

# Project Management and Dynamic Work Environments: The relationship between Leadership in Dynamic Work Environments in Kurdistan

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**Abstract**— *The primary goal of this research is to look into the relationship between transformational leadership attributes and the effectiveness of construction project teams. The research was conducted in Erbil, Kurdistan, at five distinct construction enterprises. The current investigation was analyzed using a quantitative approach. This study has a total of 71 participants. The maximum value for idealized influence characteristic = .737 > 0.01 and P-value = .000 was found, indicating that there is a substantial positive relationship between idealized influence and the effectiveness of project building teams.*

**Keyword**— *Project Management, Dynamic Work Environment, Construction project management, leadership, Kurdistan.*

## I. INTRODUCTION

In today's competitive business environment, increasing globalization of the corporate world has had a significant impact on project team management (Ali, 2014), as well as good communication with suppliers and project sponsors, to ensure a successful project construction. When it comes to collaborating with team members (Ali et al. 2021), project developers, project clients, banking sectors, contractors, and designers, today's construction projects encounter numerous problems. The key issues facing the construction industry (Ali et al. 2021), according to (Abdullah et al. 2021), are developing an international learning capacity, multinational flexibility, and establishing readiness for entering a competitive marketplace (Ahmed et al. 2021). Project construction is required to establish an effective team project in order to maintain and sustain competitiveness in the marketplace; consequently, the project manager will have the primary and crucial function in constructing an effective project team (Akoi et al. 2021). The purpose of this study is to look into the job of a transformational project manager and how they may help manage effective team projects in the workplace (Ali & Anwar, 2021). Managing a construction project is a difficult task. For the current study, the researcher selected Leadership (Ali et al. 2021). The concept of leadership is "a

leadership approach that promotes good changes in the social system and in individuals, resulting in leaders who were once followers (Andavar et al. 2020). It boosts followers' morale, motivation, and productivity. Contractors are striving to improve their performance in their fields as per increasing competition in the construction industry versus high demand from users (Anwar & Abd Zebari, 2015), little resources and knowledge on environment with high demand from users, contractors are striving to improve their performance in their fields as per increasing competition in the construction industry versus high demand from users (Anwar & Abdullah, 2021), little resources and knowledge on environment with high demand from users, contractors are striving to improve (Anwar & Balcioglu, 2016). According to (Anwar & Climis, 2017), in South Africa, the reasons for client discontent in the construction sector were investigated, and numerous elements that influence project performance were discovered, including contractors' lack of capabilities, dispute, and bad workmanship. According to (Anwar & Ghafoor, 2017) when multidiscipline professions are participating in a project, project role differentiation occurs, which leads to unfavorable associations among project participants (Anwar & Qadir, 2017).

## II. LITERATURE REVIEW

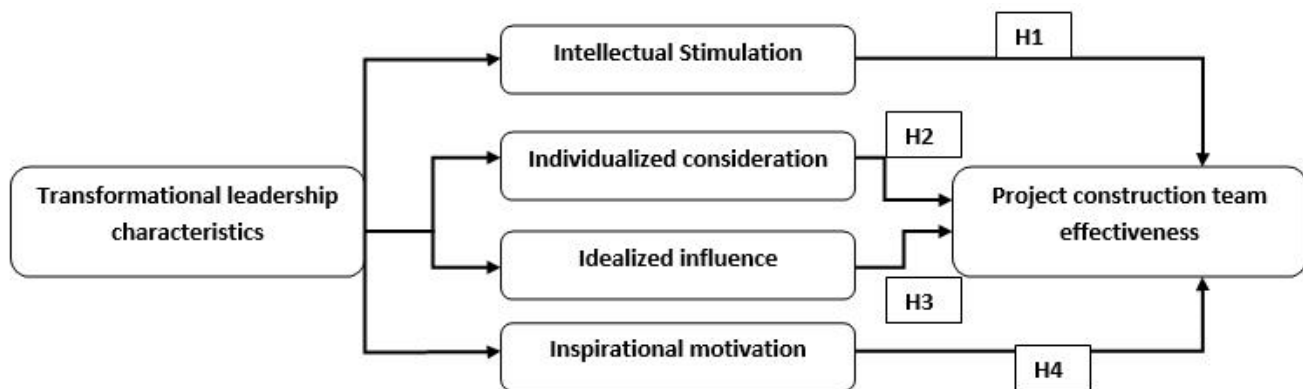
Currently, many leaders, academic scholars, and project managers are focusing their attention and efforts on developing effective project teams (Anwar & Shukur, 2015) and several scholars and project managers consider developing effective project teams to be one of the most important leadership qualities that ensures the projects' success and effectiveness, as well as the construction project's ability to adapt (Anwar & Surarchith, 2015). The purpose of this literature review is to identify the factors that are most likely to influence productive teams. In order to apply this, however, it is necessary to first illustrate what is characterised and what the term "team" means. A team is more than just a collection of people working together to achieve a common goal (Anwar, 2016). A team is a collection of individuals who rely on one another's efforts as well as the specific capabilities and skills of each co-dependent team member (Anwar, 2017). To accomplish a common goal, team members divide and share resources, authority, and responsibility. Typically, team members feel empowered to carry out important tasks and responsibilities within their own individual limitations. Both within the team and the team (Anwar, K., & Louis, 2017), efforts and outcomes are experienced by existing the cooperation among team members (Aziz et al. 2021). To have effective and productive team members, the project manager should supervise and monitor the project team's efficacy, recognize major positive interdependence, face-to-face communication, and hold each team member individually accountable (Demir et al. 2020). When project team members work together to employ the capabilities required to achieve a certain goal, they are said to be working together (Faraj et al. 2021). The purpose of project team building is to improve group project efforts and problem-solving abilities (Hameed & Anwar, 2018). Several benefits of effective team projects have been demonstrated (Hamza et al. 2021), including: transforming a broader sense of goal into specific outcome objectives, creating and building the correct combination of capabilities to achieve a high project outcome, successful methods of resolving team practice

problems, and explanation of the tetrahedron (Ismael et al. 2021). As a result, the purpose of this study is to look at the impact of leadership traits on the effectiveness of project teams in the construction industry. Individualized consideration, intellectual stimulation, Inspirational motivation, and Idealized influence are the four pillars of leadership, according to (Jamal et al. 2021). When a leader takes on the role of mentor and strives to meet the requirements of his or her followers, this is referred to as individualized consideration. When a leader embraces risks and stimulates assumptions, this is known as intellectual stimulation. Inspirational motivation occurs when a leader motivates his or her people by demonstrating vision and optimism. Idealized influence occurs when a leader becomes the pinnacle of ethics in the eyes of his or her followers, earning their trust and esteem (Sabir et al. 2021).

The construction industry faces a significant problem in terms of labor productivity. According to (Saleh et al. 2021), labor costs account for 30 to 50 percent of total project costs in the majority of countries, and this is a realistic representation of the economic prosperity of operations. Different forms of Augmented Reality (AR) technology are being used in the Architecture, Engineering, and Construction (AEC) industry to improve construction projects at various stages. AR is a technology that improves the real-world experience by overlaying visuals and virtual data on top of actual space (Sorguli et al. 2021).

In the architecture, engineering, and construction (AEC) and facility management (FM) industries, augmented reality (AR) technologies are helpful on three levels. Interaction, Visualization, and Information Retrieval are the three levels (Talim, et al. 2021), according to (Top & Ali, 2021), the cost of project performance is affected by the following factors: leadership skills, climatic conditions, economic conditions, coordination among project participants (Abdullah et al. 2021), feedback and monitoring among project participants, climatic conditions, top management, project manager capabilities, decision making, and owners' capabilities (Ahmed et al. 2021).

**CONCEPTUAL FRAMEWORK**



Independent variables

Fig.1: Research Model

**Research hypothesis:**

According to the research model, the researcher developed the following research hypothesis:

- H1: There is a positive relationship between leader’s intellectual stimulation and project construction team effectiveness.
- H2: There is a positive relationship between leaders’ individualized consideration and project construction team effectiveness.
- H3: There is a positive relationship between leader’s idealized influence and project construction team effectiveness.
- H4: There is a positive relationship between leader’s inspirational motivation and project construction team effectiveness.

**III. RESEARCH METHODOLOGY**

**Design of the Study**

The aim of this study is to examine the relationship between Leadership characteristics and project construction team effectiveness. A quantitative method was used to analyze the current study. The questionnaire was divided into two sections, the first section consisted of demographic questions; starting with respondent’s age and respondents’ gender. The second part of the questionnaire consisted of 48 questions, 10 questions were related to intellectual stimulation characteristic, 10 questions were related to individualized consideration characteristic, 12 questions

were related to idealized influence characteristic, 9 questions were related to intellectual stimulation characteristic, inspirational motivation and 10 questions were related to project construction team effectiveness.

**Sampling Size and Target Population**

The researcher used a random sampling method, where all participants had equal chances of being selected for the sample. The study was carried out at 5 construction companies in Erbil. The researcher distributed 90 questionnaires; only 71 questionnaires were received and completed properly.

**IV. RESULTS AND ANALYSIS**

Table.1: Demographic analysis

Items	Scales	Frequency	Percent
Age	20-29	15	21.1
	30-39	34	47.9

	<b>40-49</b>	18	25.4
	<b>50+</b>	4	5.6
<b>Gender</b>	<b>Male</b>	59	83.1
	<b>Female</b>	12	16.9

Table (1) shows demographic analysis in this study, 21.1% of participants were from 20-29 years old, 47.9% of participants were from 30-39 years old, 25.4% of participants were from 40-49 years old and 5.6% of participants were from 50 years old and above. 83.1% from all participants were male and 16.9% were female.

Table.2: Reliability Statistics

Cronbach's Alpha	N of Items
.822	48

Table (2) shows the reliability tests for four variables (intellectual stimulation, inspirational motivation, idealized influence and individualized consideration) as independent variables and project construction team effectiveness as dependent variable. Based on the reliability tests, the researcher found out Cronbach's Alpha for 15 items =.708 which are greater than .6 this means that 15 items were reliable for this study.

Table.3: Correlations analysis

Items	Pearson correlation	Intellectual stimulation	Individualized consideration	Idealized influence	Inspirational motivation
Project construction team	Pearson correlation	.749**	.734**	.929**	.422**
	Sig.(2-tailed)	.000	.000	.000	.000
	N	71	71	71	71

\*\* correlation is significant at level 0.05

Table (3) shows the correlation between independent variables (intellectual stimulation, inspirational motivation, idealized influence and individualized consideration) and project construction team effectiveness as dependent variable. The value of R for between intellectual stimulation and project construction team effectiveness =.746\*\* which indicates that intellectual stimulation is significantly correlated with project construction team effectiveness, the value of R for between individualized consideration and project construction team effectiveness =.734\*\* which indicates that individualized consideration is

significantly correlated with project construction team effectiveness, the value of R for between idealized influence and project construction team effectiveness =.929\*\* which indicates that idealized influence is significantly correlated with project construction team effectiveness and the value of R for between inspirational motivation and project construction team effectiveness =.422\*\* which indicates that inspirational motivation is significantly correlated with project construction team effectiveness.

Table.4: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946 <sup>a</sup>	.895	.889	.10374
a. Predictors: (Constant), Inspirational, Idealized, Individualized, Intellectual				

As shown in the table (4), the value of R square = .895 which indicates that 89% of variables have been explained.

Table.5: ANOVA

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.047	4	1.512	140.463	.000 <sup>b</sup>
	Residual	.710	66	.011		
	Total	6.757	70			

a. Dependent Variable: Project team effectiveness

b. Predictors: (Constant), Inspirational, Idealized, Individualized, Intellectual

Table (5) shows the value of F for an independent variables and a dependent variable is 140.463 >1 which indicates there is a significant association between four independent variables and dependent variable.

Table.6: Coefficients

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	P-value
	B	Std. Error	Beta		

1	(Constant)	.167	.191		.875	.385
	Intellectual	.083	.106	.069	.778	.439
	Individualized	.400	.090	.366	4.455	.000
	Idealized	.737	.085	.727	8.687	.000
	Inspirational	-.267	.090	-.237	- 2.962	.004
a. Dependent Variable: Project team effectiveness						

Table (6) shows the coefficients analysis for this research. As seen in the above table the value Beta for intellectual stimulation characteristic = .083 > 0.01, which means there is a weak positive relation between intellectual stimulation and project construction team effectiveness, the value Beta for individualized consideration characteristic = .400 > 0.01, which means there is a weak positive relation between individualized consideration and project construction team effectiveness, the value Beta for idealized influence characteristic = .737 > 0.01, which means there is a strong positive relation between idealized influence and project construction team effectiveness and the value Beta for inspirational motivation characteristic = -.267 > 0.01, which means there is no relation between inspirational motivation and project construction team effectiveness.

### V. CONCLUSIONS

The multiple regression analysis used to analyze the current study. The researcher found out that the highest value among all transformational leaders' characteristics was idealized influence. In terms of the first characteristics the results revealed that the value Beta for intellectual stimulation characteristic = .083 > 0.01, which means there is a weak positive relation between intellectual stimulation and project construction team effectiveness, therefore; the first research hypothesis was weakly supported, the value Beta for individualized consideration characteristic = .400 > 0.01, which means there is a weak positive relation between individualized consideration and project construction team effectiveness, therefore; the second

research hypothesis was weakly supported, , the value Beta for idealized influence characteristic = .737 > 0.01, which means there is a strong positive relation between idealized influence and project construction team effectiveness, accordingly the third research hypothesis was supported, the value Beta for inspirational motivation characteristic = -.267 > 0.01, which means there is no relation between inspirational motivation and project construction team effectiveness, therefore the fourth research hypothesis was weakly supported.

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