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PROJECT LEADERSHIP

The Impact of Transformational Leader (TL) on Project Success: Case of Virtual Teams

1. Introduction

In order to justify their existence, today's organizations face numerous challenges. Effective communication, growing shareholder value, advancement in technology, and new pandemic in world (covid 19) are just a few of the challenges. Organizations have often considered it necessary to quantify their performance in order to accomplish their goals. As a result of this challenges, a virtual team has arisen as a result of the rapid growth of technology and the ability to minimize operating costs through the use of technology as a way to communicate. According to (Zigurs, 2003), Continuous technological advancement, such as internet video call, video conference, and voice over input can even have a significant effect on digital team interaction degree and how leadership style can affect such groups. There are various dutys on e-leadership that concentrate on management in a digital world and teams that engage in a "group resolve support system". As a result, the e-leader was developed to guide this virtual team in all arguments and to help them reach their goal. According to (Avolio & Kahai, 2003) "the reason of e-leadership took us to take the link among organizational members defined by an organization's system and enhance them". As a result, a variety of projects performed by any organization will be carried out by participants who communicated through the virtual world. With the growing of virtual teams and e-leadership, it's important to examine how e-leadership affects the digital project's performance to achieve organization goals.

Several studies have been published to investigate how the e-leadership affects the performance of a virtual project. The new paradigm supports by (Alfred & Luminita, 2014) implementing objective and proposing that project managers directing a digital team via digital technology should address communication obstacles that inhibit project managers' ability to lead by providing guidance and assist to operate various categories of technology with the goal of minimizing unclear communication and enhancing engagement and social presence of the leader and followers. (George, 2008) discovered a strong link among leadership style and project success in digital projects, especially TL,

in his research. In the virtual world, he also said that the TL style is more fitting than the transactional leadership style.

A company's success in a virtual project could be advantageous. The virtual project team is growing in response to the current global situation. This can be a challenge for employees, which is why the aim of this study is to identify the effect of TL style in a virtual project team in order for an organization to be competitive.

2. Literature Review

Effective leadership skills are needed to create and manage effective programs.

2.1 Virtual Team

Virtual teams are an increasing response in the competitive market to the require for faster time-to-market, low-price, and rapid solutions to challenging operational challenges. By reducing time and space constraints, virtual teams empower organizations to share the skills and abilities of workers and non- workers (Ebrahim, Ahmed, & Taha, 2009). A "team" is described as a minority group of people with harmonizing skills who are similarly committed to a shared mission, objectives, and working method (Loureiro, Curran, & Zenun, 2004). It's worth noting that digital teams are often built to address geographical or temporal gaps (Cascio & Shurygailo, 2003). Digital teams, by design, are groups that collaborate through time and space using advanced computer-assisted technology. The concept "virtual team" refers to a variety of events and modes of technology-assisted collaboration (Anderson, McEwan, Carletta, & Bal, 2007).

2.2 Transformational Leadership

TL is a leadership style that creates positive changes "in others that follow" and achieves them by the organization's "strategy and system" (Geib & Swenson, 2013). (Avolio & Bass, 2004) identified four unique attitudes of TL: charismatic, visionary, promoting innovation; and coaching.

2.3 Leadership and Virtual Project Teams

Virtual teams can play a critical role in reshaping corporate structure and allowing companies to become more adaptable (Ishman, Seilheimer, & Seilheimer, 2005). Virtual project teams enable businesses to optimize talent and recruit the right employees for the work, whatever the case of where they work. (Beranek & Martz, 2005). However, in virtual project teams, the gap between team participants also limits face-to-face communication and the inability to evaluate success, making coaching and mentoring challenging (Lojeski, Reilly, & Dominick, 2006). To be a good virtual team leader needs a unique variety of skills such as Team building and communication skills.

3. Theoretical Framework

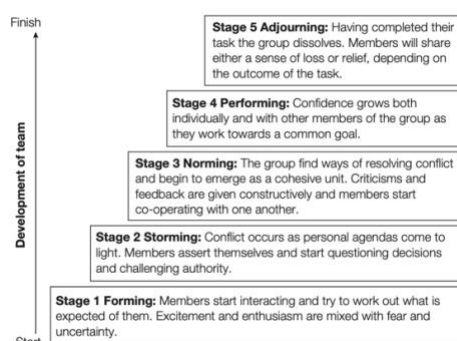
In the study, i shall be based on the following three concepts in concluding the leadership style, the manage team theory and communication model.

3.1 Transformational Leadership (TL) Theory

The concept of TL provides by James MacGregor Burn, to deals with the relationship between leaders and followers. He emphasizes that true transformational relationships are built on honesty and dignity rather than coercion or deception, which increases the stakeholders' motivation and morality and leads to positive growth and prosperity for those participants (McGrath & Bates, 2017).

3.2 Tuckman's Group Development Sequence Model

The model created by Bruce tuckman in 1965, the model presented Forming, Storming, norming, Performing and adjourning (McGrath & Bates, 2017).



4. Methodology

In every research study, the methodology guides the progress of the study. Hence the methodology is the guiding framework that shows step by step procedures that the researcher uses to achieve the objectives of the study.

4.1 Research Design

The study employs a quantitative correlational design to explore the relationship between variables. According to (Polit & Beck, 2014), Quantitative research focuses on collecting numerical data and generalizing it across groups of people. While the correlational research seeks to measures two variables and assesses the statistical relationship between them.

4.2 Measurement tool

A self-administered questionnaire was adopted and used for collecting data for this paper. The survey was created based on a review of the literature with the aim of explore the relationship between TL style and the success of digital team projects. Statistical analysis methods were used to analyze all of the data in order to produce a conclusion. The questionnaire comprised three main parts: demographics data, PIP and MLQ provided the necessary research data for each of the variables. The PIP survey was used to evaluate project performance in a virtual project. Project success is determined by factors such as budget, schedule, efficiency, and client satisfaction (Pinto & Slevin, 1998). MLQ is a Likert scale survey contains 45 items to explore TL styles (Avolio & Bass, 2004).

4.3 Population and Sampling

The target population for this research and who will benefit from the study consisted of project manager with digital project team was selected in the survey. The field research was conducted within one of the healthcare organization in Madinah in the context of project management.

5. Results and Discussion

The survey results were introduced and discussed in this chapter. The findings of the analysis were presented in the form of tables and graphs, and they were analyzed to figure out the answers to the questions asked for the purpose of this paper.

Demographics, which is divided into two sections, gathered demographic data to identify the sample's personal and project characteristics. Information was collected such as gender, level of education, project management, team size and other. Analysis shows that about half of the studied samples was male (68%). In term of years of experience in virtual setting, have an experience of 1 to 5 years. Another section gathers data for the frequency of usage for digital setting tools, such as email, video conferencing, virtual meeting system and telephone represents the most repeated tools used by participant.

Correlation study was conducted to survey whether there is a relationship among TL style and digital project success. The statistical analysis shows significant correlation regarding TL style and virtual project success.

TL is a leadership concept that will motivate others to make meaningful improvements (Cherry, 2017). Virtual team leaders influence colleagues to work to meet their specific goals by empowering them to achieve project aims, and project leaders shared project goals with colleagues who inspire them to accomplish their personal goals (Tiri, Ogollah, & Mburu, 2015). TL, on the other hand, is a much better match for a virtual team because it is by its very nature much more focused at building trust in team colleagues and assisting them belief in the leader (Van Soest, 2013).

The virtual project teams will be a part of the future of every organization (Avolio & Yammarino, 2013). As a result of globalization, the pattern of project teams working virtually has grown. As a result, the conclusion to be drawn may lead to the implementation of a realistic leadership strategy and a new leadership model for virtual project teams (George, 2008).

6. Conclusion

In conclusion, leadership styles were discovered to play a critical role in an organization's success. The importance of leadership styles to effective project management was highlighted in the literature review.

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