

The Impact of Project Manager Leadership on Project Success

Student name

MHD Wael Saffour

Graduation Project – 2

Faculty of Management - Midocean University

Supervisor

Dr. Abdulrahim Nader

Faculty member- Faculty of management- Midocean University

Table of Contents

1. Chapter 1: Introduction	3
1.1. Research Background.....	4
1.2. Research Problem.....	4
1.2.1. Theoretical Gaps.....	4
1.2.2. Practical Gaps.....	5
1.3. Research Significance.....	5
1.3.1. At the theoretical level.....	5
1.3.2. At the practical level.....	5
1.4. Research Questions.....	5
1.5. Research Objectives.....	6
1.6. Research Hypotheses.....	6
1.7. Research Model.....	6
1.8. Research Methodology.....	7
1.9. Scope of The Study.....	7
1.10. The Suggested Project Structure.....	7
2. Chapter 2: Literature Review	8
2.1. Introduction.....	9
2.2. The independent variable.....	9
2.3. The dependent variable.....	10
2.4. The relationship between the independent and the dependent variables.....	10
2.5. Conclusion.....	11
References	12
Appendix A: Questionnaire	13
Appendix B: Table of Research Instruments	14

Chapter 1

Introduction

1.1 Research Background

Project management is very important in organizations today, especially because projects are becoming more complex. Companies need to complete their projects on time, within budget, and with good quality. One of the main factors that help achieve this is the leadership of the project manager.

The project manager is responsible for leading the team and making sure the project is moving in the right direction. A good leader can motivate the team, solve problems, and make decisions quickly. This helps the project run smoothly and reach its goals.

Leadership is not only about giving instructions. It also includes communication, teamwork, and handling challenges. When the project manager communicates well with the team, it helps avoid misunderstandings and improves performance.

On the other hand, weak leadership can create many problems. For example, poor communication can lead to mistakes, delays, and low motivation among team members. This can affect the success of the project.

Today, project managers need to have both technical skills and leadership skills. They must be able to work under pressure, manage different people, and adapt to changes. Good leadership helps improve teamwork and increases the chances of project success.

This study focuses on the role of project manager leadership and how it affects project success. It aims to understand how leadership can improve project performance.

1.2 Research Problem

Leadership is an important part of project management, but many projects still face problems due to weak leadership. Some project managers focus more on technical work and pay less attention to leading their teams.

This can lead to poor communication, low performance, delays, and increased costs. Therefore, it is important to study how project manager leadership affects project success.

1.2.1 Theoretical Gaps

Most studies discuss general project success factors, but there is limited focus on the direct role of project manager leadership.

Also, there are not many simple models that explain the relationship between leadership and project success.

1.2.2 Practical Gaps

In practice, many projects face leadership problems.

Some project managers lack leadership skills, which affects team performance.

In addition, some organizations do not provide enough training to improve leadership skills.

Main Research Question:

How does project manager leadership affect project success?

1.3 Research Significance

1.3.1 At the theoretical level

This study helps explain the importance of leadership in project management.

It shows how leadership can affect the success of projects.

1.3.2 At the practical level

This study can help project managers improve their leadership skills. It also helps organizations understand the importance of good leadership in achieving project success.

1.4 Research Questions

This research focuses on understanding how project manager leadership influences project success. Based on this, the following research questions are developed:

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

1.5 Research Objectives

The main objective of this research is to examine the impact of project manager leadership on project success in project based organizations.

The study also aims to achieve the following objectives:

1. Identify the main leadership styles used in project management
2. Evaluate the influence of leadership on team performance
3. Analyze the relationship between leadership and project success
4. Provide practical recommendations to improve leadership effectiveness in project based organizations

1.6 Research Hypotheses

Based on the research problem the following hypotheses are developed:

- H1: Project manager leadership positively affects project success
- H2: Effective leadership improves team performance
- H3: Leadership style has a significant relationship with project success
- H4: Transformational leadership has a stronger positive impact on project success compared to other leadership styles

1.7 Research Model

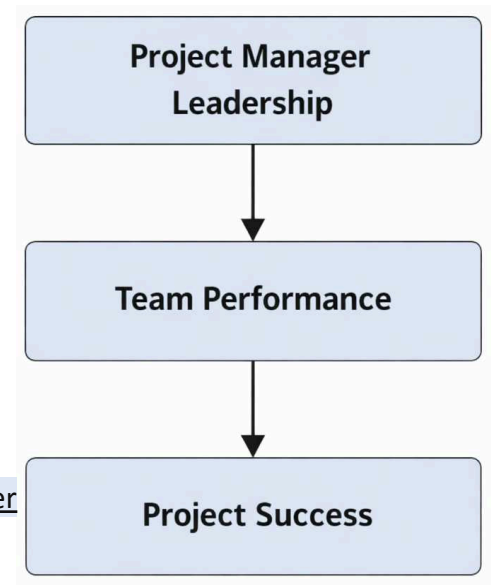
This study is based on a simple conceptual model:

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

The relationship can be explained as follows:

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

Research Model illustrating the relationship between project manager leadership, team performance, and project success.



1.8 Research Methodology

This research adopts a quantitative approach to analyze the relationship between project manager leadership and project success.

- Data Collection Method: Questionnaire (Survey)
- Target Participants: Employees and team members involved in project work
- Sampling Technique: Convenience sampling
- Data Analysis Tools: Microsoft Excel or Power BI

The questionnaire will measure variables such as leadership style, communication effectiveness, team performance, and overall project success.

1.9 Scope of The Study

This study mainly focuses on project based organizations where teamwork and leadership play a critical role in achieving project success.

The research is limited to employees working in project environments, particularly in industries such as event management, construction, and IT.

The study examines the impact of project manager leadership on project success in terms of time, cost, and quality.

1.10 The Suggested Project Structure

The research will be organized into the following chapters:

Chapter 1: Introduction

This chapter presents the research background, problem statement, objectives, and research methodology.

Chapter 2: Literature Review

This chapter reviews previous studies and theories related to project manager leadership and project success.

Chapter 3: Research Methodology

This chapter explains the research design, data collection methods, and analysis techniques used in the study.

Chapter 4: Data Analysis and Findings

This chapter presents the analysis of collected data and discusses the main findings of the study.

Chapter 5: Conclusion and Recommendations

This chapter summarizes the results and provides recommendations for improving project management practices.

Chapter 2

Literature Review

2.1 Introduction

Leadership is one of the key factors in project management. As projects become more complex, achieving success depends not only on technical skills but also on the ability of the project manager to lead the team effectively. The project manager is responsible for guiding the team, making decisions, and ensuring that project objectives are achieved.

According to the Project Management Institute (PMI, 2021), project success is usually linked to managing time, cost, and quality. In this context, leadership plays an important role in managing teams and dealing with challenges. A project manager with good leadership skills can improve communication, motivate team members, and support better performance.

Different leadership styles can also influence how teams perform and how projects are delivered. For example, transformational leadership focuses on motivating and inspiring team members, while transactional leadership is more focused on structure and performance (Northouse, 2018). These differences can lead to different project outcomes.

Previous studies have highlighted the importance of leadership in project success. Turner and Müller (2005) found that leadership style has a clear impact on project performance. Similarly, Aga et al. (2016) showed that effective leadership can improve team performance and increase the chances of project success.

Overall, understanding project manager leadership is important for improving project results. This chapter reviews the main ideas related to leadership and project success and explains the relationship between them.

2.2 The Independent Variable (Project Manager Leadership)

Project manager leadership is an important factor in project management. It refers to the ability of the project manager to guide the team, make decisions and ensure that the project is completed successfully. Leadership is not only about giving instructions, but also about communication, motivation and handling challenges during the project.

There are different leadership styles used in project management. One of the most common styles is transformational leadership, which focuses on motivating and inspiring team members to achieve better performance. This style encourages teamwork, creativity and commitment. On the other hand, transactional leadership is more focused on structure, clear roles and rewards based on performance (Northouse, 2018).

Effective leadership also helps improve communication within the team and reduces conflicts. A project manager with strong leadership skills can create a positive working environment and support team members in completing their tasks. This can lead to better coordination and higher efficiency during project execution.

According to Müller and Turner (2010), successful project managers usually demonstrate strong leadership competencies, especially in managing people and adapting to different situations. This shows that leadership is a key factor in improving team performance and achieving project objectives.

Overall, project manager leadership plays a central role in project management, as it directly affects how teams perform and how projects are delivered.

2.3 The Dependent Variable (Project Success)

Project success is a key objective in project management. It refers to the ability to complete a project according to its planned goals. In most cases, project success is measured based on three main factors, which are time, cost, and quality. These factors are often known as the main criteria for evaluating project performance.

According to Pinto (2016), a successful project is one that is delivered on time, within budget, and meets the required quality standards. Managing these factors can be challenging, especially in complex projects where there are many risks and changes. Therefore, achieving project success requires effective planning, coordination, and continuous monitoring.

In addition, project success is not only related to technical performance, but also to team performance and stakeholder satisfaction. A well-managed team and clear communication can improve the chances of delivering a successful project. This shows that success depends on both technical and human factors.

The Project Management Institute (PMI, 2021) also emphasizes that project success involves balancing different constraints while achieving the project objectives. This highlights the importance of management skills and leadership in ensuring positive outcomes.

Overall, project success is a combination of meeting project objectives, maintaining quality standards, and delivering value to stakeholders.

2.4 The Relationship Between Project Manager Leadership and Project Success

The relationship between project manager leadership and project success has been widely discussed in project management studies. Leadership plays an important role in influencing how teams perform and how projects are executed. A project manager with strong leadership skills can guide the team, solve problems effectively, and ensure that project objectives are achieved. Effective leadership contributes to better communication, higher motivation, and improved teamwork. These factors help reduce errors, avoid delays, and improve overall project

performance. As a result, projects are more likely to be completed on time, within budget, and with the required quality.

Turner and Müller (2005) found that leadership style has a significant impact on project success. Their study shows that different leadership approaches can lead to different outcomes depending on the project environment and team structure. In addition, Aga et al. (2016) confirmed that transformational leadership has a positive effect on both team performance and project success. Recent studies also support these findings and highlight the importance of leadership in achieving successful project outcomes (Khan et al., 2020).

Moreover, leadership does not only affect project success directly, but also indirectly through team performance. When team members are motivated and supported, they tend to perform better, which increases the chances of achieving project goals. This highlights the importance of leadership as a key factor in project management.

Overall, there is a strong relationship between project manager leadership and project success, where effective leadership improves team performance and leads to better project outcomes.

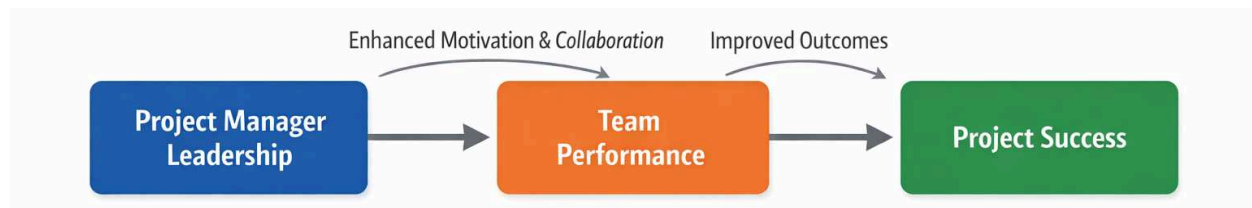


Figure 2: The relationship between project manager leadership, team performance, and project success.

2.5 Conclusion

This chapter discussed the main concepts related to project manager leadership and project success. It explained the role of leadership as an important factor in managing project teams and achieving project objectives. Different leadership styles were also presented, showing how they can influence team performance.

The chapter also highlighted the concept of project success and the main criteria used to measure it, such as time, cost, and quality. In addition, it explained that project success is not only related to technical aspects, but also depends on team performance and communication.

Furthermore, the relationship between project manager leadership and project success was discussed. Previous studies showed that effective leadership has a positive impact on team performance and increases the chances of project success.

Overall, this chapter provides a clear understanding of the key variables in this study and sets the foundation for the next chapter, which will explain the research methodology.

References

1. Project Management Institute (PMI). (2021). A guide to the project management body of knowledge (PMBOK® Guide) (7th ed.). PMI.
2. Kerzner, H. (2017). Project management: A systems approach to planning, scheduling, and controlling (12th ed.). Wiley.
3. Turner, J. R., & Müller, R. (2005). The project manager's leadership style as a success factor. *Project Management Journal*, 36(2), 49–61.
4. Müller, R., & Turner, J. R. (2010). Leadership competency profiles of successful project managers. *International Journal of Project Management*, 28(5), 437–448.
5. Pinto, J. K. (2016). Project management: Achieving competitive advantage (4th ed.). Pearson.
6. Bass, B. M. (1985). Leadership and performance beyond expectations. Free Press.
7. Northouse, P. G. (2018). Leadership: Theory and practice (8th ed.). Sage Publications.
8. Yukl, G. (2013). Leadership in organizations (8th ed.). Pearson.
9. Aga, D. A., Noorderhaven, N., & Vallejo, B. (2016). Transformational leadership and project success. *International Journal of Project Management*, 34(5), 806–818.
10. Khan, H., Khan, S., & Iqbal, A. (2020). Leadership styles and project success: The mediating role of team performance. *International Journal of Project Management*.

Appendix A: Questionnaire

Section A: Demographic Information

- **Gender**
 - ☐ Male
 - ☐ Female
- **Age**
 - ☐ Under 25
 - ☐ 25–34
 - ☐ 35–44
 - ☐ 45 and Above
- **Years of Experience**
 - ☐ Less than 3 years
 - ☐ 3–5 years
 - ☐ 6–10 years
 - ☐ More than 10 years
- **Industry**
 - ☐ Event Management
 - ☐ Construction
 - ☐ IT
 - ☐ Engineering
 - ☐ Other

Section B: Project Manager Leadership

Please indicate your level of agreement with each statement. (1 = Strongly Disagree | 5 = Strongly Agree)

#	Statement	1	2	3	4	5
1	The project manager communicates project goals clearly					
2	The project manager gives clear directions when needed					
3	The project manager motivates the team to achieve project objectives					
4	The project manager makes good decisions during the project					
5	The project manager handles conflicts effectively					
6	The project manager encourages teamwork and cooperation					

Section C: Team Performance

Please indicate your level of agreement with each statement. (1 = Strongly Disagree | 5 = Strongly Agree)

#	Statement	1	2	3	4	5
1	Team members cooperate effectively to complete project tasks					
2	Team members communicate well with each other					
3	Team members complete their assigned tasks on time					
4	Team members support one another when challenges arise					
5	The team can deal with changes during the project					
6	The team works efficiently to achieve project goals					

Section D: Project Success

Please indicate your level of agreement with each statement. (1 = Strongly Disagree | 5 = Strongly Agree)

#	Statement	1	2	3	4	5
1	The project was completed within the planned schedule					
2	The project was completed within the approved budget					
3	The project met the expected quality level					
4	Stakeholders were satisfied with the project outcomes					
5	The project achieved its planned objectives					
6	Overall, I believe the project was successful					

Response Scale

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

Appendix B: Table of Research Instruments

Variable	Code	# of Items	Dimension
Project Manager Leadership	PML	6	Communication, Motivation, Decision Making, Conflict Management, Collaboration
Team Performance	TP	6	Cooperation, Adaptability, Productivity, Communication, Commitment
Project Success	PS	6	Time, Cost, Quality, Stakeholder Satisfaction, Goal Achievement

Total items: 18 | Response scale: 5-point Likert (1 = Strongly Disagree, 5 = Strongly Agree)