

Transformational Leadership and its Impact on Project Success at Jordanian Contracting Companies

Manar Methhan AbuHazim, Dr. Monera Alme fleh

World Islamic Sciences & Education University

Email: manar_abuhazeem@yahoo.com, Monera.Mefleh@wise.edu.jo

To Link this Article: <http://dx.doi.org/10.6007/IJARBS/v15-i4/25067> DOI:10.6007/IJARBS/v15-i4/25067

Published Date: 29 April 2025

Abstract

This study aimed to identify the impact of transformational leadership with its dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on the success of the project with its combined dimensions (accomplishment within cost, achieving quality standards, completion on time, and meeting stakeholders' requirements). The study population consisted of all project managers working in Jordanian contracting companies, numbering (180) managers. The study followed the quantitative analytical approach and followed the comprehensive survey method for all project managers working in 180 companies. The questionnaire was distributed to them. (150) valid questionnaires were retrieved for analysis, and they were analyzed using SPSS V23. The results of the study showed that there are high levels of importance for the dimensions of transformational leadership and the dimensions of project success, and that there is a significant impact of the dimensions of transformational leadership with its dimensions of intellectual stimulation, individual considerations, and ideal influence on the success of projects, and that transformational leadership affects each dimension of project success. The results also showed that there is a strong, positive, and statistically significant correlation between the variables of transformational leadership and project success.

Keywords: Transformational Leadership, Inspirational Motivation, Intellectual Stimulation, Individual Considerations, and Ideal Influence, Projects Success

Introduction

Today, organizations face multiple and volatile challenges and opportunities in the environment that require them to make continuous changes. Projects are one of the important ways to implement and respond to these changes. Hence, the importance of successful project management; because the success of the project provides value to organizations and competitive advantages for them, Organizations may resort to implementing various projects in order to reduce costs, issue new products, make procedural

improvements, and meet other organizational needs (Castro et al., 2022). The initial focus of project management literature was directed towards project management, where methods and techniques give priority to the efficiency aspects of cost, quality, and time, known as the iron triangle; instead of the effectiveness aspects (the benefits of the project to stakeholders and organizations); and the project manager had to assume a position of control behavior because organizations focused on how to manage projects effectively instead of focusing on their results and benefits to organizations and stakeholders. With the development of literature and business dynamics, projects have become more than just administrative efficiency; rather, it contributes to the organization's strategy and also benefits stakeholders (Mahvia et al., 2023). According to Castro et al. (2022), project success plays a pivotal and vital role for organizations, which is why many organizations have transformed their structures into existing projects, so that 30% of the world's economy today relies on project-based systems. There are also many difficult situations that projects face today that justify their success; these situations include: staying within budget and schedule, creating value for shareholders, and achieving profitability; as many organizations that undertake these projects spend a huge amount of time and effort to ensure that their projects are under the right leadership capable of achieving goals and survival, and thus succeeding in implementing the project (Abdul Aziz et al., 2022). Understanding and developing the right leadership style for project management has become a matter of concern and must be addressed, which is why many studies have shown the importance and role of the project manager who can lead the project to success (Zwikael, 2019).

In this context, Capaldo et al., (2021) showed that over the past decade the role of the project manager has changed; such that it has become the most important decisive factor in the success of the project; therefore, project leaders must be able to motivate their teams, stimulate cooperation between team members, resolve problems and conflicts openly, and be willing to transfer knowledge to their employees. According to Al-Subaie et al., (2021) leadership styles have an important relationship with project performance and ensuring their success; and that project leadership is very important for the success of the project; which is why the transformational leadership style was highlighted. As a result, the transformational leadership style of competent project managers is a crucial element and leads to the success of the project; because transformational leadership works to greatly influence subordinates in order for them to perform their work in the best possible way (Han et al., 2024). Based on the above, this study came to contribute to understanding the impact of transformational leadership on the project's success Jordanian contracting companies

Study Problem

The problem of this study is the project's success in the Jordanian contracting companies, as the government business environment is witnessing an increase in the complexity of projects, their size, and the diversity of work teams, and many projects suffer from failure or failure to achieve their goals; and thus their failure despite the availability of the necessary financial and human resources; and the failure of projects can be attributed to weak project leadership; or weakness in the absence of an appropriate leadership style for project management; which makes it difficult to achieve project success without the availability of dynamic and effective leadership styles; therefore, transformational leadership that focuses on individual considerations, ideal influence, intellectual stimulation, and inspiring motivation for the project team can be the optimal solution to improve the performance of the project team and

thus achieve the goals and increase the chances of project success. Based on the above, this study came to try to answer the following main question:

"What is the impact of transformational leadership with its dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on the project's success with its dimensions (accomplishment within cost, achieving quality standards, completion on time, and meeting stakeholders' requirements) in the Jordanian contracting companies.

The following sub-questions branch out from the main question:

1. What is the relationship between transformational leadership and project success?
2. What is the impact of transformational leadership with its combined dimensions on the project success in its individual dimensions?

Importance of the Study

The **scientific importance** of this study stems from the importance of its studied variables, represented by transformational leadership and project success. This study also gains its importance by revealing the extent of the existence of relationships and influence between its variables, noting that it has not been addressed in previous studies in Jordan - according to the researcher's knowledge - through her review of research that previously addressed the study variables. The scientific importance of this study also stems from its endeavor to provide a comprehensive theoretical framework that addresses the latest scientific results related to its fields, and in a way that contributes to increasing the accumulation of knowledge about its variables.

The practical importance, the importance of the study stems from the extent of the benefit and recommendations that it will provide to decision-makers in the Jordanian contracting companies, and in terms of verifying and clarifying the relative importance of each of the study variables.

The importance of the study also emerges from the importance of the researched sector, which is Jordanian contracting companies, as these companies are of great importance to the Jordanian economy, through the size of their large investments in the Jordanian market, and their importance is not limited to investment and contribution to the gross domestic product only, but extends to their contribution to employment and reducing unemployment, as these companies work to increase returns on investments and projects by drawing up investment policies and activating management on global foundations and standards that ensure maximizing returns on investments in light of moderate financial risk rates, and dealing effectively with economic variables, in a way that ensures supporting the wheel of economic development in the Hashemite Kingdom of Jordan.

Study Objectives

This study aims primarily to identify the impact of transformational leadership with its dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on the success of the project with its combined dimensions (accomplishment within cost, achieving quality standards, completion on time, and meeting stakeholders'

requirements) in the Jordanian contracting companies. In addition to the following sub-objectives:

1. Verify the relationship between transformational leadership and project success.
2. Test the impact of transformational leadership with its combined dimensions on the project success in its individual dimensions

Literature Review

Transformational Leadership

Transformational leadership theory emerged in 1985 by the administrative scientist Bass, in which the leader is able to motivate subordinates to exceed expectations in their performance (Hannah et al., 2020). Transformational leaders are those who prioritize the higher-level intrinsic needs of their followers and provide an overarching purpose for organizations, and scholars have already verified the applicability and effectiveness of transformational leadership in a variety of events (Khan et al., 2020). In addition, a group of analyses have also examined the effects of transformational leadership on employee outcomes in functional organizations, including work performance, organizational commitment, and job satisfaction; and how project success can be significantly influenced by the transformational leadership of project managers who also effectively reflect the project context, promote team collaboration, improve employee performance, and persuade team members to carry out desired tasks, all of which depend heavily on transformational leadership and its many elements; Therefore, project managers who use transformational leadership have higher chances of project success (Zaman et al. 2020).

Transformational leadership is defined as the suggestive leadership that works to greatly influence subordinates in order for them to perform their work in the best possible way (Al-Amiri & Al-Ghalbi, 2011, 479). Al-Atoum and Al-Kofhi (2011, 63) defined it as the leadership that provides value, unity, and trust by uniting the leader with his followers around a common vision, which in turn will improve the performance of the organization in particular and society in general.

Coun et al. (2019) added that transformational leadership is the one that provides the appropriate conditions to help their followers learn and develop, and obtain the skills necessary for their jobs, allowing them to contribute their knowledge as capital in the work, and accelerating the process of learning and success. It is also defined as the leadership that works to stimulate the brains of followers to go beyond their personal interests in order to achieve higher collective goals; in addition to developing a strong relationship between the leader and his followers (Dwivedi et al., 2020).

Dimensions of Transformational Leadership

Transformational leadership and its various dimensions are crucial elements in improving employee performance, teamwork, and persuading followers to accomplish the tasks assigned to them (Fareed et al., 2023). Zhao et al. (2021) showed that most researchers agreed that there are four dimensions of transformational leadership and that these four dimensions are the essential components of success. These dimensions are: idealized influence, inspirational motivation, intellectual stimulation, and individual considerations, and that these dimensions are widely accepted and used by researchers (Ahmad et al. 2022).

To complete this study, the researcher relied on the four dimensions of transformational leadership, which are as follows: (Ahmad et al. 2022; Zhao et al., 2021; Fareed et al., 2023).

Inspirational motivation: Inspirational motivation focuses on the leader's behaviors that arouse a love of challenge in the souls of followers and stimulate the spirit of work teams, by instilling enthusiasm in them; as the transformational leader provides followers with participation in envisioning future situations, goals and shared visions for the organization, and therefore inspirational motivation is considered the degree to which the leader expresses an attractive vision for subordinates (Ahmad et al. 2022). Al-Barakani (2024) indicated that inspirational motivation is the process through which the focus is on the leader's actions and behaviors that create and arouse a love of challenge in followers, and that these behaviors and actions are what clarify the leader's expectations from followers, and they work to develop the team spirit in work and commitment to achieving the organization's goals.

Intellectual stimulation: The intellectually stimulating leader helps followers become more creative and innovative; intellectual stimulation by the leader helps subordinates think about old problems in new ways, and use logic instead of unsupported opinions to solve problems by supporting the leader to question their old concepts, assumptions and beliefs, and the leader's concepts, assumptions and beliefs, which may be old or inappropriate for solving the organization's problems; it raises awareness of problems in subordinates, sensitivity to the ideas of each subordinate, and influences the subordinates' understanding and analyzes problems to find appropriate solutions (Zhao et al., 2021). Al-Barakani (2024) added that the transformational leader, through intellectual stimulation, stimulates followers to be more aware of the problems they face and stand in the way of achieving the desired performance that exceeds all expectations, and this is achieved by the transformational leader's empathy with others, listening to their ideas and suggestions, and sharing their feelings and emotions.

Individual considerations: Fareed et al. (2023) indicated that the best description of individual considerations is the role of guidance that the transformational leader exercises for those seeking growth and development; This is because individual consideration involves caring for the individual needs of followers and working to support them, and also involves developing people to achieve better performance. Al-Barakani (2024) added that individual considerations mean that the leader gives and provides attention to the requirements of his employees, which are sometimes characterized by privacy; In addition to instilling confidence in workers, and identifying the weaknesses and strengths in their performance through his belief in the individual differences between them and caring for them; This dimension of the leader's style is evident in listening kindly to workers, and paying special attention to the requirements and achievements of followers by praising and appreciating their efforts.

Idealized influence: Idealized influence is a description of a charismatic model that followers emulate by influencing ideals, ideology, and larger-than-life issues. Idealized influence is a strong emotional connection to and identification with the leader, and followers call them charismatics. The idealized influence of leaders appears when the leader envisions a desired future, articulates the appropriate way to achieve it, sets high standards of performance, and portrays confidence and determination to employees (Ahmad et al., 2022).

Project Success

Organizations rely on projects as a means of organizing activities in all economic and non-economic fields and directing them towards the goals to be achieved, as the project works as a basic method for developing and managing change to implement strategies; therefore, the success of businesses depends on the success of the project; and aligning projects with strategic goals can add value to organizations (Hayat et al., 2021). That is why organizations sought to Organizations have been striving for decades to make their projects as effective as possible; by discovering ways to improve and continuously selecting strategies in order to achieve the highest project success solutions, and "project success" has become an essential part of project management literature due to the high rate of complexity in projects, and it has certainly been noted that many organizations are Failed in their projects due to their inability to manage projects, and lack of project management capabilities and professional approach, as well as because the reason in the budget and finally in projects; It was also noted that the reason for over-budgeting and delays in projects was due to the ineffective use of knowledge in project management (Hussain et al., 2021).

The concept of project success has been identified through successful business policies, project thinking skills, team effectiveness, project creation, customer satisfaction, and potential project value (Castro et al., 2021). The concept of project success dates back to the emergence of modern project management in the 1950s, and in the 1990s early definitions equated project success with efficiency alone, which was measured by quality, schedule, and cost; later, the criteria were expanded to include stakeholder satisfaction, including customers and project teams; and in this period, scholars began to distinguish between project management success, and project success from a business perspective (Han et al., 2024).

Dimensions of Project Success

Historically, previous project management research examined project success dimensions from the perspective of cost, schedule, and scope. At some point between the 1960s and 1980s, project success dimensions were based solely on project efficiency. By the 1990s and 2000s, project success was not just a technical performance; it was also a strategic achievement for the organization. For this reason, the stakeholder dimension emerged as an important dimension of project success for the first time in 2001 by Shenhar. Later, in 2003 Collins and Baccharini promoted the stakeholder dimension to become a major dimension of project success (Castro et al., 2022). Al-Samaeel et al. (2024) added that there is a difference in the dimensions of project success according to researchers. After the dimensions of the project were based on time, cost and performance until the seventies of the last century, since then the dimensions of project success have developed and expanded to focus more on quality, cost and time in the eighties and nineties, which is what was called the iron triangle of the project, and the components of the iron triangle remained the main dimensions of project success, and then the dimensions of project success moved to a broader scope that exceeded these three restrictions; Stakeholders were included in the success of the project. Based on the above, this study will adopt the four most common dimensions of project success, which are: accomplishment within cost, achieving quality standards, achievement on time, and meeting stakeholders' requirements. As shown below:

Completion within cost: Project cost management includes all the necessary processes to complete the project within the approved budget through planning the required resources, estimating costs, setting the estimated budget, and controlling costs (Zukar, 2018, 46-47). Project cost management also represents a set of processes with pre-determined inputs and outputs that cover project cost management; in terms of planning, estimating, budgeting, funding sources, and managing and monitoring all these processes; therefore, project management must complete the project work according to the approved budget. Project management includes developing the project plan, defining goals and objectives, determining how to measure goals, including the required resources, and estimating the accurate budget to ensure the successful completion of the project (Al Shanqaiti & Farea, 2021).

Achieving quality standards: According to the definitions of quality within project management, it represents a specific result that the project reaches by matching the needs of customers and their degree of satisfaction; Therefore, quality is linked to the client's perspective and expectations. Project quality management includes all processes and activities carried out by the project team or the organization that specifies quality policies and objectives, and the responsibilities associated with them that achieve the requirements that were pledged to be achieved when starting the project implementation. Failure to achieve quality requirements has negative consequences for all those concerned with the project (Al-Muhaimid, 2017, 101). Zukar (2018, 47) added that achieving project quality includes all processes that ensure that the project will meet the quality requirements specified for it, through the use of a set of tools such as quality planning, quality assurance, quality control, and quality improvement.

Completion on time: Al-Muhaimid (2017, 71) confirmed that it is necessary for project managers to realize that their project is a set of interconnected events and activities that have specific start and end dates, and that any discrepancy in these dates may lead to a difference in the final delivery dates; and thus lead to a difference in the project, and here the importance and necessity of managing project time becomes clear through specific processes that enable those in charge of it to manage its time until it is completed and achieves its goals. Zukar (2018, 46) added that the project must be completed on time, and to achieve this; the project management must set a timetable to ensure that the project is completed on time by identifying the activities and their sequence, estimating the duration of each activity, and monitoring the timetable during implementation.

Meeting the requirements of stakeholders: Zukar (2018, 50) indicated that managing stakeholders in the project includes all the processes through which the identity of organizations, groups and individuals that may affect or be affected by the project is determined, and their expectations and impacts on the project must be analyzed; To develop appropriate strategies to involve them in making project-related decisions and to ensure its success. To ensure the success of the project, the project manager must identify the stakeholders in the project, whether they are institutions, groups or individuals; to know and determine the extent of their influence on the activities, decisions or outputs of the project, and analyze and document information related to their interests, aspirations and relationships; in addition to determining their impact on the success of the project, as the main benefit of this process lies in enabling the project manager to focus on what each party concerned with the project wants (Al-Muhaimid, 2017, 165). Al Shanqaiti and Farea (2021)

also confirmed that to achieve the success of the project, the people who manage the project must adopt appropriate methodologies and methods to achieve the project objectives and comply with the needs and expectations of stakeholders; and the necessity of completing the project outputs according to the requirements of the stakeholders, and thus achieving these requirements is useful in identifying the elements necessary for the success of the project.

Previous Studies that Investigated the Impact of Transformational Leadership on Project Success

Harvard Business Review reports in 2021 that “the value of project-oriented economic activity worldwide will grow from \$12 trillion in 2013 to \$20 trillion by 2027 (Nieto-Rodriguez, 2021, 5). As investment in projects increases, the ability to successfully execute these projects should increase; however, recent statistics indicate that a high percentage of projects fail to achieve their intended goals (Imama & Zaheer, 2021). Existing literature has shown that ineffective leadership has been identified as a major cause of 80% of project failures; in response, recent research has explored different leadership styles that may impact project success, such as transformational leadership (Fareed et al., 2023). Some studies have addressed the relationship between transformational leadership and project success, such as the study by Al Shanqaiti and Farea (2021), which aimed to analyze the impact of transformational leadership factors in its dimensions (ideal influence, inspirational motivation, intellectual stimulation, and individual considerations) and their direct impact on the success of projects in its dimensions (time, cost, scope, customer satisfaction, achieving the desired goals of the project, the organization's ability to build the project, achieving profits, and innovations in the project). The results of the study concluded that transformational leadership in its three dimensions (ideal influence, intellectual stimulation, and individual considerations) has an important relationship that affects progress and ultimately affects the success of the project, as the value of the impact coefficient reached ($r^2 = 0.598$); and that the fourth dimension, inspirational motivation, has a slight impact on the success of the project. The study also concluded that the most important contribution is to realize the positive impact of transformational leadership on helping project managers ensure the success of the project. According to a study conducted by Ahmad et al. (2022) which aimed to identify the impact of project manager leadership style on project success in the software sector in Pakistan, concluded that transformational leadership behavior of project manager and self-leadership of employees positively affect project success; in addition, self-leadership mediates the relationship between transformational leadership and project success, with a coefficient of determination ($r^2 = 0.678$). Finally, empowerment showed significant moderation in self-leadership and project success, and in transformational leadership and project success. Fayyaz et al. (2022) study, which aimed to identify the impact of transformational leadership on project success with the moderating role of emotional intelligence in healthcare NGOs in Lahore, showed a simple impact of transformational leadership on project success, with a coefficient of determination ($r^2 = 0.100$). However, a very strong effect of emotional intelligence was observed in moderating the relationship between transformational leadership and project success, with a ($r^2 = 0.229$) The association between transformational leadership and project success with the impact of emotional intelligence was direct and statistically significant. A study conducted by Thuy (2024) aimed to explore the effects of transformational leadership on project success; focusing on the mediating role of leader-member exchange, and the moderating effect of professional commitment. For a group of project managers (short, medium, and long-term) completed in

Vietnam. The results of this study showed that transformational leadership has a direct and significant positive effect on project success; the results also showed that leader-member exchange mediates the relationship between transformational leadership and project success. In addition, the results showed that professional commitment moderates the relationship between transformational leadership and leader-member exchange, and the relationship between leader-member exchange and project success.

Study Hypotheses

Based on the main question of this study and its sub-questions, the main hypothesis of the study and its sub-hypotheses can be identified as follows:

The first main hypothesis: **Ho1:** There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) for transformational leadership with its dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on the project's success with its combined dimensions (accomplishment within cost, achieving quality standards, completion on time, and meeting stakeholders' requirements).

The following sub-hypotheses emerge from this main hypothesis:

Ho1.1: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) for transformational leadership with its combined dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on accomplishment within cost.

Ho1.2: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) for transformational leadership with its combined dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on achieving quality standards.

Ho1.3: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) for transformational leadership with its combined dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on completion on time.

Ho1.4: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) for transformational leadership with its combined dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on meeting stakeholders' requirements.

Methodology

The study followed the descriptive analytical quantitative approach, and the study community consisted of (180) male and female employees, all of whom were project managers in Jordanian contracting companies classified as first class, and their total was (180) companies according to (Jordanian Contractors Association, 2024). The study adopted the comprehensive survey method for the study community, and the study also relied on the questionnaire as the main tool in collecting primary data. Accordingly, the researcher distributed (180) questionnaires, one questionnaire for each company; (161) questionnaires were retrieved, and upon reviewing them, it was found that (11) of them were not valid for analysis. Thus, the total number of valid questionnaires for analysis purposes was (150) questionnaires, with a verification rate of (83.33%), and they were analyzed using the Statistical Package for the Social Sciences (SPSS V 23) program.

Data Analysis

Stability of the Study Tool

The researcher verified the stability of the tool used in this study by calculating the internal consistency coefficient Alpha Cronbach, in order to measure the internal consistency of the statements and ensure their quality, which reflects the strength of the cohesion of the scale paragraphs. Table 1 shows the values of the stability coefficient for the dimensions of the study variables.

Table 1

Values of the stability coefficient for the dimensions of the study variables

Number	Dimensions	Cronbach's Alpha Coefficient	Number of questions
Independent variable: transformational leadership		Alpha Coefficient = 0.956	
1	Inspirational Motivation	0.735	4
2	Intellectual stimulation	0.782	4
3	Individual Considerations	0.772	4
4	Ideal influence	0.751	4
Dependent variable: Project success		Alpha Coefficient = 0.942	
1	Accomplishment within cost	0.899	4
2	Project Completion on Time	0.844	4
3	Achieving Quality Standards	0.798	4
4	Meeting Stakeholder Requirements	0.897	4

Table (1.8) shows the results of Cronbach's Alpha, where the alpha values for all dimensions of the study variables were higher than (0.70), and this percentage is considered acceptable in administrative and human sciences research, and the closer the alpha value is to (1), this confirms the existence of a high degree of stability of the study tool (Al-Najjar et al., 2020, 151); This indicates that the questionnaire paragraphs and their dimensions enjoy internal consistency.

Personal and Functional Characteristics

The personal and functional characteristics of the study sample members, where the percentage of male managers was 73.0%, while the percentage of female managers was 33.0%. This indicates that the managers in the government investment company and its owned companies are more male, due to the nature of the work of these companies. The highest percentage of managers in terms of age group was those aged between 30 and less than 45 years, and their percentage was 66.0%, while the percentage of middle management managers was 90 managers, or 60%, and the number of senior management managers was 60 managers, and their percentage was 40%. Finally, the highest percentage of sample members in terms of the number of years of experience was 10- less than 15 years, and their percentage was 51.3%. This indicates the keenness of the government investment management company and its companies to pay attention to those with great experience.

Hypotheses Analysis

Ho1: There is no statistically significant effect at a significance level

($\alpha \leq 0.05$) for transformational leadership with its dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on the project's

success with its combined dimensions (accomplishment within cost, achieving quality standards, completion on time, and meeting stakeholders' requirements).

To analyze this hypothesis, multiple linear regression analysis was used, as shown in Table 2, which shows the results of the analysis of the first main hypothesis.

Table 2 analysis of the first main hypothesis.

Table (2) shows that the value of the correlation coefficient ($R = 0.771a$), which indicates the existence of a high correlation between transformational leadership with its dimensions and project success. It also appeared that the value of the coefficient of determination reached ($R^2 = 0.595$) at (4) degrees of freedom, and the value of ($F = 53.260$) at a significance level ($\text{sig} = 0.000$). This confirms the significance of the regression at a significance level ($\alpha \leq 0.05$); and proves the validity and stability of the model. It is also indicated that transformational leadership in terms with its dimensions explained 59.5% of the variance in project success.

Ho1.1: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) for transformational leadership with its combined dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on accomplishment within cost. To analyze this hypothesis, simple linear regression analysis was used as shown in Table (3), which shows the results of the analysis of the first sub-hypothesis

Table 3

Which Shows the Results of the Analysis of the First Sub-Hypothesis

Model summary			ANOVA			Coefficient					
R	R ²	Adjusted R Square	F	Sig	df	Statement	B	Std. error	Beta / β	t	Sig.
0.771 a	0.595	0.584	53.260	.000 b	4	Inspirational Motivation	0.020	0.085	0.021	0.234	0.815
						Intellectual stimulation	0.276	0.074	0.307	3.741	0.000
						Individual Considerations	0.299	0.079	0.343	3.791	0.000
						Ideal influence	0.224	0.085	0.214	2.645	0.009
Model	R	R ²	Adjusted R Square	Std. error	F	Sig	B	Std. error	Beta	t	Sig
1	.690 a	0.476	0.472	0.600 0	134.436	0.000 b	1.033	0.089	0.690	11.595	.000 b

Table (3) shows that the value of the correlation coefficient ($R = 0.690a$), which indicates the existence of a high correlation between transformational leadership with its dimensions and accomplishment within cost. It also appeared that the value of the coefficient of determination reached ($R^2 = 0.476$) at (4) degrees of freedom, and the value of ($F = 134.436$) at a significance level ($\text{sig} = 0.000$). This confirms the significance of the regression at a significance level ($\alpha \leq 0.05$); and proves the validity and stability of the model. It is also

indicated that transformational leadership in terms with its dimensions explained 47.6% of the variance in accomplishment within cost.

Ho1.2: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) for transformational leadership with its combined dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on achieving quality standards. To analyze this hypothesis, simple linear regression analysis was used as shown in Table (4), which shows the results of the analysis of the scored sub-hypothesis

Table 4

Which Shows the Results of the Analysis of the Scored Sub-Hypothesis

Model	R	R ²	Adjusted R.Square	Std. error	F	Sig	B	Std. error	Beta	t	Sig
2	.676a	0.457	0.453	0.4573	124.591	.000b	0.758	0.068	0.676	11.162	0.000

Table (4) shows that the value of the correlation coefficient ($R = 0.676a$), which indicates the existence of a high correlation between transformational leadership with its dimensions and achieving quality standards. It also appeared that the value of the coefficient of determination reached ($R^2 = 0.457$) at (4) degrees of freedom, and the value of ($F = 124.591$) at a significance level ($\text{sig} = 0.000$). This confirms the significance of the regression at a significance level ($\alpha \leq 0.05$); and proves the validity and stability of the model. It is also indicated that transformational leadership in terms with its dimensions explained 45.7% of the variance in achieving quality standards.

Ho1.3: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) for transformational leadership with its combined dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on completion on time. To analyze this hypothesis, simple linear regression analysis was used as shown in Table (5), which shows the results of the analysis of the third sub-hypothesis

Table 5

Which Shows the Results of the Analysis of the Third Sub-Hypothesis

Model	R	R ²	Adjusted R.Square	Std. error	F	Sig	B	Std. error	Beta	t	Sig
3	.700a	0.490	0.487	0.45391	142.207	.000b	0.804	0.067	0.700	11.925	0.000

Table (5) shows that the value of the correlation coefficient ($R = 0.700a$), which indicates the existence of a high correlation between transformational leadership with its dimensions and completion on time. It also appeared that the value of the coefficient of determination reached ($R^2 = 0.490$) at (4) degrees of freedom, and the value of ($F = 142.207$) at a significance level ($\text{sig} = 0.000$). This confirms the significance of the regression at a significance level ($\alpha \leq 0.05$); and proves the validity and stability of the model. It is also indicated that transformational leadership in terms with its dimensions explained 49.0% of the variance in completion on time.

Ho1.4: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) of transformational leadership with its combined dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on meeting the requirements of stakeholders. To analyze this hypothesis, simple linear regression analysis was used as shown in Table (6), which shows the results of the analysis of the fourth sub-hypothesis

Table 6

Which Shows the Results of the Analysis of the Fourth Sub-Hypothesis

Model	R	R ²	Adjusted R Square	Std. error	F	Sig	B	Std. error	Beta	t	Sig
4	.589 a	0.34 6	0.342	0.5569 5	78.41 9	.000 b	0.73 2	0.08 3	0.58 9	8.85 5	0.00 0

Table (6) shows that the value of the correlation coefficient ($R = 0.589a$), which indicates the existence of a high correlation between transformational leadership with its dimensions and meeting the requirements of stakeholders. It also appeared that the value of the coefficient of determination reached ($R^2 = 0.346$) at (4) degrees of freedom, and the value of ($F = 78.419$) at a significance level ($\text{sig} = 0.000$). This confirms the significance of the regression at a significance level ($\alpha \leq 0.05$); and proves the validity and stability of the model. It is also indicated that transformational leadership in terms with its dimensions explained 34.6% of the variance in meeting the requirements of stakeholders.

Conclusion

The study attempted to identify the impact of transformational leadership in its dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on the success of the project in its combined dimensions (accomplishment within cost, achieving quality standards, completion on time, and meeting stakeholders' requirements) in the Jordanian contracting companies.

The results of the study revealed that transformational leadership with its dimensions (intellectual motivation, individual considerations, and ideal influence) affects the success of projects in its combined dimensions, while there was no effect of inspirational motivation on the success of the project in the multiple regression analysis. The results of the study also showed that transformational leadership with its combined dimensions affects the success of projects in its individual dimensions; This is what the results of the simple regression analysis showed.

The study concluded that the dimensions of transformational leadership constitute an integrated and important system to ensure the success of projects in its dimensions (accomplishment within cost, achieving quality standards, completion on time, and meeting the requirements of stakeholders); and that the leader who possesses transformational qualities has an important role in motivating and exciting the project team members and directing them to exert all their energies and direct them towards the success of the project.

Contribution

This study is a continuation of previous studies that investigated the impact of transformational leadership in its dimensions (inspirational motivation, intellectual stimulation, individual considerations, and ideal influence) on project success in its dimensions (accomplishment within cost, achieving quality standards, completion on time, and meeting stakeholder requirements). This study also added an important variable to project success, which is meeting stakeholder requirements, which was not addressed by many previous studies, as most previous studies addressed the extent of the project's success in achieving the dimensions of the iron triangle (time, cost, quality) and did not yet address meeting stakeholder requirements. This study was also applied in a developing country, especially in Jordanian contracting companies, while most previous studies were conducted in the private sector and in foreign, not Arab, environments. There are also no local studies in the Jordanian environment - to the researcher's knowledge - that addressed these topics; therefore, this study came to fill the gap in local studies on the impact of transformational leadership on project success.

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