

How Transformational Leadership Impact Project Success: Mediating Role of Person-Job Fit

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Abstract:

Globally thousands of projects fail, resulting in loss of billions of dollars (PMI, 2018), the situation in third world countries like Pakistan is not very different in this situation and there is a dreadful need to identify the mechanism through which project success rate can be increased. According to the Asian Development Bank, annual evaluation report (2017) projects in Pakistan have consistently underperformed over the 2008-2016 review periods. Past studies identify incompetent leadership and incompetent team among the top causes of failure of construction projects. Prior research suggests that transformational leadership induces followers' sense of responsibility and effectiveness and such right behavior of managers is essential to successfully complete the project. Thus the focus of the current study is to investigate the relationship between transformational leadership and project success via person job fit thus helping to uncover the underlying mechanisms through which transformational leaders achieve project success. This study is cross-sectional in nature. 185 responses were received from project professionals working in the construction industry in Pakistan using a judgmental sampling method. To test the proposed hypotheses correlation, regression, and Hayes PROCESS, Model 4 was run. The study found that person-job fit mediates the relationship between transformational leadership and project success. This study shows the importance of a transformational leadership style in the context of construction industry in Pakistan, where there is a shortage of skilled manpower that can meet the changing demands and skill set of construction industry. It directs the attention of team leaders on deploying persons of relevant skillset on certain jobs and avoiding the use of makeshift arrangements. Human resource personals shall utilize sound selection techniques along with training to help leaders increase followers' person-job fit.

Keywords

Transformational leadership, person job fit, project success

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