

**UNIVERSITY OF MANAGEMENT AND TECHNOLOGY
(UMT)**

**IMPACT OF PROJECT MANAGER LEADERSHIP STYLE ON
PROJECT SUCCESS: MEDIATING ROLE OF EMPLOYEE JOB
SATISFACTION IN CONSTRUCTION PROJECTS OF PAKISTAN**

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Research Completion Certificate

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DEDICATION

This research work is dedicated to my parents and teachers.

ABSTRACT

Prior research shows that leadership style affect project success, but impact of leadership of project manager on project success with mediating role of employee job satisfaction is in beginning stage and there is negligible study describing the underlying mechanism between the association of leadership style of project manager and success of project. Keeping this in view, it was needed that a study should be carried out for more high consideration of mechanisms underlying the association between leadership style of project manager and project success. The main purpose of this research study is "To study the effect of leadership styles of project manager on the success of project with mediate role of employee job satisfaction. Success of project and job satisfaction of employee are the main issues in construction projects of Pakistan in these days. Recent ongoing construction projects of different organizations were selected for this research all across Pakistan. Sample was taken from the projects of Lahore, Sialkot, Islamabad, Abbottabad, Peshawar, Muzaffarabad, Rawlakot, Gilgit Baltistan, Sukkar, and Karachi. Population of interest in this study is construction professionals at ongoing construction project of Pakistan and unit of analysis is individuals of construction teams who interact with project manager's leadership style. It was middle and lower management invited to provide their feedback. Each respondent was take as one case and opinion. Total 150 questionnaire were distributed and 125 were got back. Response rate was 83.33%. After collecting data from the field survey, reliability test was performed to check the reliability of the collected data. Validity of construct also checked. Structural equational model analysis performed to check the relationship between the dependent, independent and mediating variables on Smart PLS-3. It is concluded that the mediate role of employee job satisfaction with effect of leadership styles of project manager on the success of project is positive and significant. It is necessary to study mediating role of job satisfaction for the superior understating of mechanisms underlying the association between the project manager leadership styles and success of project. That type of research increases understanding of the utility and rationality of western leadership concept in Pakistan and help in pointing out different aspect of leadership to get better gradation of both the practice and development of leadership skills in construction projects of Pakistan. The recommendations made towards the end of the research will improve the efficiency of project managers, employee's job satisfaction thereby contributing to project success.

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Chapter 1

Introduction

1.1 Background

The requirement of fast track and complex projects increased in present globalization due to rapid development or enlargement of industry in many fields. In these changing working practices and working environments the importance of project has increased in a dramatic manner. There are many challenges associated to such fast track and complex projects. Usually these types of complex projects suffer difficulties to achieve their goals or objective in the forms of delay in completion of project within given time frame, lack of quality and over cost of project (Williams & Samset, 2010; Chang, Chih, Chew & Pisarski, 2013; Othman & Ahmad, 2013). These types of issues for complex projects are mostly not related to technical issues and belongs to managerial problems (Brady & Davies, 2013; Ahmadi & Golabchi, 2013). In project management the success of a project is the fundamental element for a project manager but yet it is the least agreed upon. The conventional definition for the success of a project, which revolves around the iron triangle schedule, budget and quality seems to be inadequate (Caccamese & Bragantini, 2012). In construction, much of the work of a project manager is to work and organize the team members and to bring the project to successful completion by identifying and determining the solutions to problems. It is very challenging task to integrate these

things because every member of team is assigned to project from his/her respective department (Othman & Ahmad, 2013).

Literature showed that competencies of project managers are related to success of project and Project managers of multi cultural teams of projects prefer task related styles of leadership (Saqib et al., 2014). A good leader recognized by their four characteristics of leadership that are inspiration, creativity and shared sense of dedication. A good leadership enhance growth of a business due to achievement of goals according to schedule in the market. Hyvari (2006) stated that without good leadership cannot possible good management. Before lead the subordinates to accomplish the organizational goals good management demands good goal setting. Thus, to acknowledge the existence of difference between good leadership and good management is helpful (Ahmed, Azmi, Masood, Tahir & Ahmad, 2013).

In any organization the leadership style of manger is the important factor that important factor which play a core role in dedication, inspiring or lack of interest in employees of organization as a result of that playing part to project success (Lu, Zhao & While, 2019). There are many theories behind this construct like motivation theory, achievement theory, and leadership theory and job satisfaction theory. Leader require to give employees the right level of encouragement, stimulation, inspiration and reorganization to achieve the desired performance outcome (Al-Hummadi, 2013). Performance of firm may improve by improving the performance of employee through enhancing employee innovation, motivation and learning (Huselid, 1995). As claimed by two theories which one of them is expectancy theory and second is social exchange theory "it is responsibility of leadership to produce healthy and fair organizational environment

which fulfills the requirements and expectations of employees" (Blau, 1964; Vroom, 1964). According to the equity theory "leader should be fair-minded because the expectations of employees receiving the rewards for their performance on the basis of fairness" (Porter & Lawler, 1986).

For every organization the human resources are observed as the most significant resources and leadership style is the core factor to enhance motivation and dedication of organizational employees (Opoku, Ahmed & Cruickshank, 2015). Prior research show that leadership style affect the job satisfaction in conventional organizations which ultimately affect the performance of organization. Boamah et al. (2018) and Lu et al. (2019) stated that in medical field transformational leadership produced the healthy working environment for nurses to produce better results for patients. Furthermore in school sector leadership styles (transformational or transactional) can enhance productivity of employees (Waqas, 2012). Torlak & Kuzey (2019) found the positive and significant effect of transactional leadership and transformational leadership style on job satisfaction and job performance of employee in private education institutes in Pakistan. Leadership style well connected the organizational human resources. Transformational leadership style enhances learning and innovation via human resource management which ultimately has an affect on organizational achievement (Para-González, Jiménez-Jiménez, & Martínez-Lorente, 2018). This matter has been a center of attention for increasing research in the last few years (Heffernan et al., 2016).

In project based organization the project members maintain their loyalties to their respective departments, it is must for a project manager to nurture development of personnel loyalty for the project. It is difficult for team members to develop a long term

relationship and commitment as in permanent organization because of the temporary characteristic of construction project, that's why leadership is important in the construction industry (Hillebrandt, 2000; Liphadzi, Aigbavboa & Thwala, 2015). Workers of construction industry frequently reported high work load, long and irregular working hours, unsecured in working environment and poor work life balance (Yip, 2007; Gunduz & Yahya, 2018). Occasionally, workers are also needed to travel from one working site to other working site (Lingered, 2007). According to researchers these unpropitious working conditions have negative impact on employee's job production which absolutely distrustful impact the employee job satisfaction level of workers (Sang, Ison & Dainty, 2009). In addition to it, construction industry is a project based industry due to which job security has been reported by the workers of this industry (Khahro, Ali, Siddiqui & Khoso, 2016).

In order to improve the cost control and planning in construction and engineering fields project management and engineering management were developed (Arendse, 2013). The deciding factor of a project/situation will be the leadership style of the project manager depending in which direction he/she will take it. Leadership is an important concept that play important role in both the organizational development as well as in making and maintaining high performing teams (Gattiker & Carter, 2010). There are many challenges faces by leaders due to diverse nature and environmental complexities. It is project manager leadership who motivate and encourage their employee to accomplish the goals of organization. Many innovations can be produced at project by better understanding between project manager and employees of project. Project Managers leadership style are well connected to organizational human resources.

1.2 Problem Statement / Research Gap

Prior research shows that leadership style affect project success, but impact of leadership of project manager on project success with mediating role of employee job satisfaction is in beginning stage and there are few and negligible studies which describing the underlying process between the relationship of leadership style of project manager and success of project (Joslin & Müller, 2015; Naeem, & Khanzada, 2017; Para-González, Jiménez & Lorente, 2018; Raziq et al., 2018). Furthermore, Aga et al. (2016) mention in his research that the fundamental mechanisms according to which leadership or project manager leadership style applies its impact on success of project have not been properly explained in the literature of project management. Khan et al. (2019) studied the leadership behavior which are cause of job stress and emotional exhaustion and their affect on work outcome of job satisfaction and found that it is need to enhance the awareness and knowledge about leadership perspectives in organizations.

Studies of different researches explain that transformational leadership style has a significant impact on success of project (Anantatmula, 2010; Yang, Huang & Wu, 2011; Oh, Lee & Zo, 2019). Despite the fact studies of leadership in the context of project base organizations are inadequate as compare to conventional organizations (Amin, Kamal & Sohail, 2016). Doeleman, Have & Ahaus (2012); Garcia et al. (2012) and Mujkic et al. (2014) observe that the effect of leadership style are frail in a project context than for line managers and for the sake of better understanding Gundersen et al. (2012) and Naeem, & Khanzada (2017) call for studies of predictors mediating and moderating the relationship between the leadership styles of project managers and success of project.

There are many leadership and success studies in conventional organizations but literature showed that there is dire requirement for study in leadership in the context of construction industry because at the present time construction industry deals with technically complex and fast track projects due to which execution of these projects require combined special kinds of skills and leadership (Arendse, 2013 & Price, 2009). Employees of construction industry frequently reported high work load, long and irregular working hours, unsecured in working environment and poor work life balance (Yip, 2007; Gunduz & Yahya, 2018).

1.3 Research Significance

This research study is particularly aimed to explain the impact of leadership style in construction projects on success of project with mediating role of employee job satisfaction. Literature shows that it is hard for team members to develop a long term relationship and commitment as in permanent organization because of the temporary characteristic of construction project, that's why leadership is important in the construction industry (Hillebrandt, 2000; Liphadzi, Aigbavboa & Thwala, 2015). High working stress frequently has been reported by workers of construction industry due to insecurity in working environment, massive work load, non-uniform working hours, and substandard work-life balance (Yip, 2007; Gunduz & Yahya, 2018). Researchers claim that these unfavorable working conditions have pessimistic effect on job satisfaction level of worker (Sang, Ison & Dainty, 2009). In addition to it, construction industry is a project based industry due to which job security has been reported by the workers of this industry (Khahro, Ali, Siddiqui & Khoso, 2016).

Most of the leadership studies expect and conduct in developed countries while as limits of the current interpretation of the dynamics of leadership concept in non-western context remain unexplored (Fein, Tziner & Vasiliu, 2011 and Shahin & Wright, 2004). That type of research increase understanding of the utility and rationality of western leadership concept in non-western context and help in point out different aspect of leadership to better gradation both the practice and development of leadership skills. It also gives a signal for academic in Pakistan to move towards to it and do more number of studies of project manager leadership in Pakistan to lead a good foundation for further researchers in order to form knowledgeable base for them. The current research study examined the specific mediate role of job satisfaction of employee between the leadership style of project manager and success of project in construction projects of Pakistan. Furthermore, the recommendations made towards the end of the research will improve the efficiency of project managers, employee's job satisfaction thereby contributing to project success.

1.4 Theoretical Framework

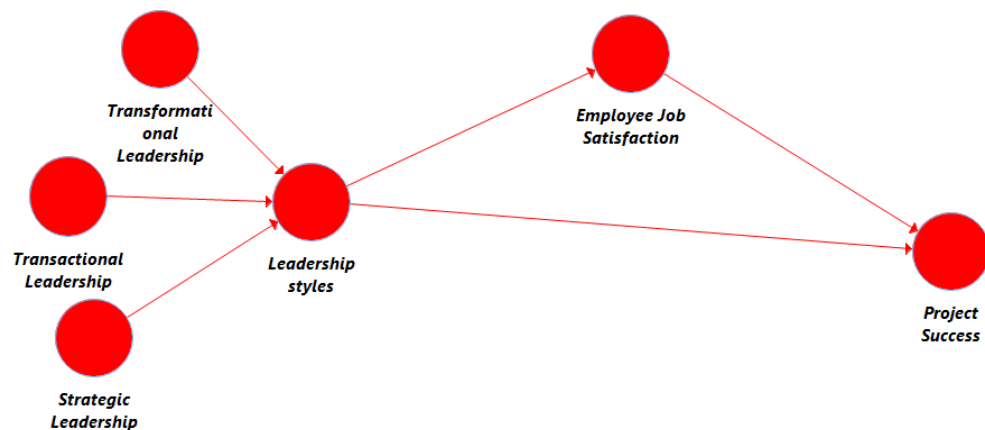


Figure 1.1: Theoretical Framework

1.5 Research Objective

- To examine the mediate role of employee job satisfaction with the impact of leadership of project manager and success of project.

1.5.1 Research Sub-Objectives

- To examine the impact of leadership style of project manager and success of project.
- To examine the impact of job satisfaction of employee on success of project.
- To examine the impact of leadership style of project manager and success of project.

1.6 Hypothesis

Hypothesis 1

There is a significant and positive mediate role of job satisfaction of employee between the relationship of leadership style of project manager and success of project.

Hypothesis 2

There is a positive and significant relationship between the leadership style of project manager and job satisfaction of employee.

Hypothesis 3

There is a positive and significant relationship between the job satisfaction of employee and success of project.

Hypothesis 4

There is a positive and significant relationship between the leadership style of project manager and success of project.

1.7 Research Question

1. Does employee job satisfaction play significant mediate role between the relationship of leadership style of project manager and success of project?
2. Does project manager leadership style significantly impact on job satisfaction of employee?
3. Does project manager leadership style significantly impact on success of project?
4. Does job satisfaction of employee significantly impact on success of project?

Chapter 2

Literature Review

This section of report is mainly designed to give an idea and overview of the literature. It is further divided into two parts. The first one portion of second chapter provides brief overview of leadership styles of project managers, success of project, employee job satisfaction and leadership styles of project manager role on level of employee job satisfaction and project success in construction projects.

2.1 Basics of Project Management

2.1.1 Introduction to Project Management

A project manager is vital and necessary for any kind of project at the same time project management is only one of the many measures upon which project performance is dependent. Project management is one of the most vital tool for project managers and organizations, both in private and public works; to improve internal procedures, grasp swiftly to external opportunities and deal with the challenges. Project management is now considered a serious constituent of successful business operations in nationwide companies today. Effective project management will remain an obligatory service for flourishing companies in the coming days. More and more companies are arriving at the same conclusion and adopting project management as a way of life. Construction organizations are getting project savvy and wanting their workforce to follow the same.

2.1.2 What is Project Management

Project Management Institute (2001) of USA defined the project management as "To fulfil the goals of project the implementation of skills, Knowledge, tools and techniques to tasks of projects through the integration and implementation of processes of initiating, planning, executing, tracking, controlling and close closing is called project management.

"Project management is implementation of skills, knowledge, tool and techniques to fulfill the needs and expectations of stakeholders for a project" (Charvat, 2003).

Kerzner (2003) defined the project management as "The process of attaining project goals through conventional organizational hierarchy and over the expertise of the individual concerned is called the project management. Project management is implementable for any unique, one time or on of a type undertaking concerned with specific end goals.

2.1.3 Definition of Project

A project has been defined differently by different authorities. Some of the definitions are given as follows:

"A collaborative or individual enterprise which is temporary in nature or have a specific end date to produce a distinctive service, result or product is called project" (PMBOK, 2004).

Project Management Institute (2001) further explain the definition of project "Project is enterprise temporary is nature, it has a specific start time and specific end time requiring specific human and non-human resources and skills to accomplish specific goals".

2.1.4 Characteristics of a Project

The characteristics of a project may be described as temporary, unique and progressive elaboration which are discussed as follows:

Naturally projects are temporary. Temporary means projects have their specific start and specific end. Temporary does not mean that projects are short in duration. When the objectives of project attained or it become understand that objectives of project cannot be achieved, or purpose of objectives no more exist and project is terminated. They may take considerable time to finish but they have a finite time period or duration. They do not on-going efforts. This temporary nature of project makes the opportunities for the project objectives, project team or employees and for the executer company. On completion of project the team and organization are disabled and reallocate to other tasks.

At the end of project every project has unique outcomes. They create a specific or distinctive results, product or services. The consequences of project may be quantifiable end result, an ability to give service such as business seminar or written consequences.

It involves project management teams continuously betterment towards accuracy. It explores the complex things in detail to define scope. It breakdown the broad scope of a project to continuously improving and detailing a plan to create more accurate estimates.

Because the scope, time and cost are co related. Change in scope in directly affect time and cost which ultimately affect estimates and plans.

2.1.5 Responsibilities of Project Managers

A project manager is responsible for project's execution from beginning to end. The project manager is appointed by the company, i.e., the company's management. Forming and running a team for a projects is the duty of project manager, for which he/she must have adequate authority. The project manager should have the relevant experience managing similar projects previously (Shaddan, 2006). A project manager has to manage a variety of people, some under his control and some over whom he has no control (Berkun, 2005).

2.2 Project Success

In field of project management the most frequently discussed topic is project success, but still it is least agreed upon (Aga, Noorderhaven & Vallejo, 2016). Kloppenborg, Tesch and Chinta (2019) studied project success factor in different populations and found that the demographics of population affect the perceptions of the significance of project success factors. While to distinguish between the project success and project failure on the clear basis and understanding the causes of project failure there is dire need of a common definition of project success. Different measures have been presented to reveal the success of a project-most common among them are measure by the traditional triangle criteria of schedule, cost and Quality (Diallo & Thuillier, 2005). According to iron triangle criteria if a project completed according to client specific quality

within the time frame and budget allocated by client it said to be successful project. The iron triangle criteria are still widely use in the construction industry. But many researchers argue that iron triangle is the success criteria for the smaller projects that are not complex. Many authors and researcher had their own definition of project success. Diallo and Thuillier (2005) stated that Project success criteria in the field of engineering and construction is assessed essentially through the evaluation of the outcome quality, project management efficiency and the project management performance whose scale to measure are goals, measureable and well accepted. The definition of the success of project is according to institute of project management (PMI) is "the comparing and balancing of the challenging demands for the specified project scope, schedule, quality and budget by client, as well as approaching the varying expectations and concerns by the stakeholders of project" (PMI, 2008).

Literature shows that success of project and success of project management are not the same, they are two different things. A project can be completed on time constraints within given budget but project does not consider as successful if it does not full fill the organizational objectives. Project can face failure without paying careful attention to critical success factor and project management success criteria, failure could be avoided by paying attention to them. Sometimes project success cannot be evaluated during the project life cycle because outcomes of project management accessible at the closing of project and only be evaluated at the end of project life cycle. Successful project management could enhance success of project otherwise without success of project management a justified project can be succeed (Frefer, Mahmoud, Haleema & Almamlook

2018). Social and environmental pillars still get less attention in spite of evaluation of success of projects has started to be evaluated by using multiple criteria.

2.2.1 Success of Construction Projects

For project based organizations the fundamental capability is execution of project in a well organized and productive manner. To enhancing the project management proficiency the assessment of project performance plays a key role. Project success is a difficult topic and it is different and goes beyond the concept of conventional criteria and project management success. In term of perception the success is always subjective and it is even more noticeable in the construction projects (Frefer, Mahmoud, Haleema & Almamlook, 2018). There are many parties involved in construction projects such as client, contractor, consultant, architects, surveyors and engineers. Each party has their own consciousness of the success and criteria of success. From a conventional perspective, a construction project success can be measure by the conventional iron triangle criteria of Schedule, Cost, and Quality. Success of construction projects can be define on the contractor point of view it can be measured on the basis of how much profit, on time constraint, overall safety and trade efficiency (Sanvido et al.,1992).

Success is clearly about accomplishing the goals. There is still uncertainty in deciding whether a project is successful. Factor affecting the construction projects can be categorized into seven factors related to the project management are organization, project manager, customer, design team, contractor, purchasing, environment (Saqib et al., 2008). Chan et al. (2002) issue two main categories: objective and subjective. Objective criteria contains hard, tangible and measurable aspect such as time, cost and quality along with

perfection, profitability, technical efficiency, ability to perform function, safety, health and environmental suitability. Subjective criteria contains aspects such as social image, no conflict, satisfaction, professional image and aesthetics.

2.3 Leadership Styles

Subject matter of leadership and leadership style has been under the consideration of research for several years, but there is a negligible empirical work in context of project management (Soderlund, 2011; Tyssental, 2013). There have been a number of studies on how change can be promoted by leaders and their leadership styles (Bryman, 2004) and individual leadership style is very significant predictor in revolution or change (Dess & Picken, 2000). For the success of any project the leadership is a key factor, leadership is essential in construction projects (Ogunlana, 2008). Project management success or failure is highly dependent on project leaders and their style (Munns & Bjeimi, 1996).

Style of a leader is a well balanced way of conduct or behavior uses by the leader in his or her endeavor to enhance the impact of his or her role on followers (Nicolauo-Smokoviti, 2004). Some manager/leader are participative and open while other are very assertive; every leader has a distinctive leadership style. There are distinct kinds of leadership styles, every style have their own characteristic and proving effectiveness which dependent on the existing situations, perspective, beliefs, preferences and values of stakeholders or people involved (Opoku, Ahmed & Cruickshank, 2015). There is no style of leadership which is suitable for the all situations, different objectives for different situations demands different styles of leadership (Opoku, Ahmed & Cruickshank, 2015; Silva, Jeronima & Vieira, 2019). There are number of styles of leadership which has been

suggested for the organizational leadership; containing strategic, ethical, transformational, laissez-faire, joint decision making, transactional or managerial style, team management, authentic, and authoritative (Toor & Ofori, 2006). In construction industry Good leadership is important. Further Arendse (2013) suggested that there is high requirement of leadership in the construction industry, since the industry deals with the fast track and technically complex construction projects which require the mixture of specialized skills. For the purpose of understanding the leadership can be categorized into three traditional approaches: trait-based, situational and behavioral (Liphadzi, Aigbavboa, & Thwala, 2015). Price (2009) suggest the building transformational leadership style for the building construction professionals, he stated that the professional which involve in building construction need to follow and encourage the transformational leadership and their use in the creation of project environment in order to acquire the best of employees performance and satisfaction. Opokue, Ahmad and Cruickshank (2015) suggest that in sustainable construction projects most leaders are strategic in their behavior or style in UK construction industry.

Lategan and Fore (2015) stated that in the success of project delivery leadership styles are important factors and perception about the leadership styles by employees is neutral but every leadership style has own significance to themselves and organization. Every manager/leader has an individual style of leadership; some are very self assured while some are more open and encouraging to everyone. Belout and Gaureu (2004) highlighted different leadership styles for the conventional organizations are laissez-faire, managerial or transactional, participative, democratic, transformational and authoritarian.

Khan, Imran and Anwar (2019) studied the leadership behaviors which are cause of job stress and emotional exhaustion and their affect on work outcome of job satisfaction and found that it is need to enhance the awareness and knowledge about leadership perspectives in organizations. The work accomplishment concept specifically in the context of short-term projects has been a much popular research topic during the last decade. Saqib et al. (2014) were found a leadership style of managers that was the combination of the predictors of transactional leadership and transformational leadership during the research on mangers of different organizations.

2.3.1 Transformational Leadership Style

Transformational leadership serves to increase the motivation that can inspire positive change in those who follow to perform high afar from the expected level for the interest of organizational objectives (Bass, 1996). Transformational leadership is a style of leadership in which leader motivate the subordinates to serve for the interest of leader or organization instead for the self interest. In transformational leadership leader makes himself a role model for the followers. Predictor's of transformational leadership which include charisma, encouraging the creativity, innovation, motivation and consideration for each follower are very important for the development of any organization (Price, 2009). In transformational leadership leader develops his or organizational vision in followers or subordinates by appropriate charismatic and visionary behavior at appropriate stage (Kark, Shamir & Chen, 2003). Transformational leadership sets the moral and ethical standard in an organization which play an affect on the organizational environment and culture (Zhu et al., 2011). Transformational leader seek the needs of followers and fulfill their higher

order needs due to which followers think about the interest of organization instead of their own needs or interests (Bass, 1985). Transformational leadership creates a culture which promotes the team decision making, self-actualization and job satisfaction of followers in an organization (Bass & Avolio, 1993; Yukl, 2002). Charismatic and visionary behavior of transformational leadership inspires the followers to sacrifice self-interest and perform higher than the expected level of performance for the vision of leader and organization. Transformational leadership provides the motivation to workers and followers which encourages them to perform the activities beyond their potential (Sohmen, 2013).

2.3.2 Transactional Leadership Style

Basically, the leadership style of transactional is an exchange process for the accomplishment of objectives between subordinates and leaders where the leader provides rewards and punishment both in exchange for the subordinate's performance (Bass, 1985). In transactional leadership style, the leader gives the organizational goal to the follower for attainment and the follower gives his/her best to achieve it, as the result of achievement the follower gets the reward from the leader's side. Transactional leadership is also called a managerial leadership. The leader watches the performance of the followers or employees and takes the compulsory remedial steps in transactional leadership (Bass, 1985). Transactional leadership can also set the moral and ethical standard in an organization which has a positive effect on the organizational environment but in the style of transactional leadership the standards of morality and ethics are lower as compared to the leadership style of transformational (Zhu et al., 2011). Transactional leadership style shows more effectiveness in conventional organizations due to the significance of predictors which are

management by exception, conditional rewards and passiveness (Price, 2008). Saqib et al. (2014) found the transactional Leadership is most influential style of leadership among managers.

2.3.3 Strategic Leadership Style

The theory behind the strategic leadership is same as behind the trait theory. Strategic leadership is vision of project managers for the project or organization and to encourage the fellows to achieve the vision (DeChurch et al., 2010). It is believed that for implementation of corporate social responsibility and strategies the strategic leadership is most suitable leadership style for organizations and it is most existing leadership style in sustainable construction projects of United Kingdom (Opoku, Ahmad & Cruickshank, 2015). Strategic leadership is managers potential to represent a strategic vision and inspire others to take the initiative to increase their output into the organization for best preparation for the future (Hitt & Duane, 2002). Style of strategic leadership is utilizing the strategy to motivate others to take suitable action, with the best benefit of organization (Opoku, Ahmed & Cruickshank, 2015)

2.4 Employee Job Satisfaction

The conceptualization of job satisfaction of employees and motivation are interlinked to each other distinctly and without exception used replaceable in application (Bowen, 2008). A stance among the frequently referred definition is that employee job satisfaction is the measure of how individuals feel about their work or job and its different

views. That is the logic job dissatisfaction and job satisfaction can express any given work condition (Aziri, 2011).

Job satisfaction is not only about salary, some times job satisfaction is described as "It is difference between the evaluation of benefits staff get and the sum they trusted they must need to get (Robbins & Judge, 2003). Job satisfaction is "Workers" considered balance of output and input. Job satisfaction is some times according to someone behavior at work. Employee job satisfaction can be express as "Positive inner response form the supervisor of employee at work or particular feature of job, as result to which a person is satisfied or pleased by his or her work (Spector, 1994; McKenna, 2012). In literature of employee job satisfaction many researcher stated the definition of employee job satisfaction as "satisfaction of job is negative or positive behavior of a worker towards surrounding environment, colleagues, job and supervisor" (Lee, Back & Chan, 2015; Lu, Cheng, Gursoy & Neale, 2016).

Past research in the frame work of employee job satisfaction shows that several researcher have emphasized the importance of predictors influencing employee job satisfaction. There are different predictors of job satisfaction of employee for example status, wages and rewards. Employee job satisfaction can be measured by predictors. If the employee expectations on these predictors are more than the attained level in the organization, the employee is considered to be dissatisfied by his/her job (Danso, 2012). Furthermore employee Job satisfaction has positive influence toward the intentions to remain with the organization and negative influence towards the intentions to quit and turnover (Danso, 2012). Voon, et al. argue that employee's job satisfaction level of successful organizations normally higher while lower job satisfaction of employees can

cripple an organization. Efficient organizations should have a culture that stimulate the employee job satisfaction in organization (Bhalti & Qureshi, 2007).

2.5 Project Manager Leadership and Project Success

There are many studies that shows the relationship of leadership and conventional organizational success. Oh, Lee and Zo (2019) studied the relationship of leadership and project success in public sector and private sector information system development organizations, they found that transactional leadership style is more productive in public sector information system development organizations while transformational leadership style is more productive in private sector. Torlak and Kuzey (2019) studied the leadership style in the private institutes of Pakistan and they found positive and significant effect of transactional leadership styles and transformational leadership style on the performance of employees. Turner and Pearce (2011) studied the relationship between the success of project and leadership in conventional organizations and companies they found that abilities of leaders and leadership styles are key factor in the successful performance in the business; to have a significant relationship between these and production of organizations in business have been firm by some other researchers. Anantatmula (2010) and Yang et al. (2011) found the significant relationship between transformational leadership and project success in conventional organizations.

The previous researches point out that for the attainment of high success criteria of project the project managers suitable behaviour play an essential role (Zwikael & Unger, 2010). There is no key leadership style or behavior which is suitable for the all situations, different objectives for different situations demands different styles of leadership (Opoku,

Ahmed & Cruickshank, 2015; Silva, Jeronima, Vieira, 2019). In addition to this, Zhang (2009) studied the relationship between the organizational leadership and organization performance, he found significant relationship and stated that this relationship may be related to the type of organization and work of organization. Sohmen (2013) stated that the transformational leadership provides the motivation to workers and followers to encourage them to perform the activities beyond their potential and transformational leaders also create healthy working relationship in organization. Project leaders with transformational leadership encourage and assist views of project team by increasing common understanding, team unity, creativity and discussion, as a result workers can generate an environment where they exert consciously their efforts for the successful achievement of project objectives (Aga, Noorderhaven & Vallejo, 2016). Li et al. (2019) studied how transformational leadership influence the innovative work behavior in the context of sustainable Chinese organizations and they found that transformational leadership stimulate followers innovative behavior through trust which help them to participate in creative activities.

Difference of organizational leadership and organizational culture between project base organizations and conventional organization leadership styles may have different aspects in project base organizations (Braunet et al., 2013). There are few studies which explain the relationship between them in the context of project base organizations but negligible as compare to conventional organizations (Amin, Kamal & Sohail, 2016). Saqib et al. 2014 found that in project base organizations project managers deals with the project team of individuals from different cultures and they prefer task related leadership styles. It is a mentionable thing that good leadership according to circumstances enhance the

successful accomplishment of project objectives. Liphadzi, Aigbvoa & Thwala (2015) study the relation between the leadership and success of project in South African's construction industry and found significant relationship of transactional leadership style and transformational leadership with success of project. Furthermore they stated that transformational leadership style found more efficient in the accomplishment of project objectives.

2.6 Project Manager Leadership Styles and Employee Job

Satisfaction

An effective leadership style has a notable affect on employee job satisfaction which as result goal achievement and project performance (Khan, Amin, Ahmad & Sherani, 2016). Al-Ababneh (2013) argued that job satisfaction of employees determined by the leadership style of leader. Previous studies show that job satisfaction of staff may lead to staff being more efficient and innovative (Sultan, 2012; Venkateswarlu, 2012; Ahmad et al., 2013) and leadership style plays a important part in explaining why employees are satisfied with their jobs (Rothfelder, Ottenbacher & Harrington, 2012). Cumming et al. (2010) stated that those organizations where project mangers do not care about the feeling of their employees they lose the best efforts of their employees. It is of immense importance for project manger to point out that which leadership styles are most effectual for employee job satisfaction and objective achievement.

An effective leadership style has a notable effect on project employee's job satisfaction. There are various types of leadership can identify from literature review bur

transformational and transactional leadership styles are more popular (Lim, Loo & lee, 2017). Specifically, research studies have concluded that transformation leadership style has a notable correlation with job satisfaction of employee (Thamrin, 2012; Zahari & Shurbagi, 2012; Para-Gonzalez, Jimenez-Jimenez & Martinez-Lorente, 2018). Torlak and Kuzey (2019) study the leadership styles with job satisfaction and job performance of employee in private education institutes of Pakistan and found the positive and significant effect of transactional leadership and transformational leadership style on job satisfaction and job performance. Due to transformational leadership predictor's charisma, encouraging the creativity and innovation, motivation, consideration for each follower are very important for the employee job satisfaction and seems to enhance the job satisfaction of employee in an organization (Price, 2009)

2.7 EMPLOYEE JOB SATISFACTION AND PROJECT SUCCESS

Rezvani et al. (2016) argued that job satisfaction of employees in an organization can increase both trust and expectations of employee. Trust strengthen the efforts that will be able to reach the required results of performance and expectations that will guide an employee efforts to higher performance. In extension to this understanding, Mujkic et al. (2014) and Mangkunegara (2016) suggested that when workers of an organization feels more satisfaction about their job, their incitement and loyalty to work for the mutual interest of themselves and organization increases. Long, Yousaf, Kowang and Heng (2014) suggested that the workers who feels more satisfaction with their jobs are likely to respond more positively to seek out, interaction, react more favorably to others, that extra exchange

of communication with stakeholders and fellows helps them to perform well for the organization as a result of which organization achieve their goal for success.

Maylor et al. (2008) and Cheung et al. (2003) studied the job satisfaction of project managers and project success and found that, the project managers satisfied with their job are believed to more active to solve the problem, more productive to decision making, more clear towards their goals and objectives for the organization and motivate the employees for the new challenges for attainment of project success.

Complementing this argument, Fisher (2003) emphasized that if the employees of a project are less satisfied with their job it will may cause increase to the probability for the project failure, because the less satisfied employees are less inspired in their ability to work and as a result they put in less effort for the attainment of project goals and objectives. Further Judge et al. (2001) argued that less satisfied employees are less productive to the allocated job roles in the organization which can be a cause to failure of project. Less satisfied employee's shows less eagerness in communication and interaction with their fellows and other stakeholders it can cause the non alignment with the project goals and strategies.

Chapter 3

Research Methodology

To achieve the study objectives that were described in chapter number 1 this chapter explore the methodology of research. Research approach, type of study, sampling techniques, sample population, time horizon, data collection tools, data collection methods and strategy of data analysis have been discussed comprehensively.

3.1 Research Design

Research design explains the process by showing how the study will carried out. It incorporate sampling technique, data collection tool development/adoption, population of interest and considering research constrains. As per main objective of study "To study the mediate role of job satisfaction with impact of leadership styles of project manager on project success in construction projects of Pakistan" questionnaire was selected as research tool and for the purpose of data collection survey method was selected. To collect the perception of respondents, multi leadership, employee job satisfaction and project success questionnaires were adopted. The questionnaire of Multi leadership which contain transformation leadership, transactional leadership and strategic leadership was adopted from Opoku, Ahmed and Cruickshank (2015). The instrument of job satisfaction of employee was adopted from MacDonald's and Macintyre (1997). To collect perception of project success questionnaire was adopted form Daniel, Larry, Smith and Leo (1993).

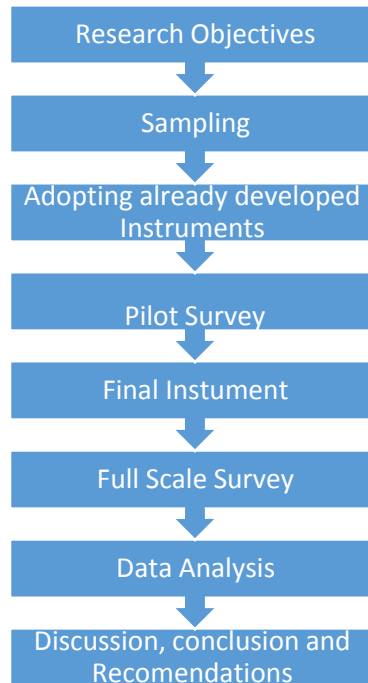


Figure 3.1: Research Methodology Flow Chart

3.1.1 Type of Study

This study is explanatory in which relation has been measured as self-reported perception, involving respondents between project manager leadership style and project success with mediate role of employee job satisfaction. Saunders (2011) calls this as explanatory research, which “establishes causal relationship between variables”. Hypotheses were developed and tested for this particular study to finding the relationship of the variables. Sekaran (2003) also defined the logic of hypothesis tested study in a way that it is helpful because "Testing of hypothesis usually describe the existing relationship between variables, or establish the differences among two or more groups or factors in a situation". Testing of hypothesis is undertaken to describe the deviation in the dependent variable or to forecast organizational outcomes.

3.1.2 Research Strategy

According to literature of project management there are three different approaches considerable which are quantitative approach, qualitative approach and mixed mode approach. Mixed mode approach is the combination of qualitative and quantitative approach. Quantitative approach is associated with the collection of data, statistical analysis and use derivable approach. As per main objective of study "To study the mediate role of job satisfaction with effect of leadership style of project manager on success of project in construction projects of Pakistan" quantitative approach was used. Survey method was selected for data collection. Based on research hypothesis the whole survey design process has been comprehensively elaborated.

3.1.3 Study Design

There are many study design for research in project management but in this research cross sectional study design was used, based on the above, the main objective of research "To study the mediate role of job satisfaction with effect of leadership style of project manager on success of project in construction projects of Pakistan" data was collected once time from ongoing projects of construction organization to analyze. Usually in quantitative research cross sectional study design used to correlate two or more variables and for data collection survey method used (Bryman 2004).

3.2 Survey Design Process

Collection of data from respondents through a systematic process and measurement to analyze the results is called the survey” (Marsh, 1982). Mostly surveys are carried out by questionnaire and interviews (Trochim, 1997). Usually in quantitative researches to correlate two or more variables the cross sectional study design are used and survey method is used for data collection (Bryman, 2004). Before the survey identification population of interest, sampling and research tool should be kept in mind (Trochim, 1997).

3.2.1 Population of Interest

The population of interest is main focus of a scientific query and generally a group of objects or individuals when you collect your data for sample. According to main objective of research "To examine the mediate role of job satisfaction with effect of leadership style of project manager on success of project in construction projects of Pakistan" the population of interest in this study is construction professionals at ongoing construction project of Pakistan.

3.2.2 Identification of Research Unit of Analysis

According to De Vaus (2002) identification of research unit of analysis is very important and core thing in research which is directly associated with objectives/aims of study. According to objective of research "To examine the effect of leadership style of project manager on success of project with mediate role of employee job satisfaction with respect to construction project of Pakistan" the unit of analysis is individuals of construction teams who interact with project manager's leadership style. It was middle and

lower management invited to provide their feedback about the leadership style of projects managers, project success and job satisfaction on each single project. Each respondent was take as one case and opinion.

3.2.3 Sampling

Sampling is a process of data collection with good representation of the study population (Fellows & Liu, 2003). There are many sampling techniques like probabilistic and non probabilistic but selection of technique depends upon study and circumstances.

3.2.3.1 Sampling Strategy

Due to record deficient, the sample could not be drawn from the total population. Hence, the non-probabilistic convenience sampling technique was applied. The data was collected from construction project based organizations because there was no specific project team's database. Recent ongoing construction projects of different organizations were selected for this research all across Pakistan. Sample was taken from the projects of Lahore, Sialkot, Islamabad, Abbottabad, Peshawar, Muzaffarabad, Rawlakot, Gilgit Baltistan, Sukkar, and Karachi. The data was collected from, information technologist, civil engineers, electrical engineers and mechanical engineers in entry level, middle level and top level who worked in construction projects teams. This sampling strategy approach is compatible with the sampling procedure in some current researches (Lindner & Wald, 2011; Hanisch & Wald, 2014; Tyssen et al., 2014). As compare to less targeted sampling strategy this sampling strategy method makes sure that responses get from knowledgeable respondents, which strengthen the sample.

3.2.3.2 Size of Sampling

In statically analysis mostly faced problem is appropriate sample size. But there is no pretty sure rule for size of sample. Generally thumb rule for regression analysis is 5 observations for each predictor (Austin, & Steyerberg, 2015). Many author recommend for regression analysis observations should be 10 to 20 times as you have variables otherwise it can be problem as an unstable regression line. There were total 3 variables and 25 predictors. According to general thumb of rule 5 observation for each observation, data was collected from 125 respondents. Online survey questionnaire was developed and provided to construction teams of organizations and some responses was collected by approaching individually. Total 150 questionnaire were distributed and 125 were got back. Response rate was 83.33%.

3.2.4 Operational Definition of Variables

According to main objective of study "To examine the impact of project manager leadership style on project success with mediate role of employee job satisfaction with respect to construction project of Pakistan" there are three operational variables in this study. Project success is a dependent variable in which impact measured due to change in independent variable project manager leadership style through mediating variable of employee job satisfaction. But according to second objective of study "To examine the impact of project manager leadership style on employee job satisfaction" " project success is a dependent variable in which impact measured due to change in independent variable employee job satisfaction.

Table 3.1: Leadership Style (Opoku, Ahmed and Cruickshank, 2015)

Sr. No.	Leadership Styles of Project Managers
1	Transformational
2	Transactional
3	Strategic

Table 3.2: Employee Job Satisfaction Predictor (MacDonald's and Macintyre, 1997)

Sr. No.	Employee Job Satisfaction Predictor
1	Reorganization
2	Close to Coworker
3	Feeling for Company
4	Job Security
5	Management Concerned
6	Physical Health
7	Pay
8	Use of Skills
9	Supervision
10	Feeling for job

Table 3.3: Project Success Predictor (Daniel, Larry, Smith and Leo, 1993)

Sr. No	Project Success Predictor
1	Amount of work
2	Efficiency
3	Budgets
4	Schedule
5	Quality
6	Effectiveness

3.2.5 Data Collection Procedure

Questionnaire was selected as research tool and survey method was selected for data collection. To carry out the study multi leadership, employee job satisfaction and project success questionnaires were adopted. Five point Likert scale was used to rate the all variables. The questionnaire of Multi leadership which contain transformation leadership, transactional leadership and strategic leadership was adopted from Opoku, Ahmed and Cruickshank (2015) 1 representing “Never” and 5 representing “Frequently, if not always*”. The questionnaire of employee job satisfaction was adopted from MacDonald's and Macintyre (1997) 1 showing "Strongly Disagree" and 5 showing "Strongly Agree". To collect perception of project success questionnaire was adopted form Daniel, Larry, Smith and Leo (1993) 1 showing "Very Low and 5 showing "Very High". Online survey questionnaire was developed and provided to construction teams of organizations. Some responses was collected by approaching individually.

3.2.6 Ethical Approval

A letter was provided to every participants in which objective of study was described and invited them to participate in this research for response. All the information provided in this regard will only be used for academic purposes and kept confidential. It is make ensured that this research is impartial, independent and participants participated voluntarily.

3.3 Proposed Analysis

❖ Descriptive Statistical Analysis

- Response Rate
- Respondents' Grouping
- Respondent's Professional Experience

❖ Inferential Statistical Analysis

- Reliability Test
- Validity Test
- Structure Equational Modeling Path Analysis

3.4 Research Time Frame

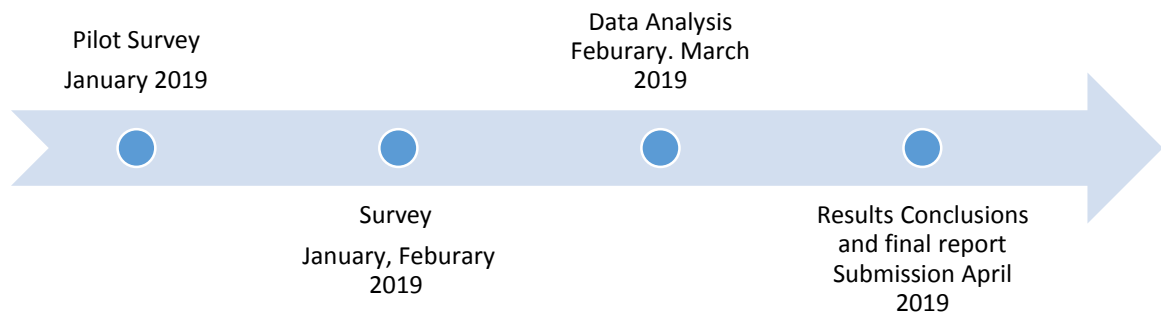


Figure 3.2: Research Time Frame

Chapter 4

Results

Data collected from respondents as information has been detailed processed and analysis of the data is presented in this chapter. For purpose of analysis, inferential analysis was performed through consistent partial least square method on Smart PLS-3 software. Statistical Package for Social Sciences (SPSS) Ver.20, software for descriptive analysis was used. All indicators of models were reflective thus for checking of validity and model fitting consistent algorithm technique was used and for the hypothesis testing consistent boot strapping technique was used (Dijkstra & Henseler, 2015).

In this study all three stake holders' client, consultant and contractor gave their perceptions about leadership, job satisfaction and project success. Different statistical tests such as reliability and descriptive statistics (mean, frequency etc.) results of variables, transformational leadership, transactional leadership, strategic leadership, employee job satisfaction and project success are presented in tabular form and then interpreted. Analysis was performed to check the impact of transformational leadership strategic leadership, including mediator variable employee job satisfaction on project success. Reliability of questions, regression and co-relation analysis is also done.

Descriptive statistics are very important before inferential statistics because it provides simpler summary of features, interpretation, and pattern of sample in a meaningful way which are considered as base of inferential statistics.

4.1 Descriptive Statistics of Respondents

Different ongoing construction projects were selected for this research all across Pakistan. Mostly, the projects from Lahore, Sialkot, Islamabad, Abbottabad, Peshawar, Azad Kashmir, Gilgit Baltistan, Sukkar, Karachi samples were taken. Out of 125 respondents 5 respondents were females and 120 respondents were males. A graphical representation of the percentage of respondents i.e., female and male is shown in the figure 4.1, which shows that the 96% respondents belonged from the male gender and 4% female gender.

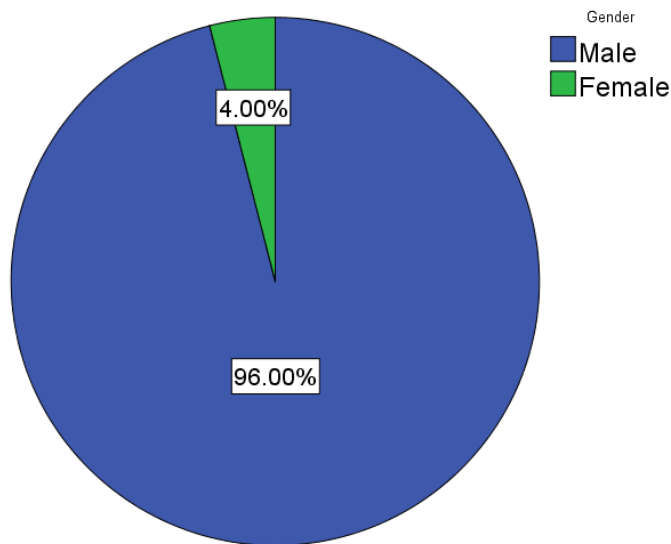


Figure 4.1: Percentage of Respondents on the basis of gender

4.1.1 Types of Respondents According to Construction Industry

All the three key stake holders i.e. client, consultant and contractors were consulted as part of field survey. This helped to ascertain the perspective of each stake holder

regarding leadership, job satisfaction and Project success in the construction projects of Pakistan. The number and percentage of participants are given in below table.

Table 4.1: Number and percentage of respondents according to construction industry

Types of Respondent	Client	Consultant	Contractor
Number of Participants	12	37	76
Percentage of Total Participants	9.60%	29.60%	60.80%
Total Respondents		125	

A graphical representation of the percentage of respondents i.e., contractor, client and consultant are shown in the figure 4.2, which indicates that the maximum respondents belonged from the contractors' side.

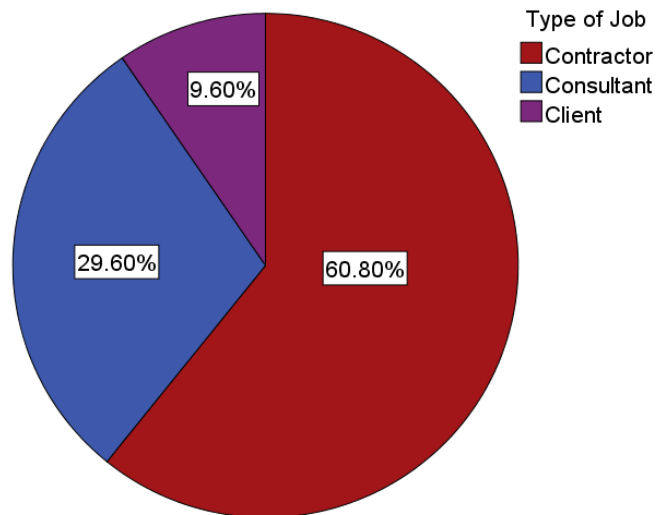


Figure 4.2: Percentage of Respondents

4.1.2 Respondent in Different Construction Experience Categories

Similarly, the experience of all three stake holders was also extracted from the general information of the survey questionnaire. Different experience ranges of the respondents were categorized which are shown in below given table.

Table 4.2: Number and percentage of respondents in different experience categories

	Category	Client	Consultant	Contractor	Total Number	Percentage
Experience (Years)	1- 2	2	6	22	30	24%
	3-4	6	14	32	52	41.6%
	5 – 6	1	10	13	24	19.2 %
	7 – 10	1	7	8	16	12.80%
	More than 10	2	0	1	3	2.4%

A graphical representation of the relationship between respondents and their experience in different construction projects indicate that the majority belongs from 3 -4 years experience category, which is shown in below given figure.

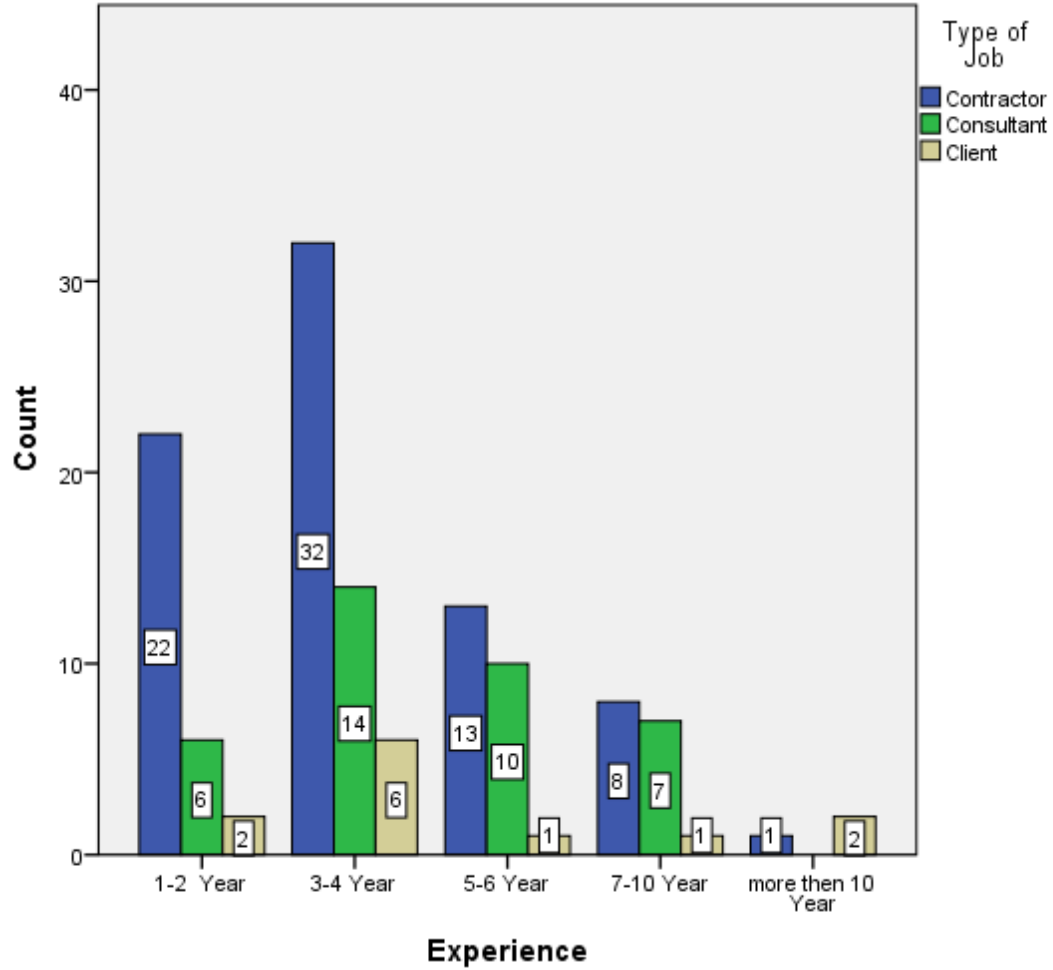


Figure 4.3: Number of respondents in different construction experience categories

The collected data through questionnaire survey from all the stake holders also presented the qualification of each respondent. The respondents belonged from different qualification categories which are shown in figure below.

Table 4.3: Number of Respondents in Different Qualification Categories

Qualification	Client	Consultant	Contractor
Diploma in Associate Engineering	0	0	1
B.Sc. (Engineering)	11	36	66
M.Sc. (Engineering)	1	1	9
Total	12	37	76

A graphical representation of different percentages of respondents' qualification indicated that the maximum numbers of respondents from all three stake holders belonged from B.Sc. (Engineering) category. That is shown in Fig 4.3.

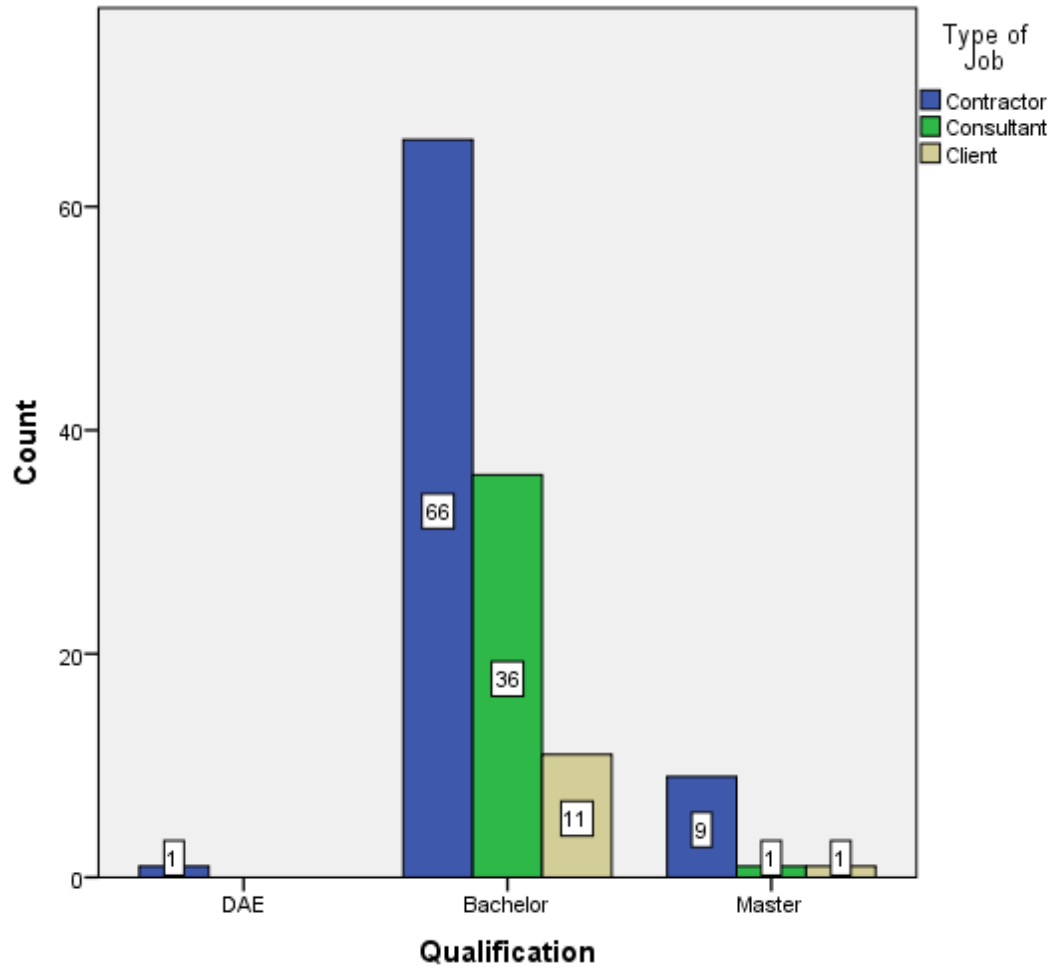


Figure 4.4: Number of respondents in different qualification categories

4.2 Descriptive Statistics of Variables

Descriptive statistics of independent variable project manager leadership style, dependent variables Project Success and mediating variable Job satisfaction are shown in tabular form.

Table 4.4: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std.Deviation
Strategic	125	1.67	5.00	3.73	.77
Success	125	1.00	5.00	3.60	.63
Transactional	125	1.33	5.00	3.32	.81
Transformational	125	1.67	5.00	3.40	.70
Job Satisfaction	125	1.90	5.00	3.56	.63
Valid N (list wise)	125				

Interpretation

The descriptive statistics tells us summary statistics of basic details of variables. Basic details of variables are given in Table 4.4.

Total sample size is 125 for all the five variables. In instrument Likert scale of 5 point was used to measure the perception (independent variable Transformational Leadership, Transactional Leadership, Strategic Leadership, mediating variable Employee Job Satisfaction, dependent variables Project Success), For independent variables Transformational Leadership, Transactional Leadership, Strategic Leadership, 1 representing "Never" and 5 representing "Frequently, if not always*". For mediating variable Employee Job Satisfaction 1 showing "Strongly Disagree" and 5 showing

"Strongly Agree". For success of project 1 showing perception of "Very low" and 5 showing perception of "Very high".

The mean value of particular predictor shows the overall response of 125 respondents. The mean values of the Transformational style is 3.4 and it is between 3 (Some time) and 4 (Fairly often) which shows that transformational leadership style essence exist in project managers leadership. The mean values of the Transactional style is 3.32 and it is between 3 (Some time) and 4 (Fairly often) which shows that transactional style essence also exist in project managers leadership but less than transformational leadership. The mean value of Strategic Leadership is 3.7 and it is between 3 (Some time) and 4 (Fairly often) which shows that strategic leadership style also exist in project managers leadership but more than remaining two leadership styles. Project Success were 3.60 which indicate that mostly projects are going successful. At the end mean value of Employee Job Satisfaction was 3.56 which indicates that most of employees are satisfied to their jobs.

4.3 INFERENCE STATISTICS

4.3.1 Correlation Analysis

The below table is showing the correlation statistics of independent variables, Leadership style, mediate variable Employee job satisfaction and dependent variable Project Success of middle level management working in construction projects of Pakistan.

Table 4.5: Correlation Results

	Leadership Style	Job Satisfaction	Project Success
--	---------------------	---------------------	--------------------

Leadership Styles	Pearson Correlation	1	.688**	.594**
	Sig. (2-tailed)		.000	.000
	N	125	125	125
Employee Job satisfaction	Pearson Correlation	.688**	1	.670**
	Sig. (2-tailed)	.000		.000
	N	125	125	125
Project Success	Pearson Correlation	.594**	.670**	1
	Sig. (2-tailed)	.000	.000	
	N	125	125	125

****.** Correlation is significant at the 0.01 level (2-tailed).

Interpretation

The table 4.5 shows the correlation between independent variable, mediator variable and dependent variables. Leadership style is significantly correlated with success of project the value of r is 0.594** and value of P is less than .01. Leadership style is significantly correlated with job satisfaction of employee the value of r is 0.688** and the value of P is less than .01. Job satisfaction of employee is significantly correlated with success of project the value of r is 0.670** and value of P is less than .01.

4.3.2 Reliability Analysis

Reliable measurement is a measurement which produce same results under consistent conditions (Gaur & Gaur, 2009). Leech et al. (2005) argued that the purpose of reliability test is to check the response of each item weather its scale is free from errors of measurement.

There are two main coefficients methods to explain reliability, usually for continuous data Cronbach's Alpha and Cohen's Kappa Coefficient for categorical data widely used methods in SPSS software. However, Cronbach's Alpha is most popular method (Leech et al., 2005 & Hinton et al., 2004). The value of Cronbach's alpha vary from 0 to 1. Value 0 considered unreliable and 1 as reliable. Guide line about the value of Cronbach alpha for the assessment of data given in table below.

Table 4.6: Guideline for assessing reliability results

A	0.5 and below	Low reliability	B	0.5 to 0.7	Moderate reliability
C	0.7 to 0.9	High reliability	D	0.9 & above	Excellent reliability

The reliability analysis conducted on independent variables and dependent variables individually on SPSS is presented below in table individually.

4.3.2.1 Cronbach's Alpha Value of Variables

Table 4.7: Cronbach's Alpha Value of Variables

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of item
Leadership Style	.80	.81	9
Employee Job satisfaction	0.82	0.81	10
Project Success	.80	.81	6

Interpretation

There were total 9 predictors for the leadership style assessment. The value of Cronbach's Alpha for the leadership styles predictors is 0.80 which is a good value for the reliability.

There were 10 predictors for the employee job satisfaction assessment. Value of Cronbach's alpha for the employee job satisfaction predictors is .82 which is a good value for the reliability.

There were 6 predictors for the project success assessment. Cronbach's Alpha value for the project success predictors is .80 which is a good value for the reliability.

4.3.2.2 Reliability Statics of Project Success

Table 4.8: Item Statistics of project success

	Mean	Std. Deviation	N
1 st Predictor of Project Success	3.73	.75	125
2 nd Predictor of Project Success	3.64	.76	125
3 rd Predictor of Project Success	3.44	.95	125
4 th Predictor of Project Success	3.34	1.07	125
5 th Predictor of Project Success	3.89	.84	125
6 th Predictor of Project Success	3.56	.92	125

Interpretation

There were 6 predictors for the project success assessment and 125 observations about each indicator. The standard deviation value for 1st predictor is 0.75 and the mean value of 3.73 which near to the "high", which shows that the amount of work the team

produced was high. The standard deviation value for 2nd predictor is 0.76 and mean value is 3.64 which shows that the efficiency of team was high. The standard deviation value for the 3rd predictor is 0.95 and the mean value 3.44 which near to the "neutral" perception. The standard deviation value for the 4th predictor is 1.07 and mean value for response is 3.34 which is near to the "neutral" perception about the team adherence to the schedule. The standard deviation value for the 5th predictor is 0.84 and mean value is 3.89 which tells that the quality of the team produced was high. The standard deviation value for the 6th predictor is 0.92 and mean value is 3.56 which shows that the effectiveness of team's interaction with people outside the team is high.

Table 4.9: Item total statistics of project success

	Scale Mean if item Deleted	Scale Variance if Item Deleted	Corrected Item Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if item Deleted
1 st Predictor of Project Success	17.88	10.46	.71	.61	.74
2 nd Predictor of Project Success	17.97	10.62	.66	.57	.75
3 rd Predictor of Project Success	18.17	10.90	.43	.27	.80
4 th Predictor of Project Success	18.27	9.28	.62	.41	.76
5 th Predictor of Project Success	17.72	10.59	.59	.40	.76
6 th Predictor of Project Success	18.05	11.05	.42	.22	.80

Interpretation

The values of alpha coefficient if item is deleted for six predictors are 0.74, 0.75, 0.80, 0.76, 0.76, 0.80 which shows that the Cronbach's alpha can not improve if any item will delete because already Cronbach's alpha value is 0.80.

4.3.2.3 Reliability Statics of Employee Job Satisfaction

Table 4.10: Item Statistics of Employee Job Satisfaction

	Mean	Std. Deviation	N
1 st Predictor of job satisfaction of employee	3.72	.75	125
2 nd Predictor of job satisfaction of employee	4.23	.70	125
3 rd Predictor of job satisfaction of employee	3.82	.84	125
4 th Predictor of job satisfaction of employee	3.00	1.30	125
5 th Predictor od job satisfaction of employee	3.60	1.13	125
6 th Predictor of job satisfaction of employee	3.27	1.13	125
7 th Predictor of job satisfaction of employee	3.22	1.20	125
8 th Predictor of job satisfaction of employee	3.26	1.10	125
9 th predictor of job satisfaction of employee	3.92	.96	125
10 th predictor of job satisfaction of employee	3.61	.92	125

Interpretation

There were ten predictor's for employee job satisfaction assessment and 125 observations for each predictor. The standard deviation value for 1st predictor is 0.75 and the mean value of 3.72 which near to "agree" which shows that "I receive recognition for a job well done". The standard deviation value for 2nd predictor is 0.70 and mean value is 4.23 which shows that the respondents feel close to the people at work. The standard deviation value for the 3rd predictor is 0.84 and the mean value 3.84 which near to the

"agree" perception. The standard deviation value for the 4th predictor is 1.30 and mean value for response is 3.00 which is exactly the "neutral" perception about the "I feel secure my job". The standard deviation value for the 5th predictor is 1.13 and mean value is 3.60 which near to the "agree" perception. The standard deviation value for the 6th predictor is 1.13 and mean value is 3.27 which shows that the perception of respondents neutral about work good for my physical health. The standard deviation value for the 7th predictor is 1.20 and mean value is 3.22 which shows that the perception of respondents neutral about "my wages are good". The standard deviation value for the 8th predictor is 1.10 and mean value is 3.26 which shows that the perception of respondents neutral about "talent and skills are used at work". The standard deviation value for the 9th predictor is 0.96 and mean value is 3.92 which shows that the perception of respondents agree about the "get along with supervisor". The standard deviation value for the 10th predictor is 0.92 and mean value is 3.61 which shows that the perception of respondents near to "agree" about I feel good about my job.

Table 4.11: Item- total statistics of Employee Job Satisfaction

	Scale Mean if item Deleted	Scale Variance if Item Deleted	Corrected Item Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if item Deleted
1 st Predictor of job satisfaction of employee	31.96	36.92	.31	.26	.82
2 nd Predictor of job satisfaction of employee	31.45	38.94	.10	.20	.83
3 rd Predictor of job satisfaction of employee	31.86	33.19	.66	.53	.79
4 th Predictor of job satisfaction of employee	32.68	29.02	.68	.56	.78
5 th Predictor od job satisfaction of employee	32.08	32.16	.53	.49	.80

6 th Predictor of job satisfaction of employee	32.41	32.08	.54	.38	.80
7 th Predictor of job satisfaction of employee	32.46	31.12	.58	.51	.79
8 th Predictor of job satisfaction of employee	32.42	32.34	.53	.36	.80
9 th predictor of job satisfaction of employee	31.76	35.40	.35	.34	.82
10 th predictor of job satisfaction of employee	32.07	32.19	.69	.62	.78

Interpretation

The Cronbach's alpha if item is deleted value for six predictors are 0.82, 0.83, 0.79, 0.78, 0.80, 0.80, 0.79, 0.80, 0.82, 0.78 which shows that the Cronbach's alpha can not improve if any item will delete because already Cronbach's alpha value is 0.822.

4.3.2.4 Reliability Statics of Leadership Styles

Table 4.12: Item Statistics of Leadership Styles

	Mean	Std. Deviation	N
1 st Predictor of leadership style	3.46	.97	125
2 nd Predictor of leadership style	3.34	1.01	125
3 rd Predictor of leadership style	3.72	.99	125
4 th Predictor of leadership style	3.50	1.01	125
5 th Predictor of leadership style	3.00	1.24	125
6 th Predictor of leadership style	3.68	1.05	125
7 th Predictor of leadership style	3.23	1.09	125

8 th Predictor of leadership style	3.60	1.04	125
9 th Predictor of leadership style	3.78	.93	125

Interpretation

There were 9 predictors for leadership style assessment and 125 observations for each predictor. The standard deviation value for 1st predictor is 0.97 and the mean value of 3.46 which near to "sometimes" for statement "project management go beyond the self interest". The standard deviation value for 2nd predictor is 1.01 and mean value is 3.34 which shows that the respondent's perception is "sometimes" about predictor. The standard deviation value for the 3rd predictor is 0.99 and the mean value 3.72 which near to the "fairly often" perception. The standard deviation value for the 4th predictor is 1.01 and mean value for response is 3.50 which is exactly between "some times" and "fairly often". The standard deviation value for the 5th predictor is 1.24 and mean value is 3.00 which near to the "some times" perception. The standard deviation value for the 6th predictor is 1.05 and mean value is 3.68 which shows that the perception of respondents near to the "fairly often". The standard deviation value for the 7th predictor is 1.09 and mean value is 3.23 which shows that the perception of respondents is "some times". The standard deviation value for the 8th predictor is 1.04 and mean value is 3.60 which shows that the perception of respondents is near to "fairly often". The standard deviation value for the 9th predictor is 0.93 and mean value is 3.78 which shows that the perception of respondents is near to the "fairly often".

Table 4.13: Item- total statistics of Leadership Styles

	Scale Mean if item Deleted	Scale Variance if Item Deleted	Corrected Item Total Correlatio n	Squared Multiple Correlatio n	Cronbach' s Alpha if item Deleted
1 st Predictor of leadership style	27.89	29.78	.39	.24	.80
2 nd Predictor of leadership style	28.01	28.54	.49	.29	.79
3 rd Predictor of leadership style	27.63	27.57	.61	.43	.77
4 th Predictor of leadership style	27.85	29.72	.38	.21	.80
5 th Predictor of leadership style	28.35	26.52	.54	.36	.78
6 th Predictor of leadership style	27.67	27.91	.53	.39	.78
7 th Predictor of leadership style	28.12	27.27	.57	.36	.78
8 th Predictor of leadership style	27.75	28.70	.46	.29	.79
9 th Predictor of leadership style	27.57	28.82	.52	.36	.78

Interpretation

The Cronbach's alpha if item deleted value for six predictors are 0.80, 0.79, 0.77, 0.80, 0.78, 0.78, 0.78, 0.79, 0.78 which shows that the Cronbach's alpha can not improve if any item will delete because already Cronbach's alpha value is 0.80.

4.3.3 Validity and Reliability of Construct

4.3.3.1 Factor Loadings

Table 4.14: Factor loadings of Variables

Factors	Project Success	Job Satisfaction	Leadership Style
AWTP	0.58		
ETIPO	0.47		
ETO	0.63		
TAB	0.76		
TAS	0.73		
QW	0.64		
FGC		0.77	
FGJ		0.76	
FSJ		0.73	
MC		0.56	
TSU		0.65	
WG		0.70	
WGH		0.50	
Strategic1			0.48
Strategic2			0.53
Strategic3			0.57
Transactional1			0.65
Transactional2			0.60
Transactional3			0.48
Transformational1			0.37
Transformational2			0.67
Transformational3			0.61

Table 4.15: Outer loadings of Construct

	Beta Value	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	Significant Value
AWTP <- Project Success	0.58	0.58	0.07	7.78	0.00
ETIPO <- Project Success	0.47	0.47	0.08	5.39	0.00
ETO <- Project Success	0.63	0.63	0.06	9.61	0.00
TAB <- Project Success	0.76	0.75	0.07	10.7	0.00
TAS <- Project Success	0.73	0.73	0.07	10.36	0.00
QW <- Project Success	0.64	0.64	0.08	7.89	0.00
FGC <- Employee Job Satisfaction	0.77	0.77	0.05	13.64	0.00

FGJ <- Employee Job Satisfaction	0.76	0.77	0.04	17.30	0.00
FSJ <- Employee Job Satisfaction	0.73	0.73	0.06	12.26	0.00
MC <- Employee Job Satisfaction	0.56	0.55	0.08	6.91	0.00
TSU <- Employee Job Satisfaction	0.65	0.64	0.06	10.04	0.00
WG <- Employee Job Satisfaction	0.70	0.69	0.05	12.05	0.00
WGH <- Employee Job Satisfaction	0.50	0.51	0.08	6.19	0.00
Strategic1 <- Leadership Style	0.48	0.49	0.11	4.37	0.00
Strategic2 <- Leadership Style	0.53	0.53	0.09	5.63	0.00
Strategic3 <- Leadership Style	0.57	0.56	0.07	7.81	0.00
Transactional1 <- Leadership Style	0.65	0.64	0.06	9.91	0.00
Transactional2 <- Leadership Style	0.60	0.59	0.07	8.39	0.00
Transactional3 <- Leadership Style	0.48	0.47	0.08	5.58	0.00
Transformational1 <- Leadership Style	0.37	0.37	0.11	3.30	0.00
Transformational2 <- Leadership Style	0.67	0.65	0.07	8.95	0.00
Transformational3 <- Leadership Style	0.61	0.60	0.07	7.86	0.00

Interpretation

The beta value for the project success predictors are 0.58, 0.47, 0.63, 0.76, 0.73 and 0.64 respectively. All values are greater than 0.4 and P values for all less than the 0.05 which shows the positive and significant relation between predictors and variable.

The beta value for the seven predictors of employee job satisfaction are 0.77, 0.76, 0.73, 0.56, 0.65, 0.70 and 0.50 respectively. The total predictors for employee job satisfaction were ten but three predictors were ignored in analysis due to less than 0.4 beta

value. Remaining seven values are greater than 0.4 and P values for all less than the 0.05 which shows the positive and significant relationship of predictors and job satisfaction of employee.

Beta value for the leadership style predictors are 0.48, 0.53, 0.57, 0.65, 0.60, 0.48, 0.37, 0.67 and 0.61. All values are greater than 0.4 except one predictor 0.37 and P values for all less than the 0.05 which shows the positive and significant relationship of predictors and project success.

4.3.3.2 SRMR Value

Table 4.16: SRMR Value

	Original Sample (o)	Sample Mean (M)	95%	99%
Saturated Model	0.08	0.05	0.06	0.07
Estimated Model	0.08	0.05	0.06	0.07

Interpretation

The SRMR value for the model fit is 0.08 which is greater than 0.08 and that is due to small sample because smart PLS-3 require at least sample of 200 for good SRMR value. But it is also acceptable if the other indicators are good (Hoyle, 2012; Kline, 2015)

4.3.3.3 Reliability and Validity Statistics of Model

Table 4.17: Cronbach's Alpha, rho A, Composite Reliability and Average Variance

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Job Satisfaction	0.85	0.86	0.85	0.46
Leadership Style	0.81	0.81	0.80	0.31
Project Success	0.81	0.82	0.81	0.42

Cronbach's alpha values for project success, leadership style and employee job satisfaction are 0.81, 0.81 and 0.85 respectively which shows an excellent reliability of construct. rho_A values for project success, leadership styles, and employee job satisfaction are 0.82, 0.81 and 0.86 respectively also shows an excellent statistics for construct. Average Variance Extracted (AVE) value for project success and employee job satisfaction are 0.42 and 0.46 which are excellent values. Average Variance Extracted (AVE) value for leadership style is 0.31 also acceptable when all remaining values for leadership style are excellent.

4.3.4 Structural Equational Modeling Path Analysis

The figure: 4.5 shows the consistent boot strapping of model. T statistics of dependent and independent variables are shown. The beta value for predictors of variables are shown.

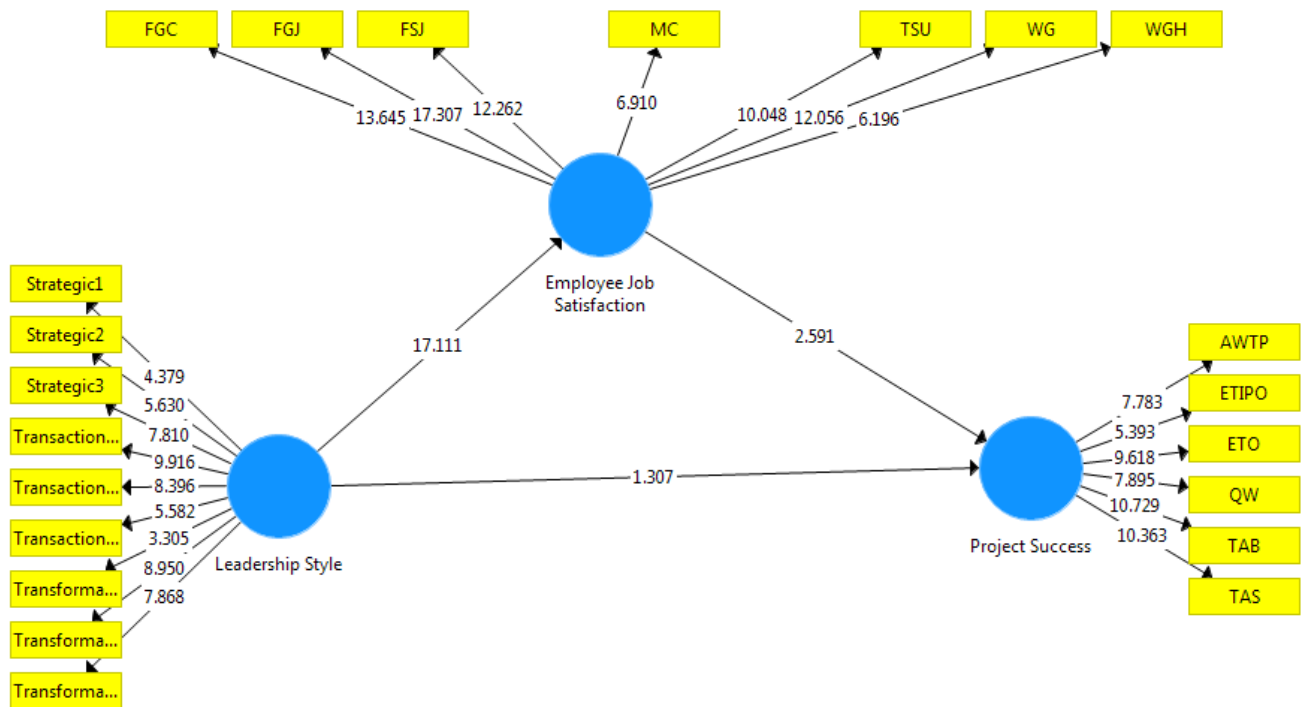


Figure 4.5: Path Analysis

4.3.4.1 R Square

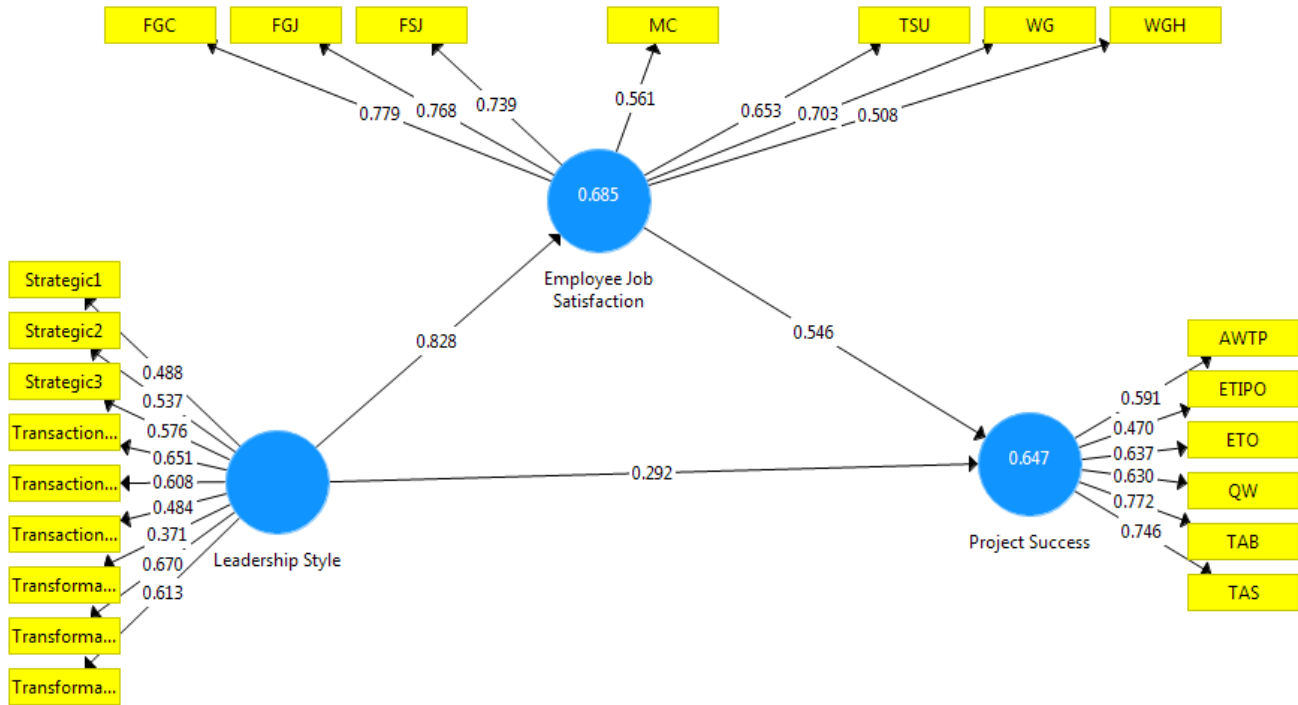


Figure 4.6: R Square

The figure: 4.6 is showing consistent algorithm (R square and beta value of variables).

Table 4.18: R Square Statistics

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	Significant Value
Employee Job Satisfaction	0.68	0.70	0.08	8.51	0.00
Project Success	0.64	0.67	0.10	6.26	0.00

Value of R-square always between 0 and 100 in percentage. Here R-square value for the employee job satisfaction is 68.5 percent is a good value which indicate variability of response data around its mean. R-square value for the project success is 64.7 percent is also a good value which indicate variability of response data around its mean. Table 4.18 showing high Correlation between Independent variables because indicators of variables

are near to each other which creates problem in path analysis. There were total ten predictor's of employee job satisfaction. Three predictors of employee job satisfaction were terminated which had less value than 0.4 of factor loading. After terminating three predictor's seven predictors were remained for further analysis.

4.3.4.2 Path Coefficients

Table 4.19: Path Coefficients

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	Significant Value
Employee Job Satisfaction towards Project Success	0.55	0.51	0.21	2.61	0.00
Leadership towards Employee Job Satisfaction	0.82	0.83	0.05	16.60	0.00
Leadership Style towards Project Success	0.28	0.33	0.21	1.36	0.17

Regression statistics "Beta value" (standard regression coefficient) is the measure how strongly independent variable influence the dependent variable. T statistic in regression is the coefficient divided by error. The value of t-statistics are greater than 1.96 indicates significance of coefficient is greater than 95% confidence.

Path Leadership Style to Project Success

The path leadership style to project success has a t-value of 1.36 which is less than 1.96 and significance value of 0.17 which is greater than 0.05. The result shows an insignificant impact of leadership style on Project Success. The beta value of leadership to project success 0.28 express that 1 unit change in Leadership Style will cause 0.28 units change in on Project Success.

Path Leadership Style to Employee Job Satisfaction

The path of leadership style to employee job satisfaction has a t-value of 16.60 which is greater than 1.96 and significance value of .00 which is less than 0.05. The result shows a significant impact of leadership style of project manager on job satisfaction of employee. The beta value of 0.82 shows that 1 unit increase in the leadership style will cause 0.82 units change in employee job satisfaction.

Path Employee Job Satisfaction to Project Success

The path employee job satisfaction to project success has a t-value of 2.61 which is greater than 1.96 and significance value of .00 which is less than criteria 0.05. The result shows a significant impact of job satisfaction of employee on success of project. The value of beta 0.55 shows that 1 unit change in Employee Job Satisfaction will cause 0.55 units change in Project Success.

4.3.4.3 Total Indirect Effects

Table 4.20: Total Indirect Effects

Path	Original Sample (O)	Sample Mean	Standard Deviation	T Statistics	Significant Value
Employee job satisfaction to project success					
Leadership style to employee job satisfaction					
Leadership style to project success	0.45	0.43	0.17	2.55	0.01

The table 4.20 shows the total indirect effects. This relationship between leadership style and project success is through employee job satisfaction. Variables have positive and significance relationship through mediator which means mediator effects the relationship between leadership style of project manager and success of project.

Path Project Manager Leadership Style to Employee Job Satisfaction to Project Success

The path leadership of project manager to success of project but through the employee job satisfaction has a t-value of 2.55 which is greater than 1.96 and significance value of 0.01 which is less than 0.05. The result shows a significant affect of leadership style of project manager on success of project through mediator employee job satisfaction. The beta value of 0.45 shows that 1 unit change in leadership style will cause 0.45 units change in Project Success through employee job satisfaction. The table: 4.18 of path coefficient shows that without mediator job satisfaction of employee there is no significant relationship between leadership style of project manager and project success but table: 4.19 of indirect effects shows that with mediator job satisfaction of employee there is significant relationship between leadership style of project manager and success of project and it is full mediation.

4.4 HYPOTHESIS RESULTS

Table 4.21: Hypothesis Results

Anticipated	Actual	Results
H1: There is a significant and positive mediate role of job satisfaction of employee between the relationship of leadership style of project manager and success of project.	There is a significant and positive mediate role of job satisfaction of employee between the relationship of leadership style of project manager and success of project.	Accepted

H2: There is a positive and significant relationship between the leadership style of project manager and job satisfaction of employee.	There is a positive and significant relationship between the leadership style of project manager and job satisfaction of employee.	Accepted
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H3: There is a positive and significant relationship between the job satisfaction of employee and success of project.	There is a positive and significant relationship between the job satisfaction of employee and success of project.	Accepted
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H4: There is a positive and significant relationship between the leadership style of project manager and success of project.	There is a positive and significant relationship between the leadership style of project manager and success of project.	Rejected
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Chapter 5

Discussion and Conclusion

5.1 Discussion of Results

This research study analyzed specific relationship between project manager leadership style (transformational, transactional, strategic) and project success with mediate role of employee job satisfaction in project based organizations (construction projects) of Pakistan.

As a matter of fact, adequate study has been carried out on leadership style in the western / developed countries in past thirty years and it has been proved that the transformational leadership style is more popular and adaptive there, however, in under developed countries specially Pakistan, very limited study has been carried out on transformational leadership style so far. No research has been undertaken to ascertain the impact of project manager leadership (transformational leadership, transactional leadership and strategic leadership) on project success with mediating role of employee job satisfaction.

Following were the research objectives of this study: -

- To study the mediate affect of job satisfaction with impact of leadership style of project manager and success of project.

- To study the impact of leadership style of project manager on job satisfaction of employee.
- To study the effect of job satisfaction of employee on success of project.
- To study the effect of leadership styles of project manager and success of project.

The SRMR value for the model fit is 0.08 which is greater than 0.08 and that is due to small sample because Smart PLS-3 require at least sample of 200 for good SRMR value. But it is also acceptable if the other indicators are good (Hoyle, 2012; Kline, 2015). Reliability test is performed to analyze the reliability of the predictor of study. In table: 4.17 value of Cronbach's alpha was more than 0.8 for leadership style, project success and employee job satisfaction individually. rho_A values for project success, leadership styles, and employee job satisfaction are 0.82, 0.81 and 0.86 respectively also shows an excellent statistics for construct. Average Variance Extracted (AVE) value for project success and employee job satisfaction are 0.42 and 0.46 which are excellent values. Average Variance Extracted (AVE) value for leadership style is 0.31 also acceptable when all remaining values for leadership style are excellent.

The result of correlation showed that all variable relationships were positive and significant with each other. Path analysis was performed to check the relationship of independent variables and dependent variable with each other in this study. The structure equational model path analysis showed relation of variable with each other and also showed that model is fit to objectives of study. Value of R-square always between 0 and 100 in percentage. Here R-square value for the employee job satisfaction is 68.5 percent which indicate variability of response data around its mean. R-square value for the project success is 64.7 percent which indicate variability of response data around its mean.

5.2 Conclusion

There were four aims of the study.

- To study the mediate affect of job satisfaction with impact of leadership style of project manager and success of project.
- To study the impact of leadership style of project manager on job satisfaction of employee.
- To study the effect of job satisfaction of employee on success of project.
- To study the effect of leadership styles of project manager and success of project.

It is concluded that the mediate role of employee job satisfaction with effect of leadership styles of project manager on success of project is positive and significant. The path leadership of project manager to success of project but through the employee job satisfaction has a t-value of 2.55 which is greater than 1.96 and significance value of 0.01 which is less than 0.05. The beta value of 0.45 shows that 1 unit change in leadership style will cause 0.45 units change in Project Success through employee job satisfaction.

The study shows that affect of project manager leadership style on job satisfaction of employee. The path leadership style of project manager to job satisfaction of employee has a t-value of 16.60 which is greater than 1.96 and significance value of .00 which is less than 0.05. The result shows a significant impact of leadership style of project manager on job satisfaction of employee. The beta value of 0.82 shows that 1 unit increase in the leadership style will cause 0.82 units change in employee job satisfaction.

Outcomes shows the positive and significant relationship between job satisfaction of employees and success of project. The path job satisfaction of employee to success of project

has a t-value of 2.61 which is greater than 1.96 and significance value of .00 which is less than 0.05. The value of beta 0.55 shows that 1 unit change in Employee Job Satisfaction will cause 0.55 units change in Project Success.

Further more study shows that there is insignificant direct relationship between leadership style of project manager and success of project without mediator. There is full mediation effect of job satisfaction of employee between leadership styles and success of project. It is necessary to study mediate role of employee job satisfaction for better explanation of mechanisms underlying the relationship between leadership style of project manager and success of project. The path Leadership Style to Project Success has a t-value of 1.36 which is less than 1.96 and significance value of 0.17 which is less than 0.05. The beta value of leadership to project success 0.28 express that 1 unit change in liquidity will cause 2.88 units change in Leadership Style on Project Success.

5.3 Limitations

1. The first limitation of current study is small sample size.
2. The second restrain is that only three leadership styles (transformational, transactional and strategic) were under consideration to study the effect on job satisfaction of employee and project success.
3. The data collection of current study was limited to public project based organization working in construction Projects of Pakistan. Thus, future researcher can extend current research in other countries and in different field's organizations such as, banking sector, telecom sector and health sectors.

4. Another restraint of current research is quantitative approach of research strategy, while the relationship between leadership styles of project manager, job satisfaction of employee and project success may also be discussed through qualitative approach of research strategy.

5.4 For Future Work Recommendations

The study design of current study was cross sectional. For future prospective, the construct of this research can be examined through longitudinal study design. I recommend to include some other mediating and moderating variables which can also helpful to study the relation between leadership and project success. Sample size shall be increased. They should do research on some other industries, IT, Education, Chemical, Telecommunication etc.

5.5 Research Implication

The objective of this empirical research was to examine project success under some leadership styles (transformational leadership, transactional leadership, strategic leadership) through mediating role of employee job satisfaction. Following recommendations are offered for project managers and leaders as well as followers and under commands: -

1. Findings bring the perceptions into how high quality leadership create a healthy environment to improve team job satisfaction that ultimately affect the employee performance and project success.

2. Effect of manager's support must be utilized through motivation techniques for team working on projects which increases the employee job satisfaction then performance of team can be more goals orienting.
3. Project Managers/Leaders working in project based organizations may adopt perfect leadership style to develop the motivation and confidence of their subordinates.
4. People working in project based organizations have performance pressure due to acute shortage of resources in Pakistan, resulting in work load stress which can be reduced by inserting more resources and support of managers to achieve optimum performance and goals.

This study contributes to the area of project management in Pakistan. Through the implementation of transformational, transactional, strategic leadership and practices project manager is able to take decisive action and recognize abnormal situations and is able to solving employee job satisfaction problems in unique way along with his team members with help of project management.

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APPENDIX

Covering Letter and Questionnaire



School of Professional Advancement (SPA)

Dear Sir,

The importance of project management plays in today's and tomorrow's changing working environments and working practices has increased quite dramatically. Project managers need to be skilled at influencing people whether it is in motivating the project team, controlling sub-contractors, persuading stakeholders to support the project or resolving a conflict.

In partial fulfillment of the requirements for the degree of Master of Science in Project Management from UMT Lahore, the undersigned intends to examine the impact of project manager's leadership style on project success with mediate role of employee job satisfaction with respect to construction projects of Pakistan. As a representative of the contractor, you are kindly requested to take a few minutes from your valuable time.

All the information provided in this regard will only be used for academic purposes and kept confidential.

Thanking you for your support and cooperation in advance.

Yours Sincerely,

Muhammad Usama

Post Graduate Student- Project Management

Cell No.: 0343-6312913, 0300-9551491

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Dr Atif Hassan

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BLOCK C-II, JOHAR TOWN

Lahore,

General Information (will not be published)	
Name	
Qualification	
Experience in Construction Industry (Years)	
Name of Organization / Department / Firm / Company	
Designation	
Type of job (Contractor / Client / Consultant / Architect)	

MULTI LEADERSHIP STYLE SURVEY

The following items provides a description of leadership style or behaviour. Respond to each item according to the way you are most likely to act as leader. The word “other” may mean your subordinates, clients, or company employees. Tick one of the options to the right of each item to indicate your response key:

1 = Never 2 = Once in a while 3 = Sometimes 4 = Fairly often 5 = Frequently, if not always*

		1	2	3	4	5
1	My project manager go beyond self-interest for the good of the organization.					
2	My project Manager make clear what one can expect to receive when performance goals are achieved.					
3	My project Manager tend to overcome barriers to reach goals.					
4	My project Manager consider the moral and ethical consequences of my decisions.					
5	My project Manager provide recognition/rewards when others reach their goals.					
6	My project Manager is good at finding practical solutions to problems.					
7	My project Manager help others to develop their strengths.					
8	My project Manager keep track of all mistakes.					
9	My project Manager have a clear focus on what we need to do as organization					

Transformational leadership style (1, 4, 7)

Transactional leadership style (2, 5, 8)

Strategic leadership style (3, 6, 9)

Each item is given a score of 1 to 5, where 1 = “never”; 2 = “once in a while”; 3 = “sometimes”; 4 = “fairly often”; and 5 = “frequently, if not always”. A total score of 10-13 shows a high level, a moderate level has a score of 6-9 and a score of 0-5 shows a low level of style or behavior.

JOB SATISFACTION SURVEY

Please select the one number for each question that comes closest to reflecting your opinion about it.

1 – Strongly Disagree, 2 – Disagree, 3 – Neutral or Undecided, 4 – Agree, 5 – Strongly Agree

		1	2	3	4	5
1	I receive recognition for a job well done.					
2	I feel close to the people at work.					
3	I feel good about working at this company.					
4	I feel secure about my job.					
5	I believe management is concerned about me.					
6	On the whole, I believe work is good for my physical health.					
7	My wages are good.					
8	All my talents and skills are used at work.					
9	I get along with my supervisors.					
10	I feel good about my job.					

Project Success Survey

Please respond to the following statements by indicating the extent to which you agree or disagree with the statement. Circle the appropriate number that most closely corresponds to your choice:

1 – Strongly Disagree, 2 – Disagree, 3 – Neutral or Undecided, 4 – Agree, 5 – Strongly Agree

		1	2	3	4	5
1	The amount of work the team produced.					
2	The efficiency of team operations.					
3	The team's adherence to budgets.					
4	The team's adherence to the schedule.					
5	The quality of work the team produced.					
6	The effectiveness of the team's interactions with people outside the team.					