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The Effect of Leadership Skills on Project Success: A Case of Corporate Sector of Islamabad (Pakistan)

Aaisha Zeeshan

Marketing Manager/Interior Décor,
Department of Project Management, Bahria University, Islamabad, Pakistan

Abstract:

The main endeavor of this study was to explore and uncover the correlations between Leadership competencies and productive performance in project management. The aspiration was to shed light on key leadership attributes critical for project success and to underline the significance of implementing these competencies in a project environment. This research study begins with a focus on the value of general Project leadership and elaborates on the effectiveness of leadership skills of a Project manager. In today's world of multitasking and constant development, leaders are a fundamental component for any organization to succeed. Leaders take on large responsibilities and move organizations forward.

This research underlines that, in the field of project management, leadership is typically more crucial, due to the involvement and constant integration of multiple projects in organizations. The unique demand and integration of projects creates a need of having qualified project managers, in particular leaders that bring a set of positive attributes to the project and the organization. In principle, the research model along with an insightful survey has been developed applying relevant qualitative and quantitative technicalities to further support and validate the data that was explored and evaluated in this research thesis. Within the confinements of these studies, the objective was to uncover the key constructive factors that project managers ought to exercise to achieve effectiveness in project milestones. It was found that the dimensions of Leadership have different effects on the Project constraints. Each dimension has its positive and negative effects and should be carefully monitored for ensuring success of the Project.

1. Introduction

In a perfect world, the project manager would simply implement the project plan and all tasks to be done according to this plan and hence a project completed. In such a world a project manager would announce what needs to be done and everyone would take action accordingly. But this story is too good to be true and hardly realistic for any mega project. Project team can test your nerves, rarely do all things work out as planned, technical glitches can come up, things might take longer than usual and all it takes for the project is for project manager to get things back on track (Larson Clifforr Gray, 2011).

According to a survey by Ernst & Young (2009), 80% of the issues surrounding project failure are people issues. A project manager has to be good at many aspects and work on big and small things on a project, make smart choices and proper trade-offs among cost, scope and time of the project. The ever changing environment of the market requires a project manager to step up and become a project leader. Leadership in itself has many shades and types known as leadership skills Project leaders can have a variety of these skills but different nature of projects calls for a particular type of leadership skill. It is important to hire a project manager with appropriate leadership skills to ensure project success and healthy team morale.

There are various points in a project's life where critical decisions need to be taken and in the time of hopelessness keep the morale of team high.

Although management is important criteria for any project management but it is the leadership that makes the team go beyond their call of duty to perform a certain task and do every last bit in their power to bring a project to success and achieve their goals. Leadership is very crucial for any project for its success but little is documented on its relation in terms of project and its impact on the project success or the absence of it on project failure.

With the clarity of hindsight, the big project failures were related to people-issues and in all cases, the project manager failed as a leader. You can spot these real-time disasters by learning to recognize the symptoms of poor leadership at work. (Art Petty, 2009).

The study investigates the logical conjecture about the nature of the relationship between leadership skills and their effect on project success or failure. Two leadership skills commanding and democratic are selected for this thesis. The effect of these skills on project time, cost and scope are studied. To achieve the set objectives of the present study, the target population is project managers, who are experienced in multiple projects and other project team members within the corporate sector in

Pakistan. The results of this study will help the corporate sector of Islamabad (Pakistan) realize the effect of leadership on the project success/failure. The study identifies the causal relationship between leadership skills and project success. It provides the clear understanding and significance of commanding and democratic leadership style on scope, cost and time constraints of a project. It enhances the importance of the leadership skills required in project managers for undertaking projects. The result of this causal relationship provides the projects from failing due to poor leadership skills of project managers. The study would help project directors to hire project managers on the merit of leadership skills for their projects. It would help train project managers to make better project leaders and acquire appropriate leadership skills to efficiently run a diverse project team.

2. Literature Review

2.1. Leadership

Leadership can have many interpretations; most importantly is the ability and skill to inspire confidence, support and motivate the people who are needed to achieve the organizational goals. A leader plays many roles such as a coach, mentor, figurehead, spokesperson, negotiator, team builder, team player, technical problem solver, entrepreneur and strategic planner (Dubrin, 2010). Another important factor is emotional intelligence; leaders that lack this critical characteristic can fail to achieve their full potential despite their high cognitive intelligence (Dubrin, 2010).

2.2. Project

Project is a temporary endeavor undertaken to create a unique product, service or result. The end is reached when projects objectives have been achieved or when the project is terminated because its objectives cannot be met, or when the need for a project no longer exists (PMBOK 2013). A project is **unique** in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. So a project team often includes people who don't usually work together – sometimes from different organizations and across multiple geographies.

2.3. Project Management

Project management is the application of knowledge, skills, tools and techniques, to project activities to meet the project requirements (PMBOK 2013). Project management refers to project activities of planning and organizing through decision making process which enhance effectiveness and efficiency of project. Leadership, in contrast, is a process of leading others for achievement of project objectives "motivating and guiding people to realize their potential and achieve tougher and challenging organizational goals". (Riaz, Masood, Tahir & Noor)

2.4. Project Managers and Project Leaders

Project managers are individuals assigned with the highest level of responsibility to manage and execute the project and obtain desirable results. Project managers must be capable of effectively applying technical and intellectual tools and strategies in order to manage the project successfully. Project managers are generalists with many skills in their repertoires; they are also problem solvers who wear many hats. Although may vary in scale, scope and resources the fundamental requirements to tackle a Project from start to finish are generally applicable in any environment.

A project manager is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives. The role of a project manager is distinct from a functional manager/operations manager. Typically the functional manager is focused on providing management oversight for a functional or business unit. In a high level generalization, the core skills for a project manager can be theoretically categorized in a declining scale of priority as: communication, organizational and planning abilities (PMI, 2008). These are all closely related and highly critical for every project managers to exercise to grow into an effective leader. Project managers accomplish work through the project team and other stakeholders. Effective project managers require a balance of ethical, interpersonal and conceptual skills that help them analyze situations and interact appropriately. Leadership involves team building, motivation, communication and influencing. (PMBOK 2013)

Functional managers need only manage subordinates, while successful project managers lead extended project teams. This fundamental difference drastically increases the project manager's scope of the responsibility, since the project team includes an entire flock of stakeholders. Maxwell (2005) in his book *The 360 Degree Leader* provided one of the simplest and profound explanations of the distinction between a manager and a leader. He stated that managers work with processes and leaders work with people. Jiang in his book which identifies the 13 success factors of a project gives 1st reason to be the plan and 2nd reason to be a Competent project manager and the importance of initial selection of skilled (interpersonally, technically, and administratively) project leader. (Jiang, Klein & Balloun 1996) Great leaders work through emotions. When project leaders drive emotions positively, they bring out everyone's best, it is called resonance. On the contrary, when emotions are driven negatively, it leads to dissonance. Depending on the situation, effective leaders switch leadership styles. The various leadership styles are: Visionary, Commanding, Coaching, Affiliative, Democratic and Pace setting (Goleman, Boyatzis & McKee 2002)

2.5. Commanding/ Autocratic/ Dictatorial

Autocratic leadership is a classical leadership approach, and the corporate equivalent of dictatorship or tyranny. This leadership style is marked with the leader having complete authority and the followers obeying the instructions of the leader without questioning and without receiving an explanation or rationale for such instructions.

This leadership style bases itself on Douglas McGregor's Theory X that considers employees as inherently lazy and disliking work, and assumes they seek to avoid work as much as possible. Theory X advocates close supervision and comprehensive control systems, reinforced by a hierarchical structure and a narrow span of control. The autocratic leader retains all power, authority, and control, and reserves the right to make all decisions. Autocratic leaders distrust their subordinate's ability, and closely supervise and control people under them. Autocratic leaders involve themselves in detailed day-to-day activities, and rarely delegate or empower subordinates. The autocratic leader adopts one-way communication. They do not consult with subordinates or give them a chance to provide their opinions, no matter the potential benefit of such inputs. Autocratic leadership assumes that employee motivation comes not through empowerment, but by creating a structured set of rewards and punishments. Autocratic leaders get work done by issuing threats and punishments and evoking fear. The primary concern of autocratic leaders remains dealing with the work at hand and not on developmental activities. Autocratic leaders assume full responsibility and take full credit for the work. (Tannenbaum et.al 1998).

2.6. Democratic Leadership

Democratic leadership, also known as participative leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process. Researchers have found that this learning style is usually one of the most effective and lead to higher productivity, better contributions from group members, and increased group morale. Some of the primary characteristics of democratic leadership includes: Group members are encouraged to share ideas and opinions, even though the leader retains the final say over decisions. Members of the group feel more engaged in the process. Creativity is encouraged and rewarded. Because group members are encouraged to share their thoughts, democratic leadership can lead to better ideas and more creative solutions to problems. Group members also feel more involved and committed to projects, making them more likely to care about the end results. Research on leadership styles has also shown that democratic leadership leads to higher productivity among group members. While democratic leadership has been described as the most effective leadership styles, it does have some potential downsides. In situations where roles are unclear or time is of the essence, democratic leadership can lead to communication failures and uncompleted projects. In some cases, group members may not have the necessary knowledge or expertise to make quality contributions to the decision-making process. Democratic leadership works best in situations where group members are skilled and eager to share their knowledge. It is also important to have plenty of time to allow people to contribute, develop a plan and then vote on the best course of action. (Lewin et.al, 1939).

2.7. Project Success

Cooke-Davies (2002) explains that project success could be measured against overall objectives; however, project management success rather is measured against the traditional factors of performance such as completing project within time, cost, budget, scope and quality. Other research analysis, have stated that indications of successful project outcomes are the accomplishment of specific objectives of the project as defined by the project stakeholders and are dependent on the combined efforts of project management and the project team (Johnson, 1999).

It is generally agreed that to be considered successful, a project must be fit for purpose (add strategic value) and it must have achieved its delivery targets. In reality it is not always considered practical to deliver all the project targets exactly as planned. Trade-offs need to be considered and priorities must be set in order to realize strategic decisions. The project management body of knowledge (PMBOK 2013) endorses that every project is governed by the triple constraint, which reflects a framework for evaluating these competing demands (Wyngaard, Pretorius & Pretorius, 2012). Since projects are temporary in nature, the success of the project should be measured in terms of completing the project within the scope, time, cost, quality, resources and risks as approved (PMBOK 2013).

2.8. Triple Constraint

Triple Constraint basically demonstrates in pictorial fashion, the attributes that must be handled effectively for successful completion and closure of any project. For thoroughness, the key attributes of the Triple Constraint are itemized as follows:

Time – This refers to the actual time required to produce a deliverable. This in this case, would be the end result of the project. Naturally, the amount of time required to produce the deliverable will be directly related to the amount of requirements that are part of the end result (scope) along with the amount of resources allocated to the project (cost).

Cost – This is the estimation of the amount of money that is required to complete the project. Cost itself encompasses various things, such as: resources, labor rates for contractors, risk estimates, bills of materials, et cetera. All aspects of the project that have a monetary component are made part of the overall cost structure.

Scope – These are the functional elements that, when completed, make up the end deliverable for the project. The scope itself is generally identified up front so as to give the project the best chance of success. (Although scope can potentially

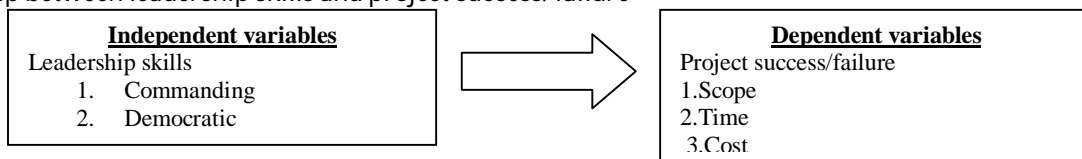
change during the project life-cycle, a concept known as ‘scope creep’) Note that the common success measure for the scope aspect of a project is its inherent quality upon delivery. (Tom Tsongas, 2011)

2.9. Theoretical Framework

To draw the existing knowledge and relevant factors into sharper focus, a theoretical model for “The Effect of Leadership Skills on Project Success, In the Corporate Sector of Islamabad.” is developed. This model is intended to aid in the elaboration of aspects central to the above questions and guides the empirical analysis of the mentioned issues. One of the desired outcomes of this study was to measure the relationship between commanding and democratic style of leadership and the scope, time and cost of the project in corporate sector of Pakistan. In this respect, the study aims to develop a viable predictive model, which will guide a comprehensive study of the conceptually relevant factors in the empirical research. A number of hypotheses about the relationship between the variables are drawn up in the process of developing the theoretical framework. These hypotheses are empirically tested. The model and the resultant propositions and working hypothesis are all essential elements of the study. The theoretical framework posits two variables with five dimensions, which can be labeled as leadership skills and project success/failure, commanding style of leadership, democratic style of leadership, scope of project, time of project and cost of Project.

2.10. Research Hypothesis

The relationship between leadership skills and project success/failure



- H1. Leadership skills have positive effect on project success.
- H1 a. leadership skills have positive effect on scope of a project.
 - H1 b. leadership skills have positive effect on time of a project.
 - H1 c. leadership skills have positive effect on cost of a project.
- H2. Commanding skill has positive effect on project success.
- H 2 a. commanding leadership skills have positive effect on scope of a project.
 - H 2 b. commanding leadership skill has positive effect on time of a project.
 - H 2 c. commanding leadership skill have positive effect on cost of a project.
- H3. Democratic skill has positive effect on project success.
- H3 a. democratic leadership skill has positive effect on scope of a project.
 - H3 b. democratic leadership skill has positive effect on time of a project.
 - H 3 c. democratic leadership skill has positive effect on cost of a project.

3. Methodology

The quantitative research has adopted different research approaches available for investigating the causal relationship between the independent and dependent variable. For getting a validated and reliable research results, most suitable research approach has been followed.

3.1. Research Design

In management and business, research survey strategy is the common and popular strategy in use. It is generally used to respond what, who, how and where questions and is frequently related with deductive approach (Saunders et al., 2009).

3.2. Philosophical Paradigm

Positivist paradigm is suitable for achieving aims and objectives of the study. Since projects are all unique in nature and business situations are different, this approach is highly suitable. It tells the researcher to see from the perspective of respondents rather than by his own rationale. According to the above mentioned research objective that is examining the effect of Leadership skills on Project success.

3.3. Research Strategy Approach

In accordance with the requirement of this research study, quantitative research approach is adopted. The use of quantitative method is justified if the area of research topic is large and when there is a need to deduce causal relationships between variables (Gordon & Langmaid, 1998). This study objects to empirically test hypothesis and relationships among the variables of the theoretical model developed from the outcomes of the relevant previous studies. This study is related to the corporate sector and is intended to investigate the effect of leadership style on Project success. The survey method is adopted to conduct the research as it is likely appropriate strategy to conduct this research. For this purpose Project management

offices were consulted and responses were taken from Project Directors, Project Managers, Project Team Leaders and Project Team Members. Responses were taken from all levels of a Project staff upper, lower and middle.

3.4. Time Horizon

The study is market based and for the current time, so the time horizon of the study is cross sectional in nature and responses are collected at a given point in time.

3.5. Target Population and Sample Size

A target population is considered of the individuals or group of objects or workings that a researcher needs to find out (Cavana, et. 2000). To achieve the objectives and correct answers of the research questions of any study, data was gathered from the managers and team members who had ample experience in undertaking projects. Suitable targeted population for this study was the corporate sector of Islamabad and sample was taken from financial institutions, private sector, public sector and welfare/NGO sector of Pakistan.

3.6. Sample Size and Method

The study is basically under the Project management offices. Project staff is the main respondents for this study. Study by Crimp, (1995) shows that sample size between 30 and 500 is considered suitable for research methods. Sample size for this research study is 100.

3.7. Measuring Instruments and Measurement of Variables

For measuring the variables questionnaire is divided in two parts. First part is about the general information about the respondent gender, designation, experience, qualification and industry.

Second part of the questionnaire was about the assessment of Leadership, its dimensions democratic Leadership, Commanding Leadership and its effect on Project success, Project cost, Project time and project scope. 5 questions related to Leadership, 6 for Commanding Leadership, 5 for Democratic Leadership, 2 questions for Project success and one each for Project cost, time and scope. Linkert scale has been used for rating. 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree.

3.8. Methods for Statistical Analysis

The study was the blend of quantitative methods for achieving the objective of research study. For internal consistency measurement, Cronbach's alpha for independent and dependent variable was worked out by using spss. To test the hypothesis and to find conclusive answers chi-square values were analyzed. Descriptive statistical analysis using index mean scores and standard deviation from the mean values were analyzed. Spearmen rank correlation was used to examine linear correlation between Leadership and Project success along with their dimensions. Linear regression between dependent and independent variables along with their dimensions was analyzed.

4. Analysis, Findings and Results

This chapter is mainly divided into three main sections. The first section designated the total response rate regarding age, gender, qualification, experience and industry. The second part of the chapter describes the reliability statistics and descriptive statistics of Leadership, its dimensions Commanding Leadership and Democratic Leadership and Project success and its dimensions Project cost, time and scope. The third section focuses on the data, its relations with all the other variables. Furthermore it discusses the hypothesis and its relation with the dependent and independent variables.

4.1. Response Rate

A total of 100 questionnaires were required for the study and a 100% response rate was received from all the recipients of questionnaires.

4.2. Gender

Gender is distributed into two groups male and female. The response rate shows that 43 out of a sample of 100 respondents are female and the remaining 57 respondents are male. The population overall gives a positive impression in the corporate sector in Islamabad regarding the number of females working side by side with their male counterparts.

4.3. Designation

Designation level has been divided into four major categories of Project Director being highest level and moving to a lower level of Project Manager, moving further lower to Team Leader and lowest level being Team Member. The result shows out of 100 respondents 11 are Project Directors. There are 48 Project Managers who make the maximum number of respondents. Out of 100 respondents 18 fall into the category of Team Leaders and 23 are Team Members.

4.4. Experience

Designation for respondents have been divided into four categories less than 5 years, 5-10 years, 10-15 years and more than 15 years. The results show that out of 100 respondents 6 have experience of less than 5 years. 53 respondents fall into the category of having experience between 5-10 years. A number of 28 respondents fall into the third category of having experience of 10-15 years and the last category of having experience greater than 15 years has 13 respondents in total.

4.5. Qualification

Educational qualification of respondents have been divided into four categories Bachelors, Masters, M.Phil and PhD. Out of 100 respondents 12 respondents have education till Bachelors, a total of 53 respondents have completed their Masters. A total of 22 respondents are M. Phil and 13 respondents have done Ph.D.

4.6. Industry

Corporate sector of Islamabad has been divided into four sectors which include financial institutions, private firms, public sector and NGOs/ Welfare organizations. The result shows that out of 100 respondents 10 work in financial institutions, out of 100, 41 works in private firms, 39 respondents work in public sector and a total of 10 respondents are working for different projects in NGO/ Welfare organizations.

4.7. Frequency Distribution

		Statistics						
		leadership	Commanding leadership	Democratic leadership	Project success	Project Cost	Project Time	Project Scope
N	Valid	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0
Mean		4.1740	4.0220	3.9850	4.2050	3.9400	4.0400	4.2500
Median		4.2000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000
Mode		4.20	4.00	4.00 ^a	4.00	4.00	4.00	4.00

a. Multiple modes exist. The smallest value is shown

Table 1

The table 1 shows that leadership has a Mean of 4.17; Commanding Leadership has a mean of 4.0 where as democratic leadership has a mean of 3.9. The dependent variable Project success has a mean of 4.2, furthers sub variables of Project success are Project cost whose mean is 3.9; project time whose mean is 4 and last one is Project scope whose mean falls on 4.2. The table shows a median value of 4.2 for leadership and a uniform value of 4 for rest of the items on table. The mode values show 4.20 for leadership and the value is yet again 4 for rest of the independent and dependent variables in the table. Overall it appears that there is a positive response from most of the respondents as the values for all variables falls somewhere near 4.

4.8. Reliability Statistics

A research tool may said to be reliable if the items included in the test are homogeneous and internally consistent. One of which is the most widely used method of Cronbach's coefficient alpha. Cramer (1990) suggests it should be 0.8 for being acceptable as a good value for the proper examination of the reliability research tool (Managl, 2013).

4.9. Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
leadership	100	2.40	5.00	4.1740	.51220
Commanding leadership	100	2.20	4.60	4.0220	.39583
Democratic leadership	100	1.67	5.00	3.9850	.46366
Project success	100	1.50	5.00	4.2050	.49795
Project Cost	100	1.00	5.00	3.9400	1.26187
Project Time	100	1.00	5.00	4.0400	1.06287
Project Scope	100	2.00	5.00	4.2500	.62563
Valid N (listwise)	100				

Table 2

Descriptive statistics in table 2 shows that Leadership has a standard deviation of 0.51 where commanding leadership has standard deviation of 0.39, democratic leadership has a value of 0.46, project success has a standard deviation value of 0.49, project cost has a standard deviation of 1.26, project time has a standard deviation of 1.06 and project scope has a standard deviation of 0.62.

4.10. ANOVA Analysis of Variables

ANOVA analyses the variations within and between groups of data by comparing means. The F ratio or F statistics represents these differences. If the likelihood of any difference between groups occurring by chance alone is low, this will be represented by a large F ratio with a probability of less than 0.05. This is termed statistically significant (Sauders Lewis Thornhill 2009).

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.520	3	3.507	23.997	.000 ^a
	Residual	14.028	96	.146		
	Total	24.548	99			

a. Predictors: (Constant), Democratic leadership, leadership, Commanding leadership
 b. Dependent Variable: Project success

Table 3: Project Success

The table 3 shows the relationship between project success and the independent variables. The result shows a mean square value of 3.507, a very positive F value of 23.997 and a p value of 0.000. It shows a highly significant relationship between the Project Success and Leadership and its dimensions.

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.998	3	27.333	34.689	.000 ^a
	Residual	75.642	96	.788		
	Total	157.640	99			

a. Predictors: (Constant), Democratic leadership, leadership, Commanding leadership
 b. Dependent Variable: Project Cost

Table 4: Project Cost

The table 4 shows relationship between Project Cost and the independent variables. It shows the F value to be 34.68 and p value of 0.000 which shows a positive and a highly significant relation between Project Cost and Leadership.

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.785	3	18.928	33.005	.000 ^a
	Residual	55.055	96	.573		
	Total	111.840	99			

a. Predictors: (Constant), Democratic leadership, leadership, Commanding leadership
 b. Dependent Variable: Project Time

Table 5: Project Time

The table 5 depicts the relationship between Project time and Leadership. F value is 33 and p value is 0.000. These values show a positive and highly significant relationship of the Project Time with Leadership and its dimensions commanding and democratic.

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.646	3	3.882	13.749	.000 ^a
	Residual	27.104	96	.282		
	Total	38.750	99			

a. Predictors: (Constant), Democratic leadership, leadership, Commanding leadership
 b. Dependent Variable: Project Scope

Table 6: Project Scope

The table 6 shows an F value of 13.749 and p value of 0.000. This overall gives a strong and significant relationship among the variables and shows that the predictors Leadership and its two dimensions commanding and Democratic can predict significantly for Project Success.

4.11. Regression Statistics

Regression analysis can be used to predict the value of a dependent variable if given the values of one or more independent variables. The regression coefficient can be a good measure of how good a predictor your regression equation is likely to be. Beta is actually a slope of the regression line and the beta also refers to the direction of the regression line whether it is positive or negative. Beta show the rate of change in dependent variable brought about by the independent variable.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.655 ^a	.429	.411	.38226

a. Predictors: (Constant), Democratic leadership, leadership, Commanding leadership

Table 7: Project Success

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.995	.429		2.321	.022
	leadership	.332	.085	.341	3.903	.000
	Commanding leadership	-.008	.133	-.006	-.060	.952
	Democratic leadership	.466	.114	.434	4.075	.000

a. Dependent Variable: Project success

Table 7.1

In Table 7 R shows a high multiple co relation with dependent variable Project Success with a value of 0.655 and explains the linear composite of the Leadership shows a 42.9% variation in Project success. The table 7.1 shows value of beta value of 0.333, which depicts that 1 unit change in Leadership, can bring 0.332% change in Project success. The t value is 3.903 and the p value shows a value of 0.000, which depicts a significant relation among Leadership and Project success. Beta value for Commanding Leadership is -0.008, the value for t is -0.060 and the p value are 0.952, which shows an inverse relationship between the Commanding Leadership and Project success. The table 7.1 shows beta value for Democratic Leadership to be 0.466 which shows 1 unit change in Commanding Leadership can bring 0.466% change in Project success. The t value is 4.075 and p value is 0.000. The values depict a significant relation between Democratic Leadership and Project success.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721 ^a	.520	.505	.88766

a. Predictors: (Constant), Democratic leadership, leadership, Commanding leadership

Table 8: Project Cost

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.102	.996		.102	.919
	leadership	1.979	.197	.803	10.022	.000
	Commanding leadership	-.986	.309	-.309	-3.193	.002
	Democratic leadership	-.114	.265	-.042	-.430	.668

a. Dependent Variable: Project Cost

Table 8.1

The table 8 shows an R value of 0.721 which shows high multiple correlations between Leadership and Project Cost. The coefficient of regression R gives a value of 0.520 which shows a 52% change in Project Cost. The table 8.1 shows the beta value of 1.979 for Leadership which depicts a change of 1.979% in Project cost by one unit change of Leadership. The t value is 10.022 and p value of 0.000 for leadership. This depicts a positive and high significance among the Leadership and Project cost. Commanding Leadership gives a beta value of -0.986 which shows a strong but inverse relation among the variables. The t value also shows a -3.193 and p value of 0.002. This depicts a negative but significant relation among Project cost and Commanding Leadership. The table shows a beta value of -0.114 which shows 1 unit of Democratic Leadership brings 0.114% decrease in Project cost. The t value is -0.430 and p value of 0.668 which shows there is no significant relation between Democratic Leadership and Project cost.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 ^a	.508	.492	.75729

a. Predictors: (Constant), Democratic leadership, leadership, Commanding leadership

Table 9: Project Time

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.291	.849		.342	.733
	leadership	1.664	.168	.802	9.881	.000
	Commanding leadership	-.274	.263	-.102	-1.040	.301
	Democratic leadership	-.526	.226	-.229	-2.323	.022

a. Dependent Variable: Project Time

Table 9.1

The model summary for Project time and Leadership and its dimensions show a high multiple correlation value R= 0.713 and the coefficient of determination R square is 0.508 which depicts a change of 50.8% in Project Time. The second table of coefficients 9.1 shows the beta value of Leadership and Project time to be 1.664 which shows that one unit change in Leadership causes 1.664% change in Project time. The t value is 9.881 and the p value is 0.000. This shows the relation between Leadership and Project time to be positive and highly significant. The value for Commanding Leadership gives a negative value of beta which is -0.274 and depicts one unit change in Commanding Leadership decreases the Project time value by 0.274%. The value for t is also negative -1.040 and p shows a non significant value of 0.301. The beta for Democratic Leadership is -5.26 and depicts a unit change of Democratic Leadership brings a 5.26% decrease in project time value. The t value is -2.323 and the value for probability is 0.022 which depicts a significant relation between Democratic Leadership and Project time.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.548 ^a	.301	.279	.53135

a. Predictors: (Constant), Democratic leadership, leadership, Commanding leadership

Table 10: Project Scope

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.185	.596		1.989	.050
	leadership	.533	.118	.436	4.507	.000
	Commanding leadership	-.134	.185	-.085	-.724	.471
	Democratic leadership	.346	.159	.256	2.178	.032

a. Dependent Variable: Project Scope

Table 10.1

The model summary for Project time and Leadership and its dimensions show a high multiple correlation value R=0.548 and the coefficient of determination R square is 0.301 which depicts a change of 30.1% in Project Scope. Table10.1shows the beta value of Leadership and Project scope to be 0.533 which shows one unit change of Leadership brings 0.533% change in Project scope. The value for t is 4.507 and value for p is 0.000 which depicts a positive and significant relation between the variables. The beta value for beta is -0.134 which shows an inverse relation between Commanding Leadership and Project scope. This depicts that a unit change in Commanding Leadership brings 0.134% decrease in Project scope. The value for t is -0.724 and p is 0.471. This depicts a negative and not a significant relation between Commanding Leadership relationship and Project scope. The beta value for Democratic Leadership is 0.346 which depicts a unit change of Democratic Leadership brings 0.346% increase in Project scope. The value for t is 2.178 and p shows a value of 0.032 which depicts a highly significant relationship between Democratic Leadership and Project scope.

4.12. Partial Correlations

A correlation coefficient enables you to quantify the strength of the relationship between two ranked or quantifiable variables. This coefficient represented by letter r, can take on any value between -1 to +1. For the data collected from a sample

you will need to know that the probability of your correlation coefficient having occurred by chance alone. If one of the variables contains rank data you will need to rank the other variables and use Spearman's rank correlation coefficient.

		Leadership	Commanding Leadership	Democratic Leadership	Project Success	Project Cost	Project Time	Project Scope
Leadership	Correlation Coefficient Sig (2-tailed)	1.000 .						
Commanding Leadership	Correlation Coefficient Sig (2-tailed)	.225* .024	1.000 .					
Democratic Leadership	Correlation Coefficient Sig (2-tailed)	.329** .001	.538** .000	1.000 .				
Project Success	Correlation Coefficient Sig (2-tailed)	.418** .000	.285** .004	.425** .000	1.000 .			
Project Cost	Correlation Coefficient Sig (2-tailed)	.630** .000	-.154 .126	.133 .188	.373** .000	1.000 .		
Project Time	Correlation Coefficient Sig (2-tailed)	.548** .000	-.039 .701	.028 .779	.390** .000	.831** .000	1.000 .	
Project Scope	Correlation Coefficient Sig (2-tailed)	.436** .000	.199* .047	.331** .001	.438** .000	.563** .000	.691** .000	1.000 .

Table 11

The table 11 shows the relation between Commanding Leadership and Leadership as significant as $r = 0.225$ and value of $p = 0.024$. The relation between Leadership and Democratic Leadership is also positive and highly significant as $r = 0.329$ and $p = 0.001$. The relation between independent variable Leadership and dependent variable Project Success is also strongly positive and highly significant as $r = 0.418$ and $p = 0.000$. The table shows correlation between dependent variable Project Cost and independent variable Leadership and it depicts a strongly positive and highly significant correlation as $r = 0.630$ and $p = 0.000$. The table 10 shows a correlation between independent variable Leadership and dependent variable Project time. The values depict a strong positive correlation and high significance among variables as $r = 0.548$ and $p = 0.000$. The correlation analysis of Project scope and Leadership shows a positive and statistically significant relation among these variable as $r = 0.436$ and $p = 0.000$. The analysis shows a highly positive and significant relation among the independent variables Commanding Leadership and Democratic Leadership. The value for $r = 0.538$ and $p = 0.000$. The correlation data analysis for independent variable Commanding Leadership and Project success shows a positive and significant relationship where $r = 0.285$ and $p = 0.004$. The Spearman's rank correlation between independent variable dimension Commanding Leadership and dependent variable Project cost gives a negative and insignificant relation among the variables as $r = -0.154$ and $p = 0.126$. The values of Commanding Leadership and Project times depicts a negative and insignificant correlation as $r = -0.039$ and $p = 0.701$. The correlation analysis between Commanding Leadership and Project scope gives positive and statistically significant relation. The correlation data analysis of Democratic Leadership and dependent variable Project success depicts a highly positive and strongly significant value as $r = 0.425$ and $p = 0.000$. The value for Democratic Leadership and dependent variable Project cost gives a positive but insignificant correlation among variables as $r = 0.133$ and $p = 0.188$. Similarly Democratic Leadership and its correlation with Project time gives an insignificant and weak relation among variables as $r = 0.028$ and $p = 0.779$. The correlation data analysis between Democratic Leadership and Project scope gives a positive and highly significant relation among these variables. The correlation analysis between Project success and Project cost gives positive and highly significant values as $r = 0.373$ and $p = 0.000$. The table shows a significant correlation between Project success and project time. The values being $r = 0.390$ and $p = 0.000$. The correlation between Project success and Project scope is also positive and highly significant as $r = 0.438$ and $p = 0.000$. The correlation data analysis of Project cost and Project time gives a strongly positive and highly significant value as $r = 0.831$ and $p = 0.000$. The correlation between Project cost and Project scope gives a strongly positive and highly significant values as $r = 0.563$ and $p = 0.000$. The Spearman's correlation values for project time and Project scope is r being 0.691 and p is 0.000 . This gives a strongly positive and highly significant relation between the variables.

The analysis overall shows that the conceptual framework of the research model is mostly positive and highly significant and also shows the model fit.

4.13. Non Parametric Test

➤ Chi Square

The Chi square test is used to determine whether a difference between two categorical variables in a sample is likely to reflect a real difference between these two variables in the population. The sample data is used to calculate a single number, the size of which reflects the probability p value that the observed difference between the two variables has occurred by chance that is due to sampling error. (Mangal 2013)

Test Statistics							
	leadership	Commanding leadership	Democratic leadership	Project success	Project Cost	Project Time	Project Scope
Chi-Square ^{a,b,c,d,e,f}	74.240	96.800	73.680	107.600	69.800	79.100	82.800
df	11	9	12	5	4	4	3
Asymp. Sig.	.000	.000	.000	.000	.000	.000	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 8.3.
 b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 10.0.
 c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 7.7.
 d. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 16.7.
 e. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.0.
 f. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 25.0.

Table 12

The results in table 12 show a chi square value for Leadership as 74.240 (which is >21), the value for Commanding Leadership to be 96.800 (which is >16), the value for Democratic Leadership to be 73.680 (which is >21), the value for project success to be 107 (which is >11), the value for Project cost to be 69.800 (which is >9.5), the value for Project time to be 79.100 (which is >9.48) and the value for Project scope to be 82.800 (which is >7.8).

The probability for all the variables independent and dependent for occurrence by chance is very low and shows a high statistical significance between variables.

5. Discussion of the Hypothesis

H1. Leadership skills have positive effect on project success.

All the results and analysis shows that the hypothesis is true. The value for chi square shows a high significance and rejects null hypothesis. Regression analysis shows a positive and significance result and rejects null hypothesis. Descriptive analysis shows that respondents agree with the effect of Leadership. Spearman rank Correlation coefficient value gives a positive and significant relation among the variables.

H1.1. leadership skills have positive effect on cost of a project.

All the results and analysis shows that the hypothesis is true. The value for chi square shows a high significance and rejects null hypothesis. Regression analysis shows a positive and significance result and rejects null hypothesis. Descriptive analysis shows that respondents agree with the effect of Leadership. Spearman rank Correlation coefficient value gives a positive and significant relation among the variables.

H1.2. leadership skills have positive effect on time of a project.

All the results and analysis shows that the hypothesis is true. The value for chi square shows a high significance and rejects null hypothesis. Regression analysis shows a positive and significance result and rejects null hypothesis. Descriptive analysis shows that respondents agree with the effect of Leadership. Spearman rank Correlation coefficient value gives a positive and significant relation among the variables.

H1.3. leadership skills have positive effect on scope of a project.

All the results and analysis shows that the hypothesis is true. The value for chi square shows a high significance and rejects null hypothesis. Regression analysis shows a positive and significance result and rejects null hypothesis. Descriptive analysis shows that respondents agree with the effect of Leadership. Spearman rank Correlation coefficient value gives a positive and significant relation among the variables.

H2. Commanding skill has positive effect on project success.

All the results and analysis shows that the hypothesis is not true. The value for chi square shows a high significance and rejects null hypothesis. Regression analysis shows a negative and insignificance result. Descriptive analysis shows that respondents agree with the effect of Commanding Leadership. Spearman rank Correlation coefficient value gives positive and

significant relation among the variables. Overall we can say that Commanding Leadership skills do not have a positive effect on success of the Project but rather an inverse relation among the variables.

H2.1. Commanding leadership skills have positive effect on cost of a project.

All the results and analysis shows that the hypothesis is not true. The value for chi square shows a rejection of null hypothesis. Regression analysis shows a negative but significant result. Descriptive analysis shows that respondents give a positive stance when it comes to Project cost. Spearman rank Correlation coefficient value gives an insignificant relation among the variables. Overall there is an inverse relation among the variables and we can say that Commanding Leadership skills do not have a positive effect on Cost of the Project but rather a negative effect on it.

H2.2. Commanding leadership skill has positive effect on time of a project.

All the results and analysis shows that the hypothesis is not true. The value for chi square shows a rejection of null hypothesis. Regression analysis shows a negative and insignificance result. Descriptive analysis shows that respondents give a neutral stance when it comes to Project cost. Spearman rank Correlation coefficient value gives a negative and insignificant relation among the variables. Overall there is a negative relation among the variables and we can say that Commanding Leadership skills do not have a positive effect on scope of the Project but rather an inverse effect on it.

H2.3. commanding leadership skill has positive effect on scope of a project.

All the results and analysis shows that the hypothesis is not true. The value for chi square shows a high significance and rejects null hypothesis. Regression analysis shows a positive and significance result and rejects null hypothesis. Descriptive analysis shows that respondents agree with the effect of Commanding Leadership. Spearman rank Correlation coefficient value gives a positive and significant relation among the variables. Overall we can deduce that Commanding Leadership has positive effect on scope of a Project.

H3. Democratic skill has positive effect on project success.

All the results and analysis shows that the hypothesis is true. The value for chi square shows a high significance and rejects null hypothesis. Regression analysis shows a positive and significance result and rejects null hypothesis. Descriptive analysis shows that respondents agree with the effect of Democratic Leadership. Spearman rank Correlation coefficient value gives a positive and significant relation among the variables. Overall we can deduce that Democratic Leadership has positive effect on success of a Project.

H3.1 democratic leadership skill has positive effect on cost of a project.

All the results and analysis shows that the hypothesis is not true. The value for chi square shows a rejection of null hypothesis. Regression analysis shows a negative and insignificance result. Descriptive analysis shows that respondents give a neutral stance when it comes to Project cost. Spearman rank Correlation coefficient value gives a negative and insignificant relation among the variables. Overall there is a negative relation among the variables and we can say that Democratic Leadership skills do not have a positive effect on scope of the Project but rather an inverse effect on it.

H3.2. democratic leadership skill has positive effect on time of a project.

All the results and analysis shows that the hypothesis is not true. The value for chi square shows a rejection of null hypothesis. Regression analysis shows a negative but significance result. Descriptive analysis shows that respondents give a neutral stance when it comes to Project cost. Spearman rank Correlation coefficient value gives a weak and insignificant relation among the variables. Overall there is a weak relation among the variables and we can say that Democratic Leadership skills do not have a positive effect on scope of the Project but rather an inverse effect on it.

H3.3. democratic leadership skill has positive effect on scope of a project.

All the results and analysis shows that the hypothesis is true. The value for chi square shows a high significance and rejects null hypothesis. Regression analysis shows a positive and significance result and rejects null hypothesis. Descriptive analysis shows that respondents agree with the effect of Democratic Leadership. Spearman rank Correlation coefficient value gives a positive and significant relation among the variables. So it shows that Democratic Leadership has positive effect on scope of a Project.

6. Conclusions

Companies can improve their projects success by considering a Project manager's leading abilities. It is evident that Leadership skills have an important role in the outcome of a Project. Overall Leadership positively and strongly affects a Project's success. It helps Project finish on time, within budget and according to the scope laid out.

Commanding Leadership shows a positive effect on overall projects success but if manager tries a very strict Commanding Leadership approach, it could have a negative effect on Project budget/cost. Commanding Leadership shows a negative and insignificant relation with Project time. Similarly it has an overall weak relation with Project scope.

Democratic Leadership shows a positive and strong relation with Project success. Democratic Leadership has an insignificant and weak relation with Project cost. Democratic Leadership shows an overall insignificant and weak relation with Project time too. There seems to be a positive and significant relation with scope of a Project.

7. Practical Implications

To measure the success of project manager and project we depend largely on scope of project and the final product. It requires assessment of the organization culture and to match the objectives of projects with those of the organization's culture.

This will show that whether any project will be quality driven, cost driven or time driven. If the company's culture is quality/value driven the project manager should emphasize on exceeding the needs of the customer, ethical values, reducing errors and increasing industry's standards.

Most of value / quality driven projects are managed through governments or research facilities that have additional funding in their hands. For such projects, project managers need be the flexible and creative, they are given more authority to delegate power, tasks and authority to subordinates. In the light of the findings of the survey undertaken for this thesis, a project manager can increase productivity by delegating power and authority as a leader. By decentralizing his position of power, the project manager not only has more control of the project, he/she has also increase employee morale.

Additionally, for cost driven projects, the project manager needs his analytical skills and to involve more deeply in the financial aspect of the project in order to have more control of finances. With the help of financial knowledge the project manager can decide whether to reduce labor hours, quality or just increase expenses. However, as long as the profit margins remain accordingly and the company makes an adequate profit, the project is considered successful.

On the other hand, some projects are time driven. Time driven projects require project manager to exercise excellent skill of time management, planning and communication. While all this skills are critical for any projects they are extremely crucial for time driven projects.

These critical factors are not a direct formula for success; instead they are a guideline that if used effectively can produce significant positive results.

8. Limitations

Limited information was available on the link between Project and its impact on overall organization's objectives.

This study has some limitations which are because of the time constraints. The study could have included more leadership styles like coaching, Affiliative, assertive, laissez faire.

The study has been done only through cross sectional study in corporate sector of Islamabad but it should also be seen through longitudinal studies.

The study is currently limited to Islamabad but can also be expanded to other major cities of the country where projects are undertaken widely.

In future research, manager perceptions and how organization will implement such practices should be studied.

Effect of leadership skills on critical project constraints like risk and quality can also be studied in future.

Other sectors than the corporate sector can also be studied.

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