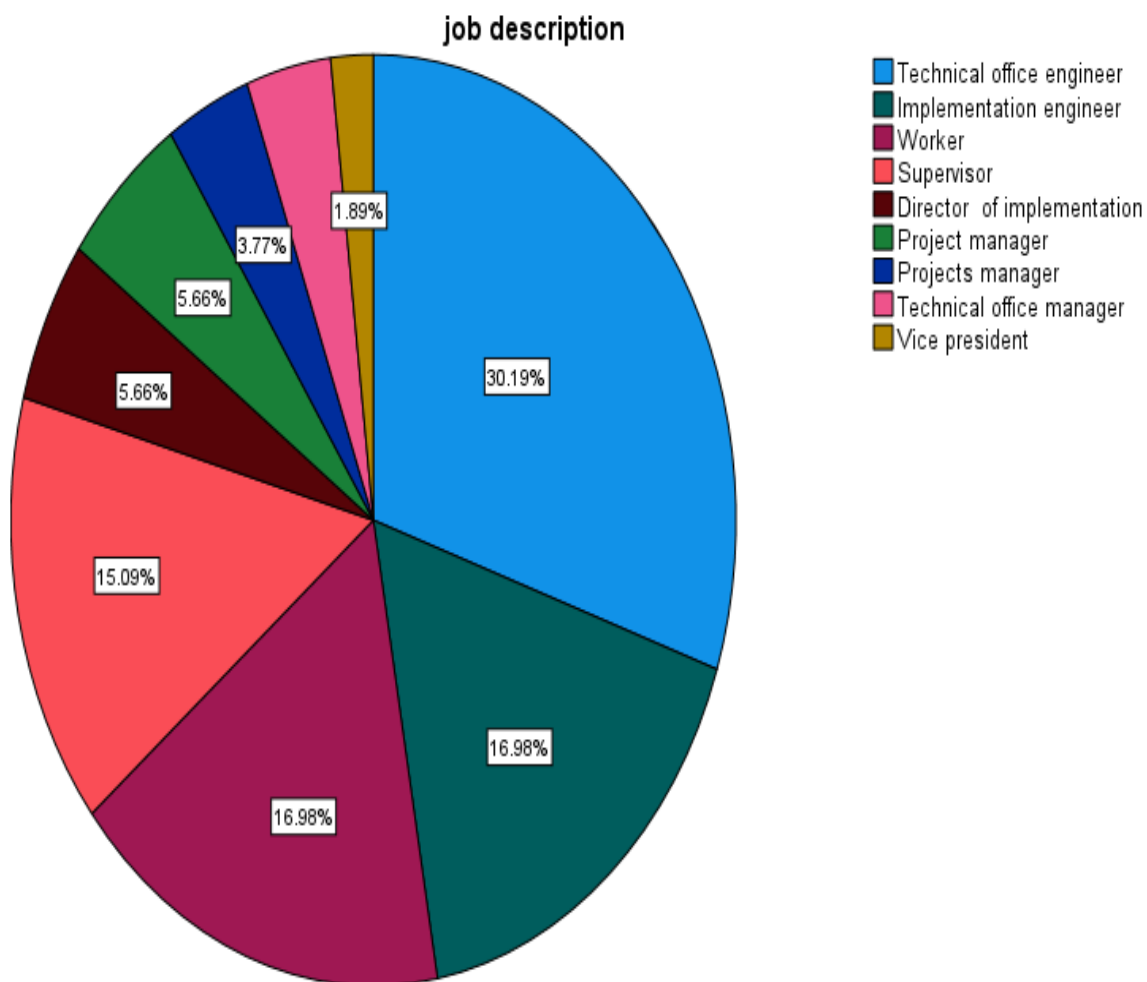
Project manager number 3 percentage 5.7%

Projects manager number 2 percentage 3.8%

Technical office manager number 2 percentage 3.8%

Vice president number 1 percentage 1.9

As shown in the figure



4.3 Validity & reliability tests for the questionnaires

Consisting of:

4.3.1 Measuring the validity and reliability of study instruments

4.3.2 Validity of the measures used in the study

Reliability of the study tool

In order to verify the validity and reliability of the scales used in the study, the internal consistency validity of the questionnaires used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted (AVE), while the reliability of the scales used in the study was measured by measuring both: Cronbach's Alpha value, Cronbach's Alpha value, and the structural equation value using SPSS v27. The following paragraphs and tables illustrate this.

The internal consistency validity of the scales used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted

- Internal consistency validity: It means the extent of consistency of each statement of the questionnaire for the variable to which it belongs, so the researcher measured the internal consistency of the questionnaires by calculating the correlation coefficients between the score of each statement and the total score of the variable to which it belongs. According to the study of Kaiser (1974), a correlation coefficient less than 0.5 is deleted from the questionnaire.
- Convergent validity: The average variance between the statements that measure the same scale is measured by calculating the average variance extracted, AVE, which must be greater than 0.5 (Hair et al. 2006) according to 0.5. The following tables show the statistical results for (correlation coefficients, standard deviation, calculated T value, and P-value) between the score of each statement and the score The total variable to measure the internal consistency validity of the questionnaires. Also, calculating the value of the average variance extracted AVE to measure the convergent validity of the questionnaires, through the structural equation model spss as follows:

Validity of the measures used in the study

VARIABLE	ITEMS	EXPL..	SD	kmo	P VALUE S	AVE	AVE total
leadership	News_Q1	.317	.968	.640	0.000	0.488	0.5685
	News_Q2	.519	.824		0.000		
	News_Q3	.797	1.136		0.000		

	News_Q4	.639	.735		0.000	0.548	
	Authorization_Q1	.832	.670		0.000		
	Authorization_Q2	.826	.815		0.000		
	Authorization_Q3	.537	.677		0.000		
	Authorization_Q4	.839	.886		0.000		
	Persuasive_Q1	.515	1.192		0.000	0.6695	
	Persuasive_Q2	.818	1.216		0.000		
	Persuasive_Q3	.772	1.392		0.000		
	Persuasive_Q4	.573	1.247		0.000		
	Participatory_Q1	.823	.968		0.000	0.567	
	Participatory_Q2	.307	.824		0.000		
	Participatory_Q3	.652	1.136		0.000		
	Participatory_Q4	.486	.735		0.000		
stakeholder	Employee_Q1	.671	.842	.759	0.000	0.665	0.689235294
	Employee_Q2	.683	.847		0.000		
	Employee_Q3	.715	.730		0.000		
	Employee_Q4	.593	.886		0.000		
	Customer_Q1	.744	.747		0.000	0.716	
	Customer_Q2	.784	.923		0.000		
	Customer_Q3	.686	.640		0.000		
	Customer_Q4	.815	.770		0.000		
	Customer_Q5	.555	.707		0.000		
	Competitor_Q1	.814	.826		0.000	0.74025	
	Competitor_Q2	.809	.633		0.000		
	Competitor_Q3	.747	.864		0.000		
	Competitor_Q4	.591	.747		0.000		

	shareholder_Q1	.509	.553		0.000	0.6275	
	shareholder_Q2	.802	.838		0.000		
	shareholder_Q3	.628	.805		0.000		
	shareholder_Q4	.571	.621		0.000		
Project success	cost_Q1	. 585	.556	.587	0.000	0.5304	0.6172
	cost_Q2	.682	.842		0.000		
	cost_Q3	.739	.838		0.000		
	cost_Q4	.666	.962		0.000		
	cost_Q5	.565	.805		0.000		
	Schedule_Q1	789	.534		0.000	0.74375	
	Schedule_Q2	.629	.770		0.000		
	Schedule_Q3	.647	.770		0.000		
	Schedule_Q4	.910	.529		0.000		
	Quality_Q1	.557	.745		0.000	0.6495	
	Quality_Q2	.633	.698		0.000		
	Quality_Q3	.739	.841		0.000		
	Quality_Q4	.669	.733		0.000		
	Performance_Q 1	.589	.467		0.000	1.2185	
	Performance_Q 2	.487	.693		0.000		
	Performance_Q 3	.847	.805		0.000		
	Performance_Q 4	.846	.891		0.000		
	Performance_Q 5	.639	.778		0.000		
	Performance_Q 6	.754	.912		0.000		
	Performance_Q 7	.712	.856		0.000		
	Safety_Q1	.775	.725		0.000	0.84475	
	Safety_Q2	.575	.543		0.000		
	Safety_Q3	.599	.785		0.000		

	Safety_Q4	.734	.847		0.000		
	Safety_Q5	.696	.810		0.000		
	Operating_Q1	.645	.741		0.000	0.4076	
	Operating_Q2	.673	.628		0.000		
	Operating_Q3	.604	.693		0.000		
	Operating_Q4	.761	.833		0.000		
	Operating_Q5	.645	.652		0.000		

KMO and Bartlett's Test for leadership

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.640
Bartlett's Test of Sphericity	Approx. Chi-Square	304.050
	df	120
	Sig.	.000

We note that the value of KMO and Bartlett's Test is greater than .6, and therefore these results can be relied upon. We also note that Sig = .0001, and therefore this indicates that the condition is very excellent.

KMO and Bartlett's Test For stakeholder

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.759
Bartlett's Test of Sphericity	453.838	304.050
	136	120
	.001	.000

We note that the value of KMO and Bartlett's Test is greater than .6, and therefore these results can be relied upon. We also note that Sig = .0001, and therefore this indicates that the condition is very excellent.

KMO and Bartlett's Test For project success

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.587
Bartlett's Test of Sphericity	Approx. Chi-Square	1430.121
	df	435
	Sig.	.001

We note that the value of KMO and Bartlett's Test is less than .6 and therefore these results cannot be relied upon. We also note that Sig = .0001 and therefore this indicates that the condition is very excellent..

Exploratory factor analysis for leadership

News	Authorization	Persuasive	Participatory
------	---------------	------------	---------------

News_Q1	.317			
News_Q2	.519			
News_Q3	.797			
News_Q4	.639			
Authorization_Q1		.832		
Authorization_Q2		.826		
Authorization_Q3		.537		
Authorization_Q4		.839		
Persuasive_Q1			.515	
Persuasive_Q2			.818	
Persuasive_Q3			.772	
Persuasive_Q4			.573	
Participatory_Q1				.823
Participatory_Q2				.307
Participatory_Q3				.652
Participatory_Q4				.486

Exploratory factor analysis stakeholder

		Component			
		Employee	Customer	Competitor	shareholder
Employee_Q1	.671				
Employee_Q2	.683				
Employee_Q3	.715				
Employee_Q4	.593				

Customer_Q1		.744		
Customer_Q2		.784		
Customer_Q3		.686		
Customer_Q4		.815		
Customer_Q5		.555		
Competitor_Q1			.814	
Competitor_Q2			.809	
Competitor_Q3			.747	
Competitor_Q4			.591	
shareholder_Q1			.	.509
shareholder_Q2				.802
shareholder_Q3	.			.628
shareholder_Q4				.571

Exploratory factor analysis project success

	Cost	Schedule	Quality	Performance	Safety	Operating
cost_Q1	.585					
cost_Q2	.682					
cost_Q3	.739					
cost_Q4	.666					
cost_Q5	.565					
Schedule_Q1		.789				
Schedule_Q2		.629				
Schedule_Q3		.647				
Schedule_Q4		.910				
Quality_Q1			.557			
Quality_Q2			.633			
Quality_Q3			.739			

Quality_Q4			.669			
Performance_Q1				.589		
Performance_Q2				.487		
Performance_Q3				.847		
Performance_Q4				.846		
Performance_Q5				.639		
Performance_Q6				.754		
Performance_Q7				.712		
Safety_Q1					.775	
Safety_Q2					.575	
Safety_Q3					.599	
Safety_Q4					.734	
Safety_Q5					.696	
Operating_Q1						.645
Operating_Q2						.673
Operating_Q3						.604
Operating_Q4						.761
Operating_Q5						.660

Leadership Styles Scale: All correlation coefficients for all statements are strongly correlated with their dependent variable, at values greater than 0.3 to 0.5. In addition, the values of all correlation coefficients for the statements are statistically significant at a significance level less than 0.001. Accordingly, the internal consistency validity of the scale has been achieved. Also, from the results above related to the value of the average variance extracted, AVE, it is clear that its value for the leadership styles variable is $0.5 > 0.568$. Accordingly, the convergent validity of the questionnaire has been achieved.

Stakeholder Scale: All correlation coefficients for the statements measuring the stakeholder variable (customer and employee and shareholder and Competitor) have a value greater than 0.7. In addition, the values of all correlation coefficients for the statements are statistically significant at a significance level less than 0.001. Accordingly, the internal consistency validity of the scale in its four dimensions has been achieved. Also, from the results above related to the value of the average variance extracted, AVE for the stakeholder variable as a whole, which is equal to 0.689, the values of the average variance extracted for the dimensions of human resource management practices (where Employee, Customer, Competitor and shareholder) are: 0.665, 0.716, 0.74025 and 0.6275, respectively. Accordingly, the convergent validity of the questionnaire has been achieved.

Reliability of the study tool

Questionnaire stability refers to: the stability of the questionnaire results and not changing them significantly if they were redistributed to the sample individuals several times during specific time periods. To measure the stability of the questionnaires used to measure the study variables, the values of Cronbach's alpha, composite reliability, and rho-A were calculated using the structural equation model (SPSS). According to Hair et al (2010), the three values must be greater than 0.7 for the scale to be stable. The following table shows the values extracted from the structural equation (SPSS) regarding the three values (Cronbach's alpha, composite reliability, and rho-A)..

Reliability Statistics leadership

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.739	.769	16

Reliability Statistics stakeholder

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.881	.889	17

Reliability Statistics project success

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.932	.933	30

Variable		No of statement	Cronbach's Alpha	
Leadership	Authorization	4	0.899	.739
	Participatory	4	0.892	
	Persuasive	4	0.926	

	News	4	0.891	
Stakeholder	Customer	5	0.888	.881
	Competitor	4	0.891	
	shareholder	4	0.887	
	Employee	4	0.885	
Project success	cost	5	0.882	.932
	Schedule	4	0.885	
	Quality	4	0.886	
	Performance	7	0.890	
	Safety	5	0.885	
	Operating	5	0.887	

variable	Leadership	stakeholder	project success
Cronbach's Alpha	.739	.881	.932
Cronbach's Alpha Based on Standardized Items	.769	.889	.933
N of Items	16	17	30
status	good	good	excellent

Summary

As for the leadership styles variable, the results showed that the values of (Cronbach's alpha) as a variable as a whole equaled .73, and as for its four dimensions, which are (Authorization, Participatory, Persuasive News), equaled (0.899 -0.892 -0.926 - 0.891), respectively, which indicates that all values are greater than .7, which means that the scale was achieved according to Hare et al. 2010.

As for the stakeholders variable, the results showed that the values of (Cronbach's Alpha) as a variable as a whole equaled .881, and as for its four dimensions, which are (Customer - Competitor - Shareholder - Employee), they equaled (0.888 - 0.891 -0.887 -0.885) respectively, which indicates that all values are greater than .7, which means that the scale is achieved according to Hare et al. 2010.

As for the project success variable, the results showed that the values of (Cronbach's alpha) as a variable as a whole equaled .932, and as for its four dimensions, which are (cost - schedule - quality - performance - safety operating), they equaled

(0.882 -0.885 -0.886 -0.890 -0.885 -0.887) respectively, which indicates that all values are greater than .7, which means that the scale was achieved according to Hare et al. 2010.

4.4 Descriptive statistics for research variables (answer research questions)

Strongly disagree	1
disagree	2
neutral	3
agree	4
Strongly agree	5

Descriptive Statistics for leadership

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic Std. Error		Std. Deviation Statistic	Variance Statistic
Authorization	53	2	5	3.76	.087	.632	.399
Participatory	53	3	5	4.08	.064	.464	.215
Persuasive	53	1	5	3.03	.122	.885	.784
News	53	2	5	3.95	.081	.586	.344
Leadership	53	2.56	5.00	3.7052	.05963	.43412	.188
Valid N (listwise)	53						

Descriptive Statistics for stakeholder

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic Std. Error		Std. Deviation Statistic	Variance Statistic
Stakeholder	53	3	5	3.95	.062	.453	.205
Customer	53	3	5	3.97	.073	.534	.285
Competitor	53	3	5	3.95	.063	.456	.208
shareholder	53	2	5	3.93	.081	.591	.349
Employee	53	3	5	3.93	.077	.559	.313
Valid N (listwise)	53						

Descriptive Statistics for project success

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic Std. Error		Std. Deviation Statistic	Variance Statistic
project success	53	3	5	3.96	.060	.437	.191
cost	53	2	5	3.98	.081	.588	.346
Schedule	53	3	5	4.01	.069	.502	.252
Quality	53	2	5	3.96	.072	.527	.278
Performance	53	2	5	3.90	.070	.507	.257
Safety	53	2	5	3.97	.079	.578	.334
Operating	53	3	5	3.97	.064	.467	.218
Valid N (listwise)	53						

variable		mean	S.D	SD error	General situation	Level of importance
leadership		3.7052	.43412	.05963	agree	High
leadership	Authorization	3.76	.632	.087		
	Participatory	4.08	.464	.064		
	Persuasive	3.03	.885	.122		
	News	3.95	.586	.081		
Stakeholder		3.95	.559	.062	agree	High
	Customer	3.97	.453	.073		
	Competitor	3.95	.534	.063		
	shareholder	3.93	.456	.081		
	Employee	3.93	.591	.077		
Project success	project success	3.96	.437	.060	agree	High
	cost	3.98	.588	.081		
	Schedule	4.01	.502	.069		
	Quality	3.96	.527	.072		
	Performance	3.90	.507	.070		

	Safety	3.97	.578	.079		
	Operating	3.97	.467	.064		

4.4.1 Linear correlation coefficients between the study variables

Correlation Matrix^a

For leadership

		Authorization	Participatory	Persuasive	News
Correlation	Authorization	1.000	.514	.227	.611
	Participatory	.514	1.000	-.129	.610
	Persuasive	.227	-.129	1.000	.038
	News	.611	.610	.038	1.000
Sig. (1-tailed)	Authorization		.000	.051	.000
	Participatory	.000		.179	.000
	Persuasive	.051	.179		.394
	News	.000	.000	.394	

a. Determinant = .324

Correlation Matrix^a

For stakeholder

		Customer	Competitor	shareholder	Employee
Correlation	Customer	1.000	.619	.534	.693
	Competitor	.619	1.000	.651	.585
	shareholder	.534	.651	1.000	.636
	Employee	.693	.585	.636	1.000
Sig. (1-tailed)	Customer		.000	.000	.000
	Competitor	.000		.000	.000
	shareholder	.000	.000		.000
	Employee	.000	.000	.000	

a. Determinant = .141

Correlation Matrix^a

Project success		cost	Schedule	Quality	Performance	Safety	Operating
Correlation	cost	1.000	.629	.630	.638	.765	.617
	Schedule	.629	1.000	.696	.492	.683	.657
	Quality	.630	.696	1.000	.741	.579	.560
	Performance	.638	.492	.741	1.000	.495	.570
	Safety	.765	.683	.579	.495	1.000	.586
	Operating	.617	.657	.560	.570	.586	1.000
Sig. (1-tailed)	cost		.000	.000	.000	.000	.000
	Schedule	.000		.000	.000	.000	.000
	Quality	.000	.000		.000	.000	.000
	Performance	.000	.000	.000		.000	.000
	Safety	.000	.000	.000	.000		.000
	Operating	.000	.000	.000	.000	.000	

a. Determinant = .017

Linear correlation between the impact of leadership styles and stakeholders (as an independent variable) and project success (as a dependent variable):

A strong positive correlation (.768) was found between the impact of stakeholders as an independent variable and project success (overall) as a dependent variable at a significance level of less than 0.001

A strong positive correlation (.503) was found between the impact of leadership styles as an independent variable and project success (overall) as a dependent variable at a significance level of less than 0.001

It is noted from the above that the values of the correlation coefficients between the study variables are high, which indicates the strength of this correlation.

It is clear from the results of the previous table that there is a positive significant correlation between the impact of leadership styles and stakeholders and their dimensions at a significance level of .001

Results of testing the study hypotheses This section is concerned with testing the validity of the main hypothesis of the study and the sub-hypotheses that follow it. The statistical results that were reached using both the statistical package, SPSS V.27, are presented as follows

Correlations			
variable	Stakeholder	Leadership	project_ success

Stakeholder	Pearson Correlation	1	.379**	.768**
	Sig. (2-tailed)		.005	.000
	N	53	53	53
Leadership	Pearson Correlation	.379**	1	.503**
	Sig. (2-tailed)	.005		.000
	N	53	53	53
project_success	Pearson Correlation	.768**	.503**	1
	Sig. (2-tailed)	.000	.000	
	N	53	53	53
**. Correlation is significant at the 0.01 level (2-tailed).				

There is a statistically significant positive relationship between leadership and project success.

There is a statistically significant positive relationship between stakeholders and project success.

There is a statistically significant positive relationship between leadership and stakeholders

Simple linear regression

For leadership and project success

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.503 ^a	.253	.238	.381
a. Predictors: (Constant), Leadership				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.510	1	2.510	17.252	.000 ^b
	Residual	7.419	51	.145		
	Total	9.928	52			
a. Dependent Variable: project success						
b. Predictors: (Constant), Leadership						

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.084	.454		4.586	<.001	1.172	2.996
	LLeadership	.506	.122	.503	4.154	<.001	.261	.751

a. Dependent Variable: project_success

The significance level of the F test is sig. F less than 0.01, which indicates the significance of the simple linear regression model at a significance level of 0.01.

The value of the correlation coefficient $R = 0.503$ indicates a strong positive association between leadership styles and project success (overall).

The (adjusted coefficient of determination) R^2 indicates that 25.3% of the variance in PROJECT SUCCESS can be explained by the variance in leadership styles.

The value of T-Value indicates the significance of the regression coefficient beta β , as the significance level calculated for the (t) test is less than .001

Based on the previous results, the validity of the first sub-hypothesis is accepted, which states that there is a positive, statistically significant correlation between the impact of leadership styles as an independent variable and the success of the project as a dependent variable.

For stake holder

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768 ^a	.590	.582	.283
a. Predictors: (Constant), Stakeholder				

ANOVA ^a					
Model	Sum of	df	Mean Square	F	Sig.

		Squares				
1	Regression	5.853	1	5.853	73.263	.000 ^b
	Residual	4.075	51	.080		
	Total	9.928	52			
a. Dependent Variable: project success						
b. Predictors: (Constant), Stakeholder						

The significance level of the F-test is sig. F less than 0.01, which indicates the significance of the simple linear regression model at a significance level of 0.01.

The correlation coefficient value $R = .786$ indicates a strong positive association between stakeholders and project success (overall).

The adjusted coefficient of determination R^2 indicates that 59% of the variance in project success can be explained by the variance in stakeholders.

The T-Value indicates the significance of the regression coefficient β , as the significance level calculated for the t-test is less than .001

Based on the previous results, the validity of the first sub-hypothesis is accepted, which states that there is a positive, statistically significant correlation between the influence of stakeholders as an independent variable and the success of the project as a dependent variable.

for leadership and stakeholder on project success

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801 ^a	.642	.628	.267
a. Predictors: (Constant), Leadership, Stakeholder				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.374	2	3.187	44.839	.000 ^b
	Residual	3.554	50	.071		
	Total	9.928	52			
a. Dependent Variable: project success						
b. Predictors: (Constant), Leadership, Stakeholder						

The significance level of the F-test is sig. F less than 0.01, indicating the significance of the simple linear regression model at a significance level of 0.01.

The correlation coefficient value $R = .801$ indicates a strong positive association between stakeholders and leadership styles.

The adjusted coefficient of determination R^2 indicates that 64% of the variance in leadership styles can be explained by the variance in stakeholders or vice versa.

The T-value indicates the significance of the regression coefficient beta β , as the calculated significance level for the t-test is less than .001

Based on the previous results, the validity of the first sub-hypothesis is accepted, which states that there is a positive, statistically significant correlation between the influence of stakeholders as an independent variable and leadership styles as an independent variable as well.

4.4.2 For multiple linear

For leadership

Model Summary				
Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1				
1	.672 ^a	.451	.405	.337
a. Predictors: (Constant), News, Persuasive, Participatory, Authorization				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.479	4	1.120	9.862	.000 ^b
	Residual	5.450	48	.114		
	Total	9.928	52			
a. Dependent Variable: project success						
b. Predictors: (Constant), News, Persuasive, Participatory, Authorization						

For multiple linear stakeholder

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793 ^a	.629	.598	.277
a. Predictors: (Constant), Employee, Competitor, shareholder, Customer				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.248	4	1.562	20.377	.000 ^b
	Residual	3.680	48	.077		
	Total	9.928	52			
a. Dependent Variable: project success						
b. Predictors: (Constant), Employee, Competitor, shareholder, Customer						

5 References

- Northouse, P. G. (2016). Leadership: Theory and practice (8th ed.). Sage Publications.
- Yukl, G. (2013). Leadership in organizations (7th ed.). Prentice Hall.
- Kouzes, J. M., & Posner, B. Z. (2017). The leadership challenge (6th ed.). Jossey-Bass.
- Bass, B. M. (1985). Transformational leadership: Leading people to do more than expected. Lawrence Erlbaum Associates.

- Burns, J. M. (1978). Leadership. Harper & Row.
- House, R. J., Hitt, M. A., Cuddy, J. L., Gaddis, S. E., & Verhoeff, M. C. (1999). The House-McCallum model of charismatic leadership: A review and refinement. *Journal of Management*, 25(3), 398-427
- Avolio, B. J., & Bass, B. M. (1995). Individualized influence and implicit leadership: A perspective for leadership development. *Journal of Management*, 21(3), 391-411.
- Project Management in Multinational Companies: A Strategic Perspective (John C. Hink)
- Stakeholder Theory A New Approach to Management(R. Edward Freeman)
- Leadership Across Cultures: Challenges and Opportunities (Gary Yukl)
- Northouse, P. G. (2016). Leadership: Theory and practice (7th ed.). Thousand Oaks, CA: Sage Publications.
- Yukl, G. (2013). Leadership in organizations (8th ed.). Upper Saddle River, NJ: Pearson Education.
- Hersey, P., & Blanchard, K. H. (1977). Management of organizational behavior: Utilizing human resources (4th ed.). Englewood Cliffs, NJ: Prentice-Hall.
- Goleman, D. (2000). Primal leadership: Unleashing the power of emotional intelligence. Boston, MA: Harvard Business Review Press.
- Kotter, J. P. (1990). A force for change: How leadership differs from management. New York, NY: Free Press
- Avolio, B. J., & Bass, B. M. (1995). Individualized influence and implicit leadership: A perspective for leadership development. *Journal of Management*, 21(3), 391-411.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Bass, B. M. (1985). Transformational leadership: Leading people to do more than expected. Lawrence Erlbaum Associates.
- Freeman, R. E. (1984). Strategic management: A stakeholder approach. Pitman Publishing.
- House, R. J., Hitt, M. A., Cuddy, J. L., Gaddis, S. E., & Verhoeff, M. C. (1999). The House-McCallum model of charismatic leadership: A review and refinement. *Journal of Management*, 25(3), 398-427.
- Kouzes, J. M., & Posner, B. Z. (2017). The leadership challenge (6th ed.). Jossey-Bass.
- Morris, P. W., & Pinto, J. K. (2017). The art of project management (5th ed.). Project Management Institute.
- Nonaka, I., & Takeuchi, H. (1995). Creating knowledge in the company. Oxford University Press.
- Scott, W. R. (2008). Institutional theory and organizations. Sage Publications
- "Leadership Styles and Project Success: A Meta-Analysis" by Yukl, G. (2009)

- "The Impact of Leadership Style on Project Performance: A Multilevel Analysis" by House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (2004)
- "Transformational Leadership and Project Success: Mediating Effects of Commitment, Satisfaction, and Innovation" by Judge, T. A., Bono, J. E., Ilies, R., & Gerstner, C. M. (2002)
- "The Situational Leadership Theory and Project Management: An Integrative Review and Research Agenda" by Van Knippenberg, D., De Vries, R. K., & Homan, T. (2004)
- IMPACT OF LEADERSHIP STYLES ON PROJECT SUCCESS – THE CASE OF A MULTINATIONAL COMPANY Bálint Blaskovics Hungary – 1083, Budapest, Fővám tér 8. E387 balint.blaskovics@uni-corvinus.hu
- Project Management Institute. (2013). *A guide to the project management body of knowledge* (5th ed.). Newton Square, Pennsylvania.
- Project Management Institute. (2013). The high cost of low performance: The essential role of communications. Retrieved from <http://www.pmi.org/businesssolutions/~media/PDF/Business-Solutions/The-High-Cost-Low-Performance-TheEssential-Role-of-Communications.ashx>
- Rezark, C. (2009). Project team success in today's economy: Back to business and back to basics. Retrieved from <http://www.paradigmlearning.com/documents/Project%20Team%20Success%20in%20Today%27s%20Economy%20003.pdf>
- Riaz, A., & Haider, M. H. (2010). Role of transformational and transactional leadership on job satisfaction and career satisfaction. *Business and Economic Horizons*. (1), 29-38.
- Sullivan, E. J., & Decker, P. J. (2005). *Effective Leadership and Management in Nursing*. Pearson Prentice Hall, p. 4.
- Waller, D. J., Smith, S. R., & Warnock, J. T. (1989). Situational theory of leadership. *American Journal of Health-System Pharmacy*, 46(11), 2335-2341
- Boseman, G. (2008). Effective leadership in a changing world. *Journal of Financial Service Professionals*. 62(3), 36-38
- Turner, J.R., Müller, R., 2006. Choosing Appropriate Project Managers: Matching their Leadership Style to the Type of Project. Project Management Institute, Newtown Square.
- Turner, J.R., Zolin, R., 2012. Forecasting success on large projects: developing reliable scales to predict multiple perspectives by multiple stakeholders over multiple time frames. *Project Management Journal* 43 (5), 87—99.
- Turner, J.R., Zolin, R., Remington, K., 2009. Modelling success on complex projects: multiple perspectives over multiple time frames. In: Gemuenden, H.-G. (Ed.), *The Proceedings of IRNOP9, the 9th Conference of The International Research Network of Organizing by Projects*, Berlin, June. Technical University of Berlin, Berlin.
- Different stakeholder groups and their perceptions of project success for Kate Davis

- Master's thesis قلمامن. دور التفكير الاستراتيجي في نجاح المشاريع الصغيرة
- 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 Iraqi Journal Of Administrative Sciences.24-24, (4)1 ,
- Dönmez, S. (2014). Developing a likert-type measure to assess transformational and transactional leadership styles in Turkey (Master's thesis, Middle East Technical University).
- 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.
- 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.
- <https://forms.gle/eF8dpHSU4JBa9dgg7>

6 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	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
	Persuasive leadership	1:4	

	Participatory	1:4	Iraqi Journal Of Administrative Sciences.24-24 ,(4)1 ,
	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), 1306-1327Yau, 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	
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	1:5	
	Operating environment	1:5	

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
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
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	Project safety performance was commensurate with the experience levels of the craft workforce.					
4	Hazard mitigation measures were well managed by the project team.					
5	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.					
5	The training and experience gained on this project by the project team improves the marketplace qualifications of the organization.					

Key note for spss	
gender	
male	1
female	2
age	
18-25	1
25-30	2
30-40	3
40-60	4
marital status	

Single	1
married	2
separated	3
Number of years of experience	
0-5	1
5-10	2
10-30	3
30-60	4
Religion	
Muslim	1
non Muslim	2
job description	
Implementation engineer	1
Projects manager	2
Technical office engineer	3
Worker	4
Supervisor	5
Director of implementation	6
Project manager	7
Technical office manager	8
Vice president	9
Type of approval	
Strongly disagree	1
disagree	2
neutral	3
agree	4
Strongly agree	5

			leadership	code
1	Authorization leadership	1	The leader is often characterized by being unaffected by the work pressures generated by crises	Authorization_Q1
2		2	A leader has the ability to handle crises with calm nerves	Authorization_Q2
3		3	The leader tends to gather all authority in his hands	Authorization_Q3
4		4	The leader accepts any change suggested by employees to the way of work	Authorization_Q4
5	Participatory Leadership	1	The leader seeks to develop relationships with others regardless of cultural differences	Participatory_Q1
6		2	The leader has a high ability to communicate with employees through good communication methods.	Participatory_Q2
7		3	The leader believes that participation in decision-making is the foundation of Islamic management.	Participatory_Q3
8		4	The leader participates with employees in their special meetings that they celebrate	Participatory_Q4
9	Persuasive style	1	The leader participates with you in making decisions that affect your work	Persuasive_Q1
10		2	The leader demands that plans be implemented without contributing to their development.	Persuasive_Q2
11		3	The leader believes that exchanging opinions is a waste of time	Persuasive_Q3
12		4	The leader tolerates employees who fail to perform their duties	Persuasive_Q4
13	News style	1	The leader possesses conflict management skills at work	News_Q1
14		2	The leader resolves disagreements without harming the interests of others	News_Q2
15		3	The leader takes into account employees' decisions when distributing duties to them	News_Q3
16		4	The leader adheres to instructions and regulations in a professional manner	News_Q4

			stakeholder	code
1	Customer orientation	1	Competitive strategies are based on understanding customer needs.	Customer_Q1
2		2	Customer satisfaction is systematically and frequently assessed.	Customer_Q2
3		3	Our commitment of serving customer needs is closely monitored.	Customer_Q3
4		4	Close attention is given to after sales service.	Customer_Q4
5		5	Our objectives and strategies are driven by the creation of customer satisfaction.	Customer_Q5
6	Competitor orientation	1	Sales people share information about competitors.	Competitor_Q1
7		2	Top management regularly discuss competitors' strengths and weaknesses.□	Competitor_Q2
8		3	We achieve rapid response to competitive actions.	Competitor_Q3
9		4	Customers are targeted when we have an opportunity for competitive advantage.	Competitor_Q4
10	shareholder orientation	1	Our objectives are driven by creating shareholder wealth.	shareholder_Q1
11		2	Senior managers have regular meetings with shareholders.	shareholder_Q2
12		3	We regularly compare our share value to that of our competitors.	shareholder_Q3
13		4	Designated managers have responsibility for aiming to satisfy shareholders' interests.□	shareholder_Q4
14	Employee orientation	1	We have regular staff appraisals in which we discuss employees' needs.□	Employee_Q1
15		2	We have regular staff meetings with employees.	Employee_Q2
16		3	As a manager, I try to find out the true feelings of my staff about their jobs.	Employee_Q3
17		4	We survey staff at least once each year to assess their attitudes to their work.	Employee_Q4

			project success	code
1	cost	1	Overall project cost performance was met based on baseline goals, targets, or expectations.	cost_Q1
2		2	Rework costs were well managed	cost_Q2
3		3	Budget contingencies were well managed.	cost_Q3
4		4	Net profit targets were met	cost_Q4
5		5	Market competition was well understood.	cost_Q5
6	Schedule	1	Overall project schedule performance was met based on baseline goals, targets, or expectations.	Schedule_Q1
7		2	Schedule float management was optimized	Schedule_Q2
8		3	Labor availability was well managed.	Schedule_Q3
9		4	Equipment availability was well managed.	Schedule_Q4
10	Quality	1	Overall project quality objectives were met based on baseline goals, targets, or expectations.	Quality_Q1
11		2	Customer satisfaction was evidenced by direct feedback.	Quality_Q2
12		3	Customer satisfaction was evidenced by the opportunity for follow-on work.	Quality_Q3
13		4	The customer's true goals and expectations were properly reflected in contract performance incentives.	Quality_Q4
14	Performance	1	Project operational performance goals were met.	Performance_Q1
15		2	A formalized method was established for managing project performance data (metrics).	Performance_Q2
16		3	Project performance data (metrics) updates were accurate throughout the life of the project.	Performance_Q3
17		4	Project performance data (metrics) were in good alignment with informal customer feedback.	Performance_Q4
18		5	The performance data (metrics) were predictive of the final project outcomes.	Performance_Q5
19		6	Project personnel participated in the formulation of performance measurements.	Performance_Q6
20		7	Project personnel remained cognizant of performance measurements throughout the project.	Performance_Q7
21	Safety	1	Overall project safety performance was met based on baseline goals, targets, or expectations involving OSHA	Safety_Q1
22		2	Overall project safety performance was met based on baseline goals, targets, or expectations involving OSHA	Safety_Q2
23		3	Project safety performance was commensurate with the experience levels of the craft workforce.	Safety_Q3
24		4	Hazard mitigation measures were well managed by the project team.	Safety_Q4
25		5	The trades and labor personnel were supportive of project safety practices as evidenced by the frequency of c	Safety_Q5
26	Operating Environment	1	Vendors and subcontractors complied with project schedule requirements.	Operating_Q1
27		2	Vendors and subcontractors complied with project documentation requirements.	Operating_Q2
28		3	The deployment of new technologies improved project performance.	Operating_Q3
29		4	The management of rework and repair conformed to baseline targets/expectations.	Operating_Q4
30		5	The training and experience gained on this project by the project team improves the marketplace qualification	Operating_Q5

Correlations

		Stakeholder	project_succe ss	Authorization	Participatory	Persuasive	News	Customer	Competitor	shareholder	Employee	cost	Schedule	Quality	Performance	Safety	Operating	Leadership
Stakeholder	Pearson Correlation	1	.768"	.259	.414"	.075	.402"	.859"	.822"	.832"	.865"	.642"	.713"	.633"	.473"	.714"	.714"	.379"
	Sig. (2-tailed)		<.001	.061	.002	.594	.003	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	.005
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
project_succe ss	Pearson Correlation	.768"	1	.331'	.608"	.066	.551"	.650"	.527"	.685"	.712"	.874"	.807"	.837"	.819"	.829"	.791"	.503"
	Sig. (2-tailed)	<.001		.015	<.001	.638	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Authorization	Pearson Correlation	.259	.331'	1	.514"	.227	.611"	.203	.148	.224	.291'	.314'	.284'	.268	.286'	.246	.239	.823"
	Sig. (2-tailed)	.061	.015		<.001	.102	<.001	.144	.291	.107	.035	.022	.039	.052	.038	.076	.085	<.001
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Participatory	Pearson Correlation	.414"	.608"	.514"	1	-.129	.610"	.284'	.252	.375"	.483"	.635"	.507"	.519"	.415"	.507"	.451"	.594"
	Sig. (2-tailed)	.002	<.001	<.001		.357	<.001	.039	.069	.006	<.001	<.001	<.001	<.001	.002	<.001	<.001	<.001
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Persuasive	Pearson Correlation	.075	.066	.227	-.129	1	.038	.195	.115	-.014	-.054	.123	.180	-.064	-.019	.056	.077	.571"
	Sig. (2-tailed)	.594	.638	.102	.357		.788	.161	.414	.922	.702	.381	.196	.650	.895	.688	.583	<.001
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
News	Pearson Correlation	.402"	.551"	.611"	.610"	.038	1	.266	.324'	.292'	.492"	.550"	.348'	.526"	.524"	.350'	.394"	.742"
	Sig. (2-tailed)	.003	<.001	<.001	<.001	.788		.054	.018	.034	<.001	<.001	.011	<.001	<.001	.010	.003	<.001
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Customer	Pearson Correlation	.859"	.650"	.203	.284'	.195	.266	1	.619"	.534"	.693"	.594"	.593"	.450"	.398"	.638"	.586"	.339'
	Sig. (2-tailed)	<.001	<.001	.144	.039	.161	.054		<.001	<.001	<.001	<.001	<.001	<.001	.003	<.001	<.001	.013
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Competitor	Pearson Correlation	.822"	.527"	.148	.252	.115	.324'	.619"	1	.651"	.585"	.406"	.580"	.451"	.254	.556"	.466"	.289'
	Sig. (2-tailed)	<.001	<.001	.291	.069	.414	.018	<.001		<.001	<.001	.003	<.001	<.001	.067	<.001	<.001	.036
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
shareholder	Pearson Correlation	.832"	.685"	.224	.375"	-.014	.292'	.534"	.651"	1	.636"	.503"	.719"	.669"	.418"	.559"	.663"	.273'
	Sig. (2-tailed)	<.001	<.001	.107	.006	.922	.034	<.001	<.001		<.001	<.001	<.001	<.001	.002	<.001	<.001	.048
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Employee	Pearson Correlation	.865"	.712"	.291'	.483"	-.054	.492"	.693"	.585"	.636"	1	.837"	.511"	.585"	.502"	.651"	.676"	.374"
	Sig. (2-tailed)	<.001	<.001	.035	<.001	.702	<.001	<.001	<.001	<.001		<.001	<.001	<.001	<.001	<.001	<.001	.006
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
cost	Pearson Correlation	.642"	.874"	.314'	.635"	.123	.550"	.594"	.406"	.503"	.637"	1	.629"	.630"	.638"	.785"	.617"	.532"
	Sig. (2-tailed)	<.001	<.001	.022	<.001	.381	<.001	<.001	.003	<.001	<.001		<.001	<.001	<.001	<.001	<.001	<.001
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Schedule	Pearson Correlation	.713"	.807"	.284'	.507"	.180	.348'	.593"	.580"	.719"	.511"	.629"	1	.696"	.492"	.683"	.657"	.448"
	Sig. (2-tailed)	<.001	<.001	.039	<.001	.196	.011	<.001	<.001	<.001	<.001	<.001		<.001	<.001	<.001	<.001	<.001
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Quality	Pearson Correlation	.633"	.837"	.268	.519"	-.064	.526"	.450"	.451"	.669"	.585"	.630"	.696"	1	.741"	.579"	.560"	.381"
	Sig. (2-tailed)	<.001	<.001	.052	<.001	.650	<.001	<.001	<.001	<.001	<.001	<.001	<.001		<.001	<.001	<.001	.005
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53

Correlations															
		Authorizati on	Participator y	Persuasive	New s	Customer	Competitor	shareholde r	Employee	cost	Schedule	Quality	Performanc e	Safety	Operating
Authorizati on	Pearson Correlation	1	.514**	0.227	.611**	0.203	0.148	0.224	.291*	.314*	.284*	0.268	.286*	0.246	0.239
	Sig. (2- tailed)		0.000	0.102	0.000	0.144	0.291	0.107	0.035	0.022	0.039	0.052	0.038	0.076	0.085
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Participator y	Pearson Correlation	.514**	1	-0.129	.610**	.284*	0.252	.375**	.483**	.635**	.507**	.519**	.415**	.507**	.451**
	Sig. (2- tailed)	0.000		0.357	0.000	0.039	0.069	0.006	0.000	0.000	0.000	0.000	0.002	0.000	0.001
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Persuasive	Pearson Correlation	0.227	-0.129	1	0.038	0.195	0.115	-0.014	-0.054	0.123	0.180	-0.064	-0.019	0.056	0.077
	Sig. (2- tailed)	0.102	0.357		0.788	0.161	0.414	0.922	0.702	0.381	0.196	0.650	0.895	0.688	0.583
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53
New s	Pearson Correlation	.611**	.610**	0.038	1	0.266	.324*	.292*	.492**	.550**	.348*	.526**	.524**	.350*	.394**
	Sig. (2- tailed)	0.000	0.000	0.788		0.054	0.018	0.034	0.000	0.000	0.011	0.000	0.000	0.010	0.003
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Customer	Pearson Correlation	0.203	.284*	0.195	0.266	1	.619**	.534**	.693**	.594**	.593**	.450**	.398**	.638**	.586**
	Sig. (2- tailed)	0.144	0.039	0.161	0.054		0.000	0.000	0.000	0.000	0.000	0.001	0.003	0.000	0.000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Competitor	Pearson Correlation	0.148	0.252	0.115	.324*	.619**	1	.651**	.585**	.406**	.580**	.451**	0.254	.556**	.466**
	Sig. (2- tailed)	0.291	0.069	0.414	0.018	0.000		0.000	0.000	0.003	0.000	0.001	0.067	0.000	0.000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53
shareholder	Pearson Correlation	0.224	.375**	-0.014	.292*	.534**	.651**	1	.636**	.503**	.719**	.669**	.418**	.559**	.663**
	Sig. (2- tailed)	0.107	0.006	0.922	0.034	0.000	0.000		0.000	0.000	0.000	0.000	0.002	0.000	0.000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Employee	Pearson Correlation	.291*	.483**	-0.054	.492**	.693**	.585**	.636**	1	.637**	.511**	.565**	.502**	.651**	.676**
	Sig. (2- tailed)	0.035	0.000	0.702	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53
cost	Pearson Correlation	.314*	.635**	0.123	.550**	.594**	.406**	.503**	.637**	1	.629**	.630**	.638**	.765**	.617**
	Sig. (2- tailed)	0.022	0.000	0.381	0.000	0.000	0.003	0.000	0.000		0.000	0.000	0.000	0.000	0.000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Schedule	Pearson Correlation	.284*	.507**	0.180	.348*	.593**	.580**	.719**	.511**	.629**	1	.696**	.492**	.683**	.657**
	Sig. (2- tailed)	0.039	0.000	0.196	0.011	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Quality	Pearson Correlation	0.268	.519**	-0.064	.526**	.450**	.451**	.669**	.565**	.630**	.696**	1	.741**	.579**	.560**
	Sig. (2- tailed)	0.052	0.000	0.650	0.000	0.001	0.001	0.000	0.000	0.000	0.000		0.000	0.000	0.000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Performanc e	Pearson Correlation	.286*	.415**	-0.019	.524**	.398**	0.254	.418**	.502**	.638**	.492**	.741**	1	.495**	.570**
	Sig. (2- tailed)	0.038	0.002	0.895	0.000	0.003	0.067	0.002	0.000	0.000	0.000	0.000		0.000	0.000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Safety	Pearson Correlation	0.246	.507**	0.056	.350*	.638**	.556**	.559**	.651**	.765**	.683**	.579**	.495**	1	.586**
	Sig. (2- tailed)	0.076	0.000	0.688	0.010	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Operating	Pearson Correlation	0.239	.451**	0.077	.394**	.586**	.466**	.663**	.676**	.617**	.657**	.560**	.570**	.586**	1
	Sig. (2- tailed)	0.085	0.001	0.583	0.003	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	53	53	53	53	53	53	53	53	53	53	53	53	53	53
**. Correlation is significant at the 0.01 level (2-tailed).															
*. Correlation is significant at the 0.05 level (2-tailed).															