

Role of Headship Along with Project Type on Accomplishment

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The Present Paper empirically observes the effect of project headship and project type on project achievement. Collected work's appraisal proves on parade the tasks which stay in arrears to novelty, assessing too estimated the benefits of project accomplishment. To analyze the outcomes of independent variables on dependent variables, regression analysis, Pearson moment correlation and descriptive statistics tools are used. Form instance statement analysis conclusion indicates that Project headship was associated to project accomplishment and project type too has optimistic association with project accomplishment. These study vestiges a modernizer effort in Pakistan also accordingly recompenses to the present worldwide transcripts on project management broadly.

INTRODUCTION

The issue of business achievement is associated with the facets of earning profit and viable benefits. Numerous researches have been completed on these issues owing to the reputation and ending of what victory/success/accomplishment and in what way it is restrained. Project accomplishment is very significant for all the businesses to persist in the rivalry. As it is great level of rivalry in arcade of Pakistan, the association has a duty to emphasize on the project accomplishment for developing the benevolence and detention of the market responsiveness. This unit conveys a lumpy hint of investigation ignorance. Only this one is answerable for appropriate data that trails down this proposal accurately bounded over and done by the empire of facets spurs on project accomplishment. It familiarizes with essential area, study queries and aims that accentuate the ignorance and the practice that openly inured jerk the final conclusions. In attendance, numerous philosophies of assistance practices are existing, alike expressive intelligence, contingency and ability.

Entirely announce that Project accomplishment is achieved through proper headship flair. This platform objects to pearl the association amid headship and project accomplishment, similarly project accomplishment and project type. Three Specifics of fictions were studied composed with PSF (Project success factor) and headship panache and relationship of project and management, project accomplishment and project type. As of texts study, this one endured enthralling to snip the headship stayed barely eternally restful over the vigorous conquest sorts of project. Perhaps the project manager absconding themselves else management is not vaulted in probe expected by (Turner & Muller, 2005). Other ideas also designate that Project is disapprovingly exaggerated by leader. Project Headship reins the project accomplishment over the project type because they already recognize thru mug up create by indentation of (Yang, 2011).

While an amount of fifteen management skills (Dulewicz, 2003) endure flexibly allied to PA (project accomplishment). Hereafter, these solitary relics consummate that and secure proper headship, project type can mature project accomplishment in two behaviors, jointly straight influence. A tranquil technique peppy archetypical remained painstaking illumination links contained by Project management. While other side, one solitary study prepared to show this conclusion in China and Pakistan, the current study applied it in the manufacturing sector industries of Punjab province of country Pakistan which is the biggest province regarding exports. One more study was done by (Nawaz, Munir, & Ghafoor, 2016) on Project accomplishment at the exporting hub of Pakistan (Sialkot). It was examined that project accomplishment is influenced by the project team and headship. In this study, we will explain that project accomplishment is influenced by project type and project top level management.

THEORETICAL BACKGROUND

Literature linked to project headship, project type, project accomplishment and relationship among them is revised.

Project Accomplishment

The factors that monitor to improve project recitations as well as achievement width depend on many years of study. The PM work munches pickled roughly through types poignant projects narration also achievement (Pinto & Slevin, 1988; Slevin & Pinto, 1986). Further studies notice for example, (Shenhar, Tishler, Sky, & Dvir, 1996, 1998; Balachandra & Friar, 1997) should bare that universalistic style, that assumes wholly expansions endure analogous, possibly there will not be optimal on the behalf of administration expansions or same project is repeated. Unlikely modules of projects could be flourished in divergent techniques. As per project supervisor/administrator, success totally of the beads is vivacious, but keep his decision (PM decision) on exact bead is the kind to provide accurately prosperous projects (Goatham, 2013).

An organization having business perspective mindset does have some specific goal focusing on increasing profits, improved growth and maximum market share. Most of the recent studies show the impact of effective projects on performance of the firm (Iqbal, Nawaz, Bahoo, & Abdul, 2017). When we talk about the project managers and project teams, their focus is just on day-to-day project execution rather than focusing on other areas of business. Many project managers have assigned different projects by the top-level management usually focus on their past assigned projects and they consider their job done when they complete their projects in time, utilize assigned budgets and resources, and provide the desired specifications of the projects they completed (Nawaz, Munir, & Ghafoor, 2016). When we talk about the traditional view of the project success, the project manager is to complete the project in time within assigned budget also ensuring the desired specifications of the project as well. Time, budget and specifications of project are the indicators of project success which must be considered by a project manager.

Few studies revealed that some other elements may also be considered for assessing the project success such as the customer's satisfaction and welfare of the client. Some researchers proved that customer satisfaction is the main and the most important indicator of project success. Researchers

revealed that level of satisfaction is divided among different stakeholders: customer, developer, the project team and the end user of the project. Assessment of project success is varied from person to person because of their area of business and their field of specialization. According to researchers, different assessors assess the project success based on different indicators due to their different area of specialization e.g., an architect might consider the project success in a way of appearance and aesthetics, and an engineer may consider the project success in terms of technical competence (Novo, Landis, & Haley, 2017).

According to the recent research findings, the project success can be assessed by assessing that the project objectives are met or not. According to researchers, the hierarchy of project objectives, goals and purpose can be considered by the assessors for assessing the project success. The project success can be identified by four dimensions and a project will be successful if it will fulfill these dimensions (Bell, 2018). First dimension is that, achievement of desired goal of project; second is the customers or end-users gain the designed benefits from project; third is the desired benefits are gained by the organization; and the fourth dimension/criteria is that benefits are gained by the technological infrastructure of the firm (Bell, 2018).

Project Type

There is a common misunderstanding in the minds of people that all the projects are same and require the same tools for performing the activities of projects. A mutual misunderstanding about projects is that they are entirely identical, so one can practice comparable feats for all project actions. This is occasionally called that project type is a pioieci syndrome (Shenhar; A, J, 2001). Handling projects with same techniques commonly lead towards project disappointment and disenchantment, because industries are executing unsuitable project managing practices for their numerous projects. Projects fluctuate in numerous vital behaviors (Dvir, Sadeh, & Malach-Pines, 2006). To recognize the theoretical substance of projects as exclusive organizational methods, one can get back to conventional works in the initial days of the organizational philosophy, mostly the philosophy of exigencies in organizations.

Conventional exigency philosophy declares that diverse exterior circumstances will possibly necessitate diverse organizational physiognomies. Organizational efficiency depends on the resemblance or 'goodness of fit' among operational and ecological variables (Drazin & Van De Ven, 1985; Lawrence & Lorsch, 1967). (Burns & Stalker, 1994) Offered what is now a day's putative as the outmoded discrepancy among upgrading and essential invention, also between biological and mechanical industries. An autonomous organization was labeled as recognized, unified expert and administrative, with several specialist points and sustaining only a nominal level of advancement. A biological organization, in divergence, was categorized as casual, reorganized, with limited expert stages, extensiveness view, and wide level so fad van cement (Dvir, Sadeh, & Malach-Pines, 2006). Running the projects with this concept normally leads towards failure of the projects. This is because organizations use improper techniques of project management while working on various projects at the same time. But in fact, each project requires different tools and techniques to perform them successfully. Researchers finalized that there are few dimensions that can make distinctions between projects which are: Uncertainty, Complexity and Pace. When we join these dimensions, we can arrange a UCP (Uncertainty, Complexity and Pace) model that can help us for making differences among projects (Shenhar, Dvir, Lechler, & Poli, 2002).

Uncertainty: Different projects have different types of uncertainties and when we are working on a specific project we face uncertainties on its different levels; project managers face uncertainties in terms of completion timings of projects, resource allocations and proper utilization of resources into project; and uncertainties about the desired requirements of project (Shenhar, Dvir, Lechler, & Poli, 2002).

Complexity: There is a deep relation between project complexity and project scope, and other elements related to the project. Because all different elements working in project are interconnected and they are all depending on each other, each coming stage is depending on its previous stage and this is the way how a project gets completed after very complex working. All these interconnected elements require a formal way, and intense planning to complete the project.

Pace: The last dimension is the pace of the project. Most of the time; the goals related to a project are assigned some specific duration in which the goals must be completed. So, the project manager must consider the criticality of project while working on the completion of project goals. Project managers must complete the project in time and for completing it they should achieve the milestones of the project to achieve the overall objectives of the project. After the detailed analysis of this dimension, the researchers determine the UCP model to analyze the project type, and then they find that the new dimension is 'Novelty' which defines how new the product is to its potential users (Shenhar, Dvir, Lechler, & Poli, 2002). After receiving this new dimension our model becomes complete and it enables the project managers to analyze the project more accurately. This model not only helps project manager to select the project and to select the project management style during project initiation, recruitment of team members, and structuring of project as well.

Project Headship

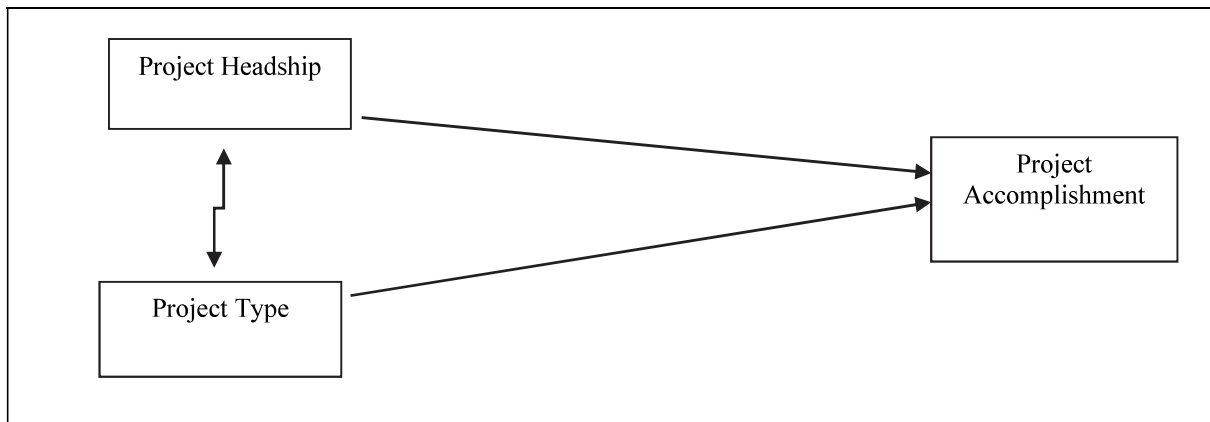
Project administrator must be a virtuous front runner working on project as he/she should adopt different headship styles in different circumstances. There are different schools of thoughts regarding project headship style. Initially, trait school present that good leaders have some innate traits. Behavioral school suggests that good and effective leaders are having given behaviors which we can develop. Henley Management College have presented seven traits of effective and good project managers: problem solving skills, initiatives taking personality, result-oriented, self-confident, good communicator, perspective, good negotiator. But, he did not tell that different traits will be appropriate with different project types. Another researcher's (Nawaz, Munir, & Ghafoor, 2016; Bass & Stogdill, 1990) four leadership styles are laissez-fair, autocratic, democratic and bureaucratic and he suggested that these leadership styles are appropriate according to the project life cycle stage which are feasibility, design, execution and close out respectively. Another school suggested that there are two leadership styles that are transformational and transactional leaders. They focus on relationships & communication of their values and those who focus on process respectively. Other researchers (Keegan, Hartog, & Den, 2004) have suggested that transformational leadership style is more appropriate for project managers. Few researchers suggested that transformational leadership style is more appropriate for complex change projects and as far as the transactional leadership style is concerned this style is more appropriate for simple and engineering projects. When we talk about emotional intelligence school, they suggested that every manager has a reasonable level of intelligence but the thing which differentiates is their emotional response to situations. They also suggested few management styles that are visionary, coaching, democratic, affiliative, pacesetting, and commanding. The reason behind choosing these management styles is a survey of 2000 managers where they identified that these management styles are more appropriate in every situation.

METHODOLOGY

The insistence of learning is to novelty that whether the project manager's headship and project type are swayed at project accomplishment. Four points are nominated to examine the feature of swaying. Leading step is to find the collected works of project accomplishment, Project headship and Project type from manufacturing industrial sector of Punjab province. Next is to gather data from the relating population/sample, where targeting population is manufacturing sector so the information regarding the industries are gathered from the LCC (Lahore Chamber of Commerce), SCC (Sialkot Chamber of Commerce), ACC (Attock Chamber of Commerce), CCC (Chakwal Chamber of Commerce), FCCI (Faisalabad Chamber of Commerce and Industries), GCC (Gujrat Chamber of Commerce), JCC (Jhelum Chamber of Commerce), OCC (Okara Chamber of Commerce), RCC (Rawalpindi Chamber of Commerce), SCCI (Sargodha Chamber of Commerce and Industries), BCC (Bahawalpur Chamber of Commerce), DGKCC (D.G. Khan Chamber of Commerce), GCCI (Gujranwala Chamber of Commerce and Industries), JHCC (Jhang Chamber of Commerce), MCC (Multan Chamber of Commerce), RYKCC (Rahim Yar Khan Chamber of Commerce), SLCCI (Sahiwal Chamber of Commerce and Industries) and MOC (Ministry of Commerce).

Third is to examine the statistics through method utensil. The fourth and last one is to arrange concluding conversation and consequences. Factors of the project accomplishment have been deliberate in diverse western states but minute in Asian states (Shamir, Zakay, Brainin, & Popper, 2000). Analysis shows that greater the realistic headship greater the collaboration and greater the probabilities of the project achievement. There is only one study completed on project accomplishment in Pakistan (solitary study) which is related with the business project. So, the collected works of project accomplishment, project headship and project type are mostly from external writer. The focal practice which is used to catch the collected works is Google scholar. Then the statistics has been poised through questionnaire from manufacturing companies in Punjab, which is the biggest province of Pakistan relating the manufacturing sector. The information of industrial area has been acted from MOC (Ministry of Commerce), COC (Chamber of Commerce) from all over the Pakistan. About 300 questionnaires were distributed although two hundred eighty five questionnaires were accredited, two hundred seventy questionnaires were chosen for concluding examination subsequently deleting fifteen incomplete questionnaires at a response ratio of 95%. Then, the collected statistics were verified through the ‘SPSS’ to conclude the outcomes and discussion on it.

**FIGURE 1
RESEARCH MODEL**



Data Analysis

To study the affiliation of project headship, project type and project accomplishment, Pearson’s correlation and descriptive statistics is used in this research to classify substantial effect of project headship, project type on project accomplishment. 45objects along with demographic queries are measured to gather retorts from employees of manufacturing industries from Punjab province. Constancy and solidity are recognized over reliability tests. In what way objects are definitely interrelated in typical confirmed through Cronbach’ alpha consistency factor. Reliabilities are measured to stay poor when it is less than .60, the range of .70 is preserved to be satisfactory and the reliability greater than .80 is attuned as virtuous. To check constancy of quantity, reliability examination is steered. Cronbach’s alpha is restrained to analyze the reliability of the study. The satisfactory of Cronbach’s alpha is .70 or above (Bryman & Bell, 2003).

**TABLE 1
RELIABILITY OF VARIABLES**

Variables	Cronbach's Alpha	N of Items
PML	.719	18
PM	.750	17
PT	.761	10

Seventy-nine percent of the suspects remained among 20-29 years while 14% suspects stayed among 30-39 years and 7% of the suspects above 35 years. 92% male and 8% female are subsidized in this study. 10.4% have less than one-year experience of working in the field while 65.9%, 13.7% and 10% have 1-5, 5-10 years or above than 10 years respectively. Most of the answerers were relating with the managerial designation which is about to be 97.8%, while non-managerial is 2.2%. All the information is shown in table 1.2.

**TABLE 1.2
DEMOGRAPHICS**

Age	Frequency	Percentage	Cumulative Percent
20-29	214	79.3	79.3
30-39	37	13.7	93.0
40 or above	19	7.0	100.0
Total	270	100.0	
Gender	Frequency	Percentage	Cumulative
Female	22	8.1	8.1
Male	248	91.9	100.0
Total	270	100.0	
Experience	Frequency	Percentage	Cumulative
Less than year	28	10.4	10.4
1-5 years	178	65.9	76.3
5-10 years	37	13.7	90.0
10 or above	27	10.0	100.0
Total	270	100.0	
Sector	Frequency	Percentage	Cumulative
Public	17	6.3	6.3
Private	253	93.7	100.0
Total	270	100.0	
Designation	Frequency	Percentage	Cumulative
Non-Managerial	6	2.2	2.2
Managerial	264	97.8	100
Total	270	100	

Pearson Correlational Analyses

Pearson moment relations designed at every impalpable impulsive hip of learning raised premeditated. Unified hostile association is -1 while unified productive association is +1. To checks uncertainty between these two we must check the level of significance. The outcomes exposed that project headship is strongly associated with project type and it also have definite association with project accomplishment. Table1.3 shows the correlation result of the data which is established from SPSS.

**TABLE 1.3
CORRELATIONS**

		PM_L	P_M	P_T
PM_L	Pearson Correlation	1	.314**	.402**
	Sig. (2-tailed)		.000	.000
	N	270	270	270
P_M	Pearson Correlation	.314**	1	.444**
	Sig. (2-tailed)	.000		.000
	N	270	270	270
P_T	Pearson Correlation	.402**	.444**	1
	Sig. (2-tailed)	.000	.000	
	N	270	270	270

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

CONCLUSION

Success is looked-for in ordinary life, in business happenings. Project is the part of the business. Corresponding to the contradictory conclusions by previous researchers (Wu, 2010) “Leaders who try to please both individual and cluster requirements may unconsciously negotiation cluster processes and cluster outcomes”. As well as two studies by (Wang & Howel, 2010) and (Collins & Smith, 2006) on project accomplishment, helped (Hirschhorn, 1991) statement that project accomplishment is usually linked with optimistic association result e.g., sophisticated outcomes (Srivastava, Bartol, & Locke, 2017; Collins & Smith, 2006). Similarly, the behaviors are foreseeable to proficiently make probable project accomplishment among entities, which plays a supportive role for association performances and improvements in these learning-based eras. The current study resolves this analysis over analytical interrelationships between project headships, project type, as well project accomplishment in the passage of the investigation. The project headship and project type have the positive relationship. This study also explores that project headship and project type have positive impact on project accomplishment separately and accumulatively.

IMPLICATIONS AND LIMITATION

Elementary tactic administrative of existing study in which project accomplishment frequent formations achieve numeral of momentous errands underneath the crucial minced by what period formations integrate units over numerous info sleazy hooked towards a project team-based planning, an innovative appearance be positioned further probable to take place.

For administrators this study has applied proposition. Present study devotes some confines which would be settled and express in upcoming research. Dominant, method of current study has some pivotal facts on contributing links among project headship, project accomplishment and project type. While this study did not observe possibility, the hypothetical essential values castoff the envisioned relations be present existing, as well the outcome explains that prearranged model remained a usual protest of the presumed collaboration among the perceptions. Some scholars like (Harrison & Klein, 2007) have assumed notice such imaginary collection approaches strength not be launch/convincing approaches of certain variety. Moreover, project headship takes apart subsequently endured standard similarly experimentally also hypothetically (Harrison, Price, Gavin, & Florey, 2002). Simplification of penalties has been restricted payable traditional outlook in various effort situations.

This study deals with Project type, Project headship and Project success in the Punjab province. It was conducted in manufacturing sector. Vantage point study should display further fortified tools that can

extra considerate of the process during which labor work stimulus project accomplishment in labor assemblies while the project is repeated. To heightened understanding of high-class associations among project headship and the divergent apparatuses in conjecture input of material regarding project in different level of labor or management. This study collects upon outcomes from this research and look by frequent independents as intermediaries, alike essential for reasoning. Future explorations there exists a possibility of exertion on this model, but project type is measured as mediating variable it is a possibility to increase the numbers of variables. This study was accepted in minor, intermediate and huge industrial corporations in Pakistan with by and large less sophisticated female respondents. Next imminent study is steered in diverse extents alike, technical sector, services sector and information technology sector. The exploration is steered on the huge scale through increasing the population size like Punjab to Pakistan.

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