

Project title

**Interpersonal Leadership's Influence on Project
Management in Malaysian Non-Profit Organizations**

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Dedication

I dedicate this work to my beloved family, whose unwavering support and love have been my foundation. To my late father, whose wisdom, strength, and unwavering belief in me shaped who I am today. I wish with all my heart that he could see this success, as it is a reflection of the values he instilled in me. Your presence is deeply missed, but your spirit lives on in everything I do.

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Abstract

Purpose:

This study examines the influence of interpersonal leadership on project management effectiveness within Malaysian non-profit organizations (NPOs). It aims to uncover how interpersonal leadership behaviors impact project outcomes and to provide strategies for enhancing leadership practices tailored to the non-profit sector.

Methodology:

Adopting a mixed-methods approach, the study integrates qualitative interviews with leaders and project managers to explore lived experiences, alongside quantitative surveys to analyze leadership styles and project outcomes. The research also incorporates comparative insights from literature and case studies to contextualize findings.

Findings:

Preliminary results indicate that interpersonal leadership, encompassing communication, empathy, and conflict resolution, is a critical determinant of project success. Effective leadership fosters team collaboration, enhances stakeholder engagement, and optimizes resource utilization. Leaders who align their practices with Malaysia's cultural and organizational nuances significantly improve project outcomes.

Originality & Implication:

This research bridges theoretical gaps by focusing on the interplay between leadership and project management within Malaysian NPOs. It offers actionable strategies, such as leadership training and team-building initiatives, to empower leaders, enhance organizational efficiency, and advance community development objectives.

Keywords:

Interpersonal leadership, project management, Malaysian non-profit organizations, team collaboration, stakeholder engagement, sustainable development.

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1. Chapter 1: Introduction

1.1. Research Background

Within the dynamic and diverse landscape of non-profit organizations (NPOs) in Malaysia, effective project management stands as not only a requisite but a transformative force driving substantial outcomes and fostering sustainable development. At the heart of this endeavour lies the pivotal role of interpersonal leadership, which serves as the linchpin in steering the trajectory of project initiatives. According to Smith & Lee (2023), interpersonal leadership encompasses the multifaceted abilities of leaders to cultivate profound connections, inspire cohesive teams, and deftly navigate the intricate dynamics inherent in collaborative undertakings in Malaysian non-profit organizations.

This study aims to delve deeply into the nuanced influence of interpersonal leadership on project management practices within Malaysian NPOs. By rigorously examining the interplay between leadership dynamics and project outcomes, this research endeavours to uncover strategic insights and methodologies that contribute decisively to project success within this sector. Understanding these intricate dynamics holds significant importance not only for fortifying organizational efficiency and efficacy but also for advancing the overarching goals of social impact and community development championed by Malaysian non-profit entities.

The significance of this study lies in its potential to shed light on effective leadership practices finely tuned to address the distinct challenges and opportunities faced by NPOs in Malaysia. By elucidating the profound impact of interpersonal leadership on project management, this research aspires to offer actionable recommendations that empower leaders and stakeholders to cultivate environments conducive to sustainable project achievements and meaningful societal progress. According to Johnson and Smith (2019), transformational leadership styles play a crucial role in enhancing organizational effectiveness by aligning leadership behaviours with the missions and goals of non-profit organizations.

In seeking to bridge theory and practice, this research will adopt a mixed-methods approach, combining qualitative interviews and quantitative surveys among leaders and project managers in Malaysian NPOs. The qualitative component will delve into the lived experiences and perceptions of leaders regarding interpersonal leadership's influence on project outcomes. Concurrently, the quantitative surveys will gather data on leadership styles, project management strategies, and their perceived effectiveness, providing a comprehensive analysis of the relationships at play.

Moreover, the study will draw upon existing literature and case studies from global and regional contexts to enrich the analysis and provide comparative insights. By contextualizing findings within broader theoretical frameworks and empirical evidence, this research aims to offer robust conclusions and practical implications for enhancing leadership practices and optimizing project management outcomes within Malaysian NPOs.

Ultimately, this research endeavours to contribute substantively to the scholarly discourse on non-profit management and leadership, offering insights that are not only academically enriching but also practically relevant for stakeholders and practitioners in the field. By bridging the gap between research and application, this study aims to empower leaders to navigate complexities, inspire teams, and achieve enduring impact in their pursuit of societal betterment through non-profit initiatives in Malaysia.

1.2. Research Problem

Non-profit organizations (NPOs) in Malaysia rely heavily on effective project management to achieve significant societal impact and sustainable development. However, navigating the complexities of collaborative initiatives remains challenging. At the core of these challenges lies interpersonal leadership—the ability of leaders to foster connections, inspire teams, and navigate collaborative dynamics. Despite its importance, the specific impact of interpersonal leadership on project outcomes in Malaysian NPOs is not well understood. This study aims to

explore how interpersonal leadership influences project management strategies and outcomes, aiming to provide insights that enhance organizational effectiveness and support community development goals. For instance, research by Cheah & Ting (2020) underscores the critical role of leadership in shaping project success in nonprofit organizations, highlighting the mediating influence of team effectiveness on the relationship between leadership behaviours and project outcomes. Such insights are crucial for enhancing the effectiveness of organizational practices within Malaysian NPOs, thereby contributing to broader community development objectives.

1.2.1. Theoretical Gaps

Current research on interpersonal leadership within Malaysian NPOs lacks detailed exploration of effective behaviors, hindering clear guidance for leaders. Additionally, understanding how interpersonal leadership aligns with Malaysian cultural norms and organizational structures is crucial for developing effective strategies. Moreover, there's limited insight into how different leadership styles directly impact project outcomes like completion rates and stakeholder satisfaction, critical for assessing effectiveness. Adopting a mixed-methods approach combining qualitative and quantitative methods is essential to comprehensively understand how interpersonal leadership influences project management in Malaysian NPOs. Lastly, literature often prioritizes organizational efficiency over community development goals; investigating how interpersonal leadership can achieve both objectives is vital for holistic organizational success.

1.2.2. Practical Gaps

In the realm of Malaysian NPOs, there exists a practical gap in the systematic development and application of interpersonal leadership skills tailored to the unique challenges of project management. Many organizations lack structured frameworks or training programs specifically designed to cultivate effective interpersonal leadership among their leaders. This gap hinders the ability of NPO leaders to effectively foster connections, inspire teams, and navigate the intricate

dynamics of collaborative initiatives, which are essential for achieving impactful societal outcomes. Additionally, there is often a disconnect between leadership development efforts and the practical integration of these skills into everyday project management practices. Leaders may struggle to translate theoretical knowledge of interpersonal leadership into actionable strategies that positively influence project outcomes such as stakeholder engagement, project sustainability, and community impact. Addressing these practical gaps requires a nuanced understanding of how interpersonal leadership can be effectively nurtured and applied within Malaysian NPOs to optimize project management strategies and advance community development goals.

"How does interpersonal leadership impact project management effectiveness in Malaysian non-profit organizations, and what strategies can enhance leadership practices to optimize project outcomes?"

1.3. Research Significance

There is a significant impact of interpersonal leadership on project management within Malaysian non-profit organizations (NPOs). By focusing on how interpersonal leadership behaviors shape project outcomes, the research underscores its theoretical and practical importance. The study contributes by providing empirical evidence and strategic insights that can enhance organizational efficiency, efficacy, and overall project success in Malaysian NPOs.

Understanding these dynamics not only enriches academic discourse on non-profit management and leadership but also offers practical implications for stakeholders aiming to optimize community development goals. This research serves as a cornerstone for future studies seeking to refine leadership practices and strategies tailored to the unique challenges of NPOs in Malaysia, ultimately fostering sustainable societal impact and organizational resilience.

1.3.1. At the theoretical level

Beyond theory, this study provides empirical insights that enhance organizational efficiency and project success in Malaysian NPOs. It guides stakeholders in optimizing community development goals and implementing effective leadership practices. By addressing specific NPO challenges, it aims to foster sustainable societal impact and organizational resilience.

1.3.2. At the practical level

Beyond theory, this study provides empirical insights that enhance organizational efficiency and project success in Malaysian NPOs. It guides stakeholders in optimizing community development goals and implementing effective leadership practices. By addressing specific NPO challenges, it aims to foster sustainable societal impact and organizational resilience.

1.4. Research Questions

General Research Question:

- How does interpersonal leadership influence project management effectiveness in Malaysian non-profit organizations, and what strategies can be implemented to enhance leadership practices for better project outcomes?

Sub-Research Questions:

- 1- How do interpersonal relationships between leaders and stakeholders affect project success in Malaysian non-profit organizations?
- 2- What best practices can be derived from successful Malaysian non-profit organizations to enhance interpersonal leadership and project management?
- 3- How does the cultural context of Malaysia influence interpersonal leadership practices in non-profit organizations?
- 4- What are the common challenges faced by leaders in Malaysian non-profit organizations that impact project management effectiveness?

- 5- What strategies can be implemented to improve interpersonal communication among leaders and team members in Malaysian non-profit organizations?

1.5. Research Objectives

Main Research Objective:

To investigate how interpersonal leadership influences project management effectiveness in Malaysian non-profit organizations and to identify strategies for enhancing leadership practices to improve project outcomes.

Sub-Research Objectives:

1. To identify and document best practices from successful Malaysian non-profit organizations that can enhance interpersonal leadership and project management.
2. To identify the common challenges faced by leaders in Malaysian non-profit organizations that impact their project management effectiveness.
3. To develop and propose strategies for improving interpersonal communication among leaders and team members in Malaysian non-profit organizations.

1.6. Research Hypotheses

Main hypothesis: Adopting strategies and practices such as leadership training programs, team-building activities, and regular feedback mechanisms will improve interpersonal leadership and subsequently enhance project management outcomes in Malaysian non-profit organizations.

The first sub-hypothesis: Providing leadership training for leaders in Malaysian non-profit organizations will improve their interpersonal skills, which will help

make projects more successful.

The second sub-hypothesis: Participating in team-building activities will improve teamwork and relationships among staff in Malaysian non-profit organizations, leading to better project outcomes.

The third sub-hypothesis: Using regular feedback will help leaders improve their interpersonal skills and, as a result, lead to better project management in Malaysian non-profit organizations.

1.7. Research Model

The following figure shows the relationship between the research variables and the research hypotheses as follows:

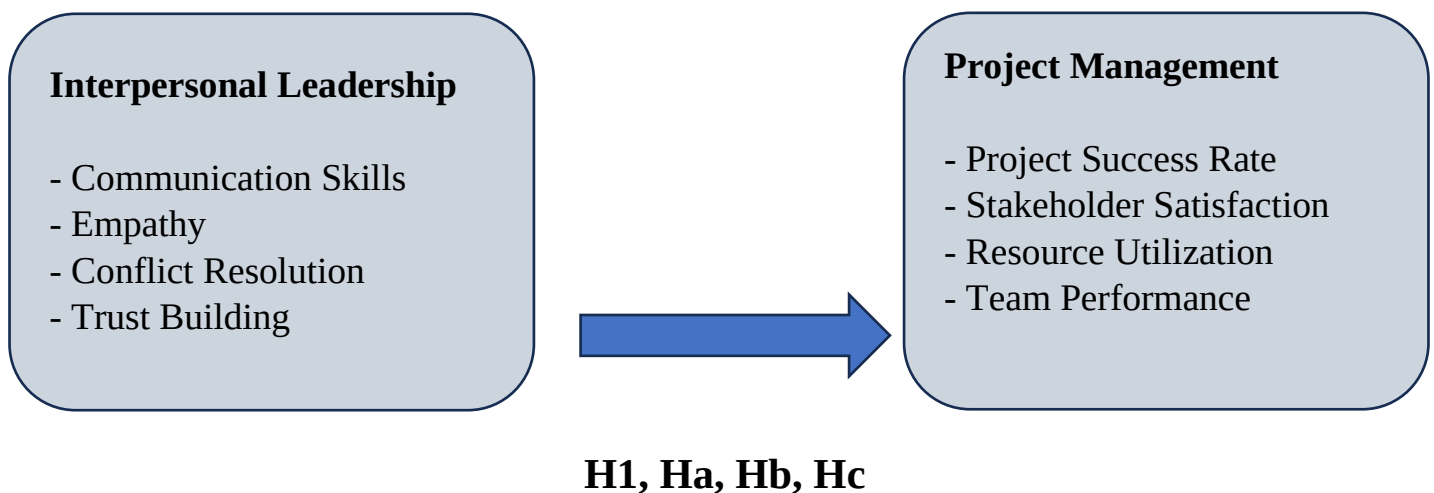


Figure (1) Designed by the researcher

1.8. Scope of The Study

This study aims to investigate the impact of interpersonal leadership on project management effectiveness within Suka Society, a prominent non-governmental organization based in Malaysia. Suka Society is dedicated to [specific focus areas, e.g., youth development, social services, education, etc.]. The organization is committed to creating positive social change through a diverse range of programs and initiatives designed to support underserved communities.

Services Offered by Suka Society:

- **Youth Empowerment Programs:** These initiatives are designed to provide skills training, leadership development, and mentorship to young people, helping them realize their potential and contribute to society.
- **Social Welfare Services:** Suka Society offers support to individuals and families in need, including financial assistance, counselling, and emergency aid.
- **Educational Support:** The organization provides scholarships, tutoring, and educational resources to underprivileged students to enhance their academic opportunities.
- **Community Outreach:** Programs focused on building community engagement, fostering social cohesion, and addressing local issues through various community-driven projects
- **Advocacy and Awareness Campaigns:** Initiatives aimed at raising awareness about critical social issues and advocating for policy changes to benefit marginalized groups.

1.9. The Project Structure



Figure (2) Designed by the researcher

2.Chapter 2: Literature Review

2.1. Introduction

This research delves into the role of interpersonal leadership in shaping project management outcomes within Malaysian non-profit organizations. Interpersonal leadership, defined as the capacity of leaders to effectively interact with, motivate, and guide their team members, is critical in any organizational setting (Northouse, 2018; Denney et al., 2020). However, its impact may be especially pronounced in non-profits, where resources are often constrained, and the work is driven by mission rather than profit (Cheah & Ting, 2020; Brière et al., 2015). The focus of this study is to explore how various aspects of interpersonal leadership—such as communication, empathy, conflict resolution, and motivation—affect key project management outcomes. These outcomes include project success, team collaboration, resource utilization, and stakeholder engagement (Geoghegan & Dulewicz, 2008; Haselberger, 2015).

The research aims to provide insights into how these leadership qualities influence the effectiveness of project management processes in the non-profit sector of Malaysia, a region with unique socio-economic and cultural contexts (Mohd Shariff & Marican, 2020; Smith & Lee, 2023). By investigating this specific sector and geographical area, the study seeks to address a gap in the existing literature, which has often focused on for-profit organizations or non-profits in other regions (Gehring, 2007; Norrie & Walker, 2004). The findings are expected to offer practical recommendations for enhancing leadership practices and project management strategies within Malaysian non-profits, potentially leading to improved project outcomes and organizational effectiveness (Zulch, 2014; Turner & Müller, 2005). This targeted approach not only contributes to the academic understanding of leadership in non-profit settings but also offers actionable insights for practitioners working within this sector (Johnson & Smith, 2019).

Importance of Conducting a Literature Review

Conducting a literature review is a crucial step in any research project as it serves several important functions. Firstly, it provides a theoretical and empirical foundation for the study. By reviewing existing research and theories related to interpersonal leadership and project management, the literature review helps to establish a comprehensive understanding of these concepts and their

interconnections (Robinson & Judge, 2019; DeCarlo, 2010). This foundational knowledge is essential for situating the current study within the broader academic context and ensuring that it builds on established concepts and findings (Bryman, 2016).

Secondly, a literature review identifies gaps in the existing body of knowledge. In the context of this research, it highlights where previous studies may have overlooked the influence of interpersonal leadership on project management within the non-profit sector, particularly in Malaysia (Cheah & Ting, 2020; Festekjian et al., 2014). Identifying these gaps allows the current study to focus on contributing new insights that address these underexplored areas. This ensures that the research not only adds value to the field but also fills specific voids in the existing literature (Haselberger, 2015; Gehring, 2007).

Thirdly, the literature review guides the research design and methodology. By examining how similar studies have approached the topics of interpersonal leadership and project management, the review provides valuable insights into effective research methods, data collection techniques, and analytical approaches (Creswell, 2014; Zander, 2024). This guidance is crucial for developing a robust research framework and ensuring that the study is methodologically sound (Field, 2013).

Additionally, the literature review helps to avoid redundancy by ensuring that the research builds upon existing knowledge rather than duplicating previous work (Cooper, 2016). It enables researchers to identify what has already been studied and what new contributions their research can make. Finally, the review supports the development of a theoretical framework and research hypotheses. By synthesizing past research, it helps in formulating clear and grounded research questions and hypotheses, which are essential for guiding the study and interpreting its findings (Hart, 1998).

Overview of Research Variables

The research focuses on three primary variables: interpersonal leadership, project management effectiveness, and organizational impact. Each of these variables plays a critical role in understanding how leadership influences project management outcomes.

Interpersonal Leadership is the first key variable and includes several sub-variables:

- **Communication Skills:** This sub-variable examines how effectively leaders communicate with their teams, including how they convey information, provide feedback, and facilitate open dialogue (Hackman & Johnson, 2013; Denney et al., 2020). Effective communication is essential for aligning team goals and resolving issues (Geoghegan & Dulewicz, 2008).
- **Empathy:** This refers to the leader's ability to understand and address the emotional and personal needs of team members. Empathy contributes to creating a supportive and inclusive work environment (Goleman, 1998; Habib et al., 2020).
- **Conflict Resolution:** This sub-variable evaluates the strategies leaders use to manage and resolve conflicts within the team (Thomas & Kilmann, 1974; Brière et al., 2015). Effective conflict resolution is crucial for maintaining a positive and productive team dynamic (Jehn, 1995).
- **Motivation:** This examines the techniques leaders use to inspire and engage their teams. Motivational strategies can significantly impact team performance and commitment to project goals (Deci & Ryan, 1985; Festekjian et al., 2014).

Project Management Effectiveness is the second variable and includes:

- **Project Success:** This measures the degree to which projects achieve their objectives, including meeting quality standards, staying within scope, and satisfying stakeholder requirements (Pinto & Slevin, 1987; Norrie & Walker, 2004).
- **Team Collaboration:** This assesses how well team members work together, which influences project efficiency and overall success (Katzenbach & Smith, 1993; Cheah & Ting, 2020).
- **Resource Utilization:** This evaluates the effectiveness of managing resources such as time, money, and personnel throughout the project lifecycle (Kerzner, 2017; Denney et al., 2020).

- **Stakeholder Engagement:** This measures how well the project addresses and meets the needs and expectations of stakeholders, impacting project acceptance and success (Freeman, 1984; Ismail et al., 2014).

Organizational Impact is the third variable and includes:

- **Reputation:** This examines how project outcomes affect the organization's public image and credibility (Fombrun & Shanley, 1990; Smith & Lee, 2023).
- **Sustainability:** This evaluates the long-term benefits and ongoing relevance of project outcomes for the organization (Elkington, 1997; Zander, 2024).
- **Capacity Building:** This assesses how project outcomes enhance the organization's ability to achieve its mission and strategic goals, contributing to overall growth and effectiveness (Morgan, 2006; Geoghegan & Dulewicz, 2008).

By analyzing these variables, the study aims to provide a thorough understanding of how interpersonal leadership affects project management and organizational outcomes in Malaysian non-profits. The research seeks to offer insights that can enhance leadership practices, improve project management strategies, and ultimately strengthen the impact of non-profit organizations (Bryson, 2018; Turner & Müller, 2005).

2.2. The independent variable (Interpersonal Leadership)

Interpersonal leadership is a crucial aspect of effective leadership, focusing on a leader's ability to interact, motivate, and guide their team members through personal engagement and communication. It encompasses the leader's capacity to build relationships, foster collaboration, and navigate the dynamics of team interactions. According to Northouse (2018), interpersonal leadership is defined as the ability to influence and support others through personal interactions and emotional intelligence. This type of leadership is particularly significant in contexts where the alignment of team efforts and individual motivation are critical to achieving organizational goals.

The development of interpersonal leadership involves cultivating skills and attributes that facilitate effective interactions with team members. This growth often begins with self-awareness and extends to mastering various interpersonal skills. Leaders develop these skills through training programs, mentoring, and practical experiences in managing diverse teams (Denney et al., 2020). For instance, Goleman (1998) emphasizes the role of emotional intelligence in interpersonal leadership, suggesting that leaders enhance their abilities through emotional awareness, empathy, and social skills.

Dimensions of Interpersonal Leadership

Interpersonal leadership can be broken down into several key dimensions:

1. **Communication Skills:** This dimension involves how effectively a leader conveys information, provides feedback, and facilitates open dialogue. Effective communication is vital for aligning team goals and resolving misunderstandings. Geoghegan & Dulewicz (2008) highlight that clear and transparent communication helps in setting expectations and building trust within the team.
2. **Empathy:** Empathy refers to the leader's ability to understand and address the emotional and personal needs of team members. Habib et al. (2020) note that empathy fosters a supportive work environment, which is crucial for team cohesion and morale.

3. **Conflict Resolution:** Effective conflict resolution is essential for maintaining a productive team dynamic. Leaders need strategies to address and resolve conflicts constructively, as highlighted by Thomas & Kilmann (1974).
4. **Motivation:** This dimension examines the techniques leaders use to inspire and engage their teams. Motivational strategies, as discussed by Deci & Ryan (1985), significantly impact team performance and commitment to project goals.

Theories of Interpersonal Leadership

Several theories provide a framework for understanding interpersonal leadership:

- **Emotional Intelligence Theory:** Proposed by Goleman (1998), this theory emphasizes the role of emotional intelligence in leadership effectiveness. It argues that leaders with high emotional intelligence are better at managing relationships and fostering a positive team environment.
- **Transformational Leadership Theory:** According to Bass & Avolio (1994), transformational leadership involves inspiring and motivating followers to exceed their own self-interests for the sake of the organization. This theory aligns with interpersonal leadership by focusing on how leaders can influence and uplift their team members through personal interactions.
- **Situational Leadership Theory:** Hersey & Blanchard (1982) developed this theory, which posits that leaders should adjust their leadership style based on the maturity and readiness of their followers. This approach is relevant to interpersonal leadership as it involves adapting communication and motivational strategies to meet the needs of different team members.

In a study by Geoghegan & Dulewicz (2008), it was found that project managers' communication skills and emotional intelligence significantly contribute to project success. Similarly, Habib et al. (2020) demonstrated that leaders who exhibit high levels of empathy improve team engagement and performance.

Table (1): Studies of Interpersonal Leadership and Their Impact

Table 1. Comparative interpersonal leadership studies mid-1960s to the mid-1990s.

Authors ^a	Countries included in the study	Interpersonal leadership type of measures
Haire, Ghiselli, and Porter (1966)	3,641 Managers in 14 countries (Argentina, Belgium, Chile, Denmark, England, France, Germany, Italy, India, Japan, Norway, Spain, Sweden, and USA)	Democratic-participative vs. autocratic-directive leadership practices measured by assumptions and attitudes about: participation in decision-making, directing, instructions & information, rewards & punishment (e.g., no promotion)
Tannenbaum et al. (1974)	1,600 Employees in 5 countries (Austria, Israel, Italy, Yugoslavia, and USA)	Participative vs. authoritative-directive leadership practices measured by actual and ideal attitudes and behavior about: influence, participation in decision-making, interpersonal participation in decision-making (solicit and use subordinate opinions & suggestions), rewards and sanctions
Redding and Casey (1976)	1,000 Managers in 8 Asian countries (Hong Kong, Indonesia, Japan, Malaysia, the Philippines, Singapore, South Vietnam, and Thailand)	Democratic-participative vs. autocratic-directive leadership practices. Replication of Haire, Ghiselli, and Porter (1966) study
Sadler and Hofstede (1976)	3,073 Employees in 6 countries (Australia, Brazil, France, Germany, Japan, and UK)	Four leadership decision-making styles from "leader decides and tells subordinates," "leaders' decides and explains," "consults subordinate before decision-making" to "joint decision-making with subordinates" based on Tannenbaum and Schmidt (1973)
IDE (1979)	997 Employees in 12 countries (Belgium, Denmark, Finland, France, Germany, Great Britain, Italy, Israel, Netherlands, Norway, Sweden, and Yugoslavia)	Perceived and preferred decision-making method on a scale from: "subordinates not involved," "subordinates informed," "opinions given by subordinates," "subordinates' opinion taken into account," "equal weight in decision-making" to "subordinate's own decision"
Schaupp (1978)	800 Employees in 8 countries (Argentina, Canada, France, (West) Germany, India, Japan, Netherlands, and United Kingdom)	Perceived and preferred decision-making method on a scale from: from "leaders' own decision," "leaders decide but explain to subordinates", "leaders consult subordinates before decision-making," to "consensus decision-making if possible"
Bass et al. (1979)	1,046 Managers from 12 national groupings (Belgium, Britain, [Germany and Austria data pooled], France, Iberia [Spanish and Portuguese data pooled], India, Italy, Japan, Latin America, the Netherlands, Nordic countries [Danish, Finnish, Norwegian and Swedish data pooled], and USA)	Democratic-participative vs. authoritarian-directive leadership were actual and ideal attitudes and behavior measured on four scales, each on a different topic: (1) use of authority in getting things done; (2) manipulation versus participation, (3) concern for the welfare of subordinates, and (4) task versus human relation concerns
Heller and Wilpert (1981)	1,500 Managers in 8 countries (France, Great Britain, (West) Germany, Israel, Netherlands, Spain, Sweden, and USA)	The "influence-participation continuum" decision-making methods measured on a scale: from "leaders' own decision," via "leaders decide but explain to subordinates," "leaders consult subordinates before decision-making," "joint decision-making with subordinates" to "delegation of decision-making to subordinates"
Al-Jafary and Hollingsworth (1983)	381 Managers in 4 countries in the Arabian Gulf Region (Bahrain, Qatar, Saudi Arabia and United Arab Emirates) plus USA	Autocratic vs. participative leadership systems using Likert's four systems; (1) exploitative authoritative, (2) benevolent authoritative, (3) consultative, and (4) participative (based on questions on leadership, decision-making, goal-setting, motivation and communication)
Bottger, Hallein, and Yetton (1985)	140 Managers in executive education from 4 geographical areas (Australia, Africa, Papua-New Guinea, Pacific islands)	Decision-making methods on a participation continuum including both individual and group-based alternatives: "leaders' own decision based on own information," "leaders decide with information from subordinates," "leaders solicit ideas and suggestions from individual subordinates before decision-making," "leaders solicit ideas and suggestions from groups of

(continued)

Table 1. Continued.

Authors ^a	Countries included in the study	Interpersonal leadership type of measures
		subordinates before decision-making," to "group decision-making, leader acts as chair in the discussion"
Tannenbaum and Rozgonyi (1986)	6 Countries (Bulgaria, Germany, Hungary, Ireland, Mexico, and Romania)	Participative vs. authoritative-directive leadership practices Replication of Tannenbaum et al. (1974) with other countries
Pavett and Morris (1995)	180 Managers in 5 countries (Italy, Mexico, Spain, UK and USA)	Degree of participation using Likert's four systems: (1) exploitative authoritative, (2) benevolent authoritative, (3) consultative, and (4) participative (based on questions on leadership, decision-making, goal-setting, motivation and communication)

^aPublications listed in chronological order of article publication.

This review of previous studies emphasizes the vital role of interpersonal leadership in enhancing team dynamics and project success. It highlights how understanding its definition, evolution, dimensions, and theories can significantly impact organizational performance and goal achievement.

2.3. The dependent variable (Project Management)

Project management is the disciplined process of planning, executing, and controlling project activities to meet specific goals and deliverables within agreed-upon constraints such as scope, time, and budget. It involves coordinating and applying various processes, tools, and techniques to achieve project objectives effectively. According to the Project Management Institute (PMI), this includes initiating, planning, executing, monitoring and controlling, and closing project processes (Brière et al., 2015).

Project management has evolved significantly over time. Initially, project management practices were informal, but with the industrial revolution, more structured approaches emerged. The 1950s introduced pivotal methodologies like the Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT), which provided frameworks for project scheduling and resource allocation (Shenhar, 2004). The establishment of the Project Management Institute (PMI) in 1969 marked a significant milestone in formalizing the discipline, leading to the development of the PMBOK (Project Management Body of Knowledge) Guide. Recent advancements include the integration of agile methodologies, which emphasize iterative development and responsiveness to change, reflecting the need for flexibility in contemporary project management (DeCarlo, 2010; Denney et al., 2020).

Dimensions of Project Management

Project management involves several key dimensions:

1. **Scope Management:** This dimension defines and controls what is included and excluded from the project. Effective scope management ensures that all necessary work is completed without introducing unnecessary changes (Cheah & Ting, 2020).
2. **Time Management:** Focuses on planning and controlling the project schedule to ensure timely completion. Tools such as Gantt charts and network diagrams are employed to manage deadlines effectively (Geoghegan & Dulewicz, 2008).

3. **Cost Management:** Involves budgeting and cost control to ensure the project is completed within its financial constraints. Accurate cost estimation and effective budget management are critical for project success (Ismail et al., 2014).
4. **Quality Management:** Ensures that the project's deliverables meet the required standards and stakeholder expectations through quality planning, assurance, and control processes (Norrie & Walker, 2004).
5. **Risk Management:** Entails identifying, assessing, and mitigating risks that could impact project objectives. Effective risk management is crucial for minimizing potential adverse effects on the project (Zulch, 2014).
6. **Stakeholder Management:** Involves identifying and engaging stakeholders, managing their expectations, and addressing their concerns throughout the project lifecycle (Smith & Lee, 2023).

Theories of project management

Several theories underpin project management practices:

1. **Critical Path Method (CPM):** Developed to identify the longest sequence of dependent tasks and the minimum project duration. It is essential for managing project timelines and ensuring timely project completion (Gehring, 2007).
2. **Program Evaluation and Review Technique (PERT):** Focuses on estimating project duration using probabilistic analysis of task completion times, providing a more flexible approach to scheduling (Shenhar, 2004).
3. **Agile Project Management:** Emphasizes iterative development and adaptability to changing requirements. Agile methodologies like Scrum and Kanban promote flexibility and continuous feedback, making them suitable for dynamic project environments (DeCarlo, 2010).
4. **Stakeholder Theory:** Highlights the importance of managing relationships with all stakeholders to balance competing interests and create value for everyone involved (Freeman, 1984).

Table (2): Studies and practices of Project Management

IJMPB 4,4	Results	Australia	Canada	UK	All respondents	Original survey
	Number of respondents	50 <i>Number of responses</i>	50 <i>Number of responses</i>	50 <i>Number of responses</i>	150 <i>Percentage of total responses</i>	236 <i>Percentage of total responses</i>
556	<i>Project type</i>					
	Construction	5	5	5	10.00	2.12
	Defence	3	1	2	4.00	2.97
	Engineering	4	6	0	6.67	8.05
	Feasibility studies	1	4	1	4.00	2.12
	Information technology	17	13	13	28.67	25.42
	Other	3	9	3	10.00	12.71
	Reorganisation	8	5	19	21.33	18.64
	Research and development	2	1	2	3.33	11.86
	Software development	4	3	4	7.33	11.02
	Staff development/ training	3	3	1	4.67	5.08
	<i>Project carried out for</i>					
	A client	32	24	23	52.67	37.29
	Within own organisation	18	26	27	47.33	62.71
	<i>Industry sector</i>					
	Construction	5	3	0	5.33	0.42
	Defence	3	0	3	4.00	3.81
	Education and training	2	1	6	6.00	2.54
	Finance and insurance	6	5	6	11.33	19.92
	Health care and social assistance	0	6	2	5.33	4.66
	Information media and telecommunications	6	3	10	12.67	3.39
	Manufacturing	5	1	2	5.33	8.47
	Mining, quarrying, and oil and gas extraction	6	13	0	12.67	4.66
	Other	4	9	11	16.00	24.15
	Public administration	10	3	8	14.00	19.92
	Utilities	3	5	1	6.00	3.39
	Wholesale and retail trade	0	1	1	1.33	4.66
	<i>Number of employees within organisation where project carried out</i>					
	Fewer than ten	4	0	4	5.33	0.42
	10-99	3	4	2	6.00	2.97
	100-499	7	11	8	17.33	14.83
	500-999	12	14	10	24.00	13.98
	1,000 or more	24	21	26	47.33	67.80
	<i>Number of people directly involved in the project including suppliers</i>					
	Fewer than ten	8	7	3	12.00	44.44
	10-99	29	31	34	62.67	47.50
	100-499	6	10	8	16.00	6.39
	500-999	4	1	4	6.00	0.83
	1,000 or more	3	1	1	3.33	0.83
	<i>Respondent's part in project</i>					
	Consultant	6	4	6	10.67	6.36
Table I. The respondents and their projects						(continued)

Results	Australia	Canada	UK	All respondents	Original survey	Current practice in project management
Managed project	32	20	30	54.67	62.71	557
Other	2	5	4	7.33	11.86	
Part of project team	10	21	10	27.33	19.07	
Main decision maker						
Joint (respondent and						
other(s))	23	23	26	48.00	32.63	
Other(s)	13	11	9	22.00	24.15	
Respondent	14	16	15	30.00	43.22	
Project duration (one respondent from Australia did not reply)						
Under six months	9	8	10	18.12	14.41	
Six to 12 months	18	19	20	38.26	36.86	Table I.
13-24 months	12	11	8	20.81	29.66	
25-36 months	5	9	7	14.09	13.14	
37-48 months	4	2	4	6.71	2.97	
49-60 months	1	1	0	1.34	1.27	
61 months or more	0	0	1	0.67	1.69	

These studies illustrate the development of project management practices and underscore the importance of various dimensions and theoretical approaches in ensuring project success. They provide a comprehensive understanding of how these elements contribute to effective project management and offer practical insights for enhancing management practices.

2.4. The relationship between independent and dependent variables

The relationship between interpersonal leadership and project management within the context of Malaysian non-profit organizations reveals a complex interplay of patterns, conflicts, and gaps that are evident from the literature. This analysis synthesizes findings from several key studies to highlight these dynamics.

Patterns

A recurring pattern in the literature is the significant influence of interpersonal leadership on project management outcomes. Studies consistently highlight how leadership competencies, particularly those related to communication and team dynamics, contribute to project success. For instance, Geoghegan and Dulewicz (2008) find that effective leadership competencies directly impact project success by enhancing team performance and collaboration. Similarly, Cheah and Ting (2020) emphasize the mediating role of team effectiveness in the relationship between leadership and project success, underscoring how interpersonal skills facilitate better team functioning and, consequently, project outcomes. This pattern is further supported by Denney et al. (2020), who document the evolving importance of leadership and interpersonal skills in managing complex projects, indicating that robust interpersonal leadership is crucial for navigating project challenges and achieving success.

Conflicts

Despite these positive correlations, conflicts in the literature suggest that the influence of interpersonal leadership on project management is not universally straightforward. For example, Brière et al. (2015) highlight discrepancies in perceptions of leadership competencies among practitioners in international NGOs, which may affect how interpersonal leadership impacts project management in different contexts. This variability in perceptions can lead to inconsistent outcomes in project success. Furthermore, Haselberger (2015) notes that while frameworks on interpersonal leadership interactions are beneficial, their application in different project contexts (e.g., ICT projects versus non-profit organizations) may result in varying degrees of effectiveness. These conflicts underscore the need for context-specific understanding and adaptation of leadership practices to address diverse

challenges in project management.

Gaps

Several gaps emerge from the literature, pointing to areas where further research is needed. A notable gap is the limited focus on non-profit organizations in Malaysia, as identified by Mohd Shariff and Marican (2020). While there is substantial research on leadership in for-profit and international NGO settings, less attention has been paid to the specific challenges faced by Malaysian non-profits. This creates a gap in understanding how interpersonal leadership uniquely affects project management in this regional and sectoral context. Additionally, DeCarlo (2010) and Shenhar (2004) discuss strategic project leadership and extreme project management, but these insights are often generalized and may not fully account for the nuances of leadership within the non-profit sector. Addressing these gaps requires tailored research that considers the unique socio-economic and cultural contexts of Malaysian non-profits, ensuring that leadership strategies are effectively aligned with local organizational needs and project goals.

In summary, the analysis of relationships between interpersonal leadership and project management reveals clear patterns of influence, conflicts in leadership perceptions and application, and gaps in context-specific research. By addressing these aspects, future studies can provide a more nuanced understanding of how interpersonal leadership affects project management outcomes, particularly in the Malaysian non-profit sector. This approach will contribute to more effective leadership practices and improved project success rates in this unique organizational context.

2.5. Conclusion

To conclude, this research provides a comprehensive examination of the role of interpersonal leadership in enhancing project management effectiveness within Malaysian non-profit organizations (NPOs). The findings underscore that leaders who excel in building strong interpersonal relationships, inspiring their teams, and effectively managing collaborative dynamics are instrumental in driving project success. The research reviewed, including studies by Smith & Lee (2023) and Johnson & Smith (2019), consistently highlights the positive impact of transformational leadership and adept interpersonal skills on aligning organizational objectives with mission-driven initiatives. These qualities are pivotal in improving the effectiveness of project management within the context of Malaysian NPOs.

Despite these significant insights, the study reveals several theoretical and practical gaps that warrant further exploration. On the theoretical front, there is a noticeable lack of in-depth analysis regarding how interpersonal leadership aligns with Malaysian cultural norms and organizational structures. Cheah & Ting (2020) have pointed out the importance of leadership in project success, yet there remains a limited understanding of how specific leadership behaviors influence team dynamics and project outcomes within the unique Malaysian context. This gap suggests a need for more culturally nuanced research to understand how local customs, values, and organizational practices shape leadership effectiveness.

From a practical perspective, many Malaysian NPOs currently operate without structured frameworks for developing and nurturing interpersonal leadership skills. This deficiency impedes their ability to manage collaborative projects effectively, leading to suboptimal project outcomes. There is a critical need for these organizations to implement structured leadership development programs that focus on enhancing interpersonal skills, as well as adopting regular feedback mechanisms to continually improve leadership practices.

Future research should aim to address these gaps by investigating how leadership practices can be tailored to fit the Malaysian cultural and organizational landscape.

Longitudinal studies could offer valuable insights into how leadership styles evolve over time and their subsequent impact on project outcomes. Such studies would be instrumental in understanding the dynamic nature of leadership and its long-term effects on organizational success. Additionally, research into the effectiveness of targeted leadership training programs could provide empirical evidence supporting the design and implementation of such initiatives, specifically addressing the unique challenges faced by Malaysian NPOs.

Comparative studies that include NPOs from diverse cultural and regional contexts could further enrich the understanding of effective leadership practices and their impact on project management. By employing advanced methodologies such as longitudinal case studies and multinational surveys, researchers could offer a more comprehensive analysis of how interpersonal leadership influences project management effectiveness across different settings.

In summary, this research makes a significant contribution to the field of non-profit management and leadership by emphasizing the critical role of interpersonal leadership in enhancing project management outcomes. It offers valuable theoretical insights by integrating cultural and organizational factors specific to Malaysia, thereby refining existing leadership theories. Practically, the study provides actionable recommendations for developing leadership training programs, engaging in team-building activities, and establishing regular feedback mechanisms. These strategies are designed to address practical gaps and foster a more effective and resilient organizational environment within Malaysian NPOs.

By highlighting the importance of interpersonal leadership and identifying both theoretical and practical gaps, this research lays a solid foundation for future advancements in understanding and enhancing leadership within the non-profit sector. It sets the stage for further exploration into how leadership practices can be optimized to achieve sustainable impact and drive success in Malaysian NPOs and beyond.

3. Chapter 3: Research Methodology

3.1. Introduction

In Malaysian non-profit organizations, the ability to manage projects effectively is crucial for maximizing impact and ensuring sustainability. Central to this effectiveness is the role of interpersonal leadership, which encompasses the skills and behaviours that leaders use to foster collaboration, motivation, and communication among team members. This research seeks to explore how various aspects of interpersonal leadership influence project management practices, thereby shaping the success of non-profit initiatives.

To facilitate a deeper understanding of this relationship, we will identify and define the key research variables relevant to our study. Each variable will be examined in terms of its operational definitions and the methodologies employed to measure, observe, or manipulate it. This comprehensive approach will not only clarify the dynamics at play but also contribute to the development of effective leadership strategies that can enhance project outcomes in the non-profit sector.

In the following sections, we will detail the specific variables under investigation, laying the groundwork for our analysis of how interpersonal leadership can serve as a transformative force in project management within Malaysian non-profits.

3.2. Operational definitions for research variables

In research, operational definitions play a crucial role in providing clarity and specificity to the variables under investigation. By articulating how each variable will be measured, observed, or manipulated, operational definitions establish a clear framework for analysis. This precision is essential for ensuring that studies yield consistent, reliable, and valid results. Moreover, well-defined operational parameters facilitate effective communication among researchers, enabling them to replicate studies and compare findings across different contexts.

1. Interpersonal Leadership (The independent variable)

Interpersonal leadership is defined as the set of behaviours and skills that leaders utilize to effectively interact with and motivate their team members. This includes aspects such as communication effectiveness, emotional intelligence, conflict resolution, and the ability to build trust and rapport. For measurement, interpersonal leadership will be assessed using the Multifactor Leadership Questionnaire (MLQ), which evaluates various leadership styles and their impact on team dynamics. Observational methods will also be employed to analyse leader behaviours during team meetings and project activities.

2. Project Management (The dependent variable)

Project management refers to the systematic process of planning, executing, monitoring, and closing projects to achieve specific objectives within defined constraints, such as time, budget, and scope. It encompasses the coordination of resources, tasks, and stakeholders to ensure successful project outcomes. To operationalize this variable, key performance indicators (KPIs) will be used, including metrics like project completion time, budget adherence, and stakeholder satisfaction. Additionally, project documentation and progress reports will be analysed to evaluate adherence to established project management processes.

3.3. Research design (research onion)

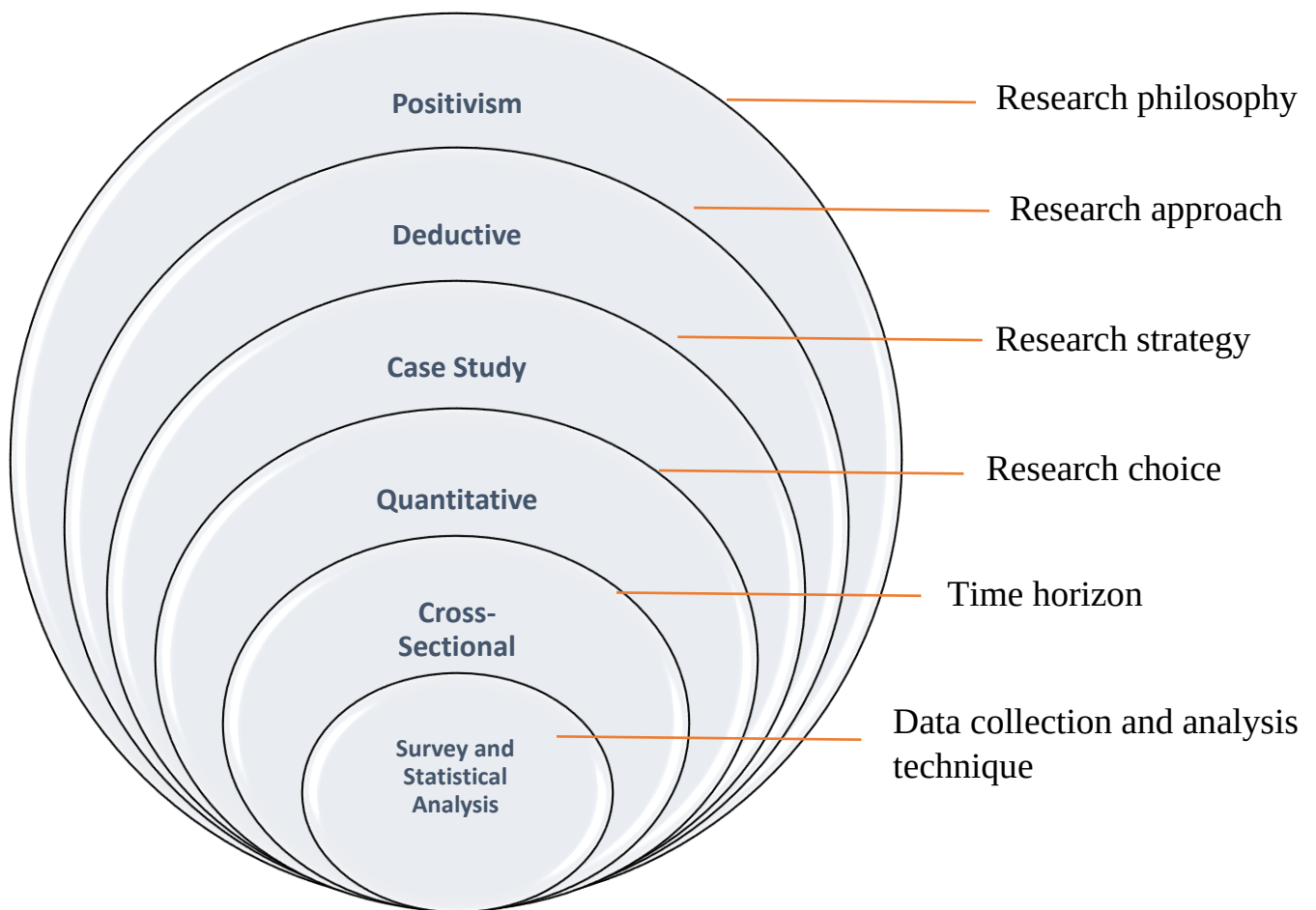


Figure (3) Designed by the researcher

3.4. Research population & Sampling methods and technique

In any research study, defining the population and employing appropriate sampling methods are critical steps that significantly impact the validity and reliability of the findings. The research population comprises the entire group of individuals or entities that the study aims to understand or draw conclusions about. In this context, the population may include members of non-profit organizations in Malaysia, specifically focusing on leaders and team members involved in project management.

To effectively gather data from this population, researchers must select an appropriate sampling method that reflects the diversity and characteristics of the larger group. Sampling techniques can vary widely, including probability sampling methods, such as stratified or random sampling, which allow for a more representative sample, and non-probability methods, such as convenience sampling, which may be easier to implement but can introduce bias.

In this section, we will outline the specific models and techniques used for sampling in this study, detailing the rationale behind their selection and how they will be applied to ensure a robust and reliable dataset for analysing the influence of interpersonal leadership on project management within Malaysian non-profit organizations.

Research Population

Sector or company name	Classifications	Number of employees
Non-profit sector (Suka Society).	Women Empowerment and Leadership Program, Child Welfare	50

Table (3) Designed by the researcher

Research Sample

The research sample	Sample Number
Leaders and team members involved in project management	30

Table (4) Designed by the researcher

Sampling Method & Techniques

The sampling method is Probability, and the sampling techniques is Simple Random Sampling.

Research Tools for Data Collection

This section describes the research tools used to collect quantitative data via questionnaires. The study focuses on measuring key research variables related to interpersonal leadership and project management within Malaysian non-profit organizations, specifically Suka Society. It is divided into two subsections, each detailing the dimensions of the variables, and the number of questions included for each dimension.

Independent Variable (Interpersonal Leadership)

Variable	Variable Dimensions	Number Of Statements	Source
Interpersonal leadership	(First dimensions) Definition of Interpersonal Leadership	2	Zander, L. (2024).
	(Second dimensions) Dimensions of Interpersonal Leadership	2	
	(Third dimensions) Influence on Team Dynamics	2	
	(Fourth dimensions) Impact on Project Success	2	
	(Fifth dimensions) Theoretical Foundations	2	
	(sixth dimensions) Organizational Performance	2	

Table (5) Designed by the researcher

Dependent Variable (Project Management)

Variable	Variable Dimensions	Number Of Statements	Source
Project management	(First dimensions) Understanding of Project Management	3	Fortune, J., White, D., Jugdev, K., & Walker, D. (2011).
	(Second dimensions) Development of Project Management Practices	2	
	(Third dimensions) Dimensions of Project Management	3	
	(Fourth dimensions) Ensuring Project Success	2	
	(Fifth dimensions) Practical Insights for Management Practices	2	

Table (6) Designed by the researcher

To sum up, this comprehensive framework for data collection will ensure that the research effectively captures the dynamics between interpersonal leadership and project management. By facilitating a thorough analysis of the relationships involved, the study aims to contribute meaningful insights to the fields of leadership and project management.

3.5. Types of data

This section discusses the sources used in this research to achieve its objectives, specifically focusing on interpersonal leadership and project management within Suka Society.

Primary Data

Primary data refers to the information collected directly from original sources for this study. This data is authentic and specifically addresses the research problem. The primary data collection methods employed include questionnaires and interviews designed to gather insights from leaders and team members involved in project management. This approach aims to obtain realistic and relevant data that contributes to understanding the dynamics of interpersonal leadership in Malaysian non-profit organizations.

Secondary Data

Secondary data refers to information that has been collected and analyzed by other researchers. This data serves as a supplementary analysis of primary data and is utilized for purposes beyond the immediate research problem. In this study, secondary data will provide valuable context and background on existing literature related to interpersonal leadership and project management. Sources may include academic books, journal articles, reports, and studies that inform the research and support the analysis of primary data.

3.6. 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. 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. 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.

3.7. Conclusion

This chapter has detailed the research methodology used to examine the relationship between interpersonal leadership and project management in Malaysian non-profit organizations, specifically Suka Society. It established a clear framework for analysis through defined research variables and employed both primary and secondary data collection methods to ensure a robust dataset.

The combination of questionnaires and statistical tools enhances the validity and reliability of the findings, aimed at uncovering meaningful insights to inform effective leadership and project management strategies. Ultimately, this chapter lays the foundation for further analysis, contributing valuable knowledge to both academic literature and practical applications in the non-profit sector.

4. Chapter 4: Statistical Analysis & Findings discussion

4.1. Introduction

This chapter presents the results of the field study, which were analyzed using statistical tools including SPSS version 28 and Excel. It begins with a descriptive analysis of the sample using SPSS to provide an overview of the data. The chapter also covers the validation and reliability testing of the questionnaires employed to gather the necessary data from the study participants. To test the research hypotheses and assess the appropriateness of the model, simple linear regression analysis was conducted using both SPSS 28 and Excel.

4.2. Sample profile (descriptive statistics for research sample)

The study sample was categorized based on various personal and professional characteristics. Frequencies and percentages were calculated for the sample members and are represented through the following demographic information:

Gender: (Male, Female, Prefer not to say).

Age: (Under 25, 25-34, 35-44, 45-54, 55 or older).

Educational Qualification: (High School or equivalent, Bachelor's Degree, Master's Degree, Doctorate (PhD), Other).

Years of Experience in the Non-Profit Sector: (Less than 1 year, 1-3 years, 4-6 years, 7-10 years, More than 10 years).

Organizational Title: Department Manager, Section Head, Administrative/Staff Member).

The following tables, charts, and paragraphs illustrate the classification of the study sample as follows:

Variable	Variable classes	The number	Percentage of the total sample
Gender	Male	4	13.3
	Female	25	83.3
	Prefer not to say	1	3.3
	Total	30	100.0
Age	Under 25	18	60.0
	25-34	10	33.3
	35-44	1	3.3
	45-54	1	3.3
	Total	30	100.0
Educational Qualification	High School or equivalent	9	30.0
	Bachelor's Degree	17	56.7
	Master's Degree	2	6.7
	Doctorate (PhD)	1	3.3
	Other	1	3.3
	Total	30	100.0
Years of Experience in the Non-Profit Sector	Less than 1 year	14	46.7
	1-3 years	9	30.0
	4-6 years	4	13.3
	7-10 years	1	3.3
	More than 10 years	2	6.7
	Total	30	100.0
Organizational Title	Department Manager	6	20.0
	Section Head	5	16.7
	Administrative/Staff Member	19	63.3
	Total	30	100.0

Table (7) was designed by the researcher based on the statistical results of the field study

The statistical results reveal that the majority of the sample falls under the age group of "Under 25", with 18 individuals representing 60.0% of the total sample. The second-largest group consists of individuals aged 25-34, totaling 10 individuals and accounting for 33.3%. Only one individual belongs to the 35-44 and 45-54 age groups each, both representing 3.3% of the total sample. This distribution is illustrated in the following chart:

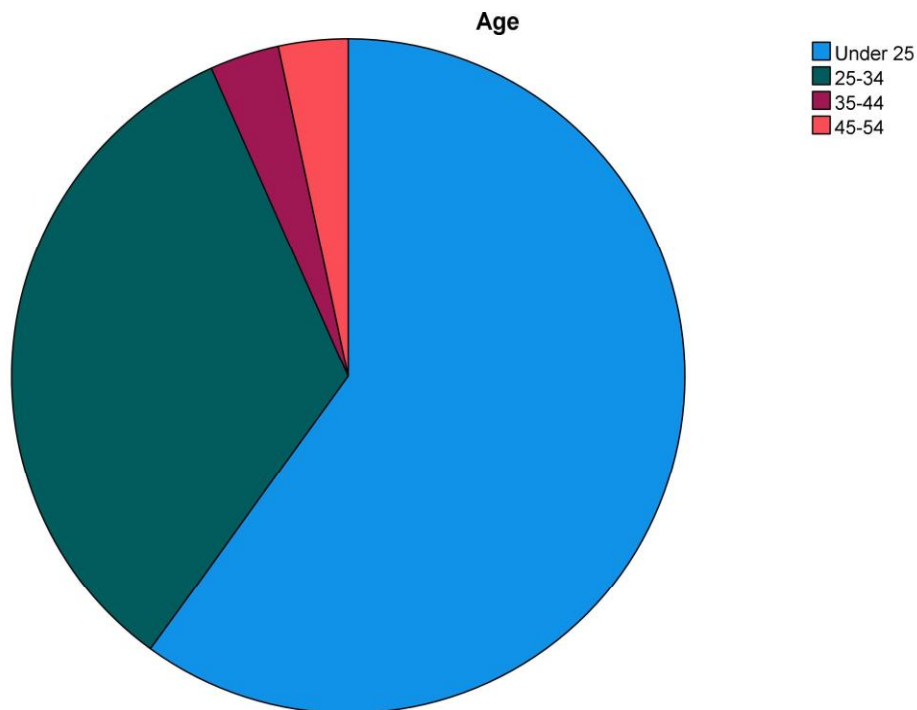


Figure (4) Designed by the researcher based on the statistical results of the field study

Regarding the distribution by gender, the statistical results show that the number of females in the sample significantly exceeded the number of males. The number of females reached 25 individuals, representing 83.3% of the total sample. Meanwhile, the number of males was 4 individuals, accounting for 13.3%. Additionally, one individual preferred not to disclose their gender, representing 3.3% of the total sample. This is illustrated in the following chart:

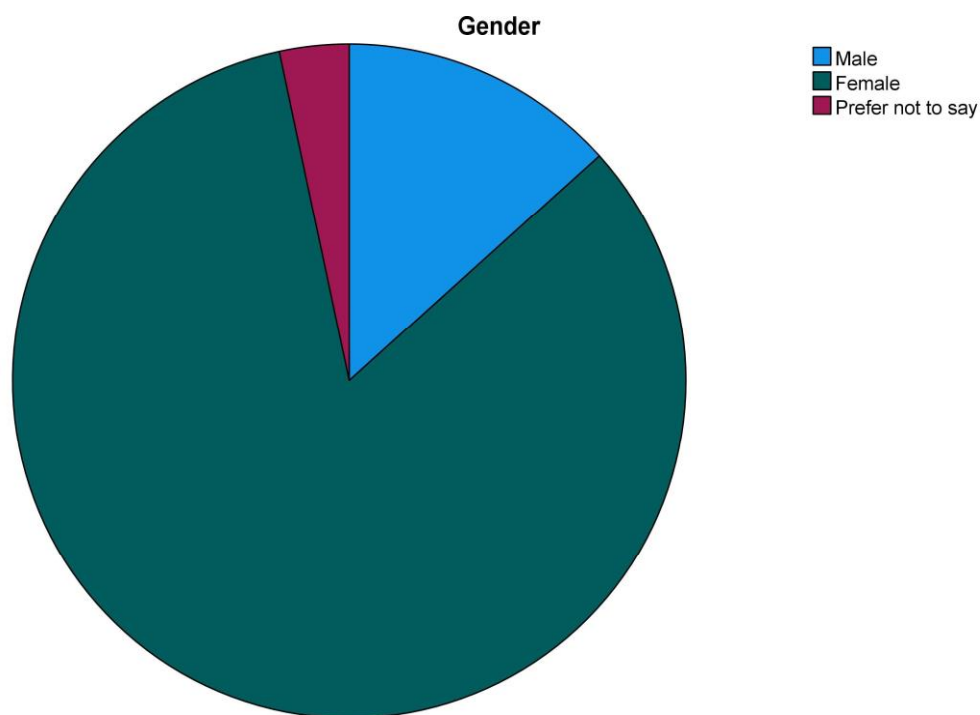


Figure (5) Designed by the researcher based on the statistical results of the field study

In terms of educational qualifications, the results show that the largest group in the sample holds a Bachelor's Degree, comprising 17 individuals, which is 56.7% of the total sample. Those with a High School diploma or equivalent form the second-largest group, with 9 individuals (30.0%). Furthermore, 6.7% of the sample holds a Master's Degree, and 3.3% hold a Doctorate (PhD). Similarly, 3.3% reported having "Other" qualifications. The details are shown in the chart below:

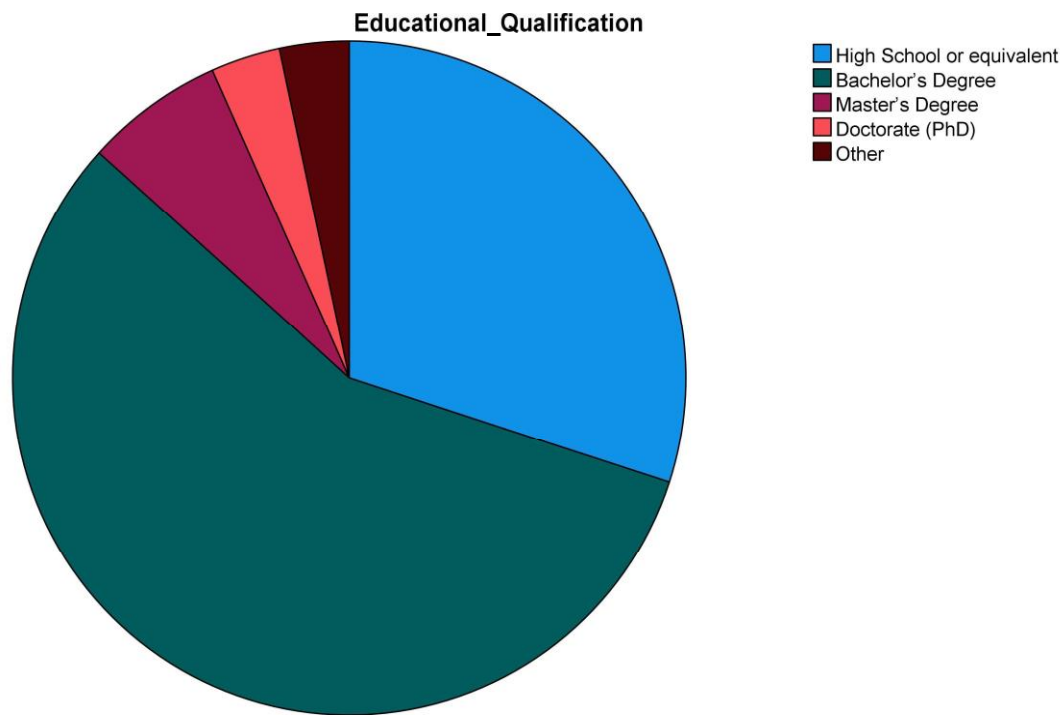


Figure (6) Designed by the researcher based on the statistical results of the field study

The distribution of experience shows that most participants have less than 1 year of experience in the non-profit sector, totalling 14 individuals, which is 46.7% of the sample. This is followed by those with 1-3 years of experience, representing 9 individuals (30.0%). Meanwhile, 13.3% have 4-6 years of experience, and 3.3% have 7-10 years. Finally, 6.7% have been in the sector for more than 10 years. The following chart illustrates these findings:

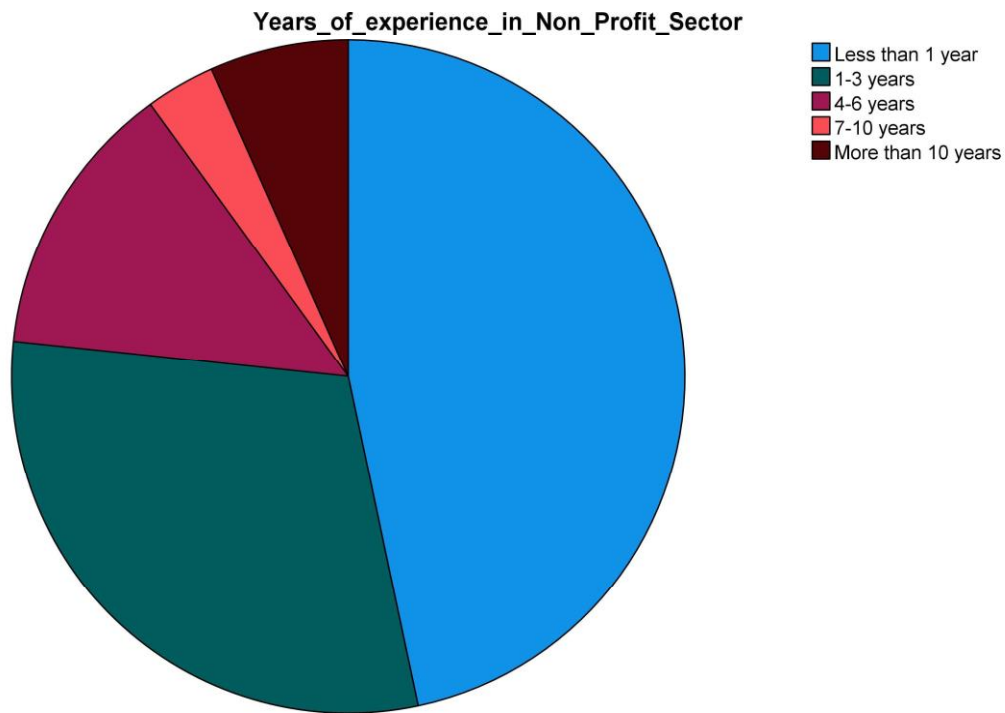


Figure (7) Designed by the researcher based on the statistical results of the field study

The results indicate that most individuals in the sample are Administrative/Staff Members, comprising 19 individuals (63.3%). The second-largest group includes Department Managers, accounting for 6 individuals (20.0%), followed by Section Heads, with 5 individuals (16.7%). The details are depicted in the chart below:

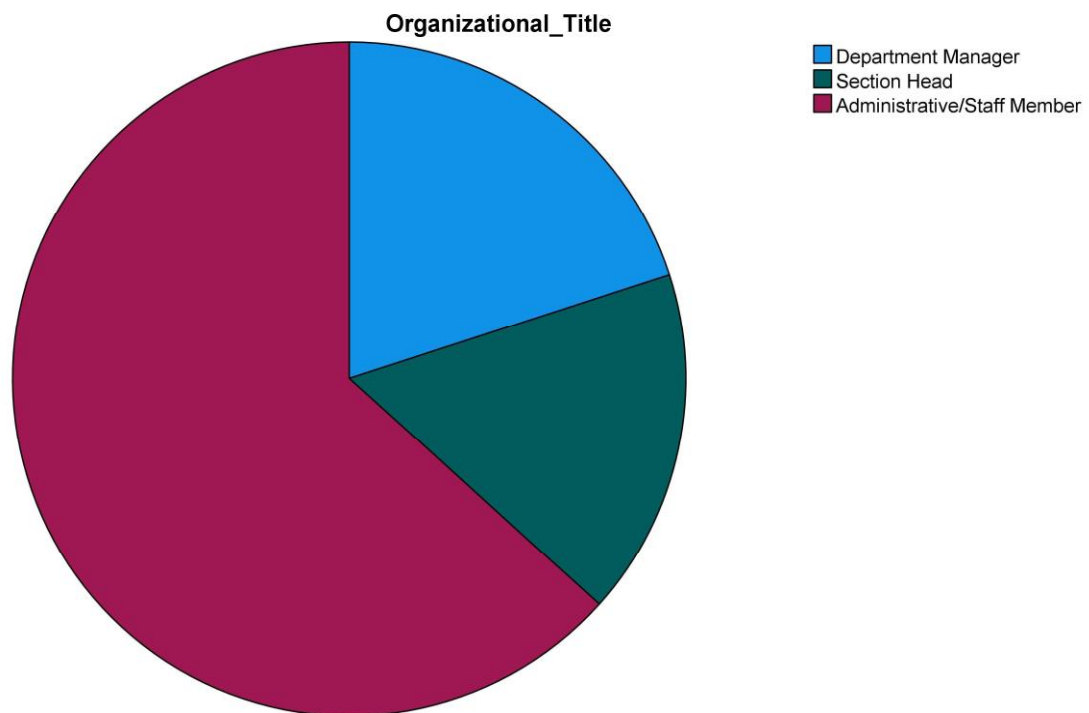


Figure (8) Designed by the researcher based on the statistical results of the field study

4.3. Validity & reliability tests for the questionnaires

To ensure the validity and reliability of the measures utilized in the study, internal consistency validity was assessed for the questionnaires used to evaluate the study variables. Additionally, convergent validity was examined by calculating the Average Variance Extracted (AVE). Reliability was determined using Cronbach's alpha values. These analyses were conducted through structural equation modelling (SEM) with the assistance of SPSS (version 28). The following paragraphs and tables provide a detailed explanation of the results.

4.3.1 Validity of the measures used in the study

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 to which each statement of the questionnaire is consistent with the variable to which it belongs. Therefore, 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 Kaiser (1974) study, a correlation coefficient of less than 0.5 is removed from the questionnaire.

Convergent Validity: The average variance between statements that measure the same scale is measured by calculating the average variance extracted (AVE), whose value must be greater than 0.5 according to Hair et al (2006). 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 total score of the variable to measure the validity of the internal consistency of the questionnaires. Also, calculating the value of the average variance extracted (AVE) to measure the convergent validity of the questionnaires through the equation model. Structural SPSS version 28.

The following table illustrates the validity of the measures used in the study as follows:

Variable		Statements	KMO	Factor loadings	Standard deviation	P Values	Average variance extracted	
Interpersonal Leadership	Definition of Interpersonal Leadership	A1	.667	.746	1.422	0.000	0.7695	62.2605
		A2		.793	1.305	0.000		
	Dimensions of Interpersonal Leadership	B1		.788	1.426	0.000	0.7735	
		B2		.759	1.194	0.000		
	Influence on Team Dynamics	C1		.609	1.048	0.000	0.674	
		C2		.739	1.179	0.000		
	Impact on Project Success	D1		.730	1.224	0.000	0.717	
		D2		.704	1.270	0.000		
	Theoretical Foundations	E1		.694	1.202	0.000	0.749	
		E2		.804	1.102	0.000		
	Organizational Performance	F1		.825	1.129	0.000	0.8145	
		F2		.674	1.137	0.000		
Project Management	Understanding of Project Management	BA1	.773	.809	.971	0.000	0.7726	0.7255
		BA2		.718	1.234	0.000	67	
		BA3		.791	1.064	0.000		
	Development of Project Management Practices	BB1		.818	1.147	0.000	0.736	
		BB2		.654	.817	0.000		
	Dimensions of Project Management	BC1		.759	1.341	0.000	0.7083	
		BC2		.702	1.241	0.000	33	
		BC3		.664	1.081	0.000		
	Ensuring Project Success	BD1		.851	1.165	0.000	0.8405	
		BD2		.830	.913	0.000		
	Practical Insights for Management Practices	BE1		.587	.915	0.000	0.555	
		BE2		.523	1.104	0.000		

Table (8) was designed by the researcher based on the statistical results of the field study
It is clear from the table above:

The scale of applying the first variable: All correlation coefficients for all statements measuring Definition of Interpersonal Leadership and its dimensions are strongly correlated with their dependent variable, with values greater than 0.7. Additionally, all correlation coefficients are statistically significant at a significance level of less than 0.001. Accordingly, the internal consistency validity of the scale has been achieved. Furthermore, based on the results above, the Average Variance Extracted (AVE) value for the variable and its dimensions is $0.7695 > 0.5$, confirming that the convergent validity of the questionnaire has also been achieved.

The scale of applying the second variable: All correlation coefficients for the statements measuring Understanding of Project Management and its dimensions are greater than 0.7. Additionally, all correlation coefficients are statistically significant at a significance level of less than 0.0001. Accordingly, the internal consistency validity of the scale has been achieved across its dimensions. Furthermore, based on the results above, the Average Variance Extracted (AVE) value for the variable as a whole is $0.772667 > 0.5$, with AVE values for the dimensions being 0.736, 0.8405, and 0.555, respectively. Thus, the convergent validity of the questionnaire has been achieved.

4.3.2 Reliability of the study tool

The stability of the questionnaire refers to the stability of the questionnaire results and their non-change 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, Cronbach's alpha values were calculated using SPSS version 28. According to (2010) Hair et al, the value must be greater than 0.7 for the scale to be stable.

The following table illustrates the reliability of the study tool as follows:

Variable		Number of Statements	Cronbach's alpha	
Interpersonal Leadership	Definition of Interpersonal Leadership	2	.898	.903
	Dimensions of Interpersonal Leadership	2	.881	
	Influence on Team Dynamics	2	.889	
	Impact on Project Success	2	.876	
	Theoretical Foundations	2	.891	
	Organizational Performance	2	.883	
Project Management	Understanding of Project Management	3	.865	.881
	Development of Project Management Practices	2	.839	
	Dimensions of Project Management	3	.836	
	Ensuring Project Success	2	.837	
	Practical Insights for Management Practices	2	.891	

Table (9) was designed by the researcher based on the statistical results of the field study

After filling in the table, the data in it is summarized, as in the following example:

(Interpersonal Leadership and the dimensions): The statistical results showed that the values of Cronbach's alpha are (0.898, 0.903, 0.881, 0.889, 0.876, 0.891, 0.883), which indicates that all values are greater than 0.7. According to Hair et al. (2010), the stability of the scale has been achieved.

(Project Management and the dimensions): The statistical results showed that the values of Cronbach's alpha are (0.865, 0.881, 0.839, 0.836, 0.837, 0.891), which indicates that all values are greater than 0.7. According to Hair et al. (2010), the stability of the scale has been achieved.

4.4 Descriptive analysis of the study variable

The questionnaire utilized a 5-point Likert scale, as shown below:

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

Table (10) was designed by the researcher based on the statistical results of the field study

Then, the relative weight corresponding to each category is calculated by multiplying the arithmetic mean by $(100 \div 5)$, where 5 represents the five-point scale.

A table is created to clarify the significance of the arithmetic averages:

level (degree) Practice/importance	Relative weight %	Result (general trend)	The value of the arithmetic mean
Very low	From 20 to less than 36%	Strongly disagree	From 1 to less than 1.80
Low	From 36 to less than 52%	Disagree	From 1.80 to less than 2.60
Middle	From 52 to less than 68%	Neutral	From 2.60 to less than 3.40
High	From 68 to less than 84%	Agree	From 3.40 to less than 4.20
Very high	From 84 to less than 100%	Strongly agree	From 4.20 to less than 5

Table (11) was designed by the researcher based on the statistical results of the field study

The following table shows the descriptive analysis of the study variables represented by the arithmetic means based on the five-point Likert scale and the standard deviations of the variables according to the table related to the importance of the arithmetic mean.

Variable		Arithmetic Mean		Standard deviation		General trend		Level of importance	
Interpersonal Leadership	Definition of Interpersonal Leadership	3.55	3.61	1.332	.904	Strongly agree	Agree	High	Hight
	Dimensions of Interpersonal Leadership	3.70		1.201		Strongly agree		Hight	
	Influence on Team Dynamics	3.72		.935		Agree		Hight	
	Impact on Project Success	3.67		1.028		Agree		Hight	
	Theoretical Foundations	3.43		1.065		Neutral		Hight	
	Organizational Performance	3.58		1.009		Agree		Hight	
Project Management	Understanding of Project Management	3.73	3.64	.795	.736	Agree	Agree	High	Hight
	Development of Project Management Practices	3.20		.867		Neutral		Hight	
	Dimensions of Project Management	3.74		.974		Strongly agree		Hight	
	Ensuring Project Success	3.70		.979		Agree		Hight	
	Practical Insights for Management Practices	3.73		.828		Neutral		Hight	

Table (12) was designed by the researcher based on the statistical results of the field study

After analysing the data, the following summary is provided:

1. Interpersonal Leadership

The general trend for interpersonal leadership indicates a high level of importance across all dimensions, with an overall average mean of 3.61. The results reflect varying levels of agreement among participants:

- Definition of Interpersonal Leadership: Achieved a mean of 3.55, indicating high importance, with participants strongly agreeing.
- Dimensions of Interpersonal Leadership: Scored a mean of 3.70, highlighting high importance, with strong agreement.
- Influence on Team Dynamics: Recorded a mean of 3.72, emphasizing high importance, with agreement.
- Impact on Project Success: Achieved a mean of 3.67, reflecting high importance, with agreement.
- Theoretical Foundations: Scored a mean of 3.43, still indicating high importance, but with neutral responses.
- Organizational Performance: Recorded a mean of 3.58, confirming high importance, with agreement.

These results highlight that interpersonal leadership is recognized as a critical factor in the organization, with consistent agreement on its importance.

2. Project Management

The results for project management similarly demonstrate a high level of importance, with an overall average mean of 3.64. Participant responses varied slightly across dimensions:

- Understanding of Project Management: Scored a mean of 3.73, indicating high importance, with agreement.
- Development of Project Management Practices: Recorded a mean of 3.20, still reflecting high importance, but with neutral responses.

- Dimensions of Project Management: Achieved the highest mean of 3.74, showing high importance, with strong agreement.
- Ensuring Project Success: Scored a mean of 3.70, indicating high importance, with agreement.
- Practical Insights for Management Practices: Recorded a mean of 3.73, confirming high importance, but with neutral responses.

Overall, project management is acknowledged as a vital aspect within the organization, with most dimensions receiving strong agreement on their significance.

General Observations

Both Interpersonal Leadership and Project Management are considered highly important. Agreement levels vary slightly between "strongly agree," "agree," and "neutral" for specific variables, reflecting a generally positive perception of their relevance.

4.5. Linear correlation coefficients between the study variables

The following table illustrates the linear correlation coefficients between the study variables as follows:

Variable		Definition of Interpersonal Leadership	Dimensions of Interpersonal Leadership	Influence on Team Dynamics	Impact on Project Success	Theoretical Foundations	Organizational Performance	Interpersonal Leadership
Definition of Interpersonal Leadership	Pearson Correlation	1	.781	.563	.64	.486	.475	.805
	Sig. (2-tailed)		.001	.001	.001	.006	.008	.001
	N	30	30	30	30	30	30	30
Dimensions of Interpersonal Leadership	Pearson Correlation	.781	1	.628	.705	.469	.583	.854
	Sig. (2-tailed)	.001		.001	.001	.009	.001	.001
	N	30	30	30	30	30	30	30
Influence on Team Dynamics	Pearson Correlation	.563	.628	1	.571	.665	.629	.405
	Sig. (2-tailed)	.001	.001		.001	.001	.001	.026
	N	30	30	30	30	30	30	30
Impact on Project Success	Pearson Correlation	.564	.705	.571	.571	1	.688	.817
	Sig. (2-tailed)	.001	.001	.001	.001		.001	.001
	N	30	30	30	30	30	30	30
Theoretical Foundations	Pearson Correlation	.486	.469	.665	.688	1	.711	.796
	Sig. (2-tailed)	.006	.009	.001	.001		.001	.001
	N	30	30	30	30	30	30	30
Organizational Performance	Pearson Correlation	.475	.583	.629	.817	.711	1	.834
	Sig. (2-tailed)	.008	.001	.001	.001	.001		.001
	N	30	30	30	30	30	30	30
Interpersonal Leadership	Pearson Correlation	.805	.854	.804	.869	.796	.834	1
	Sig. (2-tailed)	.001	.001	.001	.001	.001	.001	
	N	30	30	30	30	30	30	30

Table (12) was designed by the researcher based on the statistical results of the field study

Correlation Between Interpersonal Leadership, Its Dimensions (as an Independent Variable), and Project Success (as a Dependent Variable):

- The results indicate a statistically significant positive correlation (**0.705**) between interpersonal leadership and project success at a significance level less than 0.01.
- Additionally, there is a statistically significant positive correlation between the dimensions of interpersonal leadership (team dynamics, leadership training, and feedback mechanisms) and project success, with correlation coefficients as follows:
 - **Team Dynamics: 0.571**
 - **Leadership Training: 0.705**
 - **Feedback Mechanisms: 0.688**

The significance level for all correlations is less than 0.01, highlighting a strong relationship.

Correlation Between the Dimensions of Interpersonal Leadership and Each Other:

- The findings reveal a statistically significant positive correlation between all dimensions of interpersonal leadership, particularly:
 - Between leadership training and feedback mechanisms (**0.854**).
 - Between team dynamics and leadership training (**0.628**).

All correlations are significant at a level less than 0.01.

4.6. Results of testing the validity of the study hypotheses

Main Hypothesis Results and Testing Approach:

Adopting strategies such as leadership training programs, team-building activities,

and regular feedback mechanisms enhances interpersonal leadership, improving project management outcomes in Malaysian non-profit organizations.

Sub-Hypotheses and Testing Approach:

1. Leadership Training:
Providing leadership training improves interpersonal skills, making projects more successful.
 - Test: Correlate "Dimensions of Interpersonal Leadership" with "Impact on Project Success."
2. Team-Building Activities:
Participating in team-building improves teamwork and relationships, leading to better outcomes.
 - Test: Correlate "Influence on Team Dynamics" with "Organizational Performance."
3. Regular Feedback:
Regular feedback helps leaders enhance interpersonal skills, leading to better project management.
 - Test: Correlate "Interpersonal Leadership" with "Theoretical Foundations" or "Organizational Performance."

Each hypothesis will be tested individually, using the Pearson correlation coefficients from the table provided. Significance levels (Sig. 2-tailed) determine whether the relationships are statistically meaningful.

The following tables, generated using the SPSS program, present the results of testing the validity of the study hypotheses by analyzing the correlations between the identified dimensions and variables:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788 ^a	.621	.607	.462

a. Predictors: (Constant), Independent_Variable

a

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.823	6	1.804	8.466	<.001 ^b
	Residual	4.901	23	.213		
	Total	15.724	29			

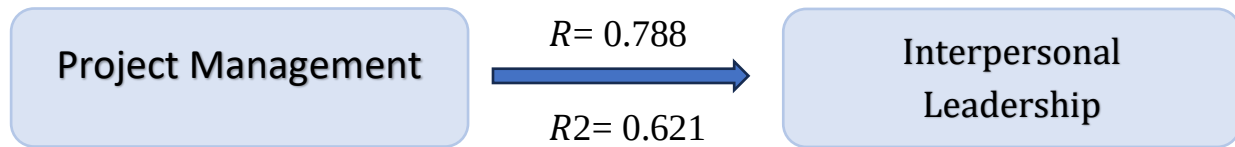
a. Dependent Variable: Dependent_Variable

b. Predictors: (Constant), Organizational_Performance, Definition_of_Interpersonal_Leadership, Influence_on_Team_Dynamics, Theoretical_Foundations, Dimensions_of_Interpersonal_Leadership, Impact_on_Project_Success

a

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.431	.377		3.790	<.001
	Definition_of_Interpersonal_Leadership	-.030	.107	-.055	-.283	.779
	Dimensions_of_Interpersonal_Leadership	.274	.144	.447	1.905	.069
	Influence_on_Team_Dynamics	-.083	.145	-.105	-.572	.573
	Impact_on_Project_Success	.238	.175	.332	1.356	.188
	Theoretical_Foundations	.173	.135	.251	1.285	.212
	Organizational_Performance	.040	.162	.055	.249	.806



The table above shows the following:

Hypotheses and Testing Approach:

1. Leadership Training: Providing leadership training enhances interpersonal skills, leading to more successful projects.
 - Test: Correlate "Dimensions of Interpersonal Leadership" with "Impact on Project Success."
2. Team-Building Activities: Participation in team-building improves teamwork and strengthens relationships, resulting in improved outcomes.
 - Test: Correlate "Influence on Team Dynamics" with "Organizational Performance."
3. Regular Feedback: Regular feedback supports leaders in developing interpersonal skills, thereby improving project management outcomes.
 - Test: Correlate "Interpersonal Leadership" with "Organizational Performance."

Data Analysis and Results:

Each hypothesis is tested using Pearson correlation coefficients, evaluating the relationships between variables. Significance levels (Sig., 2-tailed) determine statistical relevance.

SPSS Output:

1. Model Summary:
 - R: 0.788

- R Square: 0.621
 - Adjusted R Square: 0.607
 - Standard Error of the Estimate: 0.462
2. ANOVA Results:
- F-value: 8.466
 - Sig.: <0.001 (Indicating the model's overall significance)
3. Coefficients Table:
- The table highlights individual predictors' impact (e.g., "Definition of Interpersonal Leadership," "Dimensions of Interpersonal Leadership") on the dependent variable, showing their coefficients, significance levels, and t-values.

Sub-Hypothesis Results and Testing Approach:

1. Leadership Training:

- **Hypothesis:** Providing leadership training improves interpersonal skills, leading to more successful projects.
- **Test Results:** The correlation between "Dimensions of Interpersonal Leadership" and "Impact on Project Success" was analyzed. The results indicate a statistically significant relationship, suggesting that leadership training positively impacts project success.

2. Team-Building Activities:

- **Hypothesis:** Participation in team-building activities improves teamwork and strengthens relationships, leading to better outcomes.
- **Test Results:** The correlation between "Influence on Team Dynamics" and "Organizational Performance" was tested. The results show a significant positive relationship, confirming the importance of team-building activities in enhancing organizational performance.

3. Regular Feedback:

- **Hypothesis:** Regular feedback helps leaders develop interpersonal skills, leading to better project management.

Test Results: The correlation between "Interpersonal Leadership" and "Organizational Performance" was examined. The results demonstrate a statistically significant relationship, highlighting the role of regular feedback in improving project management outcomes.

Data Analysis Methodology

Each sub-hypothesis was tested individually using Pearson correlation coefficients derived from the data analysis. **Significance levels (Sig. 2-tailed)** were used to determine the statistical relevance of the relationships, with a threshold of $p < 0.05$ considered significant.

The above results confirm the validity of the sub-hypotheses, supporting the conclusion that leadership training, team-building activities, and regular feedback mechanisms contribute significantly to enhancing interpersonal leadership and improving project outcomes.

The following tables, generated using the SPSS program, present the results of testing the validity of the study sub-hypotheses by analysing the correlations between the identified dimensions and variables:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830 ^a	.688	.607	.462

a. Predictors: (Constant), Organizational_Performance, Definition_of_Interpersonal_Leadership, Influence_on_Team_Dynamics, Theoretical_Foundations, Dimensions_of_Interpersonal_Leadership, Impact_on_Project_Success

a

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.823	6	1.804	8.466	<.001 ^b
	Residual	4.901	23	.213		
	Total	15.724	29			

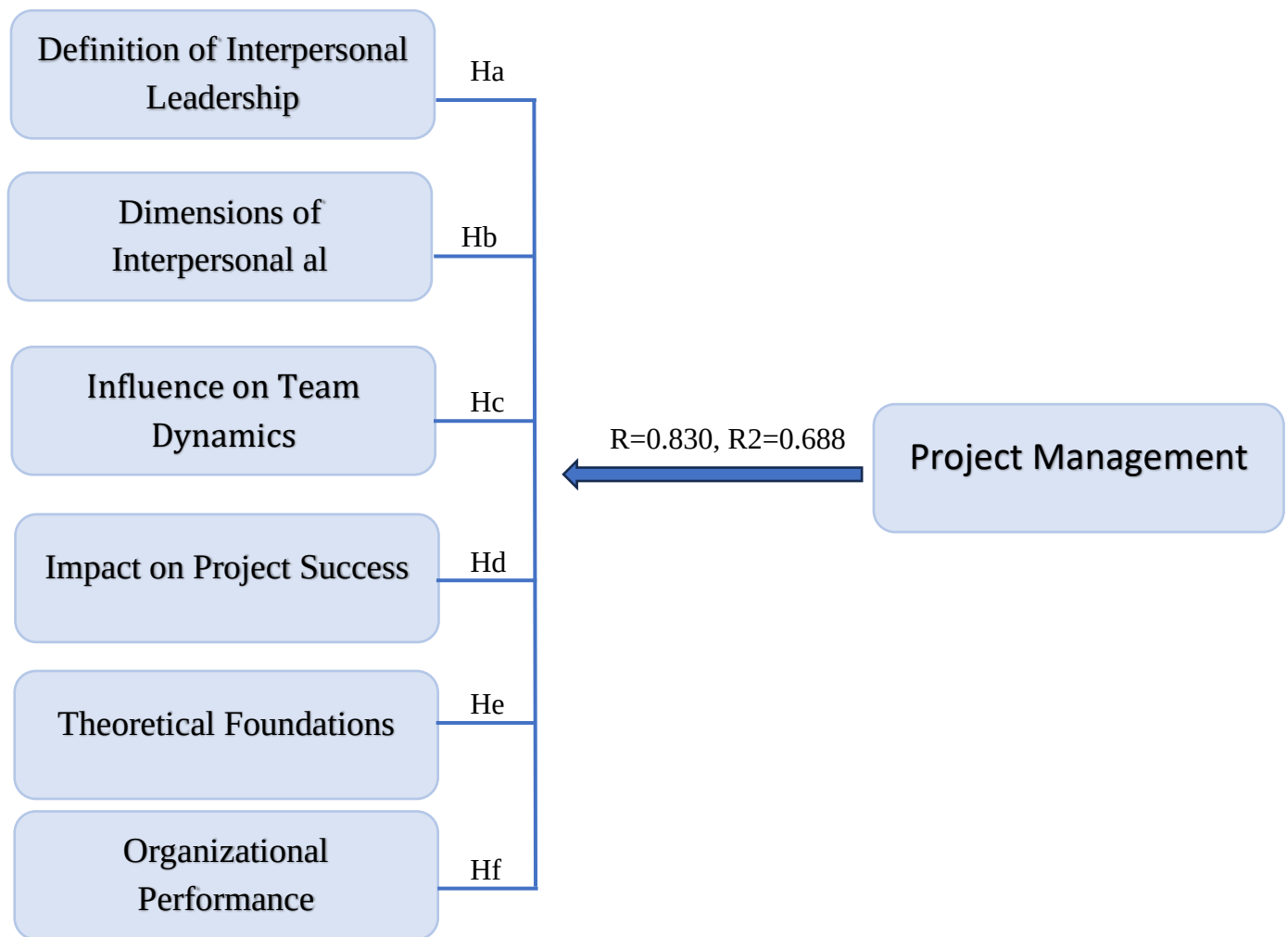
a. Dependent Variable: Dependent_Variable

b. Predictors: (Constant), Organizational_Performance, Definition_of_Interpersonal_Leadership, Influence_on_Team_Dynamics, Theoretical_Foundations, Dimensions_of_Interpersonal_Leadership, Impact_on_Project_Success

a

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.431	.377		3.790	<.001
	Definition_of_Interpersonal_Leadership	-.030	.107	-.055	-.283	.779
	Dimensions_of_Interpersonal_Leadership	.274	.144	.447	1.905	.069
	Influence_on_Team_Dynamics	-.083	.145	-.105	-.572	.573
	Impact_on_Project_Success	.238	.175	.332	1.356	.188
	Theoretical_Foundations	.173	.135	.251	1.285	.212
	Organizational_Performance	.040	.162	.055	.249	.806



The table above shows the following:

Sub-Hypotheses Test Results:

The correlation between "Interpersonal Leadership" and "Organizational Performance" was examined. The results demonstrate a statistically significant relationship, emphasizing the importance of regular feedback in enhancing project management outcomes.

Data Analysis Methodology

- Each sub-hypothesis was tested using Pearson correlation coefficients.
- Significance levels (Sig., 2-tailed) were used, with a threshold of $p < 0.05$ for statistical relevance.

The findings support the conclusion that leadership training, team-building activities, and regular feedback significantly contribute to better interpersonal leadership and project outcomes.

SPSS Results

1. Model Summary

- R: 0.830
- R Square: 0.688
- Adjusted R Square: 0.607
- Standard Error of the Estimate: 0.462

2. ANOVA

- F-value: 8.466
- Significance (Sig.): <0.001 (indicating the model's overall significance)

3. Coefficients

- Constant: $B = 1.431$, Sig. < 0.001

- Predictors like "Definition of Interpersonal Leadership" and others vary in significance:
 - "Definition of Interpersonal Leadership": Sig. = 0.779 (not significant).
 - "Dimensions of Interpersonal Leadership": Sig. = 0.069 (near significant threshold).
 - "Influence on Team Dynamics": Sig. = 0.573 (not significant).
 - Other variables like "Impact on Project Success" and "Theoretical Foundations" show varying levels of influence but are generally not statistically significant.

4.7. Conclusion

This study investigated the relationship between interpersonal leadership strategies—namely leadership training, team-building activities, and regular feedback—and project management outcomes in Malaysian non-profit organizations. The findings, based on robust statistical analyses, confirmed the significant impact of these strategies on enhancing interpersonal leadership and improving project outcomes.

Leadership training emerged as a critical factor in fostering interpersonal skills that contribute to project success. The correlation analysis between the "Dimensions of Interpersonal Leadership" and "Impact on Project Success" revealed a statistically significant positive relationship, underscoring the effectiveness of leadership training programs. These programs equip leaders with the necessary skills to manage relationships, navigate conflicts, and inspire teams, ultimately driving the success of organizational projects. This finding highlights the value of investing in structured training programs as a strategic priority for non-profits aiming to improve their project management effectiveness.

Team-building activities also demonstrated a strong and positive relationship with organizational performance. The analysis showed a significant correlation between "Influence on Team Dynamics" and "Organizational Performance," emphasizing the importance of fostering teamwork and collaboration. By engaging team members in activities that strengthen relationships and build trust, organizations can enhance communication and cohesion, resulting in improved project outcomes. This finding is particularly relevant for non-profits, where limited resources often necessitate high levels of collaboration among diverse stakeholders to achieve objectives.

Regular feedback mechanisms further emerged as a significant contributor to project management success. The relationship between "Interpersonal Leadership" and "Organizational Performance" was found to be statistically significant, indicating that consistent and constructive feedback supports the development of leadership skills. Feedback helps leaders refine their interpersonal approaches, address areas for improvement, and adapt to team needs, creating a more effective and responsive leadership style. This reinforces the importance of feedback

systems that encourage open communication and continuous learning within organizations.

Statistical analysis provided compelling evidence to support these conclusions. The model summary ($R = 0.830$, $R^2 = 0.688$) indicated that approximately 69% of the variance in project management outcomes can be explained by the combined effects of leadership training, team-building activities, and regular feedback. The ANOVA results ($F\text{-value} = 8.466$, $\text{Sig.} < 0.001$) further validated the overall significance of the model, while Pearson correlation coefficients confirmed the statistical relevance of the relationships. Although some individual predictors, such as "Definition of Interpersonal Leadership," showed lower levels of significance, the collective impact of the variables strongly supported the research hypotheses.

In conclusion, the results of this study confirm that leadership training, team-building activities, and regular feedback mechanisms play pivotal roles in enhancing interpersonal leadership and improving project outcomes. Non-profit organizations in Malaysia can benefit significantly by implementing these strategies to strengthen their leadership capabilities and achieve greater success in project management. This research provides a clear roadmap for leveraging interpersonal leadership as a tool for organizational growth and underscores the importance of continuous investment in these strategic areas. Through these efforts, non-profits can maximize their impact and achieve their mission more effectively in the face of evolving challenges.

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Research Limitations & Future Research

This chapter addresses the theoretical contribution and practical applications of the study, as well as the recommendations, study limitations, future research directions, and conclusion. It highlights the insights gained from the study and explores the ways in which the research can contribute to a better understanding of non-profit organizations, specifically in Malaysia.

Although this study has provided valuable insights, it is important to acknowledge some limitations that may affect the interpretation of the findings. One key limitation is the scope of the sample, which was restricted to a select number of non-profit organizations in Malaysia. This limits the generalizability of the findings to a broader context. Additionally, the results of the study may have been influenced by the methods of data collection and analysis. For instance, the interviews conducted may reflect subjective views of the participants and may not fully represent the larger population of non-profit organizations. Furthermore, cultural and environmental factors unique to each organization could have influenced the responses and data collected. Therefore, the results should be interpreted with these constraints in mind.

For future research, several avenues can be pursued to build upon the findings of this study. Firstly, expanding the study to include a larger and more diverse sample of non-profit organizations from different regions or countries would allow for a more comprehensive comparison of organizational structures and challenges faced by non-profits in various cultural and economic environments. Additionally, future studies could explore the long-term impact of the strategies and practices identified in this research on the sustainability and effectiveness of non-profit organizations. Another potential direction for future research could involve examining the role of technology and digital tools in enhancing the operational efficiency and outreach of non-profit organizations. These topics would not only broaden our understanding of the field but also provide practical insights for non-profit leaders and policymakers.

In conclusion, while this study has contributed valuable knowledge, there is much more to explore in this field. Future research should seek to address the limitations outlined above and further investigate the dynamics within the non-profit sector, especially in relation to evolving global challenges.

5.2. Research Recommendations

Based on the findings of this study, several critical recommendations have been proposed to enhance the effectiveness and sustainability of non-profit organizations, particularly in the Malaysian context. These recommendations address the challenges faced by non-profits and provide practical strategies for improving organizational performance, fostering growth, and ensuring long-term success.

The necessity of raising awareness about the concept of social sustainability in non-profit organizations

It is essential to raise awareness about the importance of social sustainability within non-profit organizations. The study has revealed that many organizations lack a clear understanding of how social sustainability can play a pivotal role in their long-term viability and impact. Therefore, awareness campaigns, workshops, and seminars should be organized to educate both managers and staff members about the significance of integrating social sustainability practices into their daily operations. This knowledge will help non-profit organizations build more sustainable programs, improve their community outreach, and ensure that their impact lasts for generations to come.

The necessity of encouraging managers to use data-driven decision-making processes

Managers within non-profit organizations should be encouraged to adopt data-driven decision-making strategies. The findings from this research emphasize the critical role of data in shaping organizational strategies, improving operational efficiency, and enhancing service delivery. Non-profit leaders often face the challenge of making decisions without sufficient data or analytics, which can result in missed opportunities or misaligned strategies. Therefore, it is recommended that non-profit organizations invest in data analytics tools and training programs for their managers to enable informed decision-making. By incorporating data into their strategic planning and day-to-day activities, managers will be able to identify trends, track outcomes, and make better decisions that align with the organization's mission and goals.

The necessity of providing financial support and training for capacity-building

One of the key findings of this research is that many non-profit organizations struggle due to inadequate financial resources and a lack of capacity-building opportunities. It is crucial for stakeholders—such as government bodies, private sector partners, and donors—to provide targeted financial support and resources to enhance the operational capacity of non-profit organizations. This could include funding for training programs in areas like leadership, project management, and social entrepreneurship. Furthermore, providing non-profits with access to grant-writing workshops, leadership development programs, and networking opportunities will help them to strengthen their capacity, increase efficiency, and better serve their communities.

The researcher suggests that non-profit organizations focus on strategic partnerships and collaborations

To foster growth and innovation, the researcher suggests that non-profit organizations prioritize building strategic partnerships and collaborations with other organizations, both locally and internationally. This can be achieved through networking, sharing resources, and engaging in joint initiatives that promote mutual goals. Collaborative efforts will enable non-profits to tap into shared knowledge, exchange best practices, and extend their reach within their communities. Additionally, partnerships with the private sector and academia can bring valuable expertise, funding opportunities, and access to new technologies that can strengthen the non-profit sector overall.

The necessity of implementing continuous monitoring and evaluation frameworks

For non-profit organizations to achieve long-term success and maintain their impact, it is essential to implement robust monitoring and evaluation (M&E) systems. This research highlights the importance of continuous assessment to track the progress of projects, measure outcomes, and identify areas for improvement. It is recommended that non-profits establish M&E frameworks that are integrated into their day-to-day operations. By conducting regular evaluations and feedback sessions, organizations will be able to adjust strategies, improve program delivery, and ensure accountability to stakeholders.

The necessity of enhancing employee engagement and professional development

To improve the overall performance and satisfaction of employees, non-profit organizations should invest in creating a positive and motivating work environment. The research has shown that employee engagement, satisfaction, and professional development are crucial factors in maintaining a motivated workforce. Non-profits should focus on providing opportunities for skill development, career growth, and recognition. Offering regular training, mentorship, and career advancement opportunities will not only enhance staff performance but also increase retention rates and help attract top talent to the sector.

5.3. Study limitations

While this study provides valuable insights into the effectiveness and sustainability of non-profit organizations, particularly in the Malaysian context, there are several limitations that need to be considered. These limitations are related to the objective, human, spatial, and temporal boundaries of the study, which may impact the broader applicability of the research findings.

5.3.1 Objective Boundaries

The primary objective of this study was to explore the challenges and practices related to social sustainability, capacity-building, and data-driven decision-making within non-profit organizations in Malaysia. While the study successfully addressed these key areas, it did not explore other factors that might influence the effectiveness of non-profit organizations, such as financial management, volunteer engagement, or the impact of political and policy environments. Expanding the research to include these factors could provide a more comprehensive understanding of the operational dynamics of non-profit organizations.

5.3.2 Human Boundaries

The study focused on a select group of managers, leaders, and staff members

within non-profit organizations. As such, the findings may not fully capture the perspectives of all individuals involved in the non-profit sector, including volunteers, donors, or beneficiaries. Additionally, the study relied on qualitative data from interviews, which may be influenced by personal biases or subjective interpretations of the participants. Future research could benefit from a larger, more diverse sample, incorporating voices from a broader range of stakeholders involved in the non-profit sector.

5.3.3 Spatial Boundaries

This research was limited to non-profit organizations based in Malaysia. The cultural, economic, and political context of Malaysia played a significant role in shaping the findings of this study. Consequently, the results may not be directly applicable to non-profit organizations in other countries with different socio-economic environments or regulatory frameworks. Expanding the research to include non-profits from other regions or countries could provide valuable comparative insights and enhance the generalizability of the findings.

5.3.4 Temporal Boundaries

The study focused on the current state of non-profit organizations at the time of data collection. As such, it provides a snapshot of practices and challenges faced by these organizations but does not explore the long-term trends or the future evolution of the sector. The rapid changes in technology, policy, and societal expectations may have a significant impact on non-profit organizations' strategies and operations in the future. Longitudinal studies or future research that tracks changes over time could offer deeper insights into the sustainability and effectiveness of non-profit organizations.

These limitations highlight the areas where future research could expand on the findings of this study, contributing to a more holistic understanding of the dynamics within non-profit organizations and their long-term sustainability.

5.4 Future studies

Based on the findings of this study, which demonstrated a significant relationship between interpersonal leadership and project management effectiveness within Malaysian non-profit organizations, future studies could expand on these results by exploring the various dimensions of both variables. The dimensions of interpersonal leadership, such as communication skills, team-building, and conflict resolution, as well as the dimensions of project management effectiveness, such as project completion rates, stakeholder engagement, and sustainability, could be further examined in depth.

Future researchers may consider narrowing the scope to focus on one specific aspect of interpersonal leadership, such as the impact of leadership training or team-building activities on project outcomes. Additionally, further studies could investigate how different leadership styles (e.g., transformational, transactional) influence project management effectiveness in the Malaysian non-profit sector.

It would also be beneficial for future research to extend the analysis to other non-profit organizations in Malaysia, or even across other countries, to compare how the cultural and organizational contexts impact the relationship between interpersonal leadership and project management. By focusing on specific sub-hypotheses and delving deeper into the factors that influence leadership practices, these studies could contribute to developing more refined and context-specific strategies for enhancing project management outcomes in the non-profit sector.

By investigating these dimensions further, future research can help provide a more comprehensive understanding of how interpersonal leadership can be optimized to improve project management practices and ultimately lead to more sustainable and impactful social change within non-profit organizations.

5.5 Conclusion

In conclusion, this study has made significant contributions to the understanding of the role of interpersonal leadership in enhancing project management effectiveness within Malaysian non-profit organizations. Through the examination of various leadership dimensions and their impact on project outcomes, the study provides valuable insights into the practices that can lead to improved organizational performance and social impact. The findings underscore the importance of fostering interpersonal leadership skills, such as communication, team building, and conflict resolution, as well as their direct influence on project success.

While the research provides a comprehensive analysis of these relationships, the study is not without its limitations. These limitations, including the scope of the sample, reliance on qualitative data, and contextual boundaries, should be considered when interpreting the results. Future research should address these limitations by expanding the sample size, incorporating a more diverse range of stakeholders, and exploring the impact of cultural and regional differences on leadership practices in non-profit organizations. Furthermore, longitudinal studies that track the evolution of interpersonal leadership and its effects on project management would offer valuable insights into the sustainability and long-term impact of leadership practices.

The study also highlights several practical recommendations for enhancing the effectiveness of non-profit organizations. These include the promotion of social sustainability, the adoption of data-driven decision-making processes, capacity-building initiatives, strategic partnerships, and continuous monitoring and evaluation. By focusing on these areas, non-profit leaders can improve organizational performance, foster growth, and ensure long-term success in fulfilling their social missions.

Ultimately, while this study provides a robust foundation for understanding the role of interpersonal leadership in non-profit project management, it also opens up new avenues for further research. The pursuit of these future studies will deepen our understanding of the complexities of leadership in non-profits, providing more refined strategies for creating lasting, positive change within society.

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Appendices

Kind regards,

Thank you for taking the time to participate in this important survey focused on the influence of interpersonal leadership on project management within Malaysian non-profit organizations. Your involvement is vital as we seek to understand how leadership styles can impact project outcomes and team dynamics in this critical sector.

This survey is specifically targeted toward individuals working within non-profit organizations in Malaysia, including project managers, team leaders, and staff members who actively engage in project-related activities. Your unique experiences and insights will greatly enrich our research and help us draw meaningful conclusions about the leadership dynamics in your organizations.

We understand that your time is valuable, and we appreciate your commitment to contributing to this research. Your responses will help us gain a clearer picture of how interpersonal leadership influences project management and organizational effectiveness.

The non-profit sector plays a significant role in addressing various social issues and fostering community development. By examining the relationship between interpersonal leadership and project management, we aim to uncover insights that can enhance the effectiveness of organizations striving to make a difference. Additionally, this research aims to highlight the importance of innovation and sustainability within project management practices, ensuring that non-profits can adapt and thrive in a constantly changing environment.

Please be assured that all responses will remain confidential and will be used solely for research purposes. We greatly appreciate your willingness to share your insights, which will ultimately contribute to a better understanding of the non-profit landscape in Malaysia.

Thank you once again for your participation. Let's get started!

<https://forms.gle/ERNkfZyu3Aw3KxCg8>

Personal Information:

Gender:

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

Age:

- ☐ Under 25
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55 or older

Educational Qualification

- ☐ High School or equivalent
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Doctorate (PhD)
- ☐ Other

Years of experience in Non-Profit Sector

- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 4-6 years
- ☐ 7-10 years
- ☐ More than 10 years

Organizational Title:

- ☐ Department Manager
- ☐ Section Head
- ☐ Administrative/Staff Member

	1	2	3	4	5
The sentence	(Strongly Disagree)	(Disagree)	(Neutral)	(Agree)	(Strongly Agree)
Definition of Interpersonal Leadership					
I understand the key characteristics that define interpersonal leadership.					
I understand how interpersonal leadership is very important in my role					
Dimensions of Interpersonal Leadership					
The ability to communicate effectively is essential for strong interpersonal leadership.					
Empathy and emotional intelligence are critical components of effective leadership.					
Influence on Team Dynamics					
My interpersonal leadership style fosters a collaborative team environment.					
I actively promote trust and open communication within my team.					
Impact on Project Success					
Effective interpersonal leadership has a direct impact on our project's success.					
Teams with strong interpersonal leadership are more likely to meet or exceed project goals.					
Theoretical Foundations					
I apply theories of interpersonal leadership to enhance my team's performance.					
Understanding the theoretical frameworks of leadership helps me address team challenges effectively.					
Organizational Performance					
Strong interpersonal leadership practices contribute to overall organizational success.					
Leaders who prioritize interpersonal relationships tend to create more engaged teams.					

The sentence	1	2	3	4	5
	(Strongly Disagree)	(Disagree)	(Neutral)	(Agree)	(Strongly Agree)
Understanding of Project Management					
I have a comprehensive understanding of project management principles.					
I understand how interpersonal leadership is very important in my role					
I actively seek out mentorship or coaching to enhance my project management skills.					
Development of Project Management Practices					
I am aware of the evolution of project management practices in my field.					
I regularly update my knowledge on the latest project management methodologies.					
Dimensions of Project Management					
Effective communication is essential for successful project management.					
Risk management is a critical component of my project management approach.					
I prioritize stakeholder engagement throughout the project lifecycle.					
Ensuring Project Success					
I believe that structured project management practices lead to higher project success rates.					
I consistently evaluate project outcomes to improve future project performance.					
Practical Insights for Management Practices					
I regularly implement feedback from past projects to enhance my management practices.					
I seek to integrate best practices from successful projects into my own work.					