



RESEARCH PAPER

The Impacts of Leadership Style on the Team Performance in The Construction Sector of Pakistan

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ABSTRACT

The objective of this study is to shed light on the importance of leadership styles and their impact on team performance in the construction sector of Pakistan. The findings of this research can help leaders and managers in the construction industry adopt appropriate leadership approaches to improve team performance, improve project outcomes, and ultimately contribute to the growth and development of the sector. Leadership styles have a key role in the success of construction industry projects. The construction industry is a vast and complex industry and is known for a number of decisive factors involved. Hence, the role of project leadership is critical to the success of this industry. Data collection was done using a questionnaire. A total of 202 responses were considered for the study which is 67.33 percent of 300 the data was collected from employees of different construction industries in KPK Pakistan. The probability sampling technique is used to gather data. The data was analyzed in SPSS and the results were significant. The current study has practical and theoretical implications. Findings suggest that a significant relationship exists between leadership style and team performance. Also leadership plays a very important role in the construction industry. Future research dimensions and recommendations are also presented.

KEYWORDS Construction Industry, Leadership Style, Team Performance

Introduction

For Leadership style is extremely important for project; previous research has shown that different leadership styles have varying effects on project performance. Leadership, team development, motivation, communication, persuasion, decision-making, political and cultural awareness, bargaining, trust development, conflict resolution, and coaching are all covered in the PMBOK® (PMI, 2017b).

Leadership is essential in any organization or culture since it is based on individual traits and a strong relationship between a leader and a supporter. (Silva, 2014). Leadership in any company cannot be attributed to a single individual; it is inherently distributed. Leadership is essential in every organization. The leadership style of the organization/institutional is also essential.

A team's performance can be impacted by a variety of leadership ideologies, claim Mahdinezhad et al. (2013). Academics and researchers have both shown a growing interest in information sharing. Sharing knowledge also tends to improve high performance outcomes, profitability, and productivity. Therefore, in order to share knowledge to take place during team activities, leaders must have the appropriate leadership style. This will make it more likely that the efficiency and effectiveness of their team will result in high-performance outcomes, boost productivity, and boost profitability.

According to Mahdinezhad et al. (2013), several leadership philosophies can affect how well a team performs. Researchers and academics have also been increasingly interested in sharing knowledge. Sharing of knowledge also tends to increase productivity, profitability, and high performance results. Therefore, it is essential for leaders to have a proper leadership style and information sharing to occur in team activities. This will help to ensure that their team's efficiency and effectiveness tend to produce high-performance results, increase productivity, and increase profitability.

Literature review:

Leadership is essential in any organization or culture since it is based on individual traits and a strong relationship between a leader and a supporter.(Silva, 2014). Leadership in any company cannot be attributed to a single individual; it is inherently distributed.

Leadership style

The methods and behaviors a leader employs to guide, motivate, and manage others are referred to as their leadership, according to Becker (2016) He continues by saying that an individual's leadership style impacts how he develops and accomplishes goals and takes into account the needs of his team and the potentials of stakeholders. Whether the workforce is highly motivated depends on the type of leadership the environment requires.

Team Performance

The team requires participants who not only meet their official work behavior standards, but also participate in collaborative, proactive, and inquiry-based team discussions, Hill, (2016). Such productive conversations lead to improve team performance. Team performance continues to be significant for organizational scholars D'Innocenzo et al., (2016). Little is known about what makes a team successful.

In teams, team members practice leadership at the same time (Gu et al., 2020) when people are ready to share their duties, demonstrate a strong commitment to their team participants, plan smartly, and listen carefully to each other, effective teams emerge. Conversely, if team members withhold information from each other, it will affect decision-making and create conflict within the team, which causes a waste of time and impacts team performance. Along with these difficulties in mind, Paul (2016) suggested that team leadership style is essential to overcome them.

Theoretical Framework

Leadership style and Team Performance

Leadership has been identified as an important topic in the field of organizational behavior; it is one of the dynamics that affect individual and organizational interactions (Obiwuru et al., 2011). Leadership clearly plays an important role in the success of any project, with all established leadership types producing different scenario results (Khan et al., 2012).

Leadership style impact on the team performance; this is supported by the research of Guterres and Supartha (2016) which states that leadership style impact influences team performance.

Leadership style and construction project manager

The influence of leadership styles on the construction sector has not been thoroughly studied. Thus, it would be important to investigate the connection between leadership style and project success (Aga et al., 2016). A study on the impact of project managers' leadership style on construction projects is also encouraged by certain

academics. (Tyssen et al., 2014). According to (Banihashemi et al., 2017) The project manager has a significant impact on a project's success

On other hand, other opinions describe that (Obiwuru et al., 2011) the construction Project is critically affected by the project manager. Project Leadership (project manager) controls the project success through team performance in the construction industry.

Hypothesis

H1. Does leadership style impact on the team performance?

H2. How to identify the role of leadership style (project manager) in the construction industry?

Material and Methods

Description of Research Design

Any research methodology calls for the ways in which a researcher collects data, organizes it, and analyzes it to arrive at meaningful results. This is a quantitative study to examine the influence of leadership styles on team performance in the construction industry. Surveys are suggested as a research approach to examine and gather information from employees. "Survey strategy is typically associated with the deductive approach and is used to collect quantitative data that can be analyzed using descriptive statistics," according to Saunders et al. (2009).

Population and Sampling

The population for this study is the team members of the construction industry in KPK district kohat. Probability sampling, according to Sekaran (2011), is based on particular specific methodologies and techniques. With the above characteristics of both methodologies and study aims in mind, convenience sampling will be employed to gather responses from the construction industry. The participants in this study are the team members which are part of the construction Sector in KPK. The sample will be drawn from a variety of projects, including local, small-scale, and large-scale projects. Convenience sampling will be used in our study to save time and other constraints. Convenience sampling allows for more efficient data collection.

Instrumentation/tools used for data collection

The questionnaires were distributed among respondents from the construction industry. Responses were collected on a five-point Likert scale, in which 1 representing "strongly disagree" and 5 representing "strongly agree". The questionnaire also includes demographic information.

The proposed study would rely on the primary data that will be collected through questionnaires. However, the secondary data will be collected by reading relevant literature to complete the study. The responses were gathered through a Google form (online).

Results and Discussion

Sample frequencies, ranges, means, and standard deviations were calculated, and SPSS Statistics 26 was used for data analysis. To collect the demographic characteristics of the respondents, we collected data based on gender, age, qualification, and experience, and the results are shown below.

Table 1
Employee Demographic Data

Demographic Variable	Type	Frequency	Percentage
Gender	Male	132	65.4
	Female	70	34.6
	Total	202	100.0
Age	18-25	101	50
	26-33	85	42
	34-41	8	4
	42-49	4	2
	50 and above	4	2
	Total	202	100
Qualification	Matric	2	1
	Intermediate	8	4
	Bachelor	128	63.3
	MS/MPhil	58	28.7
	PhD	6	3
Experience	Total	202	100.0
	5 and less	167	82.7
	6-13	31	15.3
Experience	14-21	4	2
	Total	202	100.0

Table-1 shows the gender of the respondents, the table shows that there are 132 male respondents and 70 female respondents. The ages of respondents were divided into age categories of 18 to 25 years showing 50% frequency, 26 to 33 years showing 42% frequency, and 34 to 41 years showing 4% frequency. The category showed a frequency of 2% in the 42 to 49 age category, and 2% in the 50 and above category. Educated respondents were also divided into categories in which matric passed respondents frequency is 1%, intermediate respondents frequency is 4%, bachelor respondents frequency is 63.3%, MS/MPhil respondents frequency is 28.7% and PhD respondents frequency is 3%. In table 4.1 the last table shows the experience of the respondents, the experience range from 5 and less year frequency is 82.7%, the experience range from 6 to 13 year frequency is 15.3% and the experience range from 14 to 21 frequencies is 2%.

Descriptive Statistics of Constructs

The descriptive analysis of the various constructs is presented in-depth in this section. The following information is presented: sample size, minimum and maximum values, a measure of central tendency, and standard deviation.

Table 2
Descriptive Statistics for Leadership style

	N	Mean	Std.Deviation
LS1	202	4.03	1.00
LS2	202	3.71	1.39
LS3	202	4.19	0.93
LS4	202	4.5	0.87
LS5	202	3.69	1.15
LS6	202	4.06	1.09
LS7	202	4.17	1.02
LS8	202	3.85	1.32
LS9	202	4.08	1.03
LS10	202	3.85	1.35
Valid N (list wise)	202		

The table 2 shows that there are 10 items in leadership style, it was observed that the item no: 4 “Providing guideline without pressure is the key to being a good leader” had the highest mean 4.50 among all other items and item no: 5 “Leadership requires staying out of the way of member as they do their work.” had the lowest mean 3.69 among all the items, most of the items means were above 3.5.

Table 3
Descriptive Statistics for Team performance

Item	N	Mean	Std. Deviation
TP1	202	4.44	0.75
TP2	202	4.36	0.91
TP3	202	4.35	0.79
TP4	202	3.96	1.17
TP5	202	4.33	0.90
TP6	202	4.23	0.89
Valid N (list wise)	202		

The table-3 shows that there are 6 items in team performance, it was observed that the item no: 1 “All team members made an effort to participate in discussions” had the highest mean 4.50 among all other items and item no: 4 “All team members consistently paid attention during group discussions.” had the lowest mean 3.96 among all the items, all of the items means were above 3.9.

Table 4
Correlation test on the leadership style and team performance

Variable	N	r
LS& TP	202	.564**

Table 4 indicates the relationship between leadership style and team performance in the construction industry. It was evident from table value of Pearson ($r = .564^{**}$) that there existed a positive average relationship between leadership style and team performance in the construction industry.

Table 5
Regression test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.564 ^a	.318	.304	2.80621

As indicated in table 5, we can see that the R-square value is 0.318, which means that our independent variable LS impacts 31.8% in the dependent variable TP.

Table 6
Reliability of the scale

Construct	number of items	Cronbach alpha
Leadership style	10	0.72
Team performance	6	0.86

Table 6 shows that, there were 10 items in the leadership style and 6 item in the team performance scale after implementation of reliability test, the value of Cronbach’s alpha of leadership style and team performance are 0.72 and 0.86 ,respectively.

Discussion

The first and main objective of this research is to investigate the impacts of leadership (LS) style on team performance (TP) in the construction industry. It was evident from table value of Pearson ($r = .564^{**}$) that there existed a positive average relationship

between leadership style and team performance in the construction industry. This relationship was also supported by empirical evidence from previous literature. For example, Zhu et al. (2018) claimed that leadership style is one of the best important resources available to teams, and as a result, it improves the team's overall performance.

The second goal of the study is to identify the role of leadership (project manager) in the construction sector. According to the findings, the mean value of all the items is greater than 3.5, indicating that leadership style plays an important role in the construction industry. According to this research, the average value of the leadership style vision is higher on construction industry. This is supported by empirical evidence from previous study (Gandolfi & Stone (2016) Leadership also necessitates a thorough understanding of people's roles in the ultimate mission and organizational vision. The study's discussion concluded that selecting the right leadership style can help construction industry achieve their goals and improve their industry.

Conclusion

The purpose of this research was to find the impacts of leadership style on team performance (TP) in the construction industry. A questionnaire were used to gather data from 202 respondents randomly, which included both male and female having qualification of matric, bachelor, MS/MPhil, and Ph.D. from various construction industries. The variables identified are respondents' gender, age, qualification, experience, leadership style, and team performance. Data collected from different construction industries in kpk, including the experienced employees and active participants, which are used to assess LS and TP the results show that the leadership style has positive impacts on TP in the construction sector. The results also show that leadership style (project manager) plays an important role in the construction industry.

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