

Impact of Leadership Styles on Project Success at Hala Supply Chain Services Company Limited - Kingdom of Saudi Arabia - Dammam

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1. Introduction

The choice of Hala Supply Chain Services Company Limited as a research object was based purely on consent from the head of the observer department. This company is used as a research object in the hope of further insight and wisdom for this company in future projects, so the same mistake would not be repeated.

The observer also has an interest to enrich and expand his knowledge about leadership and its style, in order to find a suitable and feasible leadership for a project. This knowledge would be valuable not just for the observer but also to the company as it is used as a comparison to the current leaders of the observed project. By doing such a comparison, the leader of the project could learn about his own leadership style and also might consider changing it in order to achieve better results.

The research topic was chosen due to the observer's interest in an in-depth understanding of something that is commonly practiced but often overlooked: whether leadership style has something to do with project success or not. This topic is considered important because most projects in any kind of organization are held in order to improve the organization in a certain time. In the case of Hala Project, this is a great chance because Hala is in the progress of improvement and development, thus there is a large opportunity for the observer to observe and find something useful for the organization.

1.1. Research Topic/Title

It has been a known fact that leadership is one of the key factors that influence project success. Leadership does matter. We have seen projects failing without any clear mid-way. The problem is with the leadership, as to how to work to manage project success. Bildman and Sørensen [0] provide a detailed view on why it is important to study leadership in the project environment. They say that the leaders have the responsibility to ensure that the work environment supports motivation of workers and leaders provide the direction and meaning of work in terms of setting goals and showing commitment. Always leaders are oriented towards change. They are termed as change agents because nearly all work in modern organization is project work said by J. Rodney Turner [1] and it is the leadership who guide the way to how the change will be. A dynamic environment means increased uncertainty and risk said by Young

and Pagan [2]. It is difficult for followers to know if they are moving in the right direction and here communication becomes a key factor. It is a known fact that uncertainty and risk lead to an increased probability of project failure. Hence Houghton and Neck [3] postulated that effective leader behavior is that which increases expectancy and need satisfaction of subordinates and has a direct and indirect impact on project success. With that said in mind, leadership is a quality that is desired in all types of project managers, be it permanent managers who are hired for managing operational work or a subordinate who has to manage his team on a particular project.

The basic focus of the research is to discuss the leadership styles at Hala Supply Chain Services Company Limited (HSCSC) based in the Kingdom of Saudi Arabia in Dammam, and the impact of these styles on the project success. It is important that people know Hala, the nature of work they are doing and why these styles are adopted for projects. Basically, HSCSC is a private limited company based in Dammam in the Kingdom of Saudi Arabia established in the year 2005. It has a Joint Venture with AL FUTTAIM GROUP UAE and INTILITY AS NORWAY. The company has shown excellent growth over the years and is ISO 9001:2008 Certified. Hala caters to the Saudi market as well as the Gulf market especially the Energy sector by providing services in material supply i.e. Cataloguing, warehousing, inventory, logistics, transportation and technical services mainly of SAP nature. Hala prides itself on satisfying its customers by providing an integrated solution and putting together a cost-effective, efficient and safe system.

1.2. Background of Hala Supply Chain Services Company Limited

Hala Supply Chain Services Company Limited was established in the year 2011 with the aim of providing its customers with a complete supply chain solution under one roof. It was established as a part of Pak Shaheen Group and consists of professionals with varied and considerable experience in the field of logistics, defense, and commercial shipping. Since the beginning, the company has been growing at a very fast pace and with its commitment to providing quality services, Hala has been successful in winning the faith of its customers. The company operates with the mindset of "understanding and fulfilling the needs of our customers" and to implement this mindset, it is always in a continuous process of improvement.

Continuous learning and implementation have established the company as one of the premier logistics companies in the Kingdom of Saudi Arabia today. Hala Supply Chain Services Company Ltd. is a registered company in the Kingdom of Saudi Arabia and has its own office premises at 49110- Abu Bakr As-Siddiq Street-Al Wizarat Dist-Riyadh 13322-1836. The company's head office is located in the capital city of Saudi Arabia, Riyadh, and it has a branch office in Dammam.

1.3. Purpose of the Study

The purpose of this study is to analyze the leadership styles and their impact on project success in organizations in general and on Hala Supply Chain Services - KSA, Dammam in specific. The project aims to bring forth various leadership styles and how they affect the project in various scenarios, the success and failure attributed to projects, implications from the success and the requirements of the project from leadership. The primary aim of the project is to analyze the various styles of leadership and to find a direct correlation between the style and the project. For this, we are using Hala Supply Chain Services as a case study. The project is aimed at providing a better insight into the leadership styles and how they affect the success of the project. A project's success and failure can be attributed to various factors like teamwork, strategy, and tools used, etc. but the role played by the leader is extremely critical to each of the above factors. We aim to compare various leadership styles with their implications and events that take place in the project phase. For this, we will be preparing a questionnaire and conducting an interview with the project Sales and Marketing Manager and the Regional Director of Hala Supply Chain Services. The questions will be set based on critical events and implicational scenarios during the project phase. A comparison will then be derived from general research done through various case studies and scenarios matched to the events at Hala with respective leadership styles. This is the main stance we are adopting and as such using Hala Supply Chain Service as a typical scenario, the different outcome in each event and correlation to style will be presented. An added reasoning is to assist future recommendations to the company.

2. Research Problem

In conclusion, the present lack of contextual literature explaining leadership and its effect on successful project management in the Gulf region gives this study its high level of importance in addressing a critical issue for one of the world's largest industries today.

The current acute issue of such a large-scale organization in Saudi Arabia combined with the lack of existent research in this and the broader area presents a gap in the literature which if addressed can potentially offer valuable information and benefits to the vast number of organizations operating within the Kingdom and throughout the Gulf region.

As previously mentioned, Hala Logistics Company in Saudi Arabia whereby on interviewing supervisor has given a generalized view of leaders being supportive but not directive in their approach. He believes that projects are often planned but seldom is implementation and end goals achieved due to changes in dynamic and resource allocation. This anecdote supports the expectancy theory of leadership which suggests that the leader's behavior will have a differential effect depending upon the differing employee perceptions of various leader behaviors (Bass, 1990). A study of this nature has the potential to be highly beneficial for this organization, providing a comprehensive understanding of how leaders behave and how such behaviors affect project management given its current internal understanding of leadership. This will enable the organization to better train its leaders and match their leadership style to the requirements of the project in order to achieve desired outcomes.

Research in the field of leadership has a long history which has gained different leadership styles and their subsequent impact on employee and organizational outcomes (Bass, 1990, 2008; Judge et al., 2002). However, project management and leadership are a relatively complex and unresearched area with very few empirical studies explaining how different leadership styles and leader behavior affect project management and subsequent project outcome (Müller and Turner, 2010; Turner, 2006). There is a common perception that project leadership and general leadership are subtly different, which infers that general leadership theories may not be entirely applicable to project leadership (Kahoul and Allen, 2012). Existing research in the

area has largely focused on comparing effective project leaders with ineffective and the subsequent change process. There is little emphasis on understanding the impact of different leadership styles on project management as a whole. The ambiguous understanding of leadership and its subsequent effect on project management advocates more research to be conducted. This asserts the need for researchers to delve further into the area of leadership and its potential effects on project management.

This study aims to investigate the impact of leadership styles on project success at Hala Supply Chain Services Company Limited in the Kingdom of Saudi Arabia, Dammam. The top echelons of an organization play a crucial role in practical formulation and implementation. Leadership is considered as one of the key antecedents for the success of any effective organizational change, enhancing employee satisfaction, commitment, and performance (Desson and Clouthier, 2010; Judge et al., 2002; Yukl, 1989). Successful accomplishment of a project is regarded as the successful implementation of planned change, fulfilling the project objectives within allocated resources (Khan, 2009). Effective leadership has been a central point in the successful accomplishment of projects (Müller and Turner, 2010; Shenhar and Dvir, 2007; Kaur, 2013; Martinsuo and Sankinen, 2006).

2.1. Identification of Research Gap

A leader is a person who influences a group of people towards the achievement of a goal. A number of leadership theories have been propounded by various researchers. These include the Trait theories that assume that leaders are born and not made. There is always a set of traits in an individual which distinguishes him as a leader. But these theories have been criticized for being very much generalized. Still, these theories are considered to be the foundation stone for the leadership research. Then there are Behavioral theories. These are the only theories that explicitly compare leader's behavior with their effective or ineffective implementations. Two types of behavioral implications of leaders were identified from studies at Ohio University. These include consideration behaviors and initializing structures. Consideration behaviors are the extent to which a leader shows concern for the welfare of his followers and establishing mutual trust and specified agreements. Whereas initializing structures define the degree of how a leader defines and structures his role and the role of his

subordinates towards goal attainment. Then there are Participative leadership theories and Situational leadership theories which define the behavior of a leader according to the situation and effectiveness of adopting or changing a certain leadership style in a situation. But the most emphasized theory even to this date is Transformational leadership theory. This theory has been backed by a number of researches stating that transformational leaders always have a better and positive impact over organizational culture and performance of followers and organizations. These leaders are charismatic in a way that they create a vision and motivation for followers. This motivation is denoted by psychological empowerment. A recent meta-analysis was able to show a positive relationship between transformational leadership and psychological empowerment. Then this theory teaches that psychological empowerment will lead to above-normal job performance and satisfaction of followers. These types of leaders' role model have always shown a positive effect over followers and above-normal performance and satisfaction. Now our research is biased towards these transformational leaders. So, as a certain theory for a cause and effect relationship is required to be tested, same way we are considering the "Vrooms Leadership JSPst theory" which states that any leadership style has a cognitive motivational force, the degree to which a leader's style is good for a situational favorableness and whether the followers have to accept his style or not. Now this force will predict a direction, intensity, and persistence of leader's behavior. Simulation or real testing from various studies has shown that an achievement-oriented and a participative and the most important a transformational leader will be having above-normal force and will exhibit better job performance of followers and it will lead to the attainment of desired goals.

This project is intended to bolster the cause-and-effect relationship for leadership effectiveness with project success specifically at Hala Supply Chain Services Company Lahore. As it has already been apprehended by numerous studies that leadership effectiveness surely makes an impact over project success, but they are more inclined to western or developed countries. Hala Supply Chain is a logistic-based retail company, the environment and culture is obviously going to be different as compared to the known western organization. So this study will provide a vivid picture of leadership effectiveness and its impact over project success for a typical Pakistani organization. During the literature review session, it has been identified that

not a single study has specifically addressed this relationship into the context of Pakistan. So this will be our research gap that there is no work been carried out for this kind of relationship considering a Pakistani organization.

2.2. Significance of the Research Problem

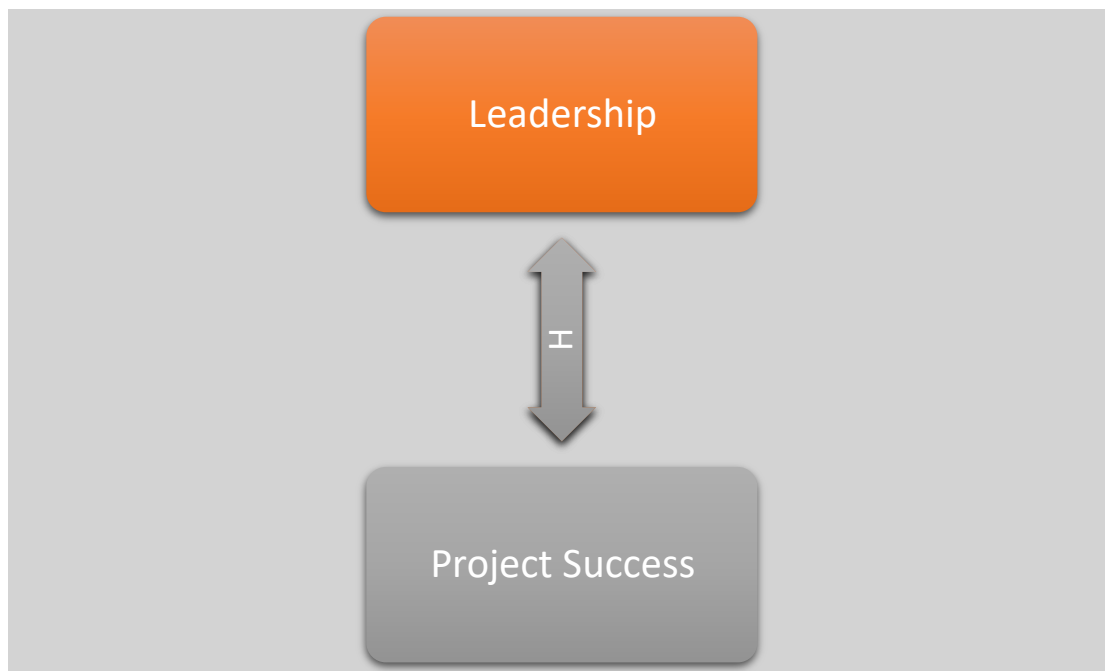
Mullins (1999) states that leadership is a relationship through which one person influences the behaviour or actions of other people. An essential characteristic of the project is that it is a temporary activity of having a start and end date. This is different from their routine work operations. Turner and Muller (2005) stipulated that the projects are led through a sequence of process. The success and failures of each of the process may be due to the different leadership styles used on each of them with an assumption that all leadership styles are used have their own place in leading the process. Because of the concept that no one best leadership style suitable for all the situation, it causes a risk of not knowing what leadership styles are mostly suitable on managing their specific project activities. This condition where there is no one best leadership style may often result in the unsuccessful of certain projects at Hala.

The significance of this research is to identify the presence of the one best leadership style that can lead to the successful completion of the project and which leadership style has to be used when in order to achieve the desired project success. The rationale behind this research is the concept of project success always attached with the effective and efficient management of the project. As stated by Mullins (1999), project management is the application of tools and techniques to project activities in order to meet or exceed the stakeholder needs and expectations from that project. Leadership is the one of the factor that leads to the effectiveness and efficiency in the management of project activities. It is argued that there is no one best leadership style suitable for all situations.

3. Research Questions

1. What is the nature of the relationship between leadership effectiveness and project success? 2. What is the nature of the relationship between transformational leadership and project success? 3. What is the nature of the relationship between transactional leadership and project success? 4. What is the nature of the relationship between passive avoidant leadership and project success?

Leadership and leadership styles are topics that have received substantial attention from the research community in recent years. This can be attributed to leadership's substantial impact on employee, organizational, and project performance. However, in the context of project management, the research stream on leadership is far less developed. The impact of different leadership styles on project success is a topic of great interest for project managers and researchers. However, the existing literature provides little guidance on which leadership styles are most effective in the project environment and under what conditions they are most effective. Yukl (2002) argues that an effective leader will match their style to the competence and motivation of the followers and the situation at hand. However, Dulewicz (1989) cited in Müller and Turner (2007) states that there has been very little research addressing what is the 'best' leadership style for a project manager. This suggests that research into the matching of leadership styles to project environments and conditions is also minimal. In light of this, four research questions were formulated for this research. Two are related to the general concept of leadership effectiveness on projects and two are related to specific leadership styles



4. Research Objectives

This part conducts an examination on leadership styles and their outcomes on Hala Supply Chain Services Corporation. The reason is to perceive the initiative style that is most appropriate for the association. Keeping in mind the end goal to analyze the connection between leadership style and its effect that is done by the pioneers themselves, the main objective for this exploration is to recognize two unique styles of leadership which are transactional and transformational. The second target is focused on recognizing the effect of the two leadership styles on representative execution. This is pertinent as it will fill in as a measuring stick to figure out whether a specific leadership style is appropriate for the association by perceiving the positive changes it acquires to the workers' work life. Subsequently, we trust that the aftereffects of the will empower Hala Supply Chain Services Company, its rivals, and other invested individuals to figure out if they are utilizing the right administration style and to see the connection between the authority style and authoritative achievement. It is additionally a contribution to the current writing on the styles of authority in connection to authoritative results, for example, occupation fulfillment, authoritative responsibility, and employment execution.



5. Research Hypotheses

The aim of this research is to explore the impact of different leadership styles on project success at Hala Supply Chain Services Company Limited in Dammam. In order to achieve the research aim, it was necessary to identify research hypotheses. In this instance, as we were dealing with territory where little is known, it was decided that a qualitative approach would be the most appropriate. Content analysis of documents and semi-structured interviews provide the most effective means of exploring an unfamiliar area. As such, it was believed that it would be most productive to begin data analysis without specific hypotheses in mind. The research aim was therefore achieved in that the study has provided a rich description of the leadership and decision-making processes at Hala Company. Such knowledge is crucial in Islamabad where much work is being done to improve governance and decision-making at the public-sector organizational level. An understanding of the factors that influence leadership processes can inform strategies and interventions designed to improve the effectiveness of such processes. For example, an understanding of the conditions under which transformational or consultative decision-making occurs can advise leader development programs and provide a benchmark of desirable leadership behavior.

6. Research Model

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decision-making at the public-sector organizational level. An understanding of the factors that influence leadership processes can inform strategies and interventions designed to improve the effectiveness of such processes. For example, an understanding of the conditions under which transformational or consultative decision-making occurs can advise leader development programs and provide a benchmark of desirable leadership behavior.

6. Research Model

The empirical analysis to test the hypotheses, the study used a quantitative research method to measure the relationship between leadership styles and project success. To perform this study, the researcher is using Hala supply chain services as a case study. The research model developed based on independent construct variable (leadership styles) and dependent construct variable (project success). According to the research, success in a project means its desirable impacts on a certain project, and it is measured in terms of the project manager's expectation on the project's success design, how the project should succeed and meet the expectation of the project manager. This study will focus on how different leadership styles being used affect the project success. The Buckman's (2009) leadership model was used for the IV (leadership style) consists of three leadership styles, which are transformational, transactional, and non-transactional. This model is chosen because of clear distinct characteristics between each leadership style, and this model has been widely used in many researches. In this research, there are two hypotheses (H1) and (H2). H1 states that the transformational leadership style has a significant relationship with project success, and H2 states that the transactional leadership style has a significant relationship with project success. According to this model, the last non-transactional leadership style has been considered as an extended part from the transformational and transactional leadership style with the same concept. Buckman's model has clarified that the non-transactional style is a behavior leader to bring changes rather than the extrinsic factors of bringing followers to get the desired result. But since this model has no clear distinct characteristic for non-transactional leadership, so this research has no special priority to non-transactional leadership and will focus on the

first two styles. For the DV, project success, the researcher used a recent success criteria of the project proposed by Müller and Turner (2007) model. Project success has been divided into two criteria of measurement: the subjective success (effectiveness) and objective success (efficiency) during the project being implemented. This model has effectively described the project success, which the success level really meets the project manager's expectation on how the project should succeed and get the desired result for today's project success needs.

Study Design		
Positivism	Philosophies	1
Deductive	Approaches	2
Case study	Strategies	3
Mono method (Quantitative)	Choices	4
Cross-sectional	Time horizons	5
Questionnaire	Techniques and procedures	6

7. Proposed Application Location

Our services will slowly be implemented over several months. The first two months are for analysis and observation of the leaders in the office. The work will need full cooperation from the leaders. So we will have a meeting with them to convey our project and get full support from them. Observations will be taken on how their current operation and what are the major problems that they are currently facing. We will also conduct interviews and distribute questionnaires to the workers to have a better view of the existing situation in the office. In this case, we assume the general work of the leader in an office can be a determinant of the success of applying changes towards the better. With help from the leaders, we can see their direct involvement in our interviews and questionnaires that can provide us a better idea of their leadership styles. This often cannot be determined by asking the workers. High-quality job from the leader is the first step to encourage the workers to do the same. Step by step changes the leaders will bring a positive effect to the workers' mindset. By applying those changes, we can see the effect on the workers in later interviews.

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We shall offer our services to Hala Supply Chain company. From the earlier research, we learn that the company has two offices, which are located in Kingdom of Saudi Arabia and United Arab Emirates. In this project, we shall solely concentrate on improving the company's services for the Saudi Arabian office. This decision is made based on some reasons. First, we gain better access to the leaders in the office. It is crucial for the project to have good support from the leaders. By providing the application in only one location, we can allocate all the resources to ensure its success. This covers the company's objectives of the project that must be completed within a year and with limited resources from external parties. Last but not least, by focusing on one location, we can clearly measure the effect of leadership styles towards the changes that we will bring. The measurement of success can be seen from the level of services in the office.

8. Proposed Research Methodology

The research strategy is based on the fact that what is actually happening and it is based on the relationship between the leadership styles and project success at Hala Supply Chain Services. The strategy or plan we formulate must be strong enough to provide accurate information on this topic. It's a sort of investigation to describe the cause and effect relationship between two variables (leadership styles or project success). The present study is the first step towards this aim. The choice of a research strategy is the most important because strategies predispose the form the research will take. Therefore, in the simplest understanding, there are three search strategies: experiment, survey, and case study. Here, this research is based on cause and effect relationship, so an experiment strategy would appear to be the best way to find accurate answers regarding cause and effect relationship as compared to other strategies. Apart from the experiment strategy, a more complex experiment design can be conducted in a real-life situation or field setting, like field setting control experiment, field setting quasi-experiment, and field setting natural experiment. Stating the basic causative nature, the present study will conduct a field setting control

experiment without being manipulative while keeping strong control on different situational variables. Using quasi-experimental designs and its other aspects would deviate the focus from the main causative relationship to other relationships between the variables. Now, the above research is based on the case study of a cause and effect relationship between leadership and project success by using the sample and population concept. In deciding the most favorable and appropriate design of the present research, it is important to recognize the variety of cause and effect relationships and the designs that allow us to study them.

9. Proposed Plan

In order to address the research questions and meet objectives, a data collection method and data analysis techniques are chosen depending on the nature of the research. In-depth interviews and structured questionnaires are employed for data collection methods within Hala Company in order to gather comprehensive and extensive information from the respondents. Case study research by Yin (2003) believes that in order to consider the full depth of the research, interviews are considered as the best method in collecting information, and questionnaires can help to gather information on a wider scope from the entire population. By using both interviews and questionnaires, this will provide triangulation on the data in providing validation on the data through comparing and contrasting by different methods. This was important as other quantitative methods such as Likert scales and statistical research were not effective due to the information needed to get a good understanding and insight into the area of research. A mixed method is also considered as a preferable option for data collection, where Lok and Koman (2008) agree that this can lead to a better interpretation of research findings by using both qualitative and quantitative data collection methods and can make use of the strength from both methods to compensate for the weakness in the other. By collecting qualitative data using in-depth interviews, it can lead to better information that would not be obtained easily by using quantitative methods, whereas structured questionnaires can help in easy comparison from a large sample size of quantitative data.

9.1. Data Collection Methods

Given the above discussion, it is very evident that the success of a project is largely dependent on the style of leadership adopted by the project manager. The research at Hala project largely focuses on the two different types of leadership: the transformational and transactional style, and the relationship between these and project success. According to Judge and Piccolo, up to the last decade, there has been very little research into the style of leadership and the success of a project. They state that it is the style of the leader, but there is little evidence to support this claim. Today, most project managers adopt what has been known as the traditional style. The traditional style is a style of management where the focus is on short-term tasks, maintaining stability, and things just to stay the same. It has now become for by termed as the transactional style. Transformational leadership is now defined as leadership focused on improving performance and morale of the followers. This can be achieved by building identify followers to the project and the organizational goals, motivating through providing confidence, and the use of intellectual stimulation to encourage followers to be creative and innovative. This leadership has been linked to higher follower and leader satisfaction and better performance on the project and is the alternative style that we are comparing in the Hala project.

Leadership refers to the process through which a person, in this case the leader, influences followers to achieve a goal (Kreitner and Cassidy). The most successful leaders are those who have the best relationships with their followers and can influence their behavior in the pursuit of a goal. This is critical for project managers, who must use their influence to persuade a project team to follow a plan and reach the project's objectives. They must do this in a way that is either supportive of the team or by using structure and control in a way that is detrimental to the team.

9.2. Data Analysis Techniques

Though data on two different dependent and independent groups cannot be analyzed by using the same statistics and statistical methods, some common ideas are shared across these. Analysis on two independent groups or t-test also produces the same output, but the difference is that our dependent variable in analysis on two independent groups should be interval and the independent variable should be dichotomous, while in t-test we require the dependent variable to be interval and the independent variable can be interval or ordinal. And Oneway analysis of variance (ANOVA) and simple linear regression methods, which we have used for the analysis of job satisfaction and turnover intention relationship, can also be correlated. Because with the use of Oneway analysis of variance, we compare mean differences between one factor and we ignore the effect of confounding variables on this relationship, but with simple linear regression, we can assess the effect of one variable on another and control the effect of confounding variables by holding them constant. Then comparing these two, there is no difference between controlled and uncontrolled. In regression analysis, we control the effect of confounding variables by holding them constant, and in one case, ANOVA is the comparison of mean differences among more than two groups, and the other case is the comparison of mean differences between two groups.

9.3. Project Timeline

Data collection will use a three-wave longitudinal design in which data regarding leadership style is collected three times, with each wave separated by two months. Measures of leadership style will be taken at time 1 and at time 2, while data regarding project success will be collected at time 3, so that leadership style can be studied as a predictor of project success. A longitudinal design is most appropriate as it takes account of the notion that it takes time for the impact of a leader on his or her followers to become evident. Moreover, drawing from discussions with managers, it is understood that leadership style is a factor that the environment and the stress of project work can influence, so studying leadership over time allows for a better understanding of how situational factors impact leadership. Measures will be taken at three separate times to help guard against common method variance, and to allow for

the possibilities of task changes. An important benefit of the longitudinal design is also that it can identify leaders who change roles between projects. To create a timeline of the activities researchers will engage in to faithfully represent any theory or model, the following steps, based on recommendations by a project management expert, will be undertaken. These steps were defined in light of discussions with the company managers regarding what would be necessary to accurately convey information that will be useful to the company. Initial planning and discussions with company managers regarding the nature of their project work took place during June and July. The first step is defining the parameters of what is considered a successful project at Hala. This is necessary to clearly define the dependent variable, project success. This will be accomplished by examining both successful and unsuccessful projects from the past to identify common criteria of project success. With the help of company managers, this information will be used to develop a list of questions to be presented to project participants at time 3. Measures of leadership style will be administered to the project participants shortly after. After defining project success, a simple model to aid data collection and an initial round of interviews with project managers to better understand the environment of Hala and the nature of project work, can occur during August and September. This will set the stage for implementation of the longitudinal design. A two-month initial data collection period from October to November will mark times 1 and 2 of leadership measures. Data collection can again occur at the same times the following year. An intervening January and February holiday from data collection may be useful for conducting an analysis of the company environment and any alterations in task that this has on leadership. This will set the stage for data collection at time 3. A data scaling procedure can help to compare measures at the different times. Measures and the nature of the scaling procedure will be an essential step to report as clarity in this area is often lacking in leadership research. Data regarding project success at time 3 will be best analyzed with a path analysis model, constructed on an identified model of leader behavior and success criteria. An analysis of the timeline with respect to what was supposed to occur and any alterations will be invaluable in making clear any impact that situational factors may have on leader behavior and any consequent effect on project success. Such situational factors can be complex and difficult to track without a specified path analysis model. The timeline should be reported throughout as edits may occur at various points.

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11. Abstract

In today's competitive organizational environment, every company is working feverishly to seek out the secret of success. To survive against the competition, companies are doing their utmost in various ways to realize the corporate goals. One of the strategies that are widely used to realize those are projects. Whether the projects are finished successfully is predicated on the success of achieving all constraints and objectives. That success can be achieved if the projects are managed properly, and the project can be managed properly if well designed and followed by the proper leadership. This research is conducted based on the desire to seek out the problem in Halal Company, that projects in Hala Supply Chain Services Company Ltd. aren't finished successfully. The purpose of this research is: a. Describing the

current condition of the leadership style. b. Describing the success of the latest project. c. Analyzing the success rate of a project based on the leadership style. d. Describing the success rate of a project according to the leadership style. e. Knowing which leadership style is right to use within the project to achieve success.

12. Previous Studies Chapter

To find out the impact of leadership styles on the project success of Hala Supply Chain Services Company Limited in the Kingdom of Saudi Arabia in Dammam and to identify the best leadership style which is in relation to the situational and transformational leadership, the research was conducted on the same company. The data for this research was collected through the employees of HALA Supply Chain Services Co. The impact of transformational and transactional leadership style were discussed in the Hoffman et al. (2003) article. House and Howell leadership style was further described using the leadership classification from the Managerial Grid which resulted in a 9,9 style as ideal for the transformational leadership while the 9,1 style was perceived as poor. This shed light on the type of leadership in Hala Supply Chain Services Co. which according to the Key Informant has been mainly transactional and being with the employees who are passive and have low morale. This is consistent with another quantitative and qualitative mixed methods conducted by S. Bud and P. Chuan, in Singapore on the public and private sector. Using the Multifactor Leadership Questionnaire, an instrument adapted from MLQ by Bass and Avolio, data was collected from 1603 public sector employees and 758 private sector employees concerning how individuals perceive their leader, themselves, and their organization. It was found that there are significant differences between the public and private sector in terms of the subordinate's perception of their leader. And in both sectors, transformational leadership is less perceived compared to the transactional leader. Furthermore, it was found that the subordinates have a more positive perception of leaders in the public sector. And it was concluded that transactional leadership is still the predominant style in the Singapore leadership pattern. To know the situation in Hala Supply Chain Services Co. and to ensure that leaders and members share the same perception on the leadership style practiced, and its impact on job satisfaction, dependent reward performance, and affective organizational commitment, the research conducted by THEKAR and ROSE J (2002) at an oilfield construction

company in Malaysia. Using the MPM Questionnaire comprising 40 items, data was gathered from 8 leaders and 50 members. The result showed that there are significant differences between members and leaders on the perception of leadership style and leaders perceived their style to have more impact on the motivation and affective commitment of members. And according to THEKAR, through the verbal claim of some leaders, style discrepancy is due to the inability of the company leaders to practice their desired style. This research is consistent with the Hoffman et al. (2003) article on the differences between the leaders' self-leadership perception and how they are perceived by subordinates.

13. Research Summary

The study provides some evidence from previous research (discussed in section 2) to support the belief that the leadership of a project manager is a critical factor which can lead to project success or failure. The study goes on to state that leadership style can have a great effect on the psychological climate of an organisation, which in turn affects the success of a project. This is a relevant point, because in the case of supply chain projects at Hala, the goal is to implement a new process which will be embedded by the customer organisation. In this case, the customer is a part of the organisation, so the organisational climate is also relevant to the success of implementation. And if leadership style and climate is important to project success, then it is something which warrants further investigation.

This study explores the impact of leadership styles on project implementation success at Hala Supply Chain Services Company, where projects range from technology implementations to opening a new warehouse. However, the most important projects at Hala are those which are concerned with improving the effectiveness and efficiency of its supply chain services. These involve working with customers to get a clear understanding of their processes. Then Hala develops and implements solutions and supporting process changes. These projects are critical, because a 5% improvement in effectiveness at the right point in a supply chain can have a significant impact on the cost and time required to get a product to the consumer. Often, one of Hala's managers will be the project leader, and it is the leadership skills of these managers which can be the difference between a highly successful project and a less than satisfactory one.

14. Reference List

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